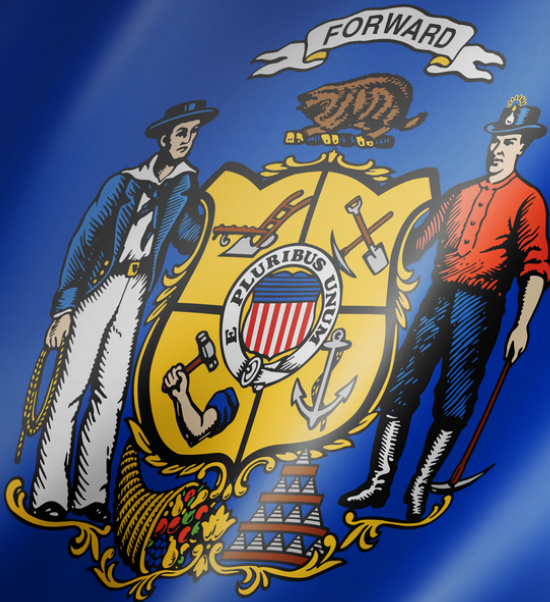


WISCONSIN STRATEGIC IT PLAN

2026 - 2028

WISCONSIN



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Introduction

In the Wisconsin State Capitol, a famous mural called “Resources of Wisconsin” sits in the oculus, looking down on visitors to the Capitol. In the mural[i], a robed figure holds key resources for which Wisconsin was renowned: lead, copper, tobacco, fruit, pearls, and wheat. While these resources led Wisconsin to prosperity in the 19th and 20th centuries, today Wisconsin is a global leader in fusion research, biotechnology, and advanced manufacturing.



Wisconsin State Capitol Inner Dome

As Wisconsin’s economy has grown and evolved, so have the programs and services provided by the State of Wisconsin to meet the needs of Wisconsin residents and businesses. Information technology (IT) is no exception. IT has made state government services faster, easier, and more convenient for citizens. Many services, such as renewing a driver’s license, paying taxes, or applying for benefits can be completed online instead of visiting a government office.

IT also helps state agencies communicate important information quickly through websites, emails, text alerts, and social media. Today, IT is undergoing significant changes driven by the growing use and adoption of generative artificial intelligence and quantum computing. To keep pace with these advancements, the State’s programs and services must continue to evolve, leveraging these technologies to improve efficiency, strengthen security, and better meet the needs of citizens and government agencies.

The Wisconsin Department of Administration (DOA), through its Division of Enterprise Technology (DET), provides IT leadership, strategic planning, and oversight for much of the State’s Executive Branch. Every two years,

Introduction

DOA works closely with executive branch agency leaders and other partners to create a Statewide Strategic IT Plan “for the use and application of information technology”[ii] over the coming biennium. This plan, which leverages insights from agency strategic IT plans and innovative practices, establishes the focus for DET and partner agencies.

Successful execution of this plan will require close, consistent collaboration among DET and agency staff to implement changes as a unified enterprise. While innovation remains a central focus, many of the plan’s objectives call for reexamining existing business processes and fostering a culture that can adapt to the accelerating pace of technological change. Working together as one enterprise will be essential to achieving these goals and delivering lasting value.

State government programs and services have a direct impact on the well-being of the people we serve. By standardizing and modernizing our technology, we strengthen our ability to deliver services more efficiently, effectively, and consistently, enabling us to better meet the needs of our communities. For example, proposed AI integrations in the Department of Health Services will make it easier for Medicaid recipients to document compliance with work requirements and for healthcare providers to enter vital records. Other ongoing generative AI initiatives will increase responsiveness to licensee applicants and make accessing information on government websites easier and quicker for residents. Web applications and portals developed by the Department of Workforce Development through technology modernization initiatives are a major step forward to better serve Wisconsin workers, job seekers and employers.

While this strategic plan focuses on the opportunities and progress ahead, it also recognizes the many accomplishments and successes achieved since the publication of the last Statewide Strategic IT Plan in 2024. Those achievements reflect the dedication, collaboration, and hard work of many individuals. We extend our sincere thanks to everyone who contributed to those efforts and helped make this progress possible.

References in this plan to the “State,” “State of Wisconsin,” or “Enterprise” refer solely to the executive branch of the State of Wisconsin, excluding the University of Wisconsin and other entities which are not subject to DET oversight.

2024-2026 Accomplishments

Over the past two years, the State of Wisconsin has pursued its goals of "Serving Wisconsin," "Securing Wisconsin," "Transforming Wisconsin," and "Working Wisconsin." These goals and their objectives are essential in modernizing IT for the benefit of our state residents. The achievements in these areas have significantly improved Wisconsin's services, with our agencies and partners playing a crucial role in advancing the state's business initiatives.

SERVING WISCONSIN

- **MyWisconsin ID:** The Department of Administration (DOA) and executive branch agencies integrated 197 new single sign-on agency applications and added more than 336,968 new registered users.
- **Department of Children and Families' (DCF's) Child Care Provider Portal (CCPP):** Developed as a comprehensive resource detailing the availability, location, and types of childcare services. The dashboard empowers parents to make informed decisions, with a 15% increase in parent engagement since launch.
- **BadgerNet Migration:** DOA migrated 596 sites to a new network that improved speed, reliability, and access across the state.
- **Unemployment Insurance (UI) Modernization:** The Department of Workforce Development (DWD) modernized the UI system with a mobile-friendly design that helps pay claims within three days or less. DWD also identified 4,049 fraud overpayment cases totaling \$6.8 million, helping protect taxpayer resources.
- **WisDOT Safety Data Hub:** The Department of Transportation (DOT) implemented a Data Linkage Platform and began publishing safety data through an online hub. The hub supports traffic data management, enforcement modeling, and roadway design to better align with statewide safety priorities.

2024-2026 Accomplishments

SERVING WISCONSIN (CONTINUED)

- **Child Care Counts Payments Management:** DCF used the Child Care Provider Portal to deliver \$35 million in Child Care Bridge Payments, helping maintain access for more than 169,000 children.
- **"Get Kids Ready" Launch:** DCF implemented digital tracking and administration for the state-funded "Get Kids Ready" initiative, which supports childcare providers serving four-year-olds.
- **Child Welfare Modernization:** DCF enhanced family support services through the "Intercept" program within the Division of Milwaukee Child Protective Services (DMCPS), using data-informed tools to improve direct service delivery.
- **Digital Infrastructure & Rural Health:** The Department of Health Services (DHS) allocated \$24 million to upgrade rural provider systems and establish a digital rural health care collaborative to remove barriers to care, maximize provider productivity, and leverage telehealth to bridge gaps.
- **Medicaid Innovation:** DHS implemented an application tool to streamline contract and grant management, vendor oversight, and administrative processes. The tool supports programs such as the Independent Living Supports Pilot and improves accuracy, transparency, and efficiency across operations.
- **Wisconsin Information and Support Portal (WiSP):** DCF developed WiSP as a modern, user-friendly web application to help youth take an active role in shaping their independent living goals.
- **Health Information Exchange:** DHS used the ForwardHealth system to integrate the "Food is Medicine" program across public health and Medicaid systems, enabling registered dietitians to provide medically tailored meals.

