

State of Wisconsin  
Department of Administration

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2008 Statewide Strategic Plan for  
Information Technology

*Strengthening Wisconsin's IT Community*

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## Table of Contents

Letter of Transmittal .....	iii
Executive Summary .....	1
Foreword from the State Chief Information Officer .....	2
Strategic Objectives for 2008 and Beyond .....	5
Strategy 1: Collaboration .....	5
Best Practices and Shared Resources .....	6
Statewide Collaboration Services .....	6
Statewide IT Architecture .....	7
Server Consolidation .....	7
Identity and Access Management Services (Directory Services) .....	7
IT Financial Administration and Management .....	8
IT Procurement Process Improvements .....	8
Portfolio Management Process .....	8
Strategy 2: Service Delivery .....	9
Statewide Online Services .....	10
Electronic Records/Web Content Management/Digital Rights Management .....	10
Security .....	11
IT Continuity Management .....	11
Enterprise Resource Planning (ERP) Implementation .....	11
Strategy 3: Technology .....	12
Virtualization .....	12
Next Generation Network Communication Planning .....	13
Wireless/Mobile Computing Devices .....	13
Technology Modernization .....	13
State Agency High-Profile IT Projects .....	14



## Letter of Transmittal



I am pleased to submit this Statewide Strategic Information Technology Plan for the biennium.

Over the past year, the state's Chief Information Officer, Oskar Anderson, and the state's Information Technology Directors Council (ITDC) have worked together to implement a coordinated, disciplined approach to IT management across all state agencies. That work has laid a solid groundwork for implementing effective strategies for the state's investment in IT over the next biennium.

Collaboration is essential in our approach to IT management, which is based on continuing consultation with all agencies as well as the Information Technology Management Board and the Joint Committee on Information Policy and Technology. It is important that Wisconsin's IT community coordinate and implement the strategies presented in this plan for state government to deliver the high-quality, cost-effective services expected by the citizens of the state.

They expect that, collectively, state government will leverage the tremendous potential of IT to share infrastructure, systems, and data, and simplify interactions with government. The citizens expect a positive return on their investment in the state's IT system, and we are committed to providing that result through this strategic plan.

*Michael L. Morgan, Secretary  
Department of Administration*



## Executive Summary

### *2008 Plan marks direction of collaboration and coordination*

The 2008 Statewide Strategic Plan for Information Technology represents an increased focus on collaboration and coordination of IT services across state government. The plan was developed as part of a year-long collaborative process with the Information Technology Directors Council (ITDC), made up of state agency IT directors and Chief Information Officers. The plan was also developed in light of revitalized collaboration and oversight from the Legislature through the Joint Committee on Information Policy and Technology (JCIPT) and from agency leaders and citizens through the Information Technology Management Board (ITMB).

### **2008 Plan targets ways to meet increasing business needs and efficiencies**

Internet access to state services is expected by the citizens we serve as the accepted way of doing business, and is more efficient for both citizens and service providers. Under the plan, the State of Wisconsin will promote increasing direct interaction through the Internet for state services such as licensing, permitting, and reservations, and access to information by sharing IT resources, expertise and tools across state agencies.

The state will also see increased efficiency and savings through the consolidation and shared services outlined in the plan. Our ability to share building space for computers through server consolidation, share computers through virtualization, and share business process automation through common systems are critical examples of adopting best business practices across state agencies.

Under the plan, the state will be implementing Green IT strategies to promote energy savings. Some of the Green IT strategies will include reducing the number of computer rooms and computers being cooled, powering down equipment when it is not in use, purchasing equipment that produces less heat, and disposing of equipment with as little impact on the environment as possible.

### **2008 Plan sets Increased Collaboration, Improved Service Delivery and Standardizing Technology as key strategic directions**

The ITDC adopted three key strategic directions for state agencies to pursue as an IT community to meet the increasing business needs of our citizens and work more efficiently across state government. The three key strategic directions include increased collaboration and cooperation, improved service delivery both internally and externally, and standardizing technology to reduce long-term support costs.

Two major initiatives to help implement those strategies include creating cross-agency advisory teams for all aspects of IT planning and management, and creating a chief technical architect position to work with agency technical architects in promoting standardized technology and planning across state agencies.

The statewide cooperation experienced in the creation of this plan creates a solid foundation as we move forward on implementing the strategies.



