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 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investments in current and emerging technologies to accelerate sustainable, scalable modernization of legacy, outdated technologies.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INVESTMENTS IN CURRENT AND EMERGING TECHNOLOGIES TO ACCELERATE SUSTAINABLE, SCALABLE MODERNIZATION OF LEGACY, OUTDATED TECHNOLOGIES.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[9] 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in addressing technical debt, which are the additional, hidden costs associated with maintaining and updating outdated systems and applications.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[8] released by Congress indicates that federal agencies continue to lag in modernizing their IT architecture. By recent estimates[9], 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[7] 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[8] 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 identify when interacting with the State.

StateTech magazine highlighted this trend[9] 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[10] 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[11] 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.