2024-2026 Accomplishments

SERVING WISCONSIN (CONTINUED)

- **Digital Safety Initiatives:** DOT implemented the 2025 Wisconsin Act 54 technical updates to support the expanded "Move Over" law and better protect motorists on the side of the road.
- **Department of Natural Resources (DNR) Web Mapping Modernization:** The public now has access to faster, more reliable online maps to locate places for hunting, fishing and enjoying the outdoors; as well as the information needed for planning projects and navigating permitting requirements.
- **Wisconsin Fishing Finder:** The new DNR Fishing Finder makes it easier for anglers to enjoy Wisconsin's waters by providing an interactive map featuring boat launches, shore fishing sites, fishing regulations and ADA accessibility information for boat ramps and fishing access sites.
- **Digital Wallet:** The Department of Safety and Professional Services (DSPS) became the first multi-occupation licensing agency in the nation to let professionals securely download and store licenses in Apple Wallet or Google Wallet.
- **Amazon Connect:** The Department of Revenue (DOR) created an Artificial Intelligence (AI) customer service agent to provide basic tax information and support to Wisconsin taxpayers.



2024-2026 Accomplishments

SECURING WISCONSIN

- **Cybersecurity Enhancements:** DOA and Wisconsin Emergency Management (WEM) awarded 144 grants totaling \$6.9 million, including \$4.7 million for rural communities. These funds helped local and state partners strengthen controls, detect threats earlier, and respond more effectively.
- **Multi-Factor Authentication (MFA) Strategy:** DOA released a strategy and roadmap to implement MFA across state systems, reducing the risk of unauthorized access and protecting constituents and business services from cyber threats.
- **Cyber Response Teams (CRT):** The state's CRTs responded to 104 major cyber incidents by analyzing threats and sharing critical cybersecurity information.
- **Governor's Cybersecurity Summit:** The annual summit drew more than 500 attendees from the public and private sectors to discuss evolving cyber threats and trends.
- **Incident Support Model:** WEM fully transitioned to an incident support model that better aligns with the state's role as a support partner to municipalities and communities.
- **State Emergency Operations Center (SEOC) Updates:** The SEOC and its stakeholders reviewed and updated documentation to improve continuity and preparedness.
- **Emergency Response:** WEM coordinated a fully remote response during severe winter weather, strengthening readiness and improving the state's ability to respond quickly as conditions change.

2024-2026 Accomplishments

SECURING WISCONSIN (CONTINUED)

- **WISCOM 800 System Development:** The Department of Military Affairs (DMA) continued development of the WISCOM 800 replacement system to replace and modernize the existing public-safety radio system.
- **Public Safety Interoperable Communication Grants:** DMA used \$10 million in Public Safety Interoperable Communication Grants for 700 and 800 MHz subscriber radio upgrades. The investment supported local government interoperability, with priority given to agencies in the Southeast, Northeast, and East Central regions.
- **Unemployment Insurance (UI) program Two-Factor Authentication:** DWD added two-factor authentication to the Unemployment Insurance Claimant Portal to help protect claimant accounts from unauthorized access.
- **Operational Security:** DHS invested in staffing to improve data accuracy in FoodShare and Medicaid, supporting efforts to reduce payment error rates.
- **eBuilder Application:** DOA modernized a platform that supports at least 2,300 state construction projects and bidding. The system improves compliance and streamlines collaboration with thousands of external partners, including architects, engineers, contractors, and state agencies.
- **Consolidated Server Patching:** DOA shortened the service patch cycle, reducing vulnerability exposure and improving operational efficiency by reducing manual efforts.
- **SFTP (SSH File Transfer Protocol) Upgrade:** DOA upgraded their file transfer solution to make the service more secure and reliable for users.

2024-2026 Accomplishments

TRANSFORMING WISCONSIN

- **Insurance Administration:** Department of Employee Trust Funds (ETF) implemented a new online system to make it easier for ETF members and employers to manage insurance benefits in a comprehensive, consistent, and secure manner.
- **Cloud Brokerage Review (CBR):** DOA reduced processing time for cloud brokerage reviews, a process to review the security posture of cloud solutions. These improvements reduce delays and save staff time, which helps get the needed cloud services in place sooner while still maintaining proper security and oversight.
- **Biennial Budget System Modernization:** DOA improved the budget workflow, reducing processing time from more than five hours to 20 minutes for 62 state agencies. Modernization of the system saved more than \$100 billion in taxpayer dollars.
- **Electronic Monitoring & Reporting:** The Department of Corrections (DOC) implemented a Client Automated Information solution and automated analysis of evidence-based responses to violations. These tools improved offender form management and allowed agents to spend more time counseling offenders, supporting better supervision outcomes.
- **CAV Infrastructure Preparedness:** DOT developed a comprehensive CAV Stakeholders Resource Guide to help planners integrate connected and automated vehicle technology.
- **Research & Data Program:** DOT's Research and Library Program expanded its focus on implementation strategies for technology-driven improvements in safety and automated systems.
- **Continuous Improvement Program:** DOA empowered state agencies to solve problems, streamline processes, and drive meaningful change. This was accomplished by partnering with teams to promote continuous improvement through guidance, strategic planning, and data-driven solutions, resulting in the ability to repurpose staff hours and achieve greater efficiency.

2024-2026 Accomplishments

TRANSFORMING WISCONSIN (CONTINUED)

- **Billing Data Warehouse:** DOA modernized billing for state IT services with a new platform that automates consumption data, consolidates multiple systems, standardizes formats, and replaces a manual process.
- **Centralized Contract and Vendor Data Repository:** DOA consolidated more than 250 contracts and procurement records. The repository improves visibility for renewal planning, forecasting, and strategic decision-making across the state.
- **Infrastructure Services:** DOA moved network patching from a manual process to an automated batch process. The new method supported more than 1,100 updates and saved an estimated 560 staff hours.
- **As-built, Road Right of Way Plat, and Soils Document Database:** DOT created a centralized geospatial platform that brings together as-built plans, ROW plats, geotechnical soils reports, and utility exhibits in one external-facing resource. The database improves access to project records and reduces routine records requests and search time.
- **Permit Primer:** DNR modernized the Permit Primer, making it easier for businesses to understand environmental permitting requirements.
- **Higher Educational Aids Board (HEAB) GLASS System:** HEAB implemented a cloud-based GLASS system to process applications, reviews, and funding for grants, loans, and scholarships. The system supports programs for UW, technical colleges, tribal colleges, private nonprofit colleges, and other educational grant programs.
- **Modernization of Case Management System:** District Attorney IT (DAIT) staff updated their Case Management system to improve efficiency, reduce office redundancies, and strengthen information security, for state prosecutor data.

