

**STATE OF MICHIGAN
INFORMATION TECHNOLOGY STRATEGIC PLAN
1999-2004**

Published by the Department of Management and Budget in concert with the other Executive Branch Departments, the Information Technology Strategic Plan provides an overview of the state's information technology initiatives and plans for the next five years.

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Executive Summary

This is the first consolidated State of Michigan Information Technology Strategic Plan. While strategic information technology planning has been an integral part of information technology development in Michigan for years, this is the first consolidated enterprise effort to articulate a five year look into the future. In addition to providing a blueprint for continuing to move Michigan forward into the new millennium, it also is the first step to leveraging the strength of the combined departments to build an IT environment that enables more efficient and effective business service delivery to the citizens of Michigan.

The process that led to the plan's development included forums where each agency shared ideas about what has worked and has not worked for them.

One common theme and a major emphasis throughout the enterprise, agency business initiatives, and IT enabling technology is improving customer service to both our internal and our external customers. Looking to improve how we serve the public, and each other in delivering those services to the public, through automation is a key driving force for the State as we move forward with this plan.

The plan is rooted in the business process of each agency and their major business and information technology initiatives which will help them achieve their goals. More importantly, the plan contains State strategies that address the different components needed to build an effective IT environment and enable the State to accomplish its business mission.

Introduction

Michigan State Government Executive Branch Vision

The State of Michigan Executive Branch will be customer focused and known for providing the highest quality services that meet the expectations of its citizens and other customers.

Executive Branch Central Business Processes

The Executive Branch of State government provides five central or core business processes to carry out its mission and vision.

REVENUE COLLECTION

Where government acquires revenue – taxes, fees, lottery, grants, federal funds, etc.

DIRECT SERVICES

Where government provides services directly both

Externally:

Mental health hospitals, veterans homes, correctional facilities; and

Internally:

Human resources offices, Michigan Administrative Information Network (MAIN), etc.

REVENUE DISTRIBUTION

Where government distributes revenue – budget, appropriations, grants, direct payments, payroll, retirement, loans, insurance, etc.

ENFORCEMENT

Where government protects people, places or things – police, courts, child protection, civil rights, litigation, military, natural resources, environment, etc.

AUTHORIZATION

Where government authorizes and/or issues – licenses, permits, certifications, eligibility determination.

Information Technology

Information Technology (IT) provides support to the State of Michigan Executive Branch agencies to effectively operate the central business processes.

The IT support is mainly in the creation, storage, and retrieval of information that is necessary for Executive Branch and agency executives to identify their customer's expectations and ways their agency can achieve its business goals. In a broader context, IT systems can also include other technologies that improve the core business processes, e.g., video conferencing or browser based service provision. The IT services and priorities will be determined by the Executive Branch's enterprise and individual agency business goals, which are aimed at meeting expectations of both the internal and external customers.

Vision

Through leadership, collaboration and innovation, the State of Michigan Executive Branch Information Technology system will assure excellent service to both the internal and external customers.

Excellent service for Michigan's citizens through information technology innovation and leadership.

Mission

The State of Michigan will develop and implement a comprehensive statewide information technology infrastructure to enhance the delivery of accurate, timely, and appropriate services and enable agencies to achieve their mission.

The structure of this plan contains several sections, which are identified below, that contain amplifying details of each strategy, leadership teams, support infrastructure, and enterprise initiatives.

Strategies

Recognizing the importance of strategic planning in government, the Chief Information Officer (CIO) created an Information Technology Strategic Planning Team (ITSP) to develop a State of Michigan IT Strategic Plan. The information gathered from this strategic planning process has enabled the State CIO to develop a statewide Information Technology Strategic Plan, and provide a comprehensive framework for the use of information resources within State government. The IT Strategic Planning Team was formed in January of 1999 and outlined eight common strategies. They are:

- Strategy 1: Integrate Electronic Commerce into State Operations (*e-Michigan*);
- Strategy 2: Acquire, retain, and maintain top-qualified, information technology workforce;
- Strategy 3: Develop effective, strategic partnerships internally and externally;
- Strategy 4: Build a data-sharing culture that leads to government efficiencies;
- Strategy 5: Create a secure data environment;
- Strategy 6: Enhance the project management skills of IT professionals;
- Strategy 7: Provide State agencies with a ubiquitous IT infrastructure that supports business processes; and
- Strategy 8: Ensure information technology expenditures support and enable business goals and objectives.

Leadership Teams

There are five leadership teams that have been formed to direct major enterprise-wide projects. These teams are comprised of department Chief Information Officers, project managers, and advisors from all state agencies. The current leadership teams formed from the Information Management Policy Advisory Committee (IMPACT) Group are:

- 1) Asset Management;
- 2) Document Management and Imaging;
- 3) Electronic Commerce;
- 4) End User Computing; and
- 5) State IT Strategic Planning.

