



WISCONSIN  
**STRATEGIC IT PLAN**  
**2022-2024**

# TABLE OF CONTENTS

**3**

---

## **INTRODUCTION**

**4**

---

## **ACCOMPLISHMENTS**

**9**

---

## **METHODOLOGY**

**10**

---

## **GUIDING PRINCIPLES**

**11**

---

## **GOALS & OBJECTIVES**

12: GOAL 1 - SERVING WISCONSIN

15: GOAL 2 - SECURING WISCONSIN

19: GOAL 3 - OPTIMIZING WISCONSIN

24: GOAL 4 - WORKING WISCONSIN

**27**

---


## **BENCHMARKS**

**28**

---

## **ACKNOWLEDGEMENTS**

# INTRODUCTION



When we wrote the last Statewide Strategic IT Plan in 2020, the COVID-19 pandemic had just begun. Two years later, it's clear that the pandemic fundamentally changed the way that government operates; it upended many traditional models of program and service delivery, and required creative solutions and unparalleled innovation to meet Wisconsinites' needs and expectations.

The pandemic underscored the importance of resilience, flexibility, and adaptability in State IT functions. As we look forward to 2024, it's clear that Wisconsin IT must continue planning and meeting future business needs to help state leaders improve government services. In our agility to respond, we need to continue to digitize and improve State systems and applications, prioritize opportunities for enterprise collaboration and empowerment, and work aggressively to maintain security, accessibility, and reliability of our services.

The Wisconsin Department of Administration, in partnership with executive branch agencies and thought leaders throughout State government, revised and updated this statewide strategic IT plan to provide a clear, comprehensive roadmap for us and our partners. While the goals have not changed from the last strategic IT plan, many of the objectives have been updated to account for the progress made over the last two years. Our intent is to use the goals and objectives in this plan to drive our planning and investments over the next biennium to continue to transform how we serve residents.

In this document, we have also compiled a list of accomplishments that agencies identified over the prior biennium. While the progress seen over the last biennium was exciting, we know even greater opportunities are just over the horizon. We want to thank those that helped us achieve those amazing results and the collaborators that helped us arrive at this new plan.

# ACCOMPLISHMENTS

Over the last biennium the State of Wisconsin's goals of "Serving Wisconsin," "Securing Wisconsin," "Optimizing Wisconsin," and "Working Wisconsin" described vital attributes of our day-to-day work. With innovative spirit, resourcefulness, and service mindfulness to make Wisconsin better – our agencies were part of the driving force behind business initiatives. Below are some agency spotlights showcasing how alignment occurred between government business services and our 2020-2022 Statewide Strategic IT goals and objectives.



## GOAL 1: SERVING WISCONSIN

Improve State of Wisconsin services by embracing self-service, digital-first, and modern technologies.

**Objective 1:** Ensure all individuals can access digital services.

**Objective 2:** Meet individuals and key stakeholders where they are by easing access to government services.

**Objective 3:** Emphasize the proactive use of data to drive agency decision-making and service delivery.

**Objective 4:** Enhance data sharing and governance within and across agencies.

- The Department of Health Services established a data strategy program to promote best practices and use of data for informed decision-making. This includes the development of a steering committee and working group to implement the strategy, as well as a data inventory, data literacy campaign, and development of a data governance policy.
- The Department of Transportation (DOT) made significant enhancements to allow individuals to use the DOT website for additional actions, decreasing in-person traffic to DMV customer service centers, decreasing calls to DMV call centers, and decreasing mailing costs.
- The Department of Employee Trust Funds (ETF) selected and is now in the process of implementing a single insurance administration system with a self-service web portal to allow all individuals covered by ETF insurance (approximately 250,000 individuals) to review and make insurance elections. This system will replace multiple digital and paper systems and eliminate the need for paper forms still used by many smaller employers. They also developed and deployed new secure web-based systems as part of their digitization journey. These systems are allowing members to submit forms electronically and utilize on-line scheduling features 24x7.
- The Department of Safety and Professional Services (DPS) went live with their LicenseE application in May. This new online, self-guided application platform was developed to help improve the health credential application process. To better serve and improve the user experience, DPS also made additional enhancements to the Electronic Safety and Licensing Application, known as eSLA. eSLA allows Commercial Building and Elevator programs to complete all applications, submissions, renewals, and payments related to credential, permit, or plan review online.

# ACCOMPLISHMENTS

- The Department of Financial Institutions modernized its online notary portal, streamlining the application and renewal process for notaries and adding functionality pursuant to 2019 Wisconsin Act 125, which makes it possible for individuals to receive remote online notarial services.
- The Department of Military Affairs is currently working with public-safety answering points across Wisconsin to implement Next Generation 911, which will improve emergency response times, allow better data sharing, and increase system redundancy and reliability.
- The Department of Workforce Development (DWD) began modernizing its Unemployment Insurance system, building the cloud infrastructure that establishes the foundation for a scalable and accessible solution. DWD partnered with Google Cloud to perform predictive analytics, comprehensive data models, and confidence scores to help evaluate unemployment insurance (UI) claims and speed up overall response time.
- The National Telecommunications and Information Administration (NTIA) named Wisconsin Broadband Office “Best in Class” for our mature grant program with clear documentation of the application and award processes.



## GOAL 2: SECURING WISCONSIN

Secure State systems and data by refining strategies to mitigate risk for individuals and other key stakeholders, including operational changes due to unexpected events.