2024-2026 Accomplishments

WORKING WISCONSIN

- **The Interagency AI Technology Governance Workgroup:** The state published a comprehensive AI recommendations paper to establish a foundation for responsible AI adoption across state government. The guidance covers governance, data management, security, privacy, procurement, and workforce readiness.
- **AI Review Working Group:** DOA and the Governor's Office created a governance process, using an AI Review Working Group, to review agency AI policies and use cases. The group helps ensure alignment with enterprise standards for security, privacy, legal compliance, and technical architecture.
- **AI Community of Practice:** The state formed a cross-functional forum for staff from IT, security, legal, data, procurement, and program areas across agencies. The group supports knowledge sharing, emerging use cases, best practices, mentorship, collaboration, and innovation.
- **Workforce Innovation Grant Program:** The state secured \$7.3 million in federal funding to support workforce training programs focused on advanced AI skills. The grant program has served 118,000 workers while strengthening regional collaboration, fostering local accountability, and increasing community participation in addressing workforce challenges.
- **Registered Apprenticeship Initiative:** The state expanded partnerships with schools and colleges to build the local talent pipeline through structured on-the-job training and classroom instruction. The program set a record with 18,524 apprentices enrolled and more than 3,095 employers participating.
- **Learning Management System:** DOC implemented a learning system tool to expand access to educational and vocational training for inmates.

2024-2026 Accomplishments

WORKING WISCONSIN (CONTINUED)

- **Governor's Vision 2030:** DOA has worked with agencies to reduce government's physical footprint, modernize the state workplace, and save taxpayer money. This model avoids deferred building maintenance activities and leverages hybrid work models. This "Anywhere in Wisconsin" hiring practice has increased access to career opportunities statewide, improved workforce diversity, and supported retention by allowing more employees to work where they live.
- **Workforce Innovation:** The state strengthened Wisconsin's workforce through innovation grants, new apprenticeship pathways, and employer partnerships that support an innovative workforce.
- **Data Integration:** State agencies began sharing a unified data system to better track and improve Career Pathways Advancement initiatives. More than 1,000 individuals used the initiative to train for IT, healthcare, and manufacturing jobs.
- **Enterprise Management Development Academy (EMDA):** DOA's Bureau of Training and Development coordinates a year-long program to prepare new and aspiring managers for leadership roles in state service. The academy promotes cross-agency networking and a more connected culture for leading change.



Methodology

This Strategic IT Plan incorporates definitions for the terms “goal” and “objective” from the Project Management Institute’s *The Standard for Portfolio Management – Seventh Edition* and incorporates the definition for the term “guiding principle” from the *Cambridge English Dictionary*.

KEY DEFINITIONS

Guiding Principle: These are universal values that inform every facet of this plan. In considering what to include, we wanted to establish a clear foundation upon which goals and objectives would be considered and executed.

Goal: The goals identified in this Strategic IT Plan represent common themes that were distilled from State agency strategic IT plans, other state government strategic IT plans, and content from national associations and thought leaders.

Objective: The objectives identified for each goal represent specific, concrete strategies the State will leverage to move forward. These objectives were developed by DOA's Division of Enterprise Technology, business and technical leaders from several State agencies, and feedback from customers and other stakeholders.



Wisconsin Welcomes You Border Sign

Guiding Principles

- Put customers first. Every employee plays a role in delivering value, being transparent, and ensuring customer success.
- Unify as one state organization: collaborative, mutually supportive, and inspired.
- Advance a digital first future with equitable access, adoption, trust, and sustainability.
- Build security, privacy, and accountability into everything we do by design and by default.
- Promote innovation and transformation of State solutions and processes through responsible automation.
- Encourage efforts that result in the successful recruitment and retention of State workers.
- Be responsible stewards of State data. Protect customer confidence through ethical and responsible use of data.



Strategic IT Plan Goals

SERVING WISCONSIN

Tailor programs and services to resident and business needs using technology.

SECURING WISCONSIN

Securing systems and applications for the emerging threat environment.

TRANSFORMING WISCONSIN

Effectively leveraging and standardizing technology.

WORKING WISCONSIN

Encourage the growth and development of employees to leverage cutting-edge technologies.

Serving Wisconsin

Tailor programs and services to resident and business needs using technology.

How we serve matters. Every interaction with state government is an opportunity to improve the lives and well-being of the people and communities we serve. As expectations evolve, so must the way we deliver services. This strategic plan advances a more connected, citizen centered approach. One that uses technology to personalize services, automate routine work, break down organizational silos, protect data, and incorporate the voices of the citizens into the design and delivery of programs. By making services more intuitive, accessible, and equitable, we can expand access, strengthen trust, and improve outcomes for everyone we serve.

The objectives that follow outline the specific actions and investments needed to transform this vision into measurable progress and meaningful impact.

OBJECTIVES

- Use automation to personalize services and direct citizens to the programs and services they need.
- Incorporate citizen input in the design and delivery of government programs and services.
- Utilize programs and services to increase community wellbeing.
- Design interfaces that are intuitive and accessible to end users.
- Increase citizen access to digitally provided state government programs and services.



Serving Wisconsin

Objective: Use automation to personalize services and direct citizens to the programs and services they need.

Automation and AI help government move to a more personalized experience by understanding individual needs, simplifying interactions, and connecting people to the right services at the right time. In 2024, Adobe and Deloitte released research indicating that nearly 80% of citizens would prefer personalized government digital services[i]. In the same report, 74% of those surveyed expressed frustration at finding information about government programs and services.

Generative artificial intelligence (AI) is being adopted for use twice as quickly as the internet was[ii], with 62% of adults using generative AI[iii] just three years after the release of the first commercially available generative AI model, and one-quarter of adults using AI at least daily[iv].