## Foreword from the State Chief Information Officer

In October of 2007, the Department of Administration published a report titled "A New Approach to Information Technology Management." In that report, we outlined our new approaches for improving information technology (IT) planning, setting standards for IT project planning and management, enhancing project monitoring, and establishing collaborative organizational structures for IT management. We have made considerable progress on implementing the plans outlined in that report, and this plan describes a continuation of these strategic efforts.

Late in 2007 we compiled a list of high-profile IT projects, and in January we started receiving monthly dashboard reports from the executive sponsor and IT, contract, business and financial authorities for each project. I follow up on all "yellow" or "red" status reports personally. The project authorities have been very prompt in addressing the causes of the cautionary reports and setting the projects back on an "all green" track. On-site independent verification and validation reviews for high-profile projects have also been initiated, conducted by peers from other agencies.

The IT planning process has been stabilized, and agencies are currently updating the template for agencies' IT plan submissions for the second annual cycle. The plans from the current fiscal year have been evaluated and summarized for the Information Technology Management Board (ITMB) to review, and are shared with all state agencies. The DOA plan contains a complete list of all statewide strategies, shared service projects, release dates for system changes, and shared contracts for the first time.

In April of 2008, DOA published a new set of IT policies and procedures to guide IT projects from procurement and contracting through management and documentation. These policies provide an IT project framework that was a joint effort over several months by a subset of the ITDC and was adopted by the IT organizations in all agencies. This comprehensive framework will help assure a common approach to projects and also provides a checklist of milestones for project managers.

Funding for IT is approved through the biennial budget process based upon requests from agencies. The Information Technology Management Board (ITMB), a board chaired by the DOA Secretary that brings together representatives of the Senate, Assembly, other agencies, and the private sector, was activated in 2008, and it will help set priorities within the statewide strategic plan for IT. The Joint Committee on Information Policy and Technology (JCIPT) was also activated and has reviewed the plans for changing the approach to IT in the state, and has also reviewed the status of all high-profile projects. Both the ITMB and JCIPT will provide oversight to the IT monitoring process within DOA.

In addition, each state agency and most boards have a technology organization, and these IT organizations are, in effect, eyes and ears to the state's business community in their ever-growing increase in the application of technology. The IT professionals from these organizations are working together as the IT community in Wisconsin state government. Therefore, the active day-to-day planning and management role of the Information Technology Directors Council (ITDC), made up of state agency IT directors and chief



information officers, provides an additional crucial component to our governance structure. The ITDC will help ensure a plan that addresses agency needs and the monitoring capacity to make sure the plan is followed. This governance structure will help maintain the balance between an agility to quickly address local functionality and the discipline required to develop shareable functionality when that makes sense.

The progress we have made in implementing a new approach to IT since mid-2007 has been remarkable, and is directly attributable to the collaboration and cooperation of many people in the legislative and executive branches and boards. Collaboration was the key theme selected for the implementation of this new approach, and it has been in evidence at all levels. In our collaborative efforts, we are committed to automation as a key to improving customer service and delivering services at the lowest cost.

DOA is responsible for publishing a biennial statewide strategic plan for IT in even-numbered years. In light of the ITDC's essential governance role, DOA partnered with the ITDC to create this edition of the plan. Beginning in October 2007, DOA and the ITDC held brainstorming sessions to collect topics that should be addressed in a statewide strategic IT plan at this point in time, and then documented the topics to ensure that all agency representatives had similar understandings and expectations for pursuing the strategies. During the past year, we continued to work together to develop and produce the plan. This statewide strategic IT plan is a collaborative effort of state agencies for the first time.

This plan identifies ways in which state agencies can collectively function as an IT community to address the community's vision and priorities. I view this as a historic moment for state government IT: Agencies have resolved to work collaboratively both in charting our IT direction and in providing the necessary follow-up to see that we achieve our goals.

When the IT community began developing this strategic plan, they defined the following guiding principles:

- DOA is statutorily responsible for producing the plan, but the plan will be a communication mechanism of the common IT strategies created and adopted by all state agencies.
- The plan will be published in the fall of even-numbered years, and will be kept up to date through at least quarterly discussion with the ITDC and updates by DOA's Division of Enterprise Technology (DET).
- Cost effectiveness is a major goal of the strategic plan.
- Sharing results and resources is one of the most successful approaches for achieving cost effectiveness.
- The creation and use of IT standards promotes resource sharing.
- Sharing resources among a few agencies to explore a strategy is a very effective method of working toward a statewide standard.
- The implementation of a pilot project is effective in testing a strategy. The results become input toward forming a standard, and the strategy does not automatically become a standard.



