



## **Fiscal 2017 Agency Technology Plan**

### **March 2016**

## Table of Contents

Overview .....	3
FY 2017 IT Goals .....	4
IT Staffing.....	5
Agency Projects .....	6
IT Infrastructure Projects or Expenditures.....	15
Office 365 .....	15
VOIP .....	15
Portfolio Assessment .....	16
Issues.....	17

## Overview

Department of Natural Resources (DNR) is dedicated to the conservation, protection, effective management, and maintenance of Wisconsin's natural resources. DNR is responsible for implementing the laws of the state and, where applicable, the laws of the federal government that protect and enhance the natural resources of our state. DNR is charged with the responsibility for coordinating the many disciplines and programs necessary to provide a clean environment, and a full range of outdoor recreational opportunities for Wisconsin citizens and visitors.

Information technology (IT) influences every activity in daily operation of the DNR and its lines of business (programs). Our many disciplines add complexity to managing our technology environment. Our customers have high expectations and their roles vary from citizens, accountants, biologists, scientists, statisticians, technicians, engineers, law enforcement, project managers, program managers, customer support, tribes, and other governmental organizations. Integration of DNR business and IT strategic planning processes ensures alignment of IT directions with business goals. The strategic information technology plan should be viewed in context of the Department's business plan. It serves as our roadmap for leveraging technology in our business processes and is intended to guide the development of more detailed implementation plans. As IT improves, DNR will be able to perform our mission increasingly effectively. Leveraging technology in our business processes requires:

- Complete understanding of the Department's mission
- Employment of best business practices
- Implementation of structured and standardized architectures
- Process-driven business and systems development
- Partnership with all stakeholders
- Clarity of the business requirements
- Effective management and protection of information as a strategic resource

## **FY 2017 IT Goals**

DNR's strategic goals serve as guideposts for IT resource investments, and are consistent with the statewide enterprise initiatives. The goals are intended to work in concert with each of the Division's goals and strategic plans. They establish performance measures in four target areas:

- 1) Economic development
- 2) Reform and innovation
- 3) Efficient and effective services
- 4) Customer/taxpayer satisfaction

Key IT goals for the DNR in FY 2017 include:

### **PeopleSoft ERP Investments**

Ongoing enhancement of the newly-implemented statewide finance and human resource system is expected to consume significant agency resources.

### **Staff Technology Enhancements**

Ensuring that all DNR staff have sufficient access to IT services to meet business needs. This priority helps strike a balance between investments in resource-consuming new technologies, and in addressing existing IT needs.

### **Electronic Services Enhancements**

Increasing use of technology tools to reduce manual processes, especially those used by our external customers. Technologies such as electronic signatures and electronic payments can increase ease of use for our customers, reduce turnaround times, reduce manual processes and error, and enable improved and broader reporting.

### **Content Management Strategy**

Management of documents, records, digital assets (photos, videos, audio files), and web content is a significant undertaking which can be addressed holistically, or piecemeal. This priority helps ensure that our approach improves the storage and retrieval of these agency assets in the most cost-effective manner meeting the needs of the agency.

### **Improved Workforce Mobility**

The increasing use of consumer electronics has raised expectations for technology solutions in the workplace. This priority focuses attention on mobile technologies and the resources required to deliver them effectively, consistently, and securely.

## IT Staffing

Current agency-wide staffing figures are provided below.

Division	FTE	LTE
Division of Fish, Wildlife & Parks	6	9
Division of Forestry	8	11
Division of Environmental Management	30.5	19
Office of Business Support & External Services	19	0
Executive Programs	5.98	0
Division of Internal Services	58	15
Grand Total	127.48	54

## Agency Projects

The following IT projects expected to cost \$1,000,000 or more, or are otherwise high profile. This includes projects that are starting, ongoing or ending anytime between July 1, 2016 and June 30, 2017.

