

Department of Children and Families FY17 Agency IT Plan

OVERALL AGENCY IT PLAN GUIDELINES:

I. Top Five IT Goals/Strategies – Identify your agency’s top five goals/objectives for utilizing information technology in FY17, and how they serve your agency’s business needs. This response can be a high-level, one-page summary.

The Department of Children and Families’ (DCF) mission is to “improve the economic and social well-being of Wisconsin’s children, youth and families. The Department is committed to protecting children and youth, strengthening families and supporting communities.” DCF’s Strategic IT Plan prioritizes efforts reflective of the agency’s vision and strategies to protect children, strengthen families and build communities. In accordance with the Department’s key business strategies, DCF’s top IT initiatives seek to:

- Reduce IT costs through expanded use of enterprise standard technology and collaboration;
- Expand our enterprise partnership through the DET Optimization Project and by reviewing appropriateness of the current IT support provided to us by DWD;
- Integrate and improve the quality of DCF data to enable more informed decision making through the use of business intelligence and predictive analytic toolsets;
- Build upon an increasingly mobile workforce;
- Support best of class system and data security to protect confidential information;
- Address IT modernization requirements (renovate the core);
- Strengthen strategic partnerships with business areas to ensure IT is assisting them in reaching their goals.

From its inception, in addition to completing this annual IT Strategic Plan, DCF has managed a formal Service Level Agreement (SLA) process partnering program and information technology leaders for the purpose of identifying, planning, implementing and monitoring information technology investment projects that are aligned with the agency’s goals. Planning is conducted during the months of March through June, whereby Division Administrators and program managers identify and prioritize projects, and Bureau of Information Technology Services (BITS) managers identify solutions and required skill sets, and estimate level of effort, hardware, software and other required services. Fiscal Year (FY) plans are presented to, and approved by, the Deputy Secretary. The Deputy Secretary, Division Administrators and their designees receive monthly SLA status reports and meet quarterly to discuss projects’ progress. In addition, the Administrator of the Division of Management Services (DMS) meets monthly with BITS to review all major IT projects.

This past year, the DCF Secretary’s Office directed BITS to review the SLA process and make improvements. To that end, we have established the following goals for improving this year’s process:

- Establish business case/justification process for all new projects
- Encourage innovation
- Encourage strategic planning (BITS and program divisions together)
- Establish and formalize engagement plans with program divisions
- Increased accessibility and transparency to SLA development and tracking
- Use automation and removing paper from processes where possible
- Informed rollout of new process (training for all, not just management)

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The renewed dedication and retooling of the aforementioned business model reflects DCF's ambitious and customer-focused IT strategy. The strategies will be pursued practically, factoring budget, personnel and technology considerations. DCF also continues to work cooperatively with the State CIO, the Department of Administration (DOA), the Division of Enterprise Technology (DET), the Agency CIO Steering Committee (ACSC), the Information Technology Executive Steering Committee (ITESC) and the Information Technology Director's Council (ITDC) to promote and leverage collaboration, address existing enterprise-wide challenges and identify solutions for barriers to innovation.

II. Agency Projects – List all of your agency's IT projects expected to cost \$1 million or more. (\$1 million is the statutory threshold for reporting to the Legislature on IT projects, e.g., Wisconsin s.16.973(16), stats.) This includes projects that are starting, ongoing or ending anytime between July 1, 2016 and June 30, 2017. Include all types of IT projects (not just application development). You also can include IT projects expected to cost less than \$1 million that your agency views as high-visibility and/or particularly critical to serving business needs.

For each project listed for Item II, complete the table on page 4 of these instructions.