**Objective 1:** Strengthen cybersecurity and risk management practices.

**Objective 2:** Augment enterprise and agency security governance.

**Objective 3:** Assess and enhance application security.

**Objective 4:** Bolster enterprise disaster recovery strategy and road map.

**Objective 5:** Actively manage services to minimize potential risks to data and infrastructure.

- The Department of Natural Resources established a due diligence review process to validate projects to properly implement technology to meet business goals.
- Numerous agencies have reviewed, strengthened, and approved security policies, standards, and procedures aligned with the Department of Administration’s Division of Enterprise Technology (DET) and National Institute of Standards and Technology (NIST) framework.
- The Departments of Administration and Military Affairs enhanced the state Cyber Response Teams through additional outreach, assessments, training, and exercises.

# ACCOMPLISHMENTS

- A Cyber Security Technology Training for College Credit initiative was also established. Led by the Division of Enterprise Technology, a partnership with University of Wisconsin System was established to teach cybersecurity technology classes for college credit. This provides additional cybersecurity technology training through continuing education mechanisms to open the availability at a low cost for everyone in the State of Wisconsin. University of Wisconsin-Stout is the first school to begin this effort offering two technology classes on Palo Alto and Splunk starting in September of 2022.
- The State Chief Information Security Officer (CISO) established a K-12 Education Program to enhance cybersecurity education in Wisconsin. In coordination with state and federal partners, a State Cyber Security K-12 Training Day was held to prepare educators. This event kicked off additional efforts between the Department of Public Instruction (DPI), University of Wisconsin – System, and our K-12 schools to provide cyber curriculum and free training in our K-12s. Those K-12 Cyber Security efforts will begin in the fall of 2022 with 15 schools. Once complete the program will expand to an additional 30+ schools with remote learning also being established for participating K-12s that do not have teachers to teach the curriculum.
- Many agencies enhanced their Security technologies through interagency efforts. This included improved endpoint security, vulnerability scanning, and vulnerability identification. These efforts, along with additional automation implemented, allow the State to be better prepared for malicious activities.
- An interagency work group was formed to enhance our cloud brokerage practices. The policies, procedures, and workflows integrate both architecture and security reviews. Many agencies have already seen the benefits of the cloud brokerage processes as they deploy new business systems.



## GOAL 3: OPTIMIZING WISCONSIN

Modernize state agency legacy data and technology assets to achieve greater efficiency and effectiveness in delivering government services and operations.

**Objective 1:** Modernize legacy applications and infrastructure by encouraging the use of current and emerging technologies.

**Objective 2:** Promote usage of enterprise contracts and off-the shelf solutions, including cloud services, where demonstrable efficiencies can be gained.

**Objective 3:** Develop measures that encourage greater agency productivity and efficiency.

**Objective 4:** Develop common user experience for public-facing digital services across agencies.



# ACCOMPLISHMENTS

- The Department of Financial Institutions migrated from a no-longer supported call center platform to a new and improved contact center solution.
- The Department of Veterans Affairs has been redeveloping the Veterans Benefit Application Tracking System using modern tools. While not yet complete, this will greatly benefit veterans applying for State-provided benefits.
- The Department of Health Services (DHS) is transforming its use of public health data, as many existing systems operate in silos. During this last biennium, DHS confirmed alignment of their plans with the Statewide Strategic IT Plan goals. Progress continues and additional changes include improving existing systems, centralizing data, adding tools for advanced analytics, and acquiring additional data sources.
- The state conducted a comprehensive review of all the publicly available data sets. With over 700 datasets identified, this highlighted the need to develop a solution to make it easier for residents to access.
- The Department of Administration, with the feedback and input from agencies, created a new system for required statewide reporting, for large, high risk and strategic IT reports. The system was created to streamline the ongoing process to allow easier access to prior reporting and utilization of that information for consistency in reporting. The system is intuitive and built with logic to help report the required information accurately. This will result in less time needed to submit and review the ongoing reports.
- The State of Wisconsin IT utilized enterprise resources to align 96 percent of their projects with one or more Statewide Strategic IT Plan goals. With this alignment, the Division of Enterprise Technology also saw an increase in the percentage of enterprise projects completed on time.
- The State of Wisconsin IT saw a 7 percent increase from 2020 in agencies utilizing enterprise database services allowing the Division of Enterprise Technology to continue to simplify the environment of hardware and software.
- The Division of Enterprise Technology facilitated additional wireless capabilities in State buildings for the Department of Health Services, Department of Children and Families, and the Department of Revenue.
- The Department of Transportation updated and modernized many of its mapping applications, including the establishment of a GIS open data portal to allow employees, partners, and the public access to authoritative agency data.

# ACCOMPLISHMENTS



## GOAL 4: WORKING WISCONSIN

Adopt practices that strengthen Wisconsin's State government workforce.

**Objective 1:** Integrate diversity, equity, and inclusion into all operations.

**Objective 3:** Become an employer of choice for IT professionals.

**Objective 2:** Increase employee mobility and flexibility.

**Objective 4:** Leverage collaboration workgroups to drive innovation.

- During the pandemic, agency IT staff quickly supported employees with modern tools to enable working remotely, in State offices, and via hybrid arrangements.
- The Department of Employee Trust Funds established a data literacy program for all employees, including a "data hero" program to recognize employees who demonstrate data literacy and enhanced knowledge usage.
- Several agencies took advantage of implementing AccessGOV. This technology enables digitization allowing business users the ability to develop and implement their own electronic forms.
- The State of Wisconsin IT conducted an IT workforce analysis for diversity, equity, and inclusion information. This information will drive us to make improvements going forward.
- The Department of Workforce Development completed their implementation of the Virtual Career Center.
- Department of Administration began an "Emerging Leaders" program for employees who aspire to be future leaders and have the capacity to lead and influence others, but do not yet have formal management roles. The class structure was established to provide an opportunity to develop new frameworks and tools to help prepare them for future leadership roles.
- The State of Wisconsin IT utilized several interagency work groups to drive innovation in external directory services, cloud brokerage services, and other efforts.