### *Customer and Outreach Services*

1) Project Name: Go Wild			
2) Project Type: <input type="checkbox"/> New FY17 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: Continued build-out of the Go Wild licensing system. There is no budgetary expense impact to the following projects. Projects expected to complete in FY2017 with IT impact include the deployment of SSRS to allow for self-service data extraction, reporting, and real time statistics; development of commercial licensing module, moving collection and storage from Access databases; integration of imaged applications and batch vehicle processing eliminating SharePoint workflow and image management (COS would be highly interested in DAM initiatives as we store and process large sums of indexed images).			
4) Project Schedule	Start:	Expected Completion:	
5) Application Platform:	<input 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 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: Virtual server environment including web, application, and database cluster. Network including DMZ.			
8) Estimated Total Project Hours:		8a.) Estimated Total Project Cost: \$0	
9) Related Projects and Dependencies:			
10) Project Sponsorship and Funding ( <i>please complete the information below</i> )			
Executive Sponsor: Kurt Thiede		Division: Dept. Secretary	
Business Sponsor: Mark Aquino		Division: BESS	
Senior Project Manager: Mark Rappe		IT Authority:	
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 type="checkbox"/> FED \$ _____			
Project is funded by transaction fees collected, therefore build is \$0.			
11) Issues that may influence successful execution of the project:			

1) Project Name: Call Center Anywhere migration			
2) Project Type: <input checked="" type="checkbox"/> New FY17 <input type="checkbox"/> Ongoing			
3) Project Description:  Customer & Outreach Services will migrate from Call Center Anywhere to a new automated call distribution system.			
4) Project Schedule	Start:	Expected Completion:	
5) Application Platform:	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Web	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input type="checkbox"/> Virtual	
6) Application Type:	<input 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) DOA-hosted	
7) Technical Architecture Components:			
8) Estimated Total Project Hours:		8a.) Estimated Total Project Cost:	
9) Related Projects and Dependencies:			
10) Project Sponsorship and Funding <i>(please complete the information below)</i>			
Executive Sponsor:		Division:	
Business Sponsor:		Division:	
Senior Project Manager:		IT Authority:	
Is Full Funding for Project Approved/Secured? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Funding Source for the Project: <input type="checkbox"/> GPR \$ 150,000 <input type="checkbox"/> PR \$ _____ <input type="checkbox"/> SEG \$ _____			
<input type="checkbox"/> FED \$ _____			
11) Issues that may influence successful execution of the project:  Cost, DET implementation schedule			

## Law Enforcement

1) Project Name: Upgrade existing ruggedized laptops (Panasonic CF-31) agency-wide			
2) Project Type: <input checked="" type="checkbox"/> New FY17 <input type="checkbox"/> Ongoing			
3) Project Description: Law Enforcement, Parks, Forestry, and Land and Facilities are currently in a pilot project to replace our line of ruggedized laptops. All 4 programs are collaborating on this project to maintain a standard hardware configuration, warranty, and lifecycle, as well as increase purchasing power through volume. We are currently piloting convertible laptops from both Getac (V110) and Panasonic (CF-20). Dell has also expressed interest in providing us a convertible laptop demo unit for testing. All of these meet the military-grade ruggedization that our programs require. At this time, it appears that the Panasonic CF-20 has the configuration and accessories that would best suit our collective needs. In addition to the purchase of the hardware and accessories, there will also be costs incurred with implementation and training, including Windows 10 OS training. Some of the training costs may be shared by the agency.			
4) Project Schedule	Start: 7/1/16	Expected Completion: 12/31/16	
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 type="checkbox"/> In-house Developed	<input type="checkbox"/> COTS	<input type="checkbox"/> SaaS
	<input checked="" type="checkbox"/> Vendor Managed/hosted	<input checked="" type="checkbox"/> Other (specify) Hardware/Training	
7) Technical Architecture Components:			
8) Estimated Total Project Hours: 200		8a.) Estimated Total Project Cost: \$1.7M	
9) Related Projects and Dependencies: Windows 10			
10) Project Sponsorship and Funding ( <i>please complete the information below</i> )			
Executive Sponsor:		Division: Law Enforcement	
Business Sponsor:		Division: Law Enforcement	
Senior Project Manager: Mark Burmesch		IT Authority: Corey Robinson/Jeff Schuetz	
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 \$ __1.7M_____			
<input type="checkbox"/> FED \$ _60k_____			
11) Issues that may influence successful execution of the project: None, we must replace our current laptop hardware due to end of lifecycle/warranty			

