

Department of Workforce Development  
Secretary's Office  
201 East Washington Avenue  
P.O. Box 7946  
Madison, WI 53707-7946  
Telephone: (608) 266-3131  
Fax: (608) 266-1784  
Email: [sec@dwd.wisconsin.gov](mailto:sec@dwd.wisconsin.gov)



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March 31, 2015

Scott Neitzel, Secretary  
Wisconsin Department of Administration  
101 E. Wilson Street  
Madison, WI 53702

Dear Secretary Neitzel:

I am happy to provide you with DWD's Information Technology Strategic Plan for FY16. DWD has two major initiatives greater than \$1M and five infrastructure projects anticipated to exceed \$100,000 that are planned to begin or continue during SFY16.

DWD's other IT projects remain under reporting thresholds. Should those efforts increase or new projects be added to the DWD portfolio, we will notify you of the change to our IT plan.

We will keep you apprised of progress on high profile projects through our monthly status reports.

Should you have any questions or require clarification, please contact Steve Mueller, DWD CIO at (608) 264-8800.

Best regards,

A handwritten signature in blue ink that reads "Reggie Newson".

Reggie Newson  
Secretary

Attachments



## SFY16 IT Strategic Plan

The Department of Workforce Development (DWD) presents this plan for State Fiscal Year 2016. We are committed to providing the most effective and efficient information technology services that we can for the taxpayers of Wisconsin. The initiatives described in this plan are in alignment with a vision that supports talent development in Wisconsin, and empowers individuals to pursue employment opportunities and, ultimately, achieve independence.

## 1. Agency Overview

DWD is the state agency charged advancing Wisconsin's economy and business climate by empowering and supporting the workforce.

DWD is very key to Governor Walker's initiative to attract and retain companies, and facilitate sustainable employment for the Wisconsin workforce. With about 1,600 employees and an annual operating budget exceeding \$400 million, DWD is committed to building a skilled, motivated and competitive workforce.

A variety of employment programs and services, many of which are accessible through a statewide network of Job Centers, are available at DWD. The six divisions that comprise DWD include Unemployment Insurance (UI), Employment and Training (DET), Equal Rights (ER), Vocational Rehabilitation (DVR), Worker's Compensation (WC), and Administrative Services (ASD). DWD also has two administratively attached entities: the Labor and Industry Review Commission (LIRC) and Wisconsin Employment Relations Commission (WERC).

Governor Walker's Freedom and Prosperity Budget Plan for 2015-2017 will capitalize on existing expertise in insurance and adjudication, and increase efficiency by transferring the Division of Worker's Compensation functions from the Department of Workforce Development to the Office of the Commissioner of Insurance (OCI) and Department of Administration's (DOA) Division of Hearings and Appeals. These transfers will consolidate similar functions. DWD's Bureau of Information Technology Services (BITS) is working with OCI and DOA's Division of Enterprise Technology (DOA/DET) to ensure continuity of WC's business that includes maintenance and support of about 63 discrete applications and systems during the transition.

## 2. Top Five SFY16 IT Goals at DWD

- DWD is preparing for the **STAR** (State Transforming Agency Resources) statewide implementations to consolidate IT systems for improved efficiency, increased consistency among state agencies, and a modernized State infrastructure. Release 1 is planned for July 1, 2015 and includes Finance and Procurement functionality. Release 2 is planned for January 1, 2016 and includes HR, Payroll, Budget and Business Intelligence functionality. DWD expects that the implementation of STAR will allow DWD to sunset several legacy administrative applications.
  
- **Workforce Innovation and Opportunity Act (WIOA):** is a U.S. Department of Labor (DOL) initiative in coordination with the U.S. Departments of Education and Health and Human Services. WIOA is the first legislative reform in 15 years of the public workforce system. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The enactment of WIOA provides opportunity for reforms to ensure the American Job Center system is job-driven—responding to the needs of employers and preparing workers for jobs that are available now and in the future. The Act takes effect on July 1, 2015. Implementation of the Act will be informed by guidelines and proposed regulations

scheduled to be released by DOL in April 2015. We anticipate there could be a variety of IT projects generated affecting multiple DWD Divisions. As projects are identified, they will be evaluated for inclusion in the strategic plan and added as they are initiated.