# METHODOLOGY



This Strategic IT Plan incorporates definitions for the terms “goal” and “objective” from the *Project Management Institute’s The Standard for Portfolio Management – Fourth 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.

We have also identified several benchmarks that will move this plan forward. In selecting these benchmarks, we deliberately chose those that we felt were critical and foundational to this success of this plan.

# GUIDING PRINCIPLES

## **GUIDING PRINCIPLE 1**

Promote agency collaboration in planning and execution efforts for IT services.

---

## **GUIDING PRINCIPLE 2**

Prioritize Strategic IT Plan goals and objectives to drive focus.

---

## **GUIDING PRINCIPLE 3**

Review the Statewide Strategic IT Plan with agencies on a quarterly basis.

---

## **GUIDING PRINCIPLE 4**

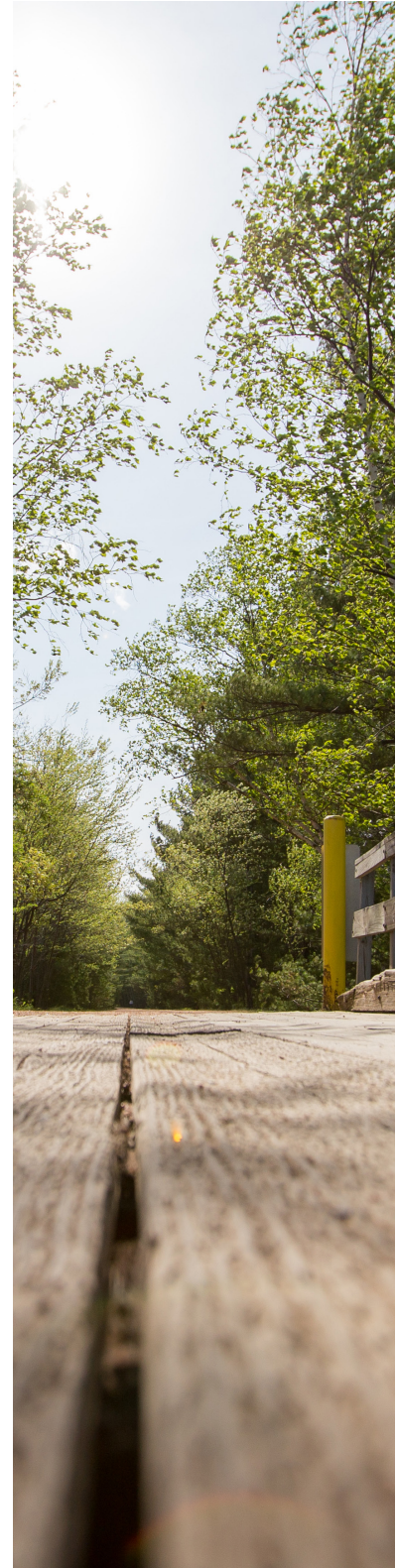
The Strategic IT Plan should foster a long-term perspective for enterprise and agency planning and execution to better assess risks, identify opportunities and make informed decisions about the State's future.

---

## **GUIDING PRINCIPLE 5**

Place customers at the center of State IT efforts.

---



# GOALS & OBJECTIVES



## GOAL 1 - SERVING WISCONSIN

Embrace self-service and digital-first service delivery through modern technology.



## GOAL 2 - SECURING WISCONSIN

Secure State systems and data by refining strategies to mitigate risk for individuals and other key stakeholders, including operational changes due to unexpected events.



## GOAL 3 - OPTIMIZING WISCONSIN

Modernize State agency legacy data and technology assets to achieve greater efficiency and effectiveness in delivering government services and operations.



## GOAL 4 - WORKING WISCONSIN

Adopt practices that strengthen Wisconsin's State government workforce.



# GOAL 1 - SERVING WISCONSIN

## EMBRACE SELF-SERVICE AND DIGITAL-FIRST SERVICE DELIVERY THROUGH MODERN TECHNOLOGY.

Wisconsin government is supporting the best possible workforce and citizen experiences. It is important for the State to continue utilizing emerging technologies to make a positive impact, acknowledging that our customers expect delivery of government services to be accessible, simple, and secure.



**OBJECTIVE 1:** *Ensure all individuals have equitable access to digitally provided State government services.*



**OBJECTIVE 2:** *Promote the voice of customers in enhancing program and service delivery.*



**OBJECTIVE 3:** *Foster a data-sharing culture where open data is readily available to empower State leaders and the public to make data-driven decisions.*

---

## **OBJECTIVE 1: ENSURE ALL INDIVIDUALS HAVE EQUITABLE ACCESS TO DIGITALLY PROVIDED STATE GOVERNMENT SERVICES.**

According to BroadbandNow<sup>1</sup>, while 92 percent of Wisconsin residents have access to broadband internet, fewer than one in five Wisconsin residents have access to affordable broadband internet (defined as \$60 or less per month) and only one in four have access to a fiber optic connection, which can be up to 1,000 times faster than a copper cable. Since taking office, Governor Evers has awarded nearly \$300 million<sup>2</sup> to provide more than 387,000 homes and businesses with broadband internet.