Continued on next page

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1) Project Name: Race to the Top – Early Childhood Longitudinal Data Study			
2) Project Type: <input type="checkbox"/> New FY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: The Race to the Top - Early Childhood Longitudinal Data Study grant involves DCF, Department of Public Instruction (DPI) and Department of Health Services (DHS). The DCF portion of the project is to enhance existing DCF early childhood data collection efforts and design the architecture to link key early childhood care and education data collections. The project will increase analytic capacity within existing DCF data warehouses, merge disparate warehouses into a DCF Enterprise warehouse called LIFT, and create Early Childhood (EC) (birth through age five) data linkages between DCF, DPI and DHS.			
4) Project Schedule		Start: 1/1/2013	Completion: 12/31/2017
5) Application Platform:	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input checked="" type="checkbox"/> Physical	<input type="checkbox"/> Virtual	
6) Application Type:	<input checked="" type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify)	
7) Technical Architecture Components: <ul style="list-style-type: none"> • Oracle database; • Informatica for ETL (extract, transformation, load) of data; • Business Objects WEBI and Xcelsius for reporting and dashboards; and, • IBM Identity Insight for matching person records across systems. 			
8) Estimated Total Project Hours:		8a.) Estimated Total Project Cost:	
Yr 1 – 10,450		Yr 1 – \$920,000	
Yr 2 – 14,830		Yr 2 – \$1,305,000	
Yr 3 – 12,840		Yr 3 – \$1,130,000	
Yr 4 – 10,450		Yr 4 – \$920,000	
Total = 48,570		Hardware/Tech Support – \$225,000	
		Training – \$50,000	
		Total: \$4,550,000	
9) Related Projects and Dependencies: DPI – RTTT ECLDS and data matching			
10) Project Sponsorship and Funding (<i>please complete the information below</i>)			
Executive Sponsor: Judy Norman-Nunnery Division: DECE			
Business Sponsor: Judy Norman-Nunnery Division: DECE			
Senior Project Manager: Amanda Reeve IT Authority: Steve McDowell			
Is Full Funding for Project Approved/Secured? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Funding Source for the Project: <input type="checkbox"/> GPR \$ _____ <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____			
<input checked="" type="checkbox"/> FED \$ 4,550,000			
11) Issues that may influence successful execution of the project: <ul style="list-style-type: none"> • Adequate program experts and IT staff on the project; and, • Successful data governance established between DCF, DPI and DHS. 			

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1) Project Name: Child Support – DocGen Replacement Project			
2) Project Type: <input type="checkbox"/> New FY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: The current document generation software used by KIDS is no longer technically supported. The Bureau of Child Support (BCS) and BITS have purchased commercial, off-the-shelf software from the State software contract, including Thunderhead One for document generation, IBM Business Process Manager Advanced for business process management and FileNet P8 Content Manager for document storage. Efforts during the remainder of FY16 and through FY17 are focused on the completion of the Design Phase for Group 1 (the technical architecture build out and the development of the first 65 documents), Development of Group1, and System Testing and initial User Acceptance Testing.			
4) Project Schedule	Start: 10/1/13	Completion: 4/30/17	
5) Application Platform:	<input checked="" type="checkbox"/> Mainframe	<input checked="" type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input type="checkbox"/> Virtual	
6) Application Type:	<input checked="" type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input type="checkbox"/> Vendor Managed/hosted	<input checked="" type="checkbox"/> Other (specify) Vendor used as technical expert, and as staff augmentation	
7) Technical Architecture Components: <ul style="list-style-type: none"> • Thunderhead ONE for document creation; • Business Process Manager (BPM) Advanced formerly Websphere Lombardi Edition for document routing; • FileNet P8 Content Manager for document storage; • Web-based user interface for local agencies (see wiKIDS User Interface Under #9 below); and, • Mainframe KIDS data gathering routines 			
8) Estimated Total Project Hours: 50,000		8a.) Estimated Total Project Cost: \$9,600,000	
9) Related Projects and Dependencies: <ul style="list-style-type: none"> • Child Support - wiKIDS User Interface – local agency access to new document generation subsystem. 			
10) Project Sponsorship and Funding (<i>please complete the information below</i>)			
Executive Sponsor: Kris Randal		Division: DFES	
Business Sponsor: Kris Randal		Division: DFES	
Senior Project Manager: Gayle Hanson		IT Authority: Steve McDowell	
Is Full Funding for Project Approved/Secured?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Funding Source for the Project:		<input checked="" type="checkbox"/> GPR \$3,094,000 <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____ <input checked="" type="checkbox"/> FED \$6,006,000	
11) Issues that may influence successful execution of the project: <ul style="list-style-type: none"> • Adequate BCS and BITS staff to complete project; and, • Successful Integration and Partnership of Vendor (Deloitte) staff with State FTE • Competing Child Support IT Initiatives and Priorities 			