## Business Critical Projects (under \$1m)

1) Project Name: DEARS application maintenance and improvement including PeopleSoft code translation			
2) Project Type: <input type="checkbox"/> New FY17 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: The DEARS application was formerly Law Enforcement's primary time, activity and expense record management software. The PeopleSoft STAR program has replaced DEARS as the primary application for this purpose. However, DEARS still allows LE staff to record specific LE activity information and LE staff still use it to keep track of these items. Due to their familiarity with DEARS and its hopefully continued ability to export mileage information to the AVOR system, we would like to continue to maintain and improve DEARS into the foreseeable future, including adding the ability to translate code information from DEARS to its related PeopleSoft code.			
4) Project Schedule	Start: 7/1/16	Expected Completion: 6/30/17	
5) Application Platform:	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Web	<input checked="" 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 type="checkbox"/> Other (specify)	
7) Technical Architecture Components: Visual Basic Client with front end MS Access Data, served to central Oracle database (schema X30491)			
8) Estimated Total Project Hours: 40		8a.) Estimated Total Project Cost: 2600	
9) Related Projects and Dependencies: PeopleSoft, AVOR			
10) Project Sponsorship and Funding <i>(please complete the information below)</i>			
Executive Sponsor:		Division: Law Enforcement	
Business Sponsor:		Division: Law Enforcement	
Senior Project Manager: Mark Burmesch		IT Authority: Jeff Schuetz/Corey Robinson	
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 \$ 2600 _____ <input type="checkbox"/> FED \$ _____			
11) Issues that may influence successful execution of the project: Coding changes in PeopleSoft that occurs to quickly to realistically maintain translation within DEARS, the continued use of the AVOR system and the ability to export and upload DEARS information into it.			

1) Project Name: TraCS 10 (BadgerTraCS) and MACH (Mobile Architecture Communication Handling) Improvements			
2) Project Type: <input type="checkbox"/> New FY17 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: TraCS 10 is currently Law Enforcement's electronic citation application and MACH is our automatic vehicle location, communication, and TIME System request application. These applications will continue to be improved during FY17 including the introduction of Web Services for TraCS 10, RMS for TraCS 10, and the Call For Service extension for both MACH and TraCS 10. These applications are being included in a single project because they have the same developer and we collaborate both with the WI State Patrol.			
4) Project Schedule	Start: 7/1/16	Expected Completion: 6/30/17	
5) Application Platform:	<input type="checkbox"/> Mainframe	<input checked="" type="checkbox"/> Web	<input checked="" type="checkbox"/> Client-Server
	<input type="checkbox"/> Physical	<input checked="" type="checkbox"/> Virtual	
6) Application Type:	<input 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 front end with proprietary data compression/encryption. SQL 2012 virtual server, dedicated file storage, web server			
8) Estimated Total Project Hours: 80		8a.) Estimated Total Project Cost: \$5-10K	
9) Related Projects and Dependencies: DET Virtual Server, access to Web Server, firewall ACLs			
10) Project Sponsorship and Funding <i>(please complete the information below)</i>			
Executive Sponsor:		Division: Law Enforcement	
Business Sponsor:		Division: Law Enforcement	
Senior Project Manager: Mark Burmesch		IT Authority: Jeff Schuetz/Corey Robinson	
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 \$ 10000 _____ <input type="checkbox"/> FED \$ _____			
11) Issues that may influence successful execution of the project:  Protocols allowing SQL Server to access Web Server at DET			