The Wisconsin Broadband Office has also focused on increasing digital equity<sup>3</sup> for Wisconsin residents, including partnering in the Affordable Connectivity Program to provide low-cost home internet and mobile phone services and hosting an internet discount finder tool to help resident find low-cost internet options. The State of Wisconsin will continue to enact recommendations from the Governor's Task Force on Broadband Access over the coming years to provide affordable internet to homes and businesses throughout Wisconsin.

---

## **OBJECTIVE 2: PROMOTE THE VOICE OF CUSTOMERS IN ENHANCING PROGRAM AND SERVICE DELIVERY.**

Using the "voice of the customer" refers to the systematic practice of seeking information from external customers of a product to drive development and innovation. In December 2021, President Biden signed Executive Order 14058 ordering federal agencies to transform the experience of their customers by using technology to "implement services that are simple to use, accessible, equitable, protective, transparent, and responsive for all people of the United States."

At the State level, we have also been utilizing feedback from customers to improve the delivery of services. For example, the Wisconsin Department of Transportation (DOT) has greatly increased the number of actions that residents can complete online, reducing traffic to DMV customer centers and call centers, and decreasing mailing costs. The Department of Employee Trust Funds has deployed a system that allows members to submit forms electronically instead of using paper forms. The Department of Natural Resources is continuing to enhance GoWild, the Department's web-based portal to access many DNR licenses and registrations without having to visit a DNR service center, by surveying users on their experience obtaining a hunting or fishing license. As a result of this survey, DNR has incorporated a dashboard to make it easier to access more than 300 products, the user's purchase history, and game registrations. The State is currently evaluating how we can continue to identify and add functionality that meets the public's needs.



---

## **OBJECTIVE 3: FOSTER A DATA-SHARING CULTURE WHERE OPEN DATA IS READILY AVAILABLE TO EMPOWER STATE LEADERS AND THE PUBLIC TO MAKE DATA-DRIVEN DECISIONS.**

During the prior Statewide Strategic IT Plan, the team conducted a survey of publicly available data sources across executive branch agencies and identified approximately 700 existing data sets on a wide variety of topics. However, many of these data sources are currently housed in siloed agency systems, which makes analysis and constructive use of this data difficult. In line with Gartner, we are currently reviewing how we can best systematize data sharing<sup>4</sup> to make sharing data across agencies much easier.

Additionally, the State of Wisconsin does not currently have a resource that brings together disparate data sources, making usage of data difficult for our partners. In their agency strategic IT plans, many agencies have identified topics such as data governance, data sharing, and data integrity. State of Wisconsin IT will continue maturing data management programs and work to identify opportunities at an enterprise level to implement best practices, enhance data security and privacy, facilitate increased data-sharing, and enable transparency. A recent example includes the recent passage of 2021 Act 181. The State has allocated resources to stand up a methamphetamine and opioid data system to bring together data from several State agencies to assist policymakers in making data-driven decisions to curb opioid and methamphetamine use in Wisconsin.







## GOAL 2 - SECURING WISCONSIN

**SECURE STATE SYSTEMS AND DATA BY REFINING STRATEGIES TO MITIGATE RISK FOR INDIVIDUALS AND OTHER KEY STAKEHOLDERS, INCLUDING OPERATIONAL CHANGES DUE TO UNEXPECTED EVENTS.**

The State of Wisconsin has developed a “whole of state” approach program to provide leadership, share information, and develop resources for cybersecurity and its impact on the citizens, industry, infrastructure and government of the State of Wisconsin. Wisconsin’s “whole of state” approach has been a point of discussion for the National Governors Association (NGA), a organization of the nation’s governors that share best practices and speak with a collective voice on national policy. As part of the State’s ongoing focus, efforts will continue to address appropriate protection, response, education, compliance, engagement, and transformation practices to secure State systems and data while mitigating risk.



**OBJECTIVE 1: Pursue statewide efforts to strengthen cybersecurity and enhance risk mitigation practices.**



**OBJECTIVE 2: Expand the State’s cyber incident response capabilities.**



**OBJECTIVE 3: Improve Zero Trust and Application Security.**



**OBJECTIVE 4: Enhance education, information sharing and relationship building amongst cyber professionals and stakeholders statewide.**

---

## **OBJECTIVE 1: PURSUE STATEWIDE EFFORTS TO STRENGTHEN CYBERSECURITY AND ENHANCE RISK MITIGATION PRACTICES.**

The State of Wisconsin is moving aggressively to strengthen its cybersecurity practices based on the National Institute of Standards and Technology (NIST) Cybersecurity framework. The Division of Enterprise Technology is leading with an enterprise approach, implementing advanced firewalls, a state-of-the-art Security Information and Event Management tool, and advanced cybersecurity hunting and response. The State is also actively partnering with other agencies and other entities at the State data center to maintain the security of all State data and systems. With the latest updates to NIST's cybersecurity framework, DET has added new controls for supply chain risk management and personally identifiable information processing and transparency.

Enterprise focuses over the coming biennium include:

- Ensuring that cybersecurity threats are mitigated through the correct combination of people, processes, and technology,
- Focusing on collaboration – cybersecurity is a team sport,
- Building security into processes and systems from the beginning,
- Establishing a culture of information sharing with government and private-sector partners to supplement and strengthen our defenses,
- Creating opportunities to teach and train cybersecurity, rather than simply quoting regulations and requirements, and
- Establishing a MyWisconsin ID for residents to securely access government services and systems.

Many states are also enacting laws to strengthen privacy protections for state residents using the internet. We are currently examining how we can strengthen privacy protections for people in Wisconsin.