The increasing use of AI presents an opportunity to continue transforming how the State of Wisconsin delivers services by simplifying the public experience, strengthening collaboration across agencies, and using data more effectively to better serve our communities. AI-enabled systems can help residents identify programs and benefits they may qualify for, navigate complex processes, and access timely information tailored to their individual needs. Over time, AI agents and machine learning will enable increasingly personalized service delivery by automating workflows, improving business processes, and helping agencies respond more efficiently to evolving needs. By reducing repetitive tasks, shortening processing times, and improving access to information, automation and AI will allow employees to spend more time on higher value work building relationships, applying critical judgment, and delivering the human connection and compassion that are essential to serving our communities.

Serving Wisconsin

Federal, state, and local governments rely on data to deliver essential programs and services that support individuals, families, and communities. As technology advances, including generative AI, machine learning, and automation, there is an opportunity to responsibly leverage data in new ways while continuing to strengthen security, privacy, and governance practices that protect the information entrusted to us.

Through collaboration and ongoing modernization of our data protection practices, government can create a strong foundation for the responsible adoption of AI and automation. With appropriate safeguards in place, agencies can securely connect information across programs, reduce duplication, deliver more personalized services, and better anticipate and respond to resident and business needs.

Data analytics and AI provide powerful capabilities to streamline processes, improve decision-making, and expand access to services by providing timely, convenient support around the clock, even when government offices are closed.

AI agents[v] can supplement the State's existing customer support workforce[vi] by answering questions even when offices are closed, routing callers to the correct area, helping to find solutions, and predicting issues. Beyond customer service[vii], AI can be used in varied applications like information synthesis, pattern recognition, and natural language interaction.

An example of this is the recent announcement[viii] that residents can purchase a State park pass at the same time they renew their vehicle registration. In only a month, more than 23,000 State park passes were purchased as part of the vehicle registration process. DOA and agencies should continue to identify and implement opportunities to add value during already-occurring resident and business interactions with agencies.

Serving Wisconsin

In 2022, DWD released “Mattie Moo,” a chatbot which can answer questions about job searches and unemployment insurance claims in English, Spanish, and Hmong. With the 2025 release of an enterprise Acceptable Technology Use, Access, and Security Policy, State agencies have been developing their own agency AI policies and identifying specific use cases where AI can enhance services, improve efficiency, and create greater value. The State is also advancing efforts to provide a more seamless customer experience by transitioning applications to use MyWisconsin ID, a common login, and enhancing chatbot capabilities with AI to provide more personalized, responsive, and accessible support. As mentioned previously, the use of AI and automation presents significant opportunities to enhance the programs and services the state delivers. As we continue to adopt these capabilities, we remain committed to responsible data stewardship by ensuring transparency, respecting privacy, and protecting the information entrusted to us. AI and automation solutions will continue to follow established privacy, security, and governance practices, including appropriate reviews to ensure data is used responsibly and in alignment with applicable laws and regulations. By maintaining these safeguards, we can confidently leverage emerging technologies to improve service delivery.



Serving Wisconsin

Objective: Incorporate citizen input in the design and delivery of government programs and services.

Since the creation of the Wisconsin Idea^[ix] more than a century ago, the State of Wisconsin has consistently sought input and feedback in the design and delivery of government programs and services.

Today, State agencies use a variety of active and passive feedback mechanisms (public hearings, listening sessions, advisory councils, surveys, and public consultations) to better understand resident needs and incorporate their perspectives into the continuous improvement of programs and services.

Examples include the Citizen Deer Advisory Councils throughout Wisconsin which advise the Department of Natural Resources on deer management and the MAPSS Performance Improvement Program, which provides a quarterly public-facing snapshot of key metrics for the Department of Transportation.

The State has adopted customer relationship management (CRM) tools that enable agencies to efficiently collect, manage, and analyze feedback and requests for assistance. Using CRM tools to automatically capture feedback also allows employees to focus their time on addressing resident and business concerns that require a human response. The Governor's Office uses its CRM tool to collect feedback, route inquiries to the appropriate staff, and track responses as needed. Together these insights help agencies improve programs, enhance service delivery, and make more informed decisions. Over the next several years, advances in data analytics, automation, and AI will enable agencies to better integrate and analyze these insights, creating a more continuous feedback loop that informs decisions, improves services and ensures government remains responsive to the evolving needs.

Serving Wisconsin

Objective: Utilize programs and services to increase community wellbeing.

In February 2026, Governor Tony Evers declared 2026 the “Year of the Neighbor,” calling on citizens to live Wisconsin values of kindness, respect, empathy, and compassion. State government programs and services further the Governor’s goal by providing necessary programs and services which support basic needs and protect residents.

Many State systems and applications provide the infrastructure by which county and municipal governments provide services to their residents, including critical employment, healthcare, environmental, transportation, energy, and emergency services programs.

The State has made numerous enhancements to these critical systems over the last few years, including a new case management system for Adult Protective Services that will enhance the State’s ability to investigate elder abuse and a “Speak Up, Speak Out” website and behavioral threat assessment tool to keep schools safe.

Modern technology can be used to operate government programs and services more effectively. IT plays a vital role in improving wellbeing by helping agencies deliver services. By simplifying access to programs, reducing barriers, improving service delivery, technology helps connect people with the resources they need to thrive. As the state’s digital capabilities continue to evolve, IT will play an increasingly important role enabling agencies to deliver better outcomes for the people they serve. Looking ahead, AI and automation hold great promise for helping individuals and families more easily access programs and services available to them by providing timely guidance, personalized assistance, and support whenever and wherever it is needed, even outside office hours.

Serving Wisconsin

Objective: Design interfaces that are intuitive and accessible to end users.

Design digital programs and services around the needs and experiences of the people we serve by creating accessible, intuitive, easy to navigate experiences that simplify interactions with the state. By applying human-centered design principles, we will make programs and services easier to find, understand, and complete while reducing unnecessary complexity and improving the overall customer experience.

Accessibility is a foundational component of this effort. In 2024, the federal government issued regulations under the Americans with Disabilities Act[x] and Section 504 of the Rehabilitation Act[xi] which requires that state and local governments and recipients of federal financial assistance (which includes state governments) make websites and mobile applications accessible to persons with disabilities in line with the Web Content Accessibility Guidelines 2.1, Level A & Level AA Success Criteria[xii]. As accessibility expectations and guidelines continue to evolve, the state will continue advancing digital services that provide equitable access regardless of ability or circumstance. Beyond accessibility, constituents increasingly expect digital experiences that are simple, consistent, and easy to navigate. A national survey[xiii] found that 38% of government websites are difficult to navigate and consistently found government websites less user-friendly than similar private-sector websites.