- **UI in the 21st Century (UI21):** The Unemployment Insurance Division (UI) has established a comprehensive planning and organizational framework designed to implement strategic service delivery, process improvement, organizational development and technical modernization initiatives. This framework, known as "UI21", will provide improvements in customer service that stakeholders expect and efficiencies in service delivery as budget constraints demand. The underlying drivers of this effort are to: deliver excellent customer service; run the program well; run the program more efficiently; and be prepared for the future. This effort is just getting underway and we anticipate there will be a variety of IT projects generated as a result of our business analysis. As projects are identified, they will be evaluated for inclusion in this strategic plan and added as they are initiated.
  
- DWD has spent the last few years successfully integrating disparate business data and making it accessible through DWD's **Business Intelligence (BI)** platform. In SFY16, we plan to focus BI efforts on moving toward "Self Service BI". To get there we plan on doing three things: 1) implement a business-driven Data Stewardship program to increase understanding of the data, 2) deploy self-service data environments, and 3) deploy additional self-service analytical tools. This will empower business units to perform their own analysis, and begin developing data scientists throughout the agency who are provided the tools and training needed to turn DWD data into valuable, actionable information.
  
- A new **One-Agency Security Governance** committee for information security was recently established at DWD. A handful of larger cabinet agencies are using a similar model with successful outcomes. This committee will leverage security controls being done well by DWD and DOA/DET, while addressing gaps in current processes and procedures at a one-agency, strategic level. All DWD Divisions, HR, Legal and IT staff and managers are engaged in this process as a unified team.

**DWD IT Budget**

- The estimated SFY16 budget to cover the DWD central IT organization and DOA/DET infrastructure charges is currently \$22.5M.

**DWD Projects Exceeding \$1 million (or considered high profile):**

1) <b>Project Name:</b> External Logon Management System			
2) <b>Project Type:</b> <input type="checkbox"/> New FY15 <input checked="" type="checkbox"/> Ongoing			
3) <b>Project Description:</b> The purpose of this project is to significantly improve the usability and flexibility of the current tool used to create and manage External Logons used by Wisconsin individuals and employers to access DWD internet based services.			
4) <b>Project Schedule</b>		Start:12/2013	Expected Completion: Summer 2015
5) <b>Application Platform:</b>	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Windows Multi-Tier	<input type="checkbox"/> Client-Server
	<input checked="" type="checkbox"/> Web Internet	<input type="checkbox"/> Web Intranet	<input type="checkbox"/> Physical
	<input type="checkbox"/> Consolidated	<input type="checkbox"/> Co-located	<input type="checkbox"/> Virtual
6) <b>Application Type:</b>	<input checked="" type="checkbox"/> State Developed	<input type="checkbox"/> SaaS	<input type="checkbox"/> Transfer
	<input type="checkbox"/> COTS	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify)

7) Technical Architecture Components: Visual Studio (latest), Active Directory (latest), Oracle (most current)	
8) Estimated Total Project Hours: 3,000	8a.) Estimated Total Project Cost: ~\$250,000 for BITS hours plus a 'to be negotiated' cost for telecom/texting services
9) Related Projects and Dependencies: Active Directory Federation Server (ADFS) implementation	
10) Project Sponsorship and Funding (please complete the information below)	
Executive Sponsor: Kathleen Reed	Division: Administrative Services Division
Business Sponsor: Daniel McCarthy	Division: Administrative Services Division
Senior Project Manager: Sarita Jha	IT Authority: Steve Mueller
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 \$250,000 <input type="checkbox"/> SEG \$ _____ <input type="checkbox"/> FED \$ _____	
11) Issues that may influence successful execution of the project:	
1. Staff resource availability due to higher priority projects. Mitigation Strategy: This will be mitigated by careful coordination with UI, DWD/DET and the Secretary's Office. In addition, this project will be folded into the U2E umbrella, making sure it has the highest visibility.	
2. Increase in the scope of the project. Mitigation Strategy: This will be mitigated by making sure there are regular reviews of the project by external focus groups and internal stakeholders, validating direction every step of the way. In addition, it will be required that all changes to the scope be approved by the Product Owner before any work is done on an item that is not considered in-scope.	