---

## **OBJECTIVE 2: EXPAND THE STATE'S CYBER INCIDENT RESPONSE CAPABILITIES.**

The State of Wisconsin established a volunteer cyber incident response team to respond to significant cyber incidents occurring within the State of Wisconsin. The cyber response team also assists State and local government agencies with preventative measures like penetration testing and other cybersecurity measures to identify and fix cybersecurity issues.

DET is focused on formally adopting clear roles, responsibilities, and capabilities for the cyber response team, developing a catalog of capabilities to provide greater awareness for partners throughout the State, and establishing a process between cyber incident response and physical consequence management.

DET is leading a joint effort with the Department of Public Instruction, University of Wisconsin System (UW System), and local school districts to include cybersecurity coursework in educational curricula to encourage students to consider cybersecurity careers to increase our resource capabilities within the State. DET is also working with the UW System to provide cybersecurity technology classes through the UW System's continuing education division, allowing anyone in the state of Wisconsin to take critical classes at a low cost. These technology classes will help bolster our State technical capabilities in preparing for and responding to cyber events.

---

### **OBJECTIVE 3: IMPROVE ZERO TRUST AND APPLICATION SECURITY.**

As with many public and private organizations, the State of Wisconsin is currently transitioning to a mature zero trust model that incorporates best practices. In January 2022<sup>5</sup>, the federal Office of Management and Budget announced that the federal government is formally moving towards a zero-trust architecture. Integral to this model are alignment with the five pillars identified by the Cybersecurity and Infrastructure Security Agency, including: Identity, Devices, Networks, Applications and Workloads, and Data.

This model will protect all layers of the digital estate by explicitly and continuously verifying each transaction, applying the principle of least privilege, and relies on intelligence, advanced detection, and real-time response to threats. This acknowledges the maturity of each agency and provides flexibility and agility in implementation.

Through the adoption of a zero-trust model, protections will be as close as possible to the data and systems being protected. Agencies can no longer rely on network perimeter protection to guard applications from unauthorized access.

The State will use ongoing monitoring and validation to allow authenticated users to access systems while flagging potential misuse. The principle of least privilege will restrict users to only those resources needed to complete their tasks and limits permissions. Additional identity security enhancements, like multi-factor authentication, will continue to reduce the ability of bad actors to access State systems. Combined with our enhanced application security efforts, these changes will greatly increase the security of our systems.

---

## OBJECTIVE 4: ENHANCE EDUCATION, INFORMATION SHARING AND RELATIONSHIP BUILDING AMONGST CYBER PROFESSIONALS AND STAKEHOLDERS STATEWIDE.

The federal government<sup>6</sup> has made information sharing a key priority over the next several years, including the maturation and expansion of the national fusion center network to share information on cybersecurity threats. Specifically, the Cybersecurity and Infrastructure Security Agency has developed numerous methods to permit the safe sharing of sensitive cybersecurity information.

Most importantly, the State is emphasizing collaboration among cyber professionals, stakeholders, and other partners. This includes the development of a mechanism to share intelligence and information, continued hosting of the Governor's Conference on Cybersecurity, and identifying new sectors and industries where partnerships can increase cybersecurity.





# GOAL 3 - OPTIMIZING WISCONSIN

**MODERNIZE STATE AGENCY LEGACY DATA AND TECHNOLOGY ASSETS TO ACHIEVE GREATER EFFICIENCY AND EFFECTIVENESS IN DELIVERING GOVERNMENT SERVICES AND OPERATIONS.**

The State of Wisconsin continues to take a proactive approach to explore the best solutions, set priorities, and carefully implement technologies to evolve IT while maximizing value. To meet service expectations, IT should remain flexible and adaptable in delivering and maintaining technologies and new concepts.



**OBJECTIVE 1:** *Prioritize investments in current and emerging technologies to accelerate sustainable, scalable modernization of legacy, outdated technologies.*



**OBJECTIVE 2:** *Strengthen vendor management practices to encourage wider usage of solutions that align with DET's enterprise architecture, including cloud services, where demonstrable efficiencies can be gained.*



**OBJECTIVE 3:** *Utilize business process improvement practices to achieve greater agency productivity and efficiency.*



**OBJECTIVE 4:** *Encourage a common user experience for individuals across agencies.*



**OBJECTIVE 5:** *Replace paper-based services with digital-first services whenever practicable.*

---

## **OBJECTIVE 1: PRIORITIZE INVESTMENTS IN CURRENT AND EMERGING TECHNOLOGIES TO ACCELERATE SUSTAINABLE, SCALABLE MODERNIZATION OF LEGACY, OUTDATED TECHNOLOGIES.**

A recent article from StateTech magazine<sup>9</sup> highlights the urgency by state governments in addressing technical debt, which are the additional, hidden costs associated with maintaining and updating outdated systems and applications. Further, the latest Federal Information Technology Acquisition Reform Act scorecard<sup>8</sup> released by Congress indicates that federal agencies continue to lag in modernizing their IT architecture. By recent estimates<sup>9</sup>, the federal government spends more than 60 percent of its IT budget maintaining legacy systems. These examples are provided to illustrate the issue facing many government agencies as they move beyond legacy solutions.

In the State of Wisconsin, we are identifying and prioritizing systems to be upgraded, updated, or replaced. By leveraging modern technologies and cultures like DevSecOps and modular code, our hope is to modernize our application and systems portfolio while continuing to provide vital services. Additionally, the Division of Enterprise Technology (DET) is actively evaluating the strengths of each platform (on-prem, virtual server, or cloud) in determining where to host applications and data. DET continues to review agency goals, business process, and technology trends to continually identify agency-level and enterprise opportunities for collaboration and cooperation.