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1) Project Name: Benefit Recovery IT System (BRITS) Phase 1 Project			
2) Project Type: <input type="checkbox"/> New FY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: BRITS is a rewrite of the mainframe based, collections related functionality to a web-based front end. The administration is currently on the CARES mainframe system. The end user of the system is most familiar with web-front end systems, such as Cares Worker Web (CWW). Moving to the web-front end will simplify the administration workflow and result in efficiency and cost savings. Phase 1 of the BRITS project is currently being done in house with State FTE and State contract staff. Subsequent phases will be done in house as well. This release and subsequent project will be subject to additional internal discussion, project scope/phased-approach decisions and available funding. Phase 1 focuses on converting the fraud investigation tracking screens from the mainframe system. Phase 2 will focus on converting the benefit recovery, or collection screens from the mainframe system.			
4) Project Schedule	Start: 1/2013	Completion: 10/16	
5) Application Platform:	<input checked="" type="checkbox"/> Mainframe	<input checked="" type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input checked="" type="checkbox"/> Virtual	
6) Application Type:	<input checked="" type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify)	
7) Technical Architecture Components: .Net 4.0, MVC 3.0, IBM DB2, SQL Server, Mainframe.			
8) Estimated Total Project Hours: 50,000		8a.) Estimated Total Project Cost: \$4,500,000.00	
9) Related Projects and Dependencies: DHS resource availability is a dependency			
10) Project Sponsorship and Funding (<i>please complete the information below</i>)			
Executive Sponsor: Bob Nikolay		Division: DMS	
Business Sponsor: Fay Simonini		Division: DMS	
Senior Project Manager: Selina Schmidtka		IT Authority: Steve McDowell	
Is Full Funding for Project Approved/Secured?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Funding Source for the Project:		<input type="checkbox"/> GPR \$ _____ <input checked="" type="checkbox"/> PR \$2,700,000 <input type="checkbox"/> SEG \$ _____	
		<input checked="" type="checkbox"/> FED \$1,800,000	
This project is cost allocated with DHS.			
11) Issues that may influence successful execution of the project:			
<ul style="list-style-type: none"> • Lack of appropriate number of resources with the right skills and dedicated Project Management may impact the successful execution of the project; and, • Availability of funding may impact our ability to complete subsequent phases beyond phase 1. 			

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1) Project Name: Parent Pay Initiative			
2) Project Type: <input type="checkbox"/> New FY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: The Parent Pay Initiative will empower parents by giving them a greater role in the management of child care and a better understanding of the costs involved. This change encourages parental responsibility, aids parents in holding providers accountable for the quality of their children's care and prepares them for the day that they no longer need state assistance. Child care providers are now paid directly by the State, based upon the number of hours that they report a child is in attendance. Under the Parent Pay Initiative, the State will provide the child care benefit directly to parents using a protected EBT card. Parents will then use the card to directly pay their child care providers.			
4) Project Schedule	Start: 1/2015	Completion: 2/2017	
5) Application Platform:	<input checked="" type="checkbox"/> Mainframe	<input checked="" type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input checked="" type="checkbox"/> Virtual	
6) Application Type:	<input checked="" type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input checked="" type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify)	
7) Technical Architecture Components: .NET, Mainframe Batch, and Web Services			
8) Estimated Total Project Hours: Yr 1 -12,000 Yr 2 - 10,000 Total = 22,000		8a.) Estimated Total Project Cost: Yr 1 - \$1,900,000 Yr 2 - \$1,000,000 Vendor - \$700,000 Total: \$3,600,000	
9) Related Projects and Dependencies: Statute, rule and policy changes affecting CSAW Provider Portal Parent Portal			
10) Is this a High-Profile Project? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes (If Yes, complete information below.)			
Executive Sponsor: Judy Norman-Nunnery		Division: DECE	
Business Sponsor: Judy Norman-Nunnery		Division: DECE	
Senior Project Manager: Susan Pfeiffer		IT Authority: Steve McDowell	
Is Full Funding for Project Approved/Secured?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Funding Source for the Project: <input type="checkbox"/> GPR \$ _____ <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____ <input checked="" type="checkbox"/> FED \$3,600,000			
11) Issues that may influence successful execution of the project: <ul style="list-style-type: none"> Statute and Administrative Rule changes approved in time to coincide with project deliverables; Vendor selected via RFP able to implement a successful EBT card solution to meet DCF requirements; and Adequate SLA funding and available resources. 			

