NASCIO State IT Recognition Awards

State CIO Office Special Recognition Category

State of Wisconsin
eGovernment Program

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Executive Summary

The Wisconsin eGovernment Program initiated in May 2013 under the leadership of CIO David Cagigal. Leveraging a partnership with Wisconsin Interactive Network, the program applies consistency to the proposal, evaluation, and approval of state IT projects involving development of websites, online services, and native apps for iPhone and Android platforms. The program likewise applies innovative funding models to gain cost and quality efficiencies while fostering communication and collaboration among state agencies. To date, it has saved the State of Wisconsin more than $21 million in less than three years. The eGovernment Program utilizes a unique combination of portfolio management, project evaluation and prioritization, and funding options to deliver solutions that improve collaboration among and between state agencies, provide high value to users, and reduce costs to state residents.

It takes a true partnership to make eGovernment work efficiently and effectively, both for state agencies and customers. By collaborating with WIN, we have enhanced our eGovernment capabilities for the entire enterprise. They are our colleagues in innovation, with whom we work side-by-side every day to find user-friendly solutions for our provision of government services. We also work together in looking for business process improvements that are enabled by WIN's creative, customer-focused designs for applications and websites. Even with the great strides we have made since 2013, I feel like we have only scratched the surface of how our partnership can improve state government's role in the lives of Wisconsin residents, and I look forward to all we can accomplish together going forward.

– David Cagigal

Project Narrative: Concept

When Wisconsin State CIO David Cagigal was appointed in 2012, he targeted several driving principles to advance the state's technology practices. Among these were maximizing technology assets and resources, delivering cost-effective successful solutions, and facilitating communications and standardizing IT practices across agencies.

In support of these principles, in 2013, Cagigal partnered with Wisconsin Interactive Network (WIN) to implement the eGovernment Program. The Wisconsin/WIN Self-funded Portal formalizes the project proposal, approval, prioritization, and funding processes for Wisconsin's portfolio of IT projects involving development of websites, online services, and native apps for iPhone and Android platforms. The eGovernment Program comprises several components:

- The eGovernment Business Management Team (EBMT)
- The Project Prioritization Scorecard
- Eight funding models

EBMT
With the leadership of the State CIO's Office, the EBMT provides oversight, ensures agency participation, establishes standards and procedures, reviews project proposals, and approves and prioritizes projects.

The EBMT includes representatives from key state agencies and meets monthly to address proposals and review the progress of in-flight projects. Each proposed project is presented to the EBMT by representatives of the sponsoring agencies, who must complete a Project Prioritization Scorecard and identify one or more funding models prior to submitting the project for approval.

The EBMT also reviews the portfolio of approved and released projects and monitors the progress of projects under development. Information regarding all projects proposed, approved, and released under the eGovernment Program is presented in the monthly eGov Report, allowing for ongoing monitoring of overall portal progress.

Project Prioritization Scorecard
The Project Prioritization Scorecard assigns each proposed project a prioritization score based on the value, demand, benefits, and regulatory mandate for the solution. Objective criteria are used to generate each score, which gives agencies the incentive to think through and maximize the value and impact of proposed projects before seeking approval and funding.

Funding Models

The Self-funded Portal offers eight funding models:

- Free: Service offered at no cost to the state or the user.
- Convenience Fee: User pays for convenience of electing to use service.
- Transaction Cost: Agency pays a per-transaction fee.
- Expedited: Agency pays to "expedite" development of service.
- Premium: User pays for a subscription to use service.
- Revenue Shared: Portal revenue share funds service.
- Advertising: Advertising revenue pays for service.
- Hybrid: Two or more funding models are combined to pay for service.

These funding options minimize the outlay of appropriated funds on the part of the state. Each project proposed to the EBMT must identify one or more funding models that could be used to defray or fully cover the project costs. This encourages careful examination of the effort and costs to develop solutions as well as thorough articulation of the appetite for (and hence the funding sources of) each proposed solution. It also encourages agencies to proactively identify services that can deliver efficiencies or for which users are willing to pay. And the funding models provide incentive for agencies to work together to identify and deliver solutions benefitting more than one user base or agency, because they allow costs to be shared or defrayed when projects are approved.