---

## **OBJECTIVE 2: STRENGTHEN VENDOR MANAGEMENT PRACTICES TO ENCOURAGE WIDER USAGE OF SOLUTIONS THAT ALIGN WITH DET'S ENTERPRISE ARCHITECTURE, INCLUDING CLOUD SERVICES, WHERE DEMONSTRABLE EFFICIENCIES CAN BE GAINED.**

There is a clear shift in the technology industry from managing on premise software for customers to a landscape where IT organizations purchase access to direct-to-vendor services. In this new climate, facilitating more customer to vendor engagements will be a priority. The Division of Enterprise Technology established a vendor management program (VMP) to standardize and proactively manage relations with prospective and current IT vendors.



The VMP's focus will be on ensuring initial agreements are vetted, requirements meet the needs of the state, duplication of purchased services is minimized, contracts include a standard lifecycle, and the value of the contract is based on key performance indicator (KPI) and Service Level Agreement (SLA) metrics. Contracts will include both direct-to-vendor contracts and enterprise contracts as well as those administered by DET or through brokered services. These changes<sup>7</sup> align with several core strategies identified for 2022 – 2023 by the National Association of Chief Administrators (NASCA).

The vision is to establish a comprehensive overview of our current contracts and implement a system (processes, procedures, workflows, etc.) that aligns with our vendors, drives costs down, and increases value for our customers.

---

## **OBJECTIVE 3: UTILIZE BUSINESS PROCESS IMPROVEMENT PRACTICES TO ACHIEVE GREATER AGENCY PRODUCTIVITY AND EFFICIENCY.**

McKinsey<sup>8</sup> states that only one in 200 public-sector IT projects are delivered on time and on budget. Further, public-sector IT projects “on average...exceeded their budgets by 75 percent, overran their schedules by 46 percent, and generated 39 percent less value than predicted.” Knowing these challenges, the State of Wisconsin has established an enhanced project reporting process for projects with an overall cost of more than \$250,000 and exceed their schedule or budget by 25 percent.

Over the last two years, the State has significantly enhanced our project reporting processes. As an example, the statutory large, high-risk IT project reporting process, which requires additional reporting of projects that cost more than \$1 million or meet certain other risk-based criteria. This process allows the State to closely monitor high-value, high-impact projects occurring throughout the enterprise. Using the data captured through this process, DET can closely monitor these projects and clear potential obstacles to success. Through our continuous improvement efforts, between Fiscal Years (FY) 2020 and 2022, the State has also undertaken 205 business improvement projects totaling approximately 87,330 repurposed hours.

While improvements have been made, project management continues to be at the heart of nearly every government business improvement initiative, and the State will continue to maintain a strong focus in this area. Beginning in FY23, State agency Project Management Offices have created a collaboration group to share information and learn best practices.

The expected outcome is to create more consistency, alignment, and more mature project management practices throughout the state. This will assist in better planning and coordination, resulting in improved results and greater efficiencies.

During the pandemic, out of necessity, agencies mobilized their workforce, facilitated accelerated approvals, and generally operated in a nimbler fashion. State of Wisconsin agencies will learn from these experiences to ensure that we leverage these optimizations for the benefit of our constituents on a permanent basis.

---

## **OBJECTIVE 4: ENCOURAGE A COMMON USER EXPERIENCE FOR INDIVIDUALS ACROSS AGENCIES.**

The State of Wisconsin has procured an enterprise identity and access management (IAM) solution, which will closely manage user access to data and eliminate many error-prone, manual processes. The State of Wisconsin IAM will replace multiple legacy systems currently used for IAM. Additionally, this solution will utilize multi-factor authentication and will enable identity proofing to allow individuals to confirm their identity when interacting with the State.

StateTech magazine highlighted this trend<sup>9</sup> in several states as a mechanism to make digital services more convenient and easier to access for residents. Utilizing IAM and single sign-on also makes accessing resources easier for employees, including those working remotely. The development of customer-centric government processes<sup>10</sup> is critical as we continue to move additional services online.

---

## **OBJECTIVE 5: REPLACE PAPER-BASED SERVICES WITH DIGITAL-FIRST SERVICES WHENEVER PRACTICABLE.**

There are an estimated 9 million unique forms<sup>11</sup> used by state and local governments in the United States. Just within the State of Wisconsin, thousands of forms, both paper and digital, are completed by residents and businesses every day. While a paper-based option should still be available, many forms can be digitized and automated to decrease the amount of time and effort required by the public to complete the form and by State employees to process the form.

In addition, standardizing common data elements across different forms will create more efficient and seamless experiences for customers and can ease analysis of information captured.

AppEngine and AccessGov are two form-building solutions available to agencies through our vendor partner, NIC Wisconsin. Both options are powerful tools to digitize existing paper forms with the ability to integrate with existing software systems. AppEngine forms are configured by NIC Wisconsin, while AccessGov is a low code platform designed to allow an agency to build their own forms. Both solutions allow for submittal of online payments. Many agencies are taking advantage of these solutions to help with their digital journeys. Several agencies have also adopted document management solutions to better manage the mix of digital and paper forms they receive. We look forward to continuing our digitization efforts across the enterprise.