To meet these expectations, the state must continue modernizing its digital presence and adoption of emerging technologies, including AI-enabled search and assistance capabilities, to help people more easily find and access the information and services they need. AI search capability has already supplanted traditional search engines[xiv] as the most common portal for finding information on the internet among internet users under 60 years old.

Serving Wisconsin

The State must adapt its web presence to optimize for AI[xv] by building on longstanding website development best practices. This includes providing well-written content and organizing content in a manner that is easily digestible to readers.

Future digital experiences will move beyond agency-specific transactions and toward personalized, outcome-based interactions that help constituents achieve their goals – such as reducing energy costs, advancing a career, starting a business, or accessing support during a major life event. By connecting services across agency boundaries and coordinating resources around constituent needs, the state can create a more seamless, responsive and supportive experience.

Through continuous improvement informed by constituent, local and county government, and agency feedback, data, and evolving technology, the State of Wisconsin will continue building digital experiences that are accessible, intuitive, and centered on helping people successfully access the programs, services, and opportunities they need.



Serving Wisconsin

Objective: Increase citizen access to digitally provided state government programs and services.

According to a 2022 survey[xvi], 55% of United States residents prefer interacting with government via website, compared to 30% who prefer to interact via phone and 21% who prefer to interact in-person.

As demand for digital services continues to grow, modernizing our applications will enable us to deliver intuitive, reliable, and scalable experiences that better meet the needs of the people we serve. Modern applications provide the foundation for streamlined business processes, increased automation, and the flexibility to efficiently respond to changing demands while improving the overall user experience. An example of this is the Department of Revenue's adoption of a new contact center system. This new solution decreased costs by 66% and reduced hold times by 60%. The platform automatically summarizes each call for agent review, significantly decreasing the time needed to document each call which increases the number of calls each agent can handle.

In Wisconsin, agencies work closely with the contracted vendor Tyler Technologies to enhance programs and services using modern technology. Some examples include Go Wild![xvii] for outdoors-related activities and the Prescription Drug Monitoring Program[xviii] for controlled substances. The Secretary of State's Office has recently launched a new application which allows users to access oaths, pardons, and deeds digitally. Users can also request document copies and apostilles via the application.

Increasing access to digital services also means improving connectivity. In 2023, the Wisconsin Public Service Commission released a digital equity plan that details strategies for increasing access, affordability, adoption, trust, and sustainability for high-speed internet in Wisconsin.

Serving Wisconsin

While an estimated 92% of Wisconsin residents[xix] have access to high-speed internet, there are still nearly 500,000 residents who lack access. Participating in today's global economy necessitates access to high-speed internet. The Federal Communications Commission recommends[xx] minimum download speed of 100 megabits per second and upload speed of 20 megabits per second. Citizens can only benefit from online programs and services when they have reliable internet access, appropriate devices, and the skills needed to use them. Expanding digital access requires continued collaboration to reduce connectivity barriers and ensure all communities can fully participate in an increasingly digital government.



Securing Wisconsin

Securing systems and applications for the emerging threat environment.

The rapid growth of generative AI and machine learning is changing the cybersecurity landscape and creating new challenges for the State. At the same time, increasingly sophisticated tools can be used to imitate voices and images, while nation-states[i] and other cyber threats continue to target critical infrastructure, intellectual property, sensitive information, and operational technology. These developments reinforce the importance of the cybersecurity work already underway in state government.

In alignment with the State's Homeland Security Strategy[ii], DOA and executive branch agencies must continue their efforts to secure and harden systems and applications, embrace zero trust architecture, harden operational technology (both inside and outside State government), and enhance collaboration and information sharing with governments, critical infrastructure, and residents and businesses.

Looking ahead, quantum computing presents another area that requires planning. Current encryption methods will eventually need to evolve to address the capabilities of future quantum computers. The federal government[iii] and critical infrastructure[iv] organizations are already moving toward post-quantum cryptography, and Wisconsin is assessing what this transition means to the state, identifying potential risks, and developing a thoughtful path forward. While the threat environment continues to evolve, the following objectives provide a closer look at the key areas of focus and the actions we are taking to stay ahead of these changes, protect our systems and information, and ensure we are prepared for what comes next.

OBJECTIVES

- Bolster whole-of-state efforts to enhance cybersecurity.
- Modernize or retire legacy technology.
- Design and deploy systems and applications that are inherently secure.
- Enhance education, information sharing, and relationship building amongst cyber professionals and partners.
- Support technology that enables continuous verification of access to systems and data.

Securing Wisconsin

Objective: Bolster whole-of-state efforts to enhance cybersecurity.

Given the threat environment, the State of Wisconsin must work collaboratively with all levels of government, with critical infrastructure, and with residents and businesses to protect systems and applications. The Homeland Security Strategy[v] calls on the State of Wisconsin to further increase cyber response capability, including incident response, and to promote increased information sharing and collaboration amongst cybersecurity professionals in Wisconsin.

The State of Wisconsin has embarked on a concerted exposure reduction effort to identify, triage, and address risks more rapidly. The State is also focused on identifying and remediating or decommissioning systems and applications which post an unacceptable level of risk to the enterprise. To support this effort, DOA is embracing mechanisms for automated vulnerability recognition and resolution. The State must also utilize strategies and tactics to counter the use of AI by bad actors.

The State is currently in the process of implementing MyWisconsin ID, which is an enterprise identity service which includes sophisticated security and privacy features which will enhance fraud detection and prevention and improve the overall security posture of State systems and applications.

Fundamentally, the most important aspect of cybersecurity is the vigilance of State employees and residents. Exercising proper cyber hygiene[vi] can prevent bad actors from penetrating State systems and applications, preventing the theft of data and disruptions to State operations. Cyber hygiene refers to basic practices like using strong passwords, keeping systems and applications updated, using recommended security settings, and being mindful of scams and fraud.

Securing Wisconsin

Objective: Modernize or retire legacy technology.

In 2018, the federal General Services Administration (GSA) launched its “Eliminate, Optimize, Automate” initiative to modernize and streamline the federal government’s IT portfolio. Through this effort, GSA systematically reviewed applications and systems to eliminate legacy applications and systems and unneeded functionality in critical systems and applications. In addition, applications and systems were optimized and automated to maximize business value.

The State of Wisconsin has embarked on a similar effort to determine whether systems and applications should be modernized or retired as part of a concerted cybersecurity exposure reduction effort. For success, this initiative will require sustained, consistent funding to enable system and application enhancements for an extended period across state fiscal years. The State will also identify and map critical systems and understand potential vulnerabilities in those systems, including critical infrastructure and election systems and applications.