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1) Project Name: Work Program and Analytics Systems (WPASS)			
2) Project Type: <input type="checkbox"/> New FY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: WPASS is a rewrite of the mainframe based, work programs related functionality to a web-based front end. The administration is currently on the CARES mainframe system. The end user of the system is most familiar with web-front end systems, such as Cares Worker Web (CWW). Moving to the web-front end will simplify the administration workflow and result in efficiency and cost savings as well as more comprehensive analytics than are currently available.			
4) Project Schedule	Start: 11/2015	Completion: 6/19	
5) Application Platform:	<input checked="" type="checkbox"/> Mainframe	<input checked="" type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input checked="" type="checkbox"/> Virtual	
6) Application Type:	<input checked="" type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify)	
7) Technical Architecture Components: .Net 4.0, MVC 3.0, SQL Server, Mainframe, Oracle, Informatica for ETL (extract, transformation, load) of data and Business Objects WEBI and Xcelsius for reporting and dashboards.			
8) Estimated Total Project Hours: 90,700		8a.) Estimated Total Project Cost: \$7,200,000.00	
9) Related Projects and Dependencies: None			
10) Project Sponsorship and Funding <i>(please complete the information below)</i>			
Executive Sponsor: Kris Randal		Division: DFES	
Business Sponsor: Margaret McMahon		Division: DFES	
Senior Project Manager: Peter Schmidtka		IT Authority: Steve McDowell	
Is Full Funding for Project Approved/Secured?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Funding Source for the Project:		<input type="checkbox"/> GPR \$ _____ <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____ <input checked="" type="checkbox"/> FED \$7,200,000	
<ul style="list-style-type: none"> Issues that may influence successful execution of the project: Lack of appropriate number of resources with the right skills and dedicated Project Management may impact the successful execution of the project; and, Statute and Administrative Rule changes approved in time to coincide with project deliverables; Adequate SLA funding and available resources. 			

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III. Potential Agency Projects – List all potential FY17 agency IT projects that could meet the \$1 million-or-more cost threshold. These are potential projects that are in the conceptual phase, or that might be initiated in FY17 due to potential legislative changes (state or federal), or that might be dependent on securing grant funding (from a state, federal or nongovernmental organization). Note: The difference between projects listed in Item II above and Item III is that projects in Item II are currently active or scheduled projects, and Item III is for projects that are only in the conceptual or planning phases.

Provide just the following basic information for each potential project in the following table format.

Potential Project Name: BRITS Phase 2
Description: BRITS Phase 2 will begin modernizing the claims portion of the BV subsystem of CARES. While Phase one focused on fraud determination, Phase two will address claim creation and collections.
Anticipated Total Cost: Since this will be an Agile project, we do not yet have a set budget for this project. Based on a high level knowledge of scope, we anticipate costs similar to BRITS Phase 1.
Resourcing: The internal team of FTEs and Contractors working on BRITS Phase 1 will also work on Phase 2.

IV. IT Infrastructure Projects or Expenditures – Describe any projects or anticipated expenditures over \$100,000 related to augmenting IT infrastructure (e.g., hardware, servers, storage, networking components, security, backup and disaster recovery), if these projects have not already been described in sections III or IV above. Use the same abbreviated format as in section III.

Potential Project Name: DCF Disaster Recovery
Description: DCF’s Disaster Recovery project is intended to identify the most critical IT applications and services, and coordinate with DET to establish and verify real-time high availability replicas. This would ensure that there would be no break in services to core DCF locations and partners should something unfortunate affect the Femrite Data Center (FDC) or connectivity to it.
Anticipated Total Cost: \$650,000 (in increased service charges)
Resourcing: Internal DCF Staff, DET Staff and external partners

Potential Project Name: DCF Windows 10 Upgrade
Description: The DCF Windows 10 Upgrade is intended to leverage new enterprise software solutions, including components of Office 365, and potential enterprise user and desktop authentication services (if configured per agency requirements and available) in order to upgrade physical and virtual desktops throughout the Department. This project will

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ensure that DCF retains vendor support for all core applications and hardware while enhancing security and regulatory compliance through integration of on-site multi-factor authentication, provide additional mobility features to our staff and potentially simplify enterprise authentication.
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Anticipated Total Cost: \$600,000 (staffing costs)
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Resourcing: Internal DCF Staff, DET Staff and external partners

V. Please describe your agency's plans to migrate to Office 365. A high-level paragraph or two is sufficient, but please include an expected approximate timeline for your migration.