# GOAL 4 - WORKING WISCONSIN

## ADOPT PRACTICES THAT STRENGTHEN WISCONSIN'S STATE GOVERNMENT WORKFORCE.

Employee recruitment and retention is certainly top of mind for many organizations, given the workplace and workforce changes that have been seen over the last biennium. IT workers across the State represent a critical component of the government workforce. Although titles and requirements can vary by position, these individuals provide essential functions and are always looking for creative ways to reinvent how government delivers services. Ensuring an adequate supply of staff requires collaboration between the state, employers, and academic institutions. While the State of Wisconsin has made great strides in enhancing strategies to recruit, train, and increase flexibilities, we must continue to mature our workforce strategies. The National Association of State Chief Administrators has identified recruitment and retention<sup>12</sup> as a key focus, with five of the top ten priorities for 2022 – 2023 focused on workforce.



**OBJECTIVE 1:** *Connect State IT recruitment efforts with goals identified in agency Diversity, Equity, Inclusion, and Belonging (DEIB) plans and leverage State resources to address gaps.*



**OBJECTIVE 2:** *Work with the State's Division of Personnel Management to develop an enterprise strategy to fill critical talent gaps in the State's IT workforce.*



**OBJECTIVE 3:** *Encourage "Anywhere in Wisconsin" hiring for positions that can work remotely.*

---

## **OBJECTIVE 1: CONNECT STATE IT RECRUITMENT EFFORTS WITH GOALS IDENTIFIED IN AGENCY DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB) PLANS AND LEVERAGE STATE RESOURCES TO ADDRESS GAPS.**

Research shows that creating DEIB working environments directly relates to positive and productive workforces. This can be done through empowering diverse pools of stakeholders to leverage customer-centric technology and building digital workplaces that reflect a variety of stakeholder perceptions and needs. DET will be utilizing the information analyzed during the last annual strategic IT planning process to identify gaps and develop areas of focus for developing high-performing teams within the State's IT workforce. This will allow the State to develop specific strategies to build on strengths and mitigate any identified weaknesses.

---

## **OBJECTIVE 2: WORK WITH THE STATE'S DIVISION OF PERSONNEL MANAGEMENT TO DEVELOP AN ENTERPRISE STRATEGY TO FILL CRITICAL TALENT GAPS IN THE STATE'S IT WORKFORCE.**

Agencies face recruitment and retainment challenges that include traditional management models, changing employment preferences and industry competition. According to KPMG<sup>13</sup>, approximately 30 percent of American government employees are age 55 and older. The State must uncover new ways to attract and keep talent. This can include leveraging training and academy programs, piloting flexible work models and mobility, investments in partnerships and utilizing broader talent ecosystems.

Further, the changing digital landscape makes hiring employees with different skills<sup>14</sup> critically important. As individuals increasingly interact with government services digitally, they expect to be able to easily access services with minimal human intervention and to receive a seamless experience. Human Resources will also be performing an enterprise-wide personnel management survey for IT Classifications. As part of this effort, IT and HR teams will work together to review structures, paths of progressions, classification structures, market/internal structure alignment, recruitment and retention needs, and qualifications to facilitate recruitment of talent.



---

## OBJECTIVE 3: ENCOURAGE “ANYWHERE IN WISCONSIN” HIRING FOR POSITIONS THAT CAN WORK REMOTELY.

According to Pew<sup>15</sup>, 60 percent of workers who can work from home are working from home all or most of the time as of January 2022, a considerable increase from the 23 percent of workers who did the same prior to the COVID-19 pandemic. Further, 60 percent of workers who can work from home say they would choose to continue working from home. Many prominent technology companies have shifted to permanent hybrid or remote work. Payscale’s 2021 State of Remote Work report<sup>16</sup> indicates that 71 percent of technology workers and 43 percent of all workers expect organizations to offer remote work after the pandemic.

In line with Governor Evers’ Vision 2030 plan<sup>17</sup>, the State must adapt to address the looming retirement crisis, with 40 percent of current State workers reaching retirement age in the next decade. To remain competitive, the State has already been encouraging remote work capabilities where it makes sense. Besides participating in the various other work efforts noted above, the State IT organizations must also be thinking about how they attract and hire employees throughout Wisconsin. This will further enhance our diversity of thought in the IT space as the workforce will better represent the constituents we serve.





# BENCHMARKS



## **BENCHMARK 1**

Quantify opportunities where transformations and improvements to Wisconsin services and applications have occurred.



## **BENCHMARK 2**

Drive and measure alignment with Statewide Strategic IT Goals and Objectives.



## **BENCHMARK 3**

Examine IT workforce progress by comparing to analysis captured during the last biennium.



## **BENCHMARK 4**

Establish “whole of state” security protection, response, education, compliance, and enablement/transformation maturity targets and evaluate progress.



## **BENCHMARK 5**

Develop data metrics/scorecard to show outcomes and evolution of data management practices.



## **BENCHMARK 6**

Create and capture outcome-based metrics that show efficiencies in operations.

# ACKNOWLEDGEMENTS

This plan would not be possible without the time and energy of numerous agency and DOA Division of Enterprise Technology (DET) staff and leaders in writing, editing, and preparing this report. The Strategic IT Plan reflects the input and feedback of leaders throughout the State of Wisconsin, including agency deputy secretaries, administrative officers, and chief information officers.

The 2022 – 2024 Statewide Strategic IT Plan was submitted on September 15, 2022 to Governor Tony Evers and the Wisconsin Legislature’s Joint Committee on Information Policy and Technology. We want to thank the Statewide Strategic IT Plan team members listed below for their time in developing and refining this plan.