## Department of Administration 2008 Statewide Strategic Plan for Information Technology

- Any agency can lead the exploration of a strategy or creation of a standard.
- DET will maintain the list of standards and will approve all standards based upon input from the ITDC.
- The timing for adherence to a standard will be flexible and based on an agency's business needs, but will be done in a reasonable amount of time to not invalidate the standard.

In developing the plan, the ITDC established the following three over-arching strategies:

### *Collaboration*

State agencies will collaborate to provide the infrastructure and mechanisms to support the state's business functions, and to provide increased transparency into agency operations, financing, procurement, and project management activities.

### *Service Delivery*

The IT community will improve the delivery of government services both internally among agencies and externally with citizens, businesses, and other constituent groups by automating manual business processes and placing more information and services online. The IT community will strive to ensure the integrity and security of information and online services.

### *Technology*

The IT community will continually monitor and assess emerging technologies and, when the time is right, incorporate them into the statewide technology portfolio. The IT community will develop strategies to modernize aging IT systems and platforms in a manner consistent with business and funding cycles.

All projects and strategies defined in this statewide strategic plan for IT are geared toward our goal of improving return on IT investment through increased productivity. Increased effective use of IT is a necessity for state services, as well as constantly improving management of the related resources. Resource and knowledge sharing are the key concepts being applied: sharing building space for computers, sharing computers through virtualization and common systems, sharing human resources to manage the systems, and sharing best practices among system practitioners. State government is striving to apply innovative solutions (while acknowledging the inherent risk) to save money and provide superior service to the public.

The process that produced this plan required a new level of trust and collaboration among state agency IT organizations, and I am proud of the result and confident in its direction. I look forward to continuing my work with our IT community, the ITMB and the JCIPT to maximize technology's benefits for state agencies and Wisconsin residents.

— Oskar Anderson, State Chief Information Officer

## Strategic Objectives for 2008 and Beyond

The ITDC appointed cross-agency teams to investigate each strategy and make recommendations for action. Some of these topics will influence and direct DET activities, others may become services offered by DET, and others may be topics where it is important to monitor developments within the IT industry but take no other immediate action, because the technology area is in flux or because there are more pressing priorities. This section of the plan describes each of the three over-arching strategies along with some of the activities involved in supporting the respective strategies.

### Strategy 1: Collaboration

State agencies will collaborate to:

1. Provide the infrastructure (the network and systems for information technology) and supporting mechanisms to advance the state's business functions.
2. Provide an increased transparency into IT operations, financing, procurement, and project management activities.

This collaboration will be demonstrated in the following strategies:

- Best Practices and Shared Resources
- Statewide Collaboration Services
- Statewide IT Architecture
- Server Consolidation
- Identity and Access Management Services (Directory Services)
- IT Financial Administration and Management
- IT Procurement Process Improvements
- Portfolio Management

## Best Practices and Shared Resources

Best practices are constantly being defined and implemented throughout state services, but are often not advertised or promoted for others to adopt. The ITDC intends to increase the benefits realized from innovative practices by identifying those ideas that truly have a positive return on investment and encouraging widespread adoption. To facilitate sharing of methods, processes, and techniques that have delivered successful outcomes within the IT community, the ITDC will develop an online repository or clearinghouse of best practices. Some examples that will be included in the repository are a list of Web services available within agencies as well as approaches for implementing an efficient active directory and a productive data warehouse.

The IT community will continue to work together to identify topics to be assessed for best practices and for greatest opportunity to share resources. Other ways to improve the sharing of resources and best practices among the IT community will include:

- Conducting informational sessions to identify best practices and opportunities for interagency sharing of resources.
- Incorporating the identification of best practices and opportunities to encourage and facilitate interagency sharing of resources into the annual agency IT plan submission template.

## Statewide Collaboration Services

The tools and techniques for sharing access to documentation and for sharing information on Web sites are becoming much easier to use and less expensive. State agencies and boards intend to take advantage of these new tools on a widespread basis in order to gain significant efficiencies in communication. These Statewide Collaboration Services will allow staff to:

- Communicate more effectively.
- Improve operational efficiency through the enhanced sharing of information and documents to meet schedules and deadlines.
- Work on wide-ranging projects to achieve results as efficiently as possible through enhanced project management.

We have not identified the first business or IT projects that will be enabled on the new collaboration services infrastructure, but a pilot implementation is scheduled within the next few months and a governance structure has been defined.