In an effort to drive down enterprise charges without diminishing services or the quality of services provided to the Department, DCF intends to selectively implement many features of Office 365, including cloud-based email and Skype for Business provided that all regulatory requirements are met, the service is fully defined with a Microsoft SLA/DET SLE and appropriate components can be managed through delegation to agency staff. While work is expected to begin early in FY17 with email migrations, many of the other facets will be incorporated into the DCF Windows 10 Project and will take much of the fiscal year to complete to achieve requirements validation, testing and a staged rollout.

VI. Please describe your agency's plans to participate in the Voice over Internet Protocol (VoIP) rollout. A high-level paragraph or two is sufficient, but please include an expected approximate timeline for your rollout.

DCF is expected to have migrated nearly all of its sites to VoIP prior to FY17. The remaining non-VoIP site (Coggs in Milwaukee) receives telephony services directly from Milwaukee County. At this time, Milwaukee has not shared plans to change telephony services at this site.

VII. Response removed for Web publishing purposes.

VIII. Please attach with this plan your agency's portfolio assessment. If the assessment is not yet completed, please indicate the status of progress toward completion of the agency portfolio assessment.

As part of the BITS SLA process mentioned above, each of our Program Divisions has a complete picture of their individual portfolios including operational, enhancement and new initiative investments. During FY17, DCF will continue to mature this process in order to provide more transparency on the status of our portfolio, our monetary and resource investment, encourage innovation to help our staff continue to do more with less and establish metrics that will help us better determine where to dedicate our financial resources.

DCF will actively participate in the April ITDC which will be discussing enterprise expectations for the format and communication of our portfolio assessment.

IX. Additional Issues/Activities (OPTIONAL) – Identify and explain issues or other activities not described already that are influencing, or could influence,

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successful execution of your agency's IT plan and about which DOA/DET should be aware.

DCF had several IT successes during FY16. These achievements include the successful implementation of STAR, a cross divisional data warehouse project, a pilot of Tableau and a new application development project for our Bureau of Finance.

In order to build upon these successes, DCF will need to be diligent in the planning and use of current and future IT resources. Like other State agencies, DCF continues to experience challenges in recruitment and retention of IT staff. This area is something on which DCF focuses and works to try and continually improve by implementing such strategies as the use of interns/LTEs, employee development; innovative recruitments/marketing/career fairs and market ourselves as an organization that utilizes the latest in tools, technologies and methodologies.

FY17 challenges related to STAR include recovering internal efficiencies related to automation, document management, data reporting and cost allocation.

Also during FY17, DCF will begin work on an RFP for support services for our Child Welfare application (eWiSACWIS). eWiSACWIS is a critical application within our portfolio. Beginning this procurement effort early will ensure time to thoroughly capture all functional and technical requirements. It will also allow time for any necessary transition activities associated with a change in vendor.

Other challenges lie in the area of modernization of legacy applications. DCF believes that adequate plans and strategies are in place to address these applications and will work to incorporate these strategies, along with the many functional enhancements that DCF program divisions/business partner's request. It is vitally important to balance technology modernization along with functional evolution of the Department's IT assets.

Two final challenges worthy of note are related to support of DCF infrastructure by DWD and DET.

The first is our partnership with DWD and the continued support which we receive from them. It is a priority for us to gain more autonomy and control over support of some of the services currently provided by DWD. The DCF and DWD CIO have begun planning sessions and detailed analysis related to this effort. Next steps will include a roadmap, a prioritization of efforts and the associated assignment of resources.

The second challenge lies in the area of DET rates and the maturity/stability of the new infrastructure services support model. DCF continues to work very closely with DET and have established an open line of communication in these areas. DCF was the first agency to sign on to the DET Optimization effort. Optimization is a multi-agency effort intended to standardize enterprise technology, improve stability and drive down DET rates. DCF understands the importance of this initiative. However, conflicting internal project and resource requirements present a large challenge in the area of balancing all of these priorities. DCF still intends to make sufficient progress on both.

We look forward to continuing to strengthen our partnership with DET in FY17.