As State government functions continue to move to the cloud, legacy applications and data often remain on the State’s network. The State is utilizing a systematic process to decommission systems and applications which are no longer needed. Additionally, when an agency begins utilizing a cloud solution, they are required to identify systems and applications the cloud solution will replace and identify a timeline for retiring those systems and applications.

Securing Wisconsin

Objective: Design and deploy systems and applications that are inherently secure.

The many major cybersecurity incidents^[vii] occurring globally with great speed, frequency and sophistication demonstrate a clear need to minimize potential vulnerabilities and risks^[viii] associated with IT hardware and software. While the State has enacted a new flaw remediation standard which greatly increases the speed by which vulnerabilities are addressed, creating systems and applications which are secure by design can limit and prevent cybersecurity incidents.

The State of Wisconsin uses defenses at each technology layer to protect State systems and applications. These defenses acknowledge that the employee, resident, and business usage may cross between different State systems and applications owned by different agencies. By integrating defenses throughout the State's network, the State can detect, deter, and prevent bad actors from disrupting State operations or stealing data.

Application security includes basic security concepts like least privilege, which means restricting users to the minimum access needed to complete a task; and dynamic privilege, which uses automation to deny user access to sensitive functions except as allowed through defined parameters.

Ultimately, good security practices build resident and business trust in government. The State bears responsibility for ensuring their data is used in an ethical and responsible manner for State programs and services and that data remains secure from misuse.

Securing Wisconsin

Objective: Enhance education, information sharing, and relationship building amongst cyber professionals and partners.

Given the critical nature of the State of Wisconsin's role in providing key government services to residents and businesses, building a strong collaborative culture within and outside State government is vitally important to protect State and local government systems. This includes emphasizing that cybersecurity is the responsibility of all State employees.

Every State employee receives annual training on core cybersecurity concepts and cyber hygiene. Training increases the State's cyber resilience, which refers to an organization's capacity to maintain operations despite the incidence of cyber-attacks. While cyber defenses are important to protect against malicious behavior, cyber resilience is just as important to minimize potential disruptions to business functions. While there is a technical component, cyber resilience relies largely on the ability and capacity of staff to execute critical functions on a daily basis.

One example of this collaboration is the State of Wisconsin's Cyber Response Team, which includes dozens of cybersecurity professionals from government, Wisconsin National Guard cyber units, and the private sector who respond to cybersecurity incidents throughout Wisconsin. Besides incident response, team members conduct regular training to enhance their ability to respond to incidents.

Beyond simply responding to cyber incidents, DOA also participates in several collaborations with law enforcement; federal, State, and local government entities; and the private sector to combat misinformation, disinformation, social engineering, deepfakes, and other malicious actions which degrade security.

The State is also working to enhance knowledge management practices to enhance cyber incident response and recovery, which includes providing mechanisms for securely sharing threat information, tactics, techniques, and procedures among cybersecurity professionals. This effort includes regular exercises to respond to and recover from simulated cyber-attacks.

Securing Wisconsin

Objective: Support technology that enables continuous verification of access to systems and data.

With the increase in cybersecurity threats, many systems are moving to zero-trust architecture, which means a system that requires identity validation and explicit permission for every action. Integral to this effort are periodic reviews of system and application access to ensure that only those with a demonstrated business need have access to a given system or application and regular auditing, logging, and monitoring of access to systems and applications. This helps to prevent bad actors from engaging in malicious activities even if they gain access to a system.

In 2021, Executive Order 14028^[ix] was promulgated, requiring federal agencies to adopt zero-trust architecture for federal information systems. At the State level, zero-trust architecture is vital for critical infrastructure and State systems and applications to protect infrastructure that delivers vital services to residents and businesses. This includes hardening operational technology against cyber-attacks.

AI complements zero-trust architecture by accelerating cyber threat hunting and incident triage by leveraging threat intelligence to identify potential indicators of compromise. This decreases DET's time to respond to security incidents and increases the ability of staff to identify and act on worrisome behavior.

DOA is rolling out expanded privacy and data governance programs which will work to better manage existing data to minimize the collection of highly sensitive data and reduce opportunities for compromise. By limiting the collection and retention of personally identifiable information and other sensitive data, DOA can mitigate potential risks to people whose data is kept by DOA and other State agencies.

Transforming Wisconsin

Effectively leveraging and standardizing technology.

Innovation in IT is proceeding at an ever-increasing pace as tools and technologies enable governments to more effectively serve residents and businesses. Underlying this innovation are fundamental concepts that allow such advancements to occur. This includes organizational alignment around optimization of service delivery and the use of continuous improvement to reduce complexity and enhance performance. It also emphasizes leveraging data and interoperability to strengthen collaboration, identify opportunities, and increase customer value across agencies.

OBJECTIVES

- Shift IT performance measurements to outcome-based metrics.
- Modernize, standardize, and automate technology delivery.
- Drive continuous improvement and innovation across the enterprise.
- Establish data as a secure, shared asset to enhance business outcomes.
- Enable interoperable systems for secure and seamless data and service sharing.



Transforming Wisconsin

Objective: Shift IT performance measurements to outcome-based metrics.

Historically, many IT organizations quantified success by reporting outputs, e.g. measuring the activity of their organization. While easier to measure, outputs typically do not correlate to business value[i], whereas outcomes measure the value to customers and the organization.

A simple example of this is measuring the number of projects completed (output) vs. measuring employee hours saved through automation (outcome). Outcomes also reveal what's important to an organization, while outputs simply measure the amount of work an organization completes. Using output robs an organization of the ability to measure and quantify the value delivered to customers.

In May 2026, the State of Colorado announced[ii] that its enterprise IT function completed a strategic realignment to an outcome-based model. These changes mirror operating models already in place at major IT companies and the federal government. Rather than measure the amount of work completed, Colorado will focus on delivering products and features that meet business and customer needs[iii].

Shifting these measures aligns teams around shared goals and customer value, while creating greater opportunities for collaboration, innovation, and continuous improvement. These enhancements enable teams to focus resources on high-impact priorities, leverage data more effectively, simplify service delivery, and demonstrate the value they create across the State. Automation can further enhance performance by reducing manual, repetitive work and the time staff spend on administrative processes. This creates capacity for employees to focus on higher value activities, problem-solving, collaboration and improving the customer experience, while also enabling faster, more consistent, and more efficient service delivery.

Transforming Wisconsin

Objective: Modernize, standardize, and automate technology delivery.

Historically, the State of Wisconsin applications were developed to meet specific business needs or purchased as solutions to support individual agency/business functions. Over time, as the business evolved, this resulted in a growing number of systems and applications built on different technologies, with each serving an important purpose. As an example, 622 cloud solutions have been submitted for review and approval by DOA since the cloud brokerage process began in 2022. These systems and solutions are not necessarily bad, but today we have an opportunity to do things better.

