

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 new services 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

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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.