## Statewide IT Architecture

Many technology options are available to be applied to any given business operation. Selecting the correct inventory of tools and architectures is critical to the ongoing stability of the systems environment, and putting reasonable limits on the number of tools that an organization needs to maintain can save many dollars. The statewide IT architecture being defined will help to ensure that business strategies and IT investments are aligned. The statewide IT architecture will allow traceability from the business strategy to the underlying technology, enabling solutions that meet the business needs of the state in the most cost-effective and efficient means possible.

DOA has hired a Chief Technical Architect to define a technical reference model for the state to adopt and then to help chart a course for moving more business applications into this model. The Chief Technical Architect will coordinate an interagency team's efforts to complete development of a document describing the current state and planned future state of technology.

## Server Consolidation

Server consolidation provides the opportunity to improve statewide business efficiency through resource sharing and an agile, resilient, and robust infrastructure. The main effort underway is the relocation of common services (e.g., e-mail and file services) and business applications to the new shared state data center. Implementation schedules are being fit into the business cycles and ongoing activities of all affected agencies, with consolidation activities expected to be completed by the end of June 2010.

Four main service options are being offered with server consolidation. The environments can be agency- or DOA-managed, and the implementation can be on either agency-owned physical servers or shared virtual servers. Virtualization is a key strategy for savings in the systems environment and shared operations staff is a key strategy for overall savings. The consolidation from several data centers into a single, modern facility is a major step in energy efficiency or Green IT for the state.

## Identity and Access Management Services (Directory Services)

*Identity management* involves making certain that a person logging into a system really is who he or she claims to be. Once that identity has been properly verified, *access management* involves controls so that the individual can only access the applications and data for which he or she has the appropriate authority.

The state has proceeded with the development of many applications without consistent standards for identity and access management, and as a result we have half a dozen different methods implemented. This variation creates unnecessary maintenance and support costs. Our goal is to reduce to two options, and then convert those applications that use discontinued approaches.

## **IT Financial Administration and Management**

DOA provides printing, mail processing, electronic communications and information technology development, management, and processing services to state and other governmental agencies. DOA charges a rate for each of the services to recover the costs incurred, incorporating federal guidelines for services paid with federal funds. The creation and validation of bills is complex and customers find the rate structure and bills difficult to understand. DOA has a goal of increasing the understanding of how rates are created and simplifying the structure while retaining accountability within the process.

To that end, DOA has initiated a Business Services Advisory Group with representative members from the IT community to investigate ways to simplify the rate structure, improve transparency and agency interaction regarding implementation of rates, and foster an understanding of the DOA IT budget development process.

## **IT Procurement Process Improvements**

The DOA Division of Enterprise Operations, State Bureau of Procurement (SBOP), procures IT services and products. SBOP maintains several standard procurement vehicles to expedite the processing of requests. There has been a growing desire among end users of the services to work with the bureau to help streamline current procedures, and also to define a process for staying current with rapidly changing IT services and products while continuing to ensure that procurement policies are followed.

A small group from the ITDC will meet periodically with SBOP staff to review current enterprise contracts, new opportunities for statewide contracts that could achieve better services, products, or cost reductions, and updates to existing contracts. We envision that this effort will assist the procurement process by raising awareness of current needs and processes, helping to keep the standard procurement processes up-to-date, and streamlining the steps required.

## **Portfolio Management Process**

The demand for shared IT services to support state business is always very high, and it is important that resources are applied in the most beneficial pattern. The IT community is implementing methods to share the task of setting priorities more widely, and to ensure a more open communication of progress on implementing the priority items. Sharing resources is a major part of our efficiency plan, and portfolio management will be an important enabler.



Creation of a very detailed DOA IT plan was the first step in implementing an improved portfolio management process. This new plan lists all IT projects that DOA has underway or under consideration. DOA also created a summary of IT projects from other agencies and has used this input to help set priorities for shared service projects. High-profile projects are identified in agency plans, and a list of these projects is provided to the Information Technology Management Board so they can consider recommendations. The project information required to allow for portfolio management has been organized, and the collaborative planning process that has been implemented among the agencies will enable priorities to be evaluated and established.

A more formal procedure for documenting portfolio management is a DOA priority for this year.

## **Strategy 2: Service Delivery**

The public expects continual improvement in the availability and reliability of online services from state agencies, and the people within state service expect their IT service provider to deliver the latest, reliable tools at a reasonable cost. Quality service delivery requires solid planning, cooperative application of resources, disciplined delivery methods, and an IT community that is knowledgeable in the needs of business areas.