By modernizing, standardizing, and automating where it makes sense, and by using technology to drive innovation, we can simplify how we work, reduce duplication and complexity, improve consistency, and make it easier for teams to get things done. A flagship example of this modernization effort is the modernization of the State's Unemployment Insurance (UI) program, which is ongoing. The State is retiring a 60-year-old mainframe application in favor of a modern, mobile-friendly application which automates many previously manual steps in the UI process. As a result, the UI program is paying nearly 90% of claims in three days or less. As technology continues to evolve, including the emergence of AI and large language models like Claude Mythos[iv], we have new opportunities to build on the strong foundation created by our teams over the years. Rather than replacing the expertise and hard work that went into developing and supporting our systems, we can use automation and AI to help identify opportunities for improvement, strengthen security, and address vulnerabilities more efficiently. This allows our teams to spend more time on innovation and the work that creates the greatest business value. Stronger governance and clear enterprise standards will provide the structure needed to move quickly, confidently, and responsibly by removing unnecessary complexity and duplication of tools and efforts.

The state's focus is about using technology as a business enabler to create measurable business value through reduced costs, increased productivity, improved customer experience, faster decision-making, reduced risk, and new opportunities.

Transforming Wisconsin

Objective: Drive continuous improvement and innovation across the enterprise.

The State of Wisconsin embraces continuous improvement, which is focused on making work easier and more effective for employees and customers, such as:

- Simplifying business processes;
- Removing processes that do not add customer value; and
- Using automation to complete high-volume, repetitive tasks.

These examples and other efforts result in freeing employee time to focus on higher-value work.

Continuous improvement within this context refers to the practice of making incremental changes to improve business outcomes. While continuous improvement often focuses on efficiencies, it also empowers employees and teams with good knowledge management practices and identifying and implementing changes, which refers to the systematic process of sharing knowledge within an organization. One key metric the State has focused on over the last several years is the percentage reduction in employee manual effort for tasks that can be automated.

The State's continuous improvement program, within DOA's Strategic Management and Planning team has several agency success stories. The program has captured valuable efficiencies and savings, including a self-service software solution that enables employees to reserve and use unused parking spaces at State buildings on an hourly basis. Approximately 800 parking spaces are available to employees, increasing State revenue and enabling the usage of parking spots that would otherwise be vacant.

In 2025, the Department of Safety and Professional Services (DSPS) released digital credentials for Apple and Google Wallet. This program, the first by a licensing agency nationally, allows holders of more than 240 professional licenses to carry a digital credential on their smartphone with a QR code to verify the validity of the license.

Transforming Wisconsin

This release occurred as part of a larger effort to modernize and automate the licensing process, decreasing the need for employee intervention, review, and approval that previously slowed the issuance of occupational licenses. These changes have greatly increased efficiencies by which DSPS can review and issue licenses.

The goal here is continuous improvement using technology to help our people do their best work and enable the business to keep moving forward for the citizens we serve. And to encourage the adoption of innovation and continuous improvement, we want to recognize and celebrate employees who identify ways to work more efficiently, reduce costs, or improve service quality. Meaningful recognition of these contributions can motivate employees to actively look for better ways of working, sharing innovative ideas, and take ownership of improvements. Over time, this can continue to help build the state's culture where innovation is valued and employees are encouraged to continuously improve the services they provide.



Downtown Milwaukee

Transforming Wisconsin

Objective: Establish data as a secure, shared asset to enhance business outcomes.

Data is a key element in information technology, as it forms the basis for most applications and systems. DOA is establishing a comprehensive data governance infrastructure to support the proactive management of data. As the agency supporting enterprise business functions for the executive branch, DOA is responsible for critical data that underlies finance, procurement, human resources, and other vital functions.

The data governance process will include business processes that enable effective policy development and implementation, a data governance working group, and a structure that enables enhanced intelligence about data flows and controls.

Most importantly, this framework will support the proactive alignment of data controls with relevant federal and State laws and regulations to ensure the privacy and security of data.

DOA will also be developing data meshes and integrations which enable more effective and efficient sharing of data across business units and across agencies to promote better business outcomes. A data mesh is a decentralized data management model. By querying multiple databases from a single interface, users will be able to leverage existing data to identify new opportunities and increase effectiveness.

All of this is instrumental in enabling agencies to move beyond siloed information and using data collectively to improve business outcomes. Supported by enterprise data governance, clearly defined data ownership, and strong stewardship practices, the state can establish consistent standards for data quality, access, accountability, and use. This creates greater confidence in the data, enables more informed decision-making, reduces duplication, and provides a stronger foundation for innovation and newer service delivery approaches.

Transforming Wisconsin

Objective: Enable interoperable systems for secure and seamless data and service sharing.

Interoperability refers to systems that are designed to easily work together in a way that is secure and effective. Many State systems and applications were designed independently to support specific functions, creating opportunities for seamless information exchange with other systems or applications.

DOA is creating an ecosystem that promotes and encourages interoperability by removing organizational boundaries and encouraging agencies to work together to deliver customer value. Rather than expecting customers to know the State's bureaucratic structure, interoperable systems can use functionality and information from across the enterprise to serve customers at the place they choose to interact with the State.

A key tool that enables this collaboration is the state's enterprise identity provider, MyWisconsin ID, which already supports dozens of systems and applications as it is rolled out across the enterprise. This promotes interoperability by giving different systems a consistent way to recognize and securely interact with the same person across applications. This reduces duplication, supports more seamless data exchange, and enables a more connected and consistent experience.

Additional steps to increase interoperability include the creation of an Application Programming Interface (API) exchange to more easily share information and have systems and applications work together, even when they are developed independently. By enabling information to move between using systems designed with common standards, APIs can reduce manual data entry, improve data accuracy and timeliness, and create a more seamless experience.

Together, these capabilities help break down organizational and technological silos, enable more informed decision-making, support innovation, and create opportunities to redesign services.

Working Wisconsin

Encourage the growth and development of employees to leverage cutting-edge technologies.

Creating an environment that enables the State to responsibly adopt emerging and transformative technologies can accelerate innovation, improve operational efficiencies, and create new ways to deliver higher-quality services to the public. Since the launch of the first commercial generative AI model in 2022, adoption of generative AI and machine learning has proceeded rapidly. In only four years, an estimated 40% of United States residents[i] are using generative AI for work. Quantum and spatial computing have the ability to fundamentally change the way we work. Quantum computing refers to computers which utilize quantum states and allow a computer to complete certain calculations much faster than regular computers. Spatial computing refers to digital devices which complement an individual's perception of the physical environment.