This structure enables all departments to work together to maximize our information technology investments in the State of Michigan.

Other teams are also planned in the near future.

Support Infrastructure

The IT support infrastructure section describes some of the projects, initiatives, and offices that support the agencies and includes the following:

- 1) Assessment and Benchmarking;
- 2) Computing Services;
- 3) Human Resource Management Network (HRMN);
- 4) Telecommunications; and
- 5) Year 2000 Project.

Enterprise Initiatives

The enterprise initiatives represent a broad spectrum of advanced technology that generates new concepts and advances state-of-the-art technology development in Michigan.

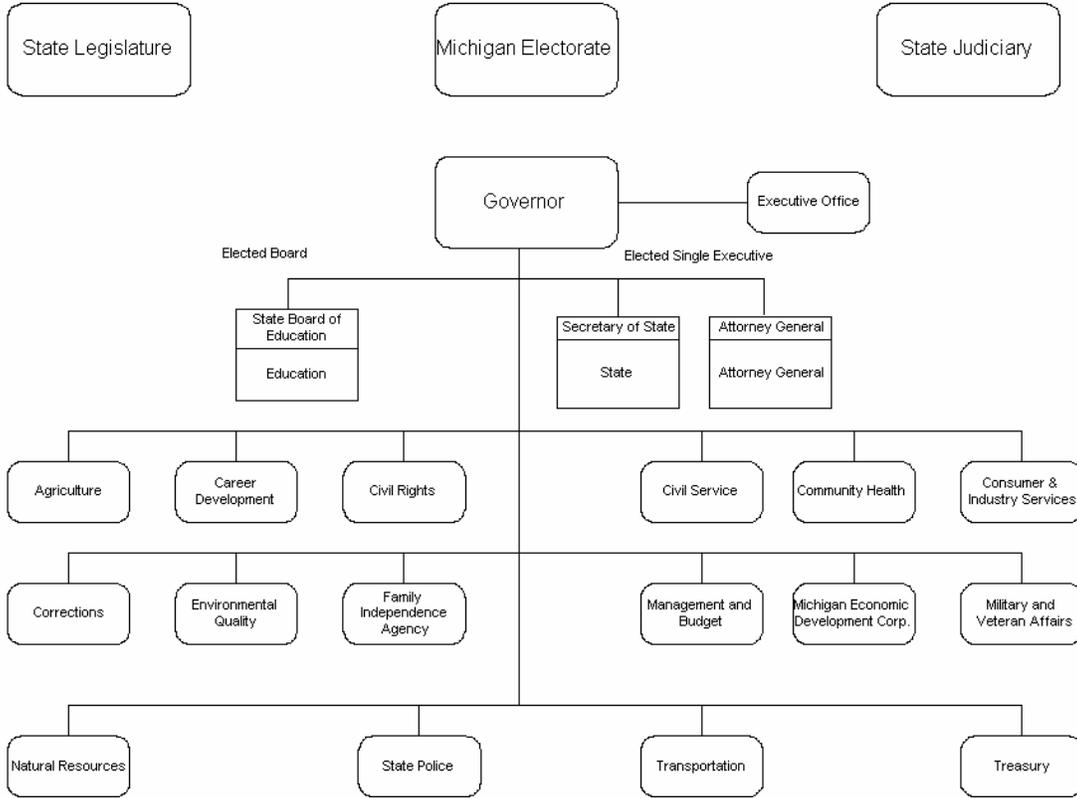
The State IT Strategic Planning Leadership Team has grouped the major agency initiatives into the following enterprise categories:

- 1) Year 2000;
- 2) *e-Michigan*;
- 3) Geographic Information Systems (GIS);
- 4) Document Management & Imaging;
- 5) Maintenance Infrastructure;
- 6) Business Process Re-engineering (BPR);
- 7) Voice and Data Communications;
- 8) Electronic Data Interchange (EDI);
- 9) Data Management;
- 10) Human Resource Management Network (HRMN);
- 11) Finance;
- 12) Information Systems; and
- 13) Project Management and IT Strategic Planning.

A summary of these initiatives can be found in appendix A.