1) Project Name: Identify, test, and possibly purchase voice recognition software (i.e. Dragon Naturally Speaking)			
2) Project Type: <input checked="" type="checkbox"/> New FY17 <input type="checkbox"/> Ongoing			
3) Project Description: We have had a small group of Law Enforcement Wardens testing voice recognition software. Specifically, they have tested Dragon Naturally Speaking with the use of a headset. Every warden that uses or has tested this software has found it to increase productivity and make case reporting and other paperwork easier to complete, in many instances allowing them to include a high level of detail in such reports. LE has only tested the capability that the Home Version of this software includes, but unfortunately the developer (Nuance Communications) has maintained that we need the Enterprise Version of this software per their EULA. The Enterprise Version is currently too costly for LE to continue to explore and are therefore looking into other options and also continue to seek the ability to use the Home Version of Dragon program-wide via custom EULA. We also hope to come to an agreement on the cost of the Enterprise Version if that continues to be required. This project may not be implemented in FY17.			
4) Project Schedule	Start: 10/1/16	Expected Completion: 3/30/17	
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 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 front end with proprietary data compression/encryption. SQL 2012 virtual server, dedicated file storage, web server			
8) Estimated Total Project Hours: 80		8a.) Estimated Total Project Cost: \$5-10K	
9) Related Projects and Dependencies: DET Virtual Server, access to Web Server, firewall ACLs			
10) Project Sponsorship and Funding ( <i>please complete the information below</i> )			
Executive Sponsor:		Division: Law Enforcement	
Business Sponsor:		Division: Law Enforcement	
Senior Project Manager: Mark Burmesch		IT Authority: Jeff Schuetz/Corey Robinson	
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 \$ __10000_____			
<input type="checkbox"/> FED \$ _____			
11) Issues that may influence successful execution of the project: Licensing requirements, application cost			

## ***Potential Agency Projects***

The following lists all potential agency IT projects expected to meet the \$1,000,000 cost threshold 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).

### ***Forestry Division***

<b>Potential Project Name: Wisconsin Forest Inventory and Reporting System (WisFIRS) Private Land Financials, Cost Share Programs</b>
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<p>Description: WisFIRS Private Lands Management is an application to assist in DNR management of privately-owned forest land (Managed Forest Law (MFL) and Forest Crop Law (FCL) on the administrative and financial functions required by those tax law programs. Specifically, this project adds on additional components onto the Private Lands Tabular application with the following functions:</p>
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<p>A redesign of private lands financial components; including better access to online real-time data; streamlining to improve turn-around time and reduce the number of employee hours needed to process payments; as well as making use of electronic payments (e.g., online payments via credit cards, direct transfers, etc.). While the components are built and currently working, this portion of the project would be a re-write/modification of the existing process to make improvements and increase efficiencies processing of payments to municipalities for MFL yield and withdrawal taxes; FCL severance, withdrawal and termination taxes; the annual local aid payment; the annual resource aid payment to qualifying counties, invoicing for MFL yield, withdrawal, and closed acreage fee as well as FCL severance, withdrawal and termination taxes. We would also move the tables into the new database. With the recent implementation of PeopleSoft at DNR, required modifications to integrate with the new financial system will also need to be completed.</p>
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<p>There are also pending legislative changes that could have significant impacts on the financial component of WisFIRS Private Lands. The extent of the work needed to address these changes has yet to be determined, therefore, the budget prediction is conditional until further analysis can be completed.</p>
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<p>Other aspects that may be included are Cooperating Forester Management and Certified Plan Writer (CPW) Enrollment, and implementation of Stewardship Plan development all of which help gain efficiencies in the management of these programs.</p>
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In addition, an evaluation of the cost share programs' need for tracking and reporting would be included so foresters can track when cost sharing was used and when the work was completed so we can ensure the Foresters are aware of when landowner payments can be made.