1) Project Name: Star Enterprise Resource Planning (Release 1)			
2) Project Type: <input type="checkbox"/> New SFY16 <input checked="" type="checkbox"/> Ongoing			
3) Project Description: DWD is responsible for participating in the DOA/Accenture led implementation of the PeopleSoft Enterprise Resource Planning system known as the STAR project. This work involves configuration, data conversion and setting up and testing integration points with the PeopleSoft software. In addition to this work, DWD has 11 existing systems that provide functionality not available in the enterprise PeopleSoft offering. The efficiency of DWD operations in our functional and business areas is predicated on a significant amount of additional functionality in those systems. In order for DWD to operate with current state staffing levels in the business and functional areas, DWD will need to integrate parts of 11 existing systems and provide two new systems to supplement what is available in PeopleSoft. Not all of this work is expected to be completed by the Release 1 implementation of STAR on July 1, 2015, so DWD is also preparing interim processes to use between July 1 and the end of the project. Contingency planning is included in the project: risks including delays in certain PeopleSoft modules or, loss of key staff members that could delay integration of DWD systems with STAR.			
4) Project Schedule	Start:	Expected Completion:	
5) Application Platform:	<input checked="" type="checkbox"/> Mainframe	<input type="checkbox"/> Windows Multi-Tier	<input checked="" type="checkbox"/> Client-Server
	<input type="checkbox"/> Web Internet	<input checked="" type="checkbox"/> Web Intranet	<input type="checkbox"/> Physical
	<input checked="" type="checkbox"/> Consolidated	<input type="checkbox"/> Co-located	<input type="checkbox"/> Virtual
6) Application Type:	<input checked="" type="checkbox"/> State Developed	<input type="checkbox"/> SaaS	<input type="checkbox"/> Transfer
	<input checked="" type="checkbox"/> COTS	<input type="checkbox"/> Vendor Managed/hosted	<input type="checkbox"/> Other (specify) _____
7) Technical Architecture Components: PeopleSoft Finance, Procurement, Budget, HR and Payroll modules, .Net, Oracle DBMS, C#, COBOL			
8) Estimated Total Project Hours: 17,930		8a.) Estimated Total Project Cost: \$1,488,190	
9) Related Projects and Dependencies: Any infrastructure projects necessary to support the PeopleSoft system and the infrastructure supporting the 11 existing systems at DWD			
10) Project Sponsorship and Funding (please complete the information below)			
Executive Sponsor: Jonathan Barry		Division: DWD Secretary's Office	
Business Sponsor: Kathleen Reed		Division: Administrative Services	
Senior Project Manager: Gini Ewers		IT Authority: Steve Mueller	
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 \$1,488,190 <input type="checkbox"/> SEG \$ _____ <input type="checkbox"/> FED \$ _____			

11) **Issues that may influence successful execution of the project:** The compressed timeline for the project has resulted in a limited amount of time available for agencies to integrate systems with PeopleSoft. DWD may need to operate for a period of time with procedures that require manual input into the PeopleSoft finance and procurement modules than agency staff have had in the current systems. We expect this to be a temporary condition and will have contingency plans in place if the workload exceeds current staff capacity.

**Potential DWD Projects Expected to Exceed \$1 million (not listed above):**

 UI in the 21<sup>st</sup> Century (UI21) (see details in section 2 above)

**Potential DWD IT Infrastructure Projects or Expenditures greater than \$100,000:**

**Potential Project Name:** GEF-1 Data Center Relocation

**Description:** Complete relocation of network and server hardware/software to the State of Wisconsin Data Center. The focus will be on three remaining key areas: Network – moving core network equipment from the GEF-1 Data Center in a phased approach with extensive coordination with DWD business partners and external customers; Non-Production Infrastructure Test environment – DOA is developing an enterprise non-production infrastructure test environment at the State Data Center; IVR/ISR & Call distribution service – develop a strategy to modernize and relocate the DWD ACD/IVR infrastructure to the State Data Center.