The Organizational Structure

MICHIGAN STATE GOVERNMENT



**STATE OF MICHIGAN
INFORMATION TECHNOLOGY
OVERVIEW**

State of Michigan's Information Technology Overview
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Milestones

- Since the early 1990's, Michigan has been assembling the information technology building blocks that provide a solid foundation to move forward into the new millennium. An enterprise shrink-wrap software standards and a recent enterprise agreement with Microsoft have helped create a movement, awareness and environment that allows us to move toward easier communication and information sharing between state agencies.
- Consolidating mainframe and telecommunications operations have created opportunities to achieve enterprise economies with common hardware and software platforms while simultaneously permitting individual agencies to achieve operational excellence. These consolidations not only make possible the movement to a seamless, transparent, technology environment to support initiatives but also leverage state buying power in the acquisition of new technology.
- Enterprise economies have also been enhanced by the establishment of an End User Computing contract which consolidates shopping for technology goods and services with one agent charged to provide the best support at the best price. Master contracts have also been established that make purchasing information technology fast, easy, and convenient for state agencies.
- Experiences with vendor partnerships have enhanced State technology operations and have laid the groundwork for bringing their expertise to efforts like *e-Michigan* which will change the electronic face of Michigan and ultimately result in the re-engineering of many business processes.
- Of prime importance to the state's IT infrastructure is the IMPACT Group. Created by the State CIO and comprised of department CIO's and support staff, the group provides coordination and general oversight of information technology policies, programs, and resources. This group plays a vital role in moving Michigan information technology into the new millennium. Teams have been created from this group to provide leadership in areas that have been identified as State priorities. More teams will be created, drawing on agency expertise to form a collaborative effort for information technology planning and implementation.

- With most of the Y2K work that has occupied State information technology resources for the last several years successfully coming to closure, it is time to build on our strong foundation and move forward. The State Information Technology Strategic Plan and the process used to develop it provides that direction. They build on the information technology foundation established over the last few years and will be expanded and enhanced over the coming years to meet the enterprise and agency's business needs and better serve Michigan's citizens.

ENTERPRISE STRATEGIC DIRECTION

Enterprise Strategic Direction

Vision

Excellent service for Michigan's citizens through information technology innovation and leadership.

Mission

The State of Michigan will develop and implement a comprehensive statewide information technology infrastructure to enhance the delivery of accurate, timely, and appropriate services and enable agencies to achieve their mission.

Information Technology Guiding Principles

Each Executive Branch Information Technology organization should be governed by the following Guiding Principles when conducting its business:

Customer Focus. Making customers and their needs a primary focus. The managers of the IT organizations are expected to identify their customers, the customer's expectations and devise ways of meeting those expectations.

Strategic Planning. Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision.

Innovation. Generating innovative solutions to achieve business goals. This means trying different and innovative ways to solve problems, challenging paradigms, leveraging diverse resources, thinking expansively, and evaluating multiple solutions.

Building Partnerships. Identifying opportunities and taking actions to build strategic relationships between one's area and other teams, departments, governmental or private agencies, customers and suppliers to help achieve IT and business goals.

Continuous Improvement. The IT system will achieve the highest levels of performance by developing a well-executed approach to continuous improvement and learning.

Communication. Effective communication should be circular in nature, clearly conveying and receiving ideas through a variety of media and individuals. This means staff at all levels of IT organizations and affected outside organizations, e.g., Legislature, Judiciary, local and federal agencies and businesses, must understand and retain the message, be engaged in solving mutual problems, and be encouraged to respond and provide feedback.

Strategy 1: Integrate Electronic Commerce into State Operations (e-Michigan)

You will see the theme of better customer service throughout this plan. From a functional web perspective when customers come to us for services to the “market basket” concept used to deliver information and services, *e-Michigan* represents a practical embodiment of the belief that state government must do a better job of delivering services to its citizens. *e-Michigan* will ultimately touch everyone who comes to Michigan government for services—from buying a hunting or fishing license, forms and licenses for construction, or starting a new business. Customers will find a common “look and feel” to electronic state government; whether they access services through their home computers or publicly located computer kiosks.

Some aspects of this *e-Michigan* strategy will touch and be influenced by many of the other strategies described in this plan. While state delivery of services is much more than *e-Michigan*, it will represent a major shift in the way we do business with our customers both inside and outside state government. It is one of the enterprise threads that winds through many of the individual agency business and information technology plans and is reflected in numerous web related activities already initiated and underway in many agencies. The *e-Michigan* concept embodies these efforts and, in partnership with state agencies and others, will seek to take us further as an enterprise into the next millennium.

Goal: Expand electronic access of statewide services to the citizens, customers, and business partners of Michigan.

Objectives:

- Establish and promote electronic commerce (e-commerce) between the state, its customers, and its business partners.
- Assist agencies in the development of enhanced electronic services.
- Develop a web-based directory of state government services, a Michigan portal, organized from an external customer perspective.
- Plan and implement integrated electronic services among state agencies, leveraging hardware, software and human resources including:
 - ◆ Public Key Infrastructure (PKI)
 - ◆ EFT technology
 - ◆ Registration software
 - ◆ Electronic Data Interchange (EDI) translators
 - ◆ Licensing
 - ◆ Electronic Signature
 - ◆ Credit Card Authorization

Strategy 2: Acquire, retain, and maintain top-qualified, information technology workforce.