Anticipated Total Cost: \$200,000 - \$300,000 (includes an estimate of contractor and staff time plus fringe) – there are some unknowns currently, so this is an estimate.

Resourcing: SEG

Potential Project Name: **Public Lands Financials (Timber Sales, Invoicing)**

Description: Public Financials & Public Timber Harvests includes opening up edit access and use by all appropriate forestry staff to timber harvest and financial information; electronic completion, submission, approval and printing of Timber Sale Notice & Cutting Reports (Form 2460-001); and web-based timber sale ledgers. Also included is print-to-mail invoicing for timber sales linking finance accounts receivable system & ledgers; automated severance tax invoicing for County Forests and deferred payment on State sales. Develop a means to maintain logging contractor information reflecting eligibility for bidding on State sales, perhaps linking to logger training information retained by the Great Lakes Timber Professionals Association (GLTPA) or potentially Worker's Comp information through Dept. of Work Force Development. Complete evaluation of reporting needs, and provide broader report availability for all users (so staff can run reports for their local use or their local property groups at any time). This would include enhanced stumpage reporting -- trends, raw public data summarized by year, property, species, or product and expanded reporting of timber sale information (e.g. Sold value/volume by product, under contract, by property, area or contractor; average purchase price by property, species, or product; stumpage trends, cruise accuracy, and harvest schedule monitoring). As part of the implementation we will auto-populate biennial accomplishment reporting with previously entered data from WisFIRS Public Lands.

Anticipated Total Cost: \$625,000 - \$725,000 (includes an estimate of contractor and staff time plus fringe).

Resourcing: SEG

**Potential Project Name: Wisconsin Forest Inventory and Reporting System (WisFIRS) Private Lands GIS**

Description: WisFIRS Private Lands Management is an application to assist in DNR management of privately-owned forest land (Managed Forest Law (MFL) and Forest Crop Law (FCL) Administration and Financials). The WisFIRS Private Lands Management system is currently used by foresters to store data collected in the field, create management plans, track cutting notices and completed practices (e.g. timber sales). Due to the importance of knowing where on the landscape practices are being done, geographic information systems (GIS) will be integrated throughout the system. This project would be enhancing WisFIRS Private Lands to include a GIS piece for the DNR and Consulting Foresters to have the capability to specifically delineate the managed area will allow DNR and private consulting foresters to be more efficient in the administration of private forest law programs. Other aspects will need to be built into the system to support those efforts, but a desired outcome would be to ensure we will be meeting statutory requirements by producing maps for the enrollment and management of these lands, having tools in place to ensure this data is maintained, as well as using the data to also provide more precise locational information to the public so they can avoid potential trespassing situations when entering the private tax law lands open for public recreation.

Anticipated Total Cost: \$800,000-\$970,000 (includes an estimate of contractor and staff time plus fringe).

Resourcing: SEG

## **IT Infrastructure Projects or Expenditures**

No IT infrastructure projects have been identified.

### **Office 365**

The current DET Office 365 project does not presently have dates defined beyond the planning phase, and any migration effort by DNR cannot begin until DET has completed this project. Additionally, we also require that DET has completed the negotiations for our Microsoft EA license renewals at the end of our current licensing period (April 2017), to allow us to use their Office 365 services. We continue to be involved in the DET project moving forward, however we do not have a detailed timeline for implementation. Plans include:

- DNR is currently assessing use cases and subscription types to determine costs and benefits associated with Office 365
- Upon DET defining rates and service definition, DNR will make final assessment (6-8 weeks for assessment and approvals)
- Implementation timeline will be determined by work effort required, and other projects as prioritized. DNR/DET roles are currently unknown.
- Anticipate Exchange migration in Q2 of 2017, most likely to meet the migration deadline.

Our hope and expectation is that we will see cost savings and features enhancements, leading us to migrate to the new service offering at the earliest opportunity, most likely Q2 of 2017.