The IT community will continue to improve the delivery of government services both internally among agencies and externally with citizens, businesses, and other constituent groups by automating manual business processes and placing more information and services online. The IT community will strive to ensure the integrity and security of information and online services. This will be accomplished, in part, through efforts such as:

- Statewide Online Services
- Electronic Records, Web Content Management, and Digital Rights Management
- Security
- IT Continuity Management
- Enterprise Resource Planning Implementation

## Statewide Online Services

Advances in information technology have created an expectation that services should be available at any time, in any location, and on any device. Taxpayers deserve to have this flexibility, and also deserve to save money when using self service. Processing of these requests for service from the public can be done more easily and cheaply if computer systems take advantage of the direct communication offered when the customer is filling in the application form. A consistent theme of the past five years of planning efforts has been to increase the number of services and transactions provided electronically, as opposed to traditional counter services, call centers, and paper processing. As a result, online services have grown significantly, but the demand is still high, and this topic will receive additional attention over the next biennium.

As an IT community we need to address the following strategies for the deployment of statewide online services:

- Make the delivery of online transactions for our customers a priority.
- Implement support mechanisms for these transactions to promote ease of use, transaction security, cost competitiveness, and a consistent payment system.
- Deliver transactions more quickly by identifying interagency sharing opportunities from technology, business process, and data perspectives.
- Identify constituent groups or organizations to provide input and guidance in this area (e.g., focus groups).

## Electronic Records/Web Content Management/Digital Rights Management

The growth of electronic records and data shared on the Web has been and will continue to be exponential. While the physical size and cost of the media to store these electronic data has evolved at pace with the growth, the ability to manage the data adequately has not. Duplication of data, distribution of data, and difficulty in searching, securing and assuring the rights to data have become greater challenges with the explosive growth of electronic data and data sharing. Agencies are required to manage information assets in an environment that provides openness and transparency while still protecting the information from loss and misuse. Currently, no shared method exists and searches for public records can be very costly and time-consuming. Implementing a shared, cost-effective solution would help ensure compliance in record-keeping and data storage, reduce response time and costs, improve the ability for citizens to access public records, and better preserve important aspects of the state's history. We will monitor the legal and technological developments in this evolving area and develop a course of action in response to the Public Records Board and our business customers.

## **Security**

Security strategies must be better integrated into business and IT planning and implementation so that state agencies have consistent direction and guidance to protect personal information. In January 2008, Governor Doyle called for a review of the state's policies and procedures for protecting sensitive information and strategies to improve in this area.

As a result of the study, the Governor has requested the Secretary of Administration to work with the agencies on the following:

- Replace personally identifiable information with randomly generated identification numbers wherever possible as quickly as possible.
- Appoint a privacy officer in each agency to be responsible for the oversight of their agency's program to protect sensitive information.
- Conduct annual risk assessments of each agency's policies and practices for protecting sensitive data.
- Provide a training program for state employees on their roles and responsibilities in protecting sensitive information.
- Develop standardized vendor contract language and due diligence processes that specifically address issues relating to the protection of sensitive information and personally identifiable information.

As an IT community, we will continue to emphasize the Governor's focus on the protection of personally identifiable information.

## **IT Continuity Management**

The state provides many critical services to our citizens, and many of these services are very dependent upon IT systems. The state needs to provide these services as consistently as possible, even if a natural disaster or other type of disaster should occur. The IT community's primary interests are the hardware and software components as well as IT personnel supporting the systems vital to the operation and safety of government organizations.

DOA will continue to work with others to ensure that the state's technology has adequate resiliency and recovery to support the state's business, including unique lines of business within agencies, at an appropriate level in all reasonable circumstances. DOA will document our plans and concepts and ensure that these are mutually understood within the IT community.

## **Enterprise Resource Planning (ERP) Implementation**

The state Enterprise Resource Planning (ERP) implementation has been postponed because of budget pressures. The software has been purchased and is under maintenance, but implementation has been deferred until circumstances are more favorable.

## Strategy 3: Technology

The state agency IT community will continually monitor and assess emerging technologies, and develop a vetting process for new technologies through the implementation of a technical architecture team. The incorporation of new technologies into the state technical reference model will be based upon a number of factors, which include the needs of agency business program managers and the fit of a new technology with those already in the model. The state needs to develop processes and funding strategies to modernize aging IT systems in alignment with the reference model, dependent upon agency business and funding cycles.