It is clear that better technology is key to delivering better customer service to the people of Michigan. However, without qualified, dedicated people to develop and maintain the technology the full potential of the gains possible with improving technology will never be reached.

Goal: Hire, retain, and maintain an information technology workforce able to support the enterprise and state agencies in their initiatives to apply enabling technologies to business problems.

Objectives:

- Establish incentives necessary to recruit and retain qualified IT personnel.
- Retrain current state employees that have IT interest and potential.
- Encourage state agencies to offer continuing education programs to IT staff.
- Review and recommend improvements to the enterprise pay-for-performance, and broad-banding efforts.

Strategy 3: Develop effective, strategic partnerships internally and externally.

The initial thrust of this strategy will be to develop partnerships among other state agencies, other branches of Michigan government, federal and local agencies and the business community. Together, we will develop and maintain the IT solutions supporting the business goals of the state. Objectives will include identifying “best of breed” technology providers and opportunities for sharing information technology.

Goal: Develop the partnerships among other state agencies, universities and schools, other branches of Michigan government, federal and local agencies and the business community teaming to develop and maintain the IT solutions supporting the business goals of the state.

Objectives:

- Identify the stakeholders
- Identify opportunities for the application of information technology
- Identify the opportunities for the sharing of information technology
 - ◆ Data management and imaging; and
 - ◆ Web/portal techniques
- Identify "best of breed" technology providers and owners
- Establish partnerships/teams that will develop the most effective solution and implementation strategy.

Strategy 4: Build a data-sharing culture that leads to government efficiencies.

One of the keys to taking advantage of the incredible advances in information technology to leverage knowledge bases across departments is integrating data and applications. The ability to share data depends on common definitions and data structures that allow information from one place to be used in another. Communication between various computer programs can be enhanced if the applications are compatible and understand each other.

Applications or programs developed in one agency might be used by other departments thereby maximizing the investment in the software development. This strategy will seek to facilitate an environment where data is considered an enterprise asset available, within the limitations set by current law, to agencies that have a demonstrated need.

Objectives include the development of an enterprise repository for data and the development of data models for effective and efficient data access.

Goal: Facilitate an environment where data is considered an enterprise asset available, within the limitations of current law, to applications that have demonstrated need.

Objectives:

- Develop and maintain an enterprise repository of data, including:
 - ◆ Data warehouse environment
 - ◆ Data models for effective and efficient data access.
- Establish an organization that:
 - ◆ Facilitates/markets data sharing
 - ◆ Maintains data security for appropriate data access
 - ◆ Sets policy for the data warehouse environment
 - ◆ Reconciles/adjudicates differences that create instances of data duplication.
- Develop and maintain an integrated, statewide telecommunications architecture and infrastructure that enables data sharing.

Strategy 5: Create a secure data environment.

This strategy's goal is to deploy a statewide data security program that protects the state's business data as one of its most important assets. Objectives include determining the security needs of the state's businesses and enhancing/expanding the state's information security infrastructure.

Goal: Deploy a statewide data security program that protects the state's business data as one of its most important assets.

Objectives:

- Determine the security needs of the state's businesses.
- Enhance/expand the state's information security infrastructure.
- Develop and deploy a statewide information security awareness program.
- Provide safe and secure access to the state's physical IT assets.

Strategy 6: Enhance the project management skills of IT professionals.

The goal of this strategy is to develop among state IT professionals an increased appreciation of project management techniques and to help them develop and maintain project management skills for the routine completion of deliverables within specified timeframes and budgets. Objectives include identifying the best-of-breed project management methodologies and tools as well as training and retention of professional project managers/leaders.

Goal: With an increased appreciation for project management techniques, develop and maintain the project management skills of information technology professionals for the routine completion of deliverables within specified timeframes and budget.

Objectives:

- Identify the best-of breed project management methodology(ies) and tools.
- Establish a community of project managers.
 - ◆ Train, to develop and maintain skills.
 - ◆ Convene project managers/leaders for skills/experience sharing.
 - ◆ Recruit and retain professional project managers/leaders.

Strategy 7: Provide state agencies with a ubiquitous IT infrastructure that supports business processes.

This strategy's goal is to make a shared IT infrastructure a priority, recognizing that it serves the business goals of all state agencies. Creating a fully integrated technology will enhance our agencies' abilities to communicate and work together more effectively. It will allow us to better leverage the state's buying power for technology products and services. Objectives include: defining the components of the State's IT infrastructure; existing and needed; improving its reliability and performance; and developing and maintaining an infrastructure master plan.

Goal: Make the state's shared IT infrastructure a priority recognizing that it serves the business goals of all state agencies.

Objectives:

- Define the components of the state's IT infrastructure, existing and needed.
- Improve the reliability and performance of that infrastructure.
 - ◆ Identify performance measurements
 - ◆ Set baseline performance