### **VOIP**

DNR will be researching Voice Over IP (VoIP) as the new telephony and unified communications infrastructure standard, as a replacement for current standard land lines and Centrex, wherever feasible. VoIP provides more features and integration, and the potential for reduced costs overall.

One major consideration to be taken into account in deciding when to implement VoIP, will be related to how DOA-DET delivers the VoIP service. The current contract for VoIP lasts until October of 2017. If the DNR were to implement VoIP using the current contract, it assumes substantial risks related to the possible reconfiguration and re-purchase of services, depending on the vendor and solution selected for the next contract.

Using the current contract, DOA-DET should have a VoIP service offering in place this summer.

When the DNR elects to move forward with VoIP, the implementation schedule will approximate:

- Planning with DET – 3 months
- Technical Survey of DNR Sites – 3 months
- Rollout – 6 months

## **Portfolio Assessment**

DNR is unfamiliar with this activity; guidance was requested from DOA in February. Once received, we can initiate and report on this effort as appropriate.

## **Issues**

### ***DOA/DET Engagement with Agencies***

While DNR has been supportive of DET's shared services, we feel that there has been insufficient investment made in gathering requirements for new services. When feedback mechanisms are provided, there is rarely acknowledgement or correlation to the resulting services. In addition, lack of clear roadmaps from DOA/DET for efforts like shared services, VOIP migration and Office 365 impacts our ability to plan for future needs, including IT investments and workforce capacity.

Improvement is noted in soliciting feedback on existing services, and improving enterprise IT governance structures, communications, and documentation.

### ***STAR Reporting***

Lack of adequate reporting from PeopleSoft has been a hindrance in budget management and time reporting.

### ***Bandwidth***

Although strides have been made in FY16, limited bandwidth remains an overwhelming need in our regions, affecting our ability to collaborate statewide, and to offer cost-effective centralized IT services. For example, many of our offices do not have sufficient bandwidth to support video training, and may affect the ability to deploy and patch Office 365 and VOIP. We are hopeful that the new BCN contract will address these concerns in a manner that is cost-effective for DNR.

### ***Identity Management***

Lack of interoperability between user identity authentication and management systems at DNR, DOA, and in the cloud create unnecessary overhead for every individual at DNR.

### ***Cherwell Support***

The Cherwell IT Service Management system is critical to DNR's vision of consolidated IT support with distributed resources. DOA/DET's lack of depth in supporting this important system has been evident, resulting in application risks and lengthy enhancement delays. Significant progress has been made in this area recently, and its important that it continue.

### ***DNR Staffing***

DNR is challenged to hire and retain highly qualified IT staff due to the competitive market for this talent, DNR's below-market salaries, and a limited ability to offer salary increases and other incentives.

### ***Federal Funding***

Unforeseen changes in Federal funding could have a detrimental impact on the ability to build and maintain applications supporting programmatic needs.

**DNR's Mission**

*To PROTECT and enhance our natural resources:*

*our air, land and water;*

*our wildlife, fish and forests*

*and the ecosystems that sustain all life.*

*To PROVIDE a healthy, sustainable environment*

*and a full range of outdoor opportunities.*

*To ENSURE the right of all people*

*to use and enjoy these resources*

*in their work and leisure.*

*To WORK with people*

*to understand each other's views*

*and to carry out the public will.*

*And in this partnership*

*consider the future*

*and generations to follow.*

This plan is submitted by the Wisconsin Department of Natural Resources (DNR). Preparation of this plan was coordinated by the DNR Bureau of Technology Services (BTS), with input from other DNR program application and data owners.

Debra Hanrahan  
Chief Information Officer  
DNR Bureau of Technology Services  
101 S. Webster St.  
Madison, WI 53703  
Phone: 608.261.4399  
[debra.hanrahan@wisconsin.gov](mailto:debra.hanrahan@wisconsin.gov)

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**Secretary's Signature and Date**

Cathy Stepp  
DNR Secretary