The ITDC identified several specific topics and technologies to address in the current biennium:

- Virtualization
- Wireless and Mobile Computing Devices
- Next Generation Network Communication Planning
- Technology Modernization

### Virtualization

Virtualization is considered a major component of state IT efficiency and resiliency. The experience to date indicates that virtualization will allow more work to be handled with less computer cost, and the ability to set up environments quickly increases resiliency. As we advance with virtualization technology, our expectations for a very positive return on investment are increasing.

Virtualization enables one computer to do the job of multiple computers by sharing the resources of a single computer across multiple environments. Virtual servers allow for the hosting of multiple operating systems and multiple applications on a single host computer. Virtual applications will allow several applications to use the same environment based upon which application needs the resources. Virtual storage will allow storage to be allocated as needed rather than in advance, and virtual desktops will allow a single server to act as several individual personal computers.

The IT community will work together to identify how to exploit virtualization. A Virtualization Advisory Team will be created to address the various forms of virtualization and provide recommendations on when to implement virtualization technologies. DOA, with the input of the rest of the IT community, will produce a series of white papers on the various aspects of virtualization and make recommendations on the applicability of various technologies within the statewide technology portfolio.

## Next Generation Network Communication Planning

Communication needs among people and computer systems are constantly changing and new applications are increasing demands on networks. The current network used by the state has been in place for two years and an update of the business requirements is due. The state uses a managed service network and has a contract to continue this arrangement for 3 to 8 more years. DOA has responsibility for the operations of this statewide voice, data, and video telecommunications network called the BadgerNet Converged Network (BCN). BCN provides bandwidth to approximately 2,000 data and/or video sites including state agencies, schools, universities/colleges, and other authorized users (e.g., municipalities).

The state has initiated planning for short-term upgrades and long-term future needs for the next generation of BCN. The IT community will participate in regular briefings from state technical architects and the BCN Advisory Committee to maintain a shared understanding of the strategic direction as BCN evolves to meet changing business requirements of its customers.

## Wireless/Mobile Computing Devices

The IT community will monitor developments in the unified messaging, electronic remote data capture and access, wireless networking, and mobile computing arenas during this planning horizon. In monitoring this technology area, we will be paying particular attention to the growing demand for access to information whenever, wherever, and using whatever technology is available.

## Technology Modernization

There are opportunities to create new, increasingly agile systems with tools now available on the market. DOA and state agency IT organizations want to use these more agile tools, while still needing to support a technology portfolio that contains aging infrastructure and applications no longer supported by vendors. Agency business application modernization and the underlying technical infrastructure platforms are tightly related and must be considered in tandem.

The Chief Technical Architect will work with an advisory team from several agencies to define and implement a model for technology modernization.

## State Agency High-Profile IT Projects

In consultation with the IT Directors Council (ITDC), the Department of Administration (DOA) is monitoring high-profile IT projects, as identified by executive-branch agencies in their annual IT plans and through additional reports to DOA. High-profile IT projects are defined as those costing \$1 million-plus or that are otherwise considered vital by the agency. These projects are planned, managed and documented according to ITDC-developed standards. They also receive ongoing monitoring that includes monthly status reports sent from the agencies to DOA, follow-up meetings with the State Chief Information Officer, procurement and legal reviews by DOA, review of the project's technical aspects by the interagency Technical Architecture Review Committee, and periodic on-site evaluations by interagency teams or outside vendors. This collaborative and more standardized approach toward high-profile projects will result in earlier corrections when appropriate and will leverage expertise across agencies to maximize the project's chances to deliver the intended business benefits.

Below are descriptions, as of May 2009, regarding currently active and some recently completed high-profile IT projects:

### Department of Administration

- ***Server Consolidation***

The primary effort underway is the relocation of common services (e.g., e-mail and file services) and business applications to the new shared state data center. Consolidating from several data centers into a single, modern facility is a major step in energy efficiency, or Green IT, for the state. The system environments can be agency-managed or DOA-managed, and the implementation can be on either agency-owned physical servers or shared virtual servers. Virtualization is a key strategy for savings in the systems environment, and shared operations staff is a key strategy for overall savings. Implementation schedules are being fit into the business cycles and ongoing work of all affected agencies, with consolidation activities expected to be completed by the end of June 2010.

- ***Enterprise E-mail Project***

This project implemented a consolidated e-mail system for executive branch state agencies. The final remaining agencies were brought onto the enterprise system in December 2008.

### Department of Corrections

- ***Wisconsin Integrated Corrections System (WICS)***

WICS Phase 1, which was successfully deployed in July 2008, automated offender management for Department of Corrections adult institutions and

minimum security centers. Phase 2 focuses on management of offenders under community supervision, with expected deployment in the first quarter of calendar year 2010.

#### Department of Employee Trust Funds

- ***Lump Sum Payment System***  
This project is using modern business best practices to improve processes and customer service while utilizing a technology platform that supports future growth, flexibility and staff development opportunities. The new application, scheduled for deployment in March 2010, will replace manual benefit calculation processing for Wisconsin Retirement System lump sum payments and related account information.
- ***Health Insurance Electronic Enrollment, Validation and Payment (EVP) Project***  
The EVP project will establish online services for members and employers, ensure eligible participants have medical and pharmacy benefits, eliminate duplicate work, and facilitate continued compliance with the Health Insurance Portability and Accountability Act (HIPAA). Phase 2, scheduled for completion during summer 2009, will provide employers the ability to view and pay monthly premiums online.

#### Government Accountability Board

- ***Statewide Voter Registration System***  
The Statewide Voter Registration System addresses the requirement of a statewide, centralized voter registration database set forth in the federal Help America Vote Act of 2002. The system was in place and functioned properly for the November 2008 and spring 2009 elections. The Government Accountability Board continues to look for longer-term system maintenance staffing.
- ***Campaign Finance Information System***  
The system has been in use since December 2008. Some problems were encountered in displaying information entered into the system, but links to pdf documents were provided as a temporary solution. A new release is due soon, which the agency expects will considerably improve application performance.

#### Department of Health Services

- ***Wisconsin Electronic Disease Surveillance System***  
This system facilitates standardized surveillance and case management activities at the state and local level related to communicable diseases. Rollout to local health departments has begun. The expected project implementation date – end of calendar year 2009 – reflects the goal of having a significant percentage of notifiable conditions reported electronically.

- ***Statewide Vital Records Information System Implementation Project***  
Part One of the project consists of selection, installation, piloting and statewide implementation of a commercial off-the-shelf (COTS) system to support the business needs of the Wisconsin Vital Records Office and its business partners. The implementation is being done in phases, culminating in mid-2011. The second part of this project – to convert nearly 100 years of non-electronic active records to an electronic database – is being planned.
- ***ForwardHealth Interchange***  
The agency successfully deployed this Medicaid management system in November 2008. In March 2009, a system interface problem caused approximately a thousand Medicare recipients to receive lower Social Security benefit checks, but the situation was quickly remedied and the affected individuals were reimbursed.

#### **Office of the Commissioner of Insurance**

- ***Injured Patients and Families Compensation Fund Application***  
The new computer system for the Injured Patients and Family Compensation Fund, which is the state's excess medical malpractice insurance fund, will provide improved customer service and significantly increase the accuracy of information in the fund database relating to coverage and billing issues. The system is expected to be in place by the end of 2009.

#### **Department of Justice**

- ***eTIME (Transaction Information for Management of Enforcement System) – Phase II***  
The Transaction Information for Management of Enforcement system is a data communications function that serves all Wisconsin state and local law enforcement agencies by providing rapid access to data files. This project is converting the system from older technology to a Web-based system to enhance access for law enforcement, improve response time for queries, and connect to more informational databases. Phase I deployed the infrastructure and an initial Web interface for a service-oriented rewrite of the TIME 2000 system. Phase II consists of implementing the rest of the TIME 2000 functionality in the eTIME browser and server-to-server interfaces, as well as some new functionality.
- ***Automated Fingerprint Identification System (AFIS) Upgrade***  
This project includes the replacement of numerous matchers, servers and software modules that make up the AFIS system. AFIS is a vendor-purchased and -managed system. The vendor will be performing the upgrade. Project planning has begun.

#### **Department of Natural Resources**

- ***Wisconsin Forest Inventory and Reporting System***  
This system will enable foresters to store data collected in the field, track

timber sales, report accomplishments, monitor financial aspects of the program, and track MFL (Managed Forest Law) lands open to the public for hunting and recreation. The project is being implemented in phases and is expected to be completed in spring 2013.

#### Office of Justice Assistance

- ***Wisconsin Justice Information Sharing (WIJIS) Gateway***  
The WIJIS gateway is a Web-based tool that provides criminal justice professionals with a secure, single point of access to information stored in disparate state, local, and tribal data resources. The project is currently in its rollout phase, adding new users and data sources on a regular basis.