A portion of the fees provided by Convenience Fee, Transaction Cost, and Premium models is placed in a Revenue-shared fund, and these funds are used to fund projects needed within a specific timeline.

Significance

TRANSPARENCY & EFFICIENCY

Saved the State of Wisconsin

$21 Million

In Less Than 3 years

The eGovernment Program concept ensures enterprise-level oversight of the portfolio of projects, applies objective criteria for evaluating the benefit and value of projects, fosters interagency communications and collaboration, and provides flexibility and creativity in funding projects.

Because all proposed projects are subject to scoring by the Prioritization Scorecard, they are objectively evaluated not only in terms of individual attributes, but also in relation to the other proposed and approved projects.

Presenting proposals in the transparent forum of the EBMT meetings and ranking them according to the Prioritization Scorecard incentivizes agencies to find solutions which benefit the state as an enterprise.

Additionally, allowing any agency to present a proposal encourages a collaborative approach to identify and promote projects that represent significant value, and to share technology as well as data across solutions. The entire portfolio of Portal projects is discussed monthly at the EBMT meetings, so agencies have frequent opportunities to highlight the ways in which they innovate and collaborate to complete approved projects.

Impact
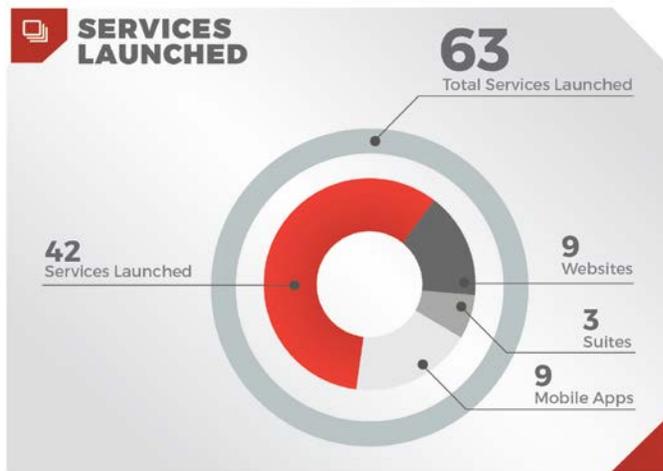
In less than three years, the eGovernment Program has produced impressive savings for the State of Wisconsin. And the Self-funded Portal model has also resulted in gains in transparency and efficiency through streamlined project delivery and enhanced interagency communications.

Synergies have been achieved between agencies and closer collaboration has been demonstrated. For example, the Department of Transportation and the Department of Justice developed a new collaboration to deliver the Private Seller Notification application. WIN was able to connect the appropriate leadership at both agencies, and composed a Memorandum of Understanding under which the two agencies coordinated development efforts to share data to deliver the app in four months. In the first 11 weeks of service the app processed more than 5,000 notifications of sale that otherwise would have required manual entry, and increased information sharing to law enforcement.

The Self-funded Portal funding model delivered a redesigned Wisconsin State Website (Wisconsin.Gov). Wisconsin.Gov features a mobile-responsive content management platform, and also includes two website templates that are available for use by any agency. To date, the templates have been adopted by more than half a dozen state agencies. Wisconsin.Gov and the agency sites have saved the state almost a million dollars alone. And multiple additional agencies are in the process of adopting the templates, rather than paying to develop custom sites.

The enterprise approach to reviewing solutions resulted in the Department of Administration and Department of Revenue sharing broadband data, thereby contributing to savings of approximately $500,000 on the development of the One Stop Business Portal.

The Wisconsin Self-funded Portal model continues to deliver value and key services, and the savings and innovation are expected to grow. To date the eGovernment Program has provided 60-plus new services and solutions, at a savings of more than $21 million to the state, compared to the development, resource, licensing and administrative costs that otherwise would have been incurred for the new services launched. With more than a dozen additional offerings under development, these savings – and the innovation they deliver – will continue to grow.