***Tom Bernd***

Program and Policy Analyst  
Division of Enterprise Technology  
Department of Administration

***David Casey***

Deputy Secretary  
Department of Revenue

***Tristan Cook***

Program and Policy Analyst  
Division of Enterprise Technology  
Department of Administration

***Clint Hackett***

Chief Information Officer  
Division of Enterprise Services  
Department of Health Services

***Lynda Jarstad***

Administrator  
Department of Administrative Services  
Department of Workforce Development

***Dr. Ricki Koinig***

Chief Information Officer  
Department of Natural Resources

***Casey Newman***

Administrator  
Division of Business Management  
Department of Transportation

***Jennifer Przekurat***

Director  
Project Management and Policy Office  
Division of Enterprise Technology  
Department of Administration

***James Sylla***

Deputy Administrator  
Division of Enterprise Technology  
Department of Administration

***Carrie Templeton***

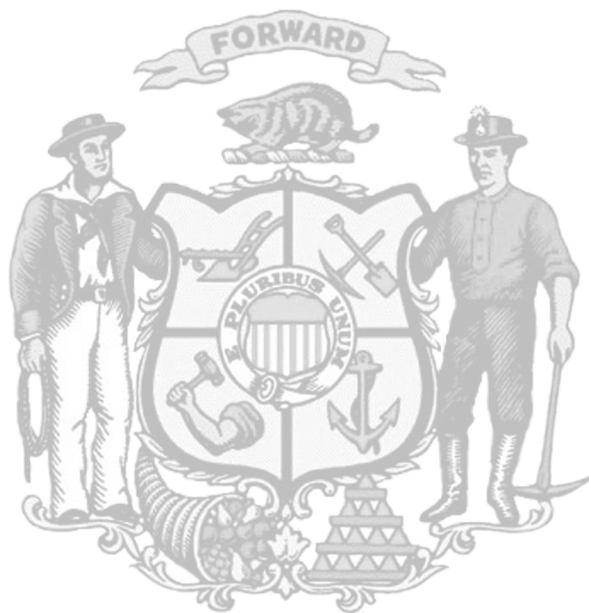
Executive Assistant to the Chairperson  
Public Service Commission

***Trina Zanow***

State Chief Information Officer  
Division of Enterprise Technology  
Department of Administration

# ENDNOTES

1. BroadbandNow Wisconsin Profile, <https://broadbandnow.com/Wisconsin>. Retrieved 07/26/2022.
2. Broadband Grant Programs, <https://psc.wi.gov/Pages/ServiceType/Broadband/GrantPrograms.aspx>. Retrieved 07/26/2022.
3. Digital Equity, <https://psc.wi.gov/Pages/ServiceType/Broadband/DigitalEquity.aspx>. Retrieved 07/26/2022.
4. Top Technology Trends in Government for 2022, <https://www.gartner.com/document/4010490?ref=authrightrec&refval=4010473>, accessed 08/08/2022.
- 5 The Department of Homeland Security Fusion Center Engagement and Information Sharing Strategy, [https://www.dhs.gov/sites/default/files/2022-06/22\\_0513\\_ia\\_dhs-fusion-center-info-sharing-508.pdf](https://www.dhs.gov/sites/default/files/2022-06/22_0513_ia_dhs-fusion-center-info-sharing-508.pdf), accessed 08/05/2022.
- 6 Information Sharing and Awareness, <https://www.cisa.gov/information-sharing-and-awareness>, accessed 08/05/2022.
7. Top Ten Core Strategies for State Chief Administrators, <https://nasca.memberclicks.net/assets/ICONS/Top%20Ten%20and%20Emerging%20Issues%20Web%20Doc.pdf>, Accessed September 7, 2022.
8. Unlocking the potential of public-sector IT projects, <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/unlocking-the-potential-of-public-sector-it-projects>, Accessed 07/26/2022.
9. States and Localities Build on Success with Identity and Access Management, <https://statetechmagazine.com/article/2022/07/states-and-localities-build-success-identity-and-access-management>, accessed 08/08/2022.
10. Top Ten Core Strategies for State Chief Administrators, <https://nasca.memberclicks.net/assets/ICONS/Top%20Ten%20and%20Emerging%20Issues%20Web%20Doc.pdf>, accessed 09/07/2022.
11. Digitizing Paper-Based Workflows for Government, <https://www.carahsoft.com/learn/event/22766-Digitizing-Paper-Based-Workflows-for-Government>, Accessed 07/26/2022.
12. Top Ten Core Strategies for State Chief Administrators, <https://nasca.memberclicks.net/assets/ICONS/Top%20Ten%20and%20Emerging%20Issues%20Web%20Doc.pdf>, accessed 09/7/2022.
13. Attracting & retaining civil servants, <https://home.kpmg/ie/en/home/insights/2021/08/attracting-and-retaining-next-generation-civil-servants-infra-gov.html>, accessed August 8, 2022.
14. Modernizing the Constituent Experience: How State and Local Governments Can Hire for the Right CX Skills, <https://www.govtech.com/modern-government/modernizing-the-constituent-experience-how-state-and-local-governments-can-hire-for-the-right-cx-skills>, accessed 08/05/2022.
15. COVID-19 Pandemic Continues To Reshape Work in America, <https://www.pewresearch.org/social-trends/2022/02/16/covid-19-pandemic-continues-to-reshape-work-in-america/>, accessed 07/29/22.
16. 2021 State of Remote Work Report, <https://www.payscale.com/research-and-insights/remote-work/>, accessed 07/29/22.
17. Vision 2030 Plan, <https://doa.wi.gov/Secretary/DOAVision-2030.pdf>, accessed 07/29/22.



**THE WISCONSIN STATEWIDE STRATEGIC IT PLAN CAN BE VIEWED AT:  
[HTTPS://DET.WI.GOV/PAGES/STRATEGIC\\_PLANNING.ASPX](https://det.wi.gov/pages/strategic_planning.aspx)**