#### Department of Public Instruction

- ***Longitudinal Data Systems***  
Driven in part by the No Child Left Behind Act, the Longitudinal Data Systems will help to generate timely and accurate Wisconsin education data to meet federal and state reporting requirements, assist in diagnostic and relevant policy research, engage in data-driven decision making, and improve student achievement. As of April 2009, the data warehouse with significant student-level data sets was available, and all federal reporting was completed on schedule. Subsequent efforts to build on this foundation – Phase II of the project – are funded by a new grant from the U.S. Department of Education.

#### Department of Revenue

- ***Integrated Property Assessment System (IPAS)***  
IPAS is a multi-year project to replace and improve the State and Local Finance Division's business processes and computer systems. The project began in 2006, and the agency implemented manufacturing assessment functionality in Phase 1. Phases 2 and 3 involved re-engineering and requirements definition for equalization and certain local government services processes. The agency is currently in Phases 4 and 5, which include implementing requirements from earlier phases and addressing additional local government services processes. The project in its entirety is scheduled for completion in November 2010.
- ***WINPAS (Wisconsin Income, Processing and Audit System)***  
WINPAS is an integrated tax system to support processing, auditing, collection and revenue accounting for all of the state tax programs the department administers. This system replaces multiple independent systems specific to particular tax programs or functions. WINPAS began in 2005 and has already rolled out the following tax programs: corporation income/franchise tax, premier resort area tax, local exposition center tax, state rental vehicle fee, individual income tax, fiduciary income tax, business tax registration, sales and use tax, occasional consumer use tax, partnership, withholding tax, pass-through withholding, composite returns, image management and My Tax Account. During fiscal year 2010, DOR will complete Rollout 6 for streamlined sales tax, field audit case management and oil company assessments, and also

Rollout 7 for combined reporting, regional transit authority sales tax, centralized state debt collection and financial institution data matching. Additional rollouts for other tax programs and functionalities continue through the end of calendar year 2011.

#### Department of Transportation

- ***Driver License Security Improvement***  
The state has enacted the 2007 Wisconsin Act 20, providing funding and making contingent changes to Chapter 343 of Wisconsin statutes to improve driver license and identification card security. This is an ongoing project to implement those improvements. The project could be impacted by possible changes in federal requirements.
- ***Wisconsin Carrier Registration System Implementation***  
Federal and state laws require interstate motor carriers to have interstate operating authority, liability, insurance, heavy vehicle use tax (proof of payment), vehicle registration, and fuel tax licensing. Qualified motor carriers and vehicles are required to meet some of these requirements by licensing through the International Registration Plan (IRP) and the International Fuel Tax Agreement (IFTA). There are approximately 5,500 Wisconsin-based motor carriers who participate in the IRP/IFTA programs.

The current vendor has made a strategic business decision to exit the business of offering a license for COVERS (Commercial Vehicle Registration System), a software program that processes IFTA and IRP. After careful review, the agency decided to develop internally a new application for the IFTA/IRP requirements, integrating these new functions with existing Division of Motor Vehicles (DMV) systems. Many of the carriers registered for IRP and IFTA are DMV customers and many vehicles exist in the current registration database. Integrating the system with existing applications will reduce data duplication and also ensure a higher level of data integrity. Project completion is scheduled for October 2010.

#### Department of Veterans Affairs

- ***Veterans Benefits and Application Tracking System (VBATS)***  
This project involves enhancements to VBATS, a system for online application and processing of veterans benefit programs. The agency expects to complete the development phase of the project by July 2010, while the document imaging of veterans' files (more than 5 million pages) will extend over multiple years.

#### Department of Workforce Development

- ***State Unemployment Insurance Tax Enterprise System (SUITES)***  
The SUITES system replaced a 25-year-old legacy system and database that supported unemployment insurance tax and accounting operations. DWD



successfully deployed the largest and most complex module of SUITES in early March 2008, and all SUITES functionality was deployed by early June 2008.

- ***Quarterly Tax and Wage Reporting System (QTWRS) Integration to SUITES***

The QTWRS integration project will replace and enhance the existing QTWRS, which allows electronic filing of unemployment insurance tax and wage reports and tax payments. The rewritten system will update online tax and wage entries real-time in SUITES. This project is estimated for completion in September 2009.

- ***Integrated Database Management System (IDMS) to DB2 Conversion***

This project involves converting the existing IDMS databases to DB2 (a relational database system), including the program code associated with the databases. The agency has completed the Appeals Case Management conversion and continues to make progress on the other systems included in the project (Unemployment Insurance, Automated Scheduling and Human Resource Services). The project is scheduled for completion by mid-2010.

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