These advances will require employees to continually develop new skills and capabilities to remain competitive in the evolving workforce. At the same time, demographic changes are expected to make attracting and retaining talent increasingly challenging, as the working-age population in Wisconsin is projected to remain flat over the coming decades.[ii]

Together, these trends underscore the state's need to invest in workforce development, create opportunities for continuous learning, and foster an environment that attracts and retains skilled employees who have the skills and experience to fully utilize and embrace emerging technologies.

OBJECTIVES

- Build resilient and innovative career pathways that consistently attract, develop, and retain skilled professionals in competitive technology domains.
- Develop workforce capabilities that consistently deliver secure, reliable, and rapidly adaptable digital services.
- Ensure all roles have baseline fluency in data, automation, security, privacy, and AI to improve how services are designed and delivered.
- Support an environment where continuous learning, reskilling, and capability development are embedded into how work is performed.

Working Wisconsin

Objective: Build resilient and innovative career pathways that consistently attract, develop, and retain skilled professionals in competitive technology domains.

Creating career pathways that connect employees' current roles and work experiences with the skills needed for future opportunities is critical. The State of Wisconsin has implemented numerous changes over the last several years to provide a more flexible and rewarding work environment for employees, including hybrid and remote work options, increased training options for staff, and leadership development programs.

Governor Evers' Task Force on Workforce and AI conducted a detailed investigation of how AI will impact education and workforce development, as a result numerous suggestions were discussed and initiatives launched. As AI becomes increasingly integrated into the workplace, that augmentation will help employees work more efficiently by reducing routine tasks, providing timely insights, and helping them develop new skills.

An example of the State's commitment to employee development is the State's Enterprise Management Development Academy (EMDA), which is a leadership development program for new and aspiring leaders in State government. Aside from EMDA, there are many formal and informal training programs available to increase skills and core competencies for State employees.

Complementing formal learning, DET has also developed numerous communities of practice, which bring together staff working on specific technologies to learn from each other and share information. Current examples of communities of practice include AI and Geographic Information Systems (GIS). This approach makes career development part of the work itself, giving employees opportunities to learn, practice, demonstrate, and apply new skills while contributing to the state's priorities.

Working Wisconsin

Building stronger partnerships can also create a more connected talent pipeline and help develop the skills needed for the future workforce. The State is partnering with the University of Wisconsin System and the Wisconsin Technical College System to expand training opportunities, focus on training for emerging technologies, and promote reskilling for current employees.

The State of Wisconsin's Youth Apprenticeship and Registered Apprenticeship programs[iii] include options in information technology and project management. UW-Madison has recently created a separate School of Computer, Data, and Information Sciences and is constructing an additional 400,000 square feet of space to expand the College of Engineering.

These partnerships provide opportunities to introduce people to public-sector careers, align education and training with emerging workforce needs, and give learners meaningful opportunities to gain practical experience and help ensure employees have the skills needed to adapt as technology and the nature of work evolve.



Wisconsin State Capitol

Working Wisconsin

Objective: Develop workforce capabilities that consistently deliver secure, reliable, and rapidly adaptable digital services.

Properly managing, deploying, and utilizing modern technology requires a highly skilled and talented workforce. Foundational traits include a continuous improvement mindset, an understanding that cybersecurity and privacy is part of everyone's role, AI fluency, human-centered service design, digital and data literacy, and the ability to work collaboratively across business and technology functions.

DET utilizes matrixed and cross-functional teams to match specific employee skills and competencies to business functions, tasks, and projects. DET is also refreshing its resource planning on an increased cadence to gain better intelligence about the workload of its employees so DET can pivot more nimbly to address business and customer needs.

DET is working to identify learning pathways that enable existing employees to build knowledge and skills needed to understand and apply current and emerging technologies. These concepts span areas such as data, artificial intelligence, connected services, DevSecOps, and system architecture and design helping employees strengthen their technology capabilities and remain prepared to adapt as technology evolves. DET is also standardizing the process by which modern tools and data, privacy, and security controls are baked into agency systems and applications.



Working Wisconsin

Objective: Ensure all roles have baseline fluency in data, automation, security, privacy, and AI to improve how services are designed and delivered.

With recent changes in technology, core competencies for many technology roles are changing significantly and the line between technology and business staff is becoming increasingly blurred. Many tools and solutions now allow business staff with no technical experience to create websites, systems, and applications that previously required significant technical expertise.

As a result, all employees must be conversant in the basic language of IT and be able to articulate business needs. Having a basic understanding of IT terminology and concepts is critically important as IT becomes deeply embedded in the day-to-day routines of most employees.

Beyond state employees, understanding these concepts is critically important to enable Wisconsin residents and businesses to thrive in the modern economy. The current State of Wisconsin Computer Science Academic Standard^[iv] includes learning priorities and performance indicators for students which begin in preschool in areas like understanding algorithms and data, programming, and cybersecurity.



Working Wisconsin

Objective: Support an environment where continuous learning, reskilling, and capability development are embedded into how work is performed.

A recent survey found that more than half of workers[v], and nearly 75% of IT workers, need to upskill (learn new skills for their current position) or reskill (learn new skills for a different position). Yet, many workers aren't taking advantage of available training opportunities. According to one survey, only one-third of workers[vi] are participating in formal AI training. Most training is only focused on foundational AI skills, not applied skills necessary to successfully use AI.

To succeed, agencies must create formal opportunities for employees to access on-demand and instructor-led training and establish a culture focused on increasing value and outcomes through standardization, automation, and simplification, and by stopping work that is unnecessary.

While the State has specific statutory and regulatory responsibilities, there is significant flexibility in how the State accomplishes these goals. Agencies should focus on retiring technical debt and leverage AI and cloud solutions to create modular applications and systems that can be easily updated and replicated.



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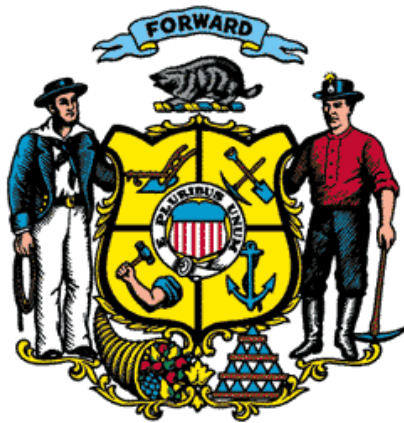
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State of Wisconsin 2026 - 2028 Statewide Strategic IT Plan



This plan can be viewed at:
https://det.wi.gov/Pages/Strategic_Planning.aspx