A tangential effort coordinated by DOA and DWD Facilities teams is to return a significant portion of the GEF-1 Computer Room to "white box". This will provide DWD budgetary relief via lower rent per square foot once the space is converted from data center to white box.

**Anticipated Total Cost:** \$200,000 - \$225,000 in DWD staff time. DOA/DET services are included in the rates, estimate TBD.

**Resourcing:** PRS

**Potential Project Name:** Workflow/Business Process Management

**Description:** To architect and implement a Workflow/BPM solution to meet the following DWD business needs:

- Migrate Worker's Compensation (WC) from unsupported workflow system to this new environment. This is necessary to migrate from the current legacy and unsupported environment to vendor supported hardware and software infrastructure.
- Migrate current Kofax environment to the new solution. Kofax Capture will need to be replaced and will no longer be enhanced or further developed. Migrating to updated software will eliminate the need to support two different Kofax environments that provide the same functionality.
- Provide an infrastructure to facilitate the implementation of BPM solutions as a result of lean initiatives (VSMs, Process improvement, process modeling, analytics, etc.). This will support the BITS mission of providing vision, leadership, strategic execution and high value solutions to help our business partners, clients and customers achieve their goals.

**Anticipated Total Cost:** \$325,000-\$1,300,000 \*The cost range (low end) does not include Worker's Compensation. The upper end of the cost range includes Workers Compensation and the entire scope outlined above.

**Resourcing:** PRS

**Potential Project Name:** Network Access Control (NAC)

**Description:** Working with DOA/DET, implement a NAC solution to control access to DWD wired and wireless networks by determining authorized and unauthorized devices/users when attempting to connect. This project is part of DOA/DET's security roadmap. This will likely be a multi-phase implementation with input from other agencies to determine order of NAC implementation and develop policy.

**Anticipated Total Cost:** \$60,000 in DWD staff time. It is yet to be determined how DOA/DET will bill agencies for this service.

**Resourcing:** PRS

**Potential Project Name:** Office 365/Enterprise Cloud Suite

**Description:** DWD is looking at a phased implementation of Office 365/Enterprise Cloud Suite. DWD is looking for avenues to reduce costs and be more agile with user-based licensing. Office 365 and/or the Enterprise Cloud Suite provide a mechanism

to shift licensing models from device based to user based enabling DWD to be transformative with future desktops and better support our mobile workforce. Whether DWD leverages the Enterprise Cloud Suite is dependent on DOA's decision to proceed with Microsoft InTune for MDM or remain with AirWatch.

**Anticipated Total Cost:** TBD

**Resourcing:** PRS

**Potential Project Name:** Information Security Risk Assessment & Remediation

**Description:** Proactively manage vulnerabilities to reduce/eliminate potential for exploitation and save staff resource time otherwise needed to respond to incidents when exploitation has occurred. DWD will assess and determine a course of action for Security Risk Assessment and remediation steps.

**Anticipated Total Cost:** TBD – Project has not been scoped yet.

**Resourcing:** PRS

**Issues:**

- Ⓐ DWD continues to have a complex cost allocation model. At the same time, DWD continues to work on the enterprise infrastructure consolidation project. DOA/DET rates for several consolidated IT infrastructure services are yet to be established for SFY16. It is still unclear at this time what the ultimate impact consolidation will have on the DWD cost model and BITS billable rate in SFY16. DWD will continue to work very hard to ensure that every IT dollar spent yields the highest value possible. This includes continually reducing technical debt to keep operational costs low that we can free up resources to invest in new value.
- Ⓐ In addition to paying DOA/DET charges for infrastructure services at the state data center, DWD continues to pay for significant rent and maintenance costs for its legacy data center in GEF-1. As the GEF-1 Data Center Relocation project concludes, DOA has committed to turning the legacy GEF-1 Data Center into 'white box' space. This will allow that space to be used as general office space, removing significant costs from DWD's IT overhead. The GEF-1 Data Center white box project kicked off March 2015 and we anxiously look forward to its completion by the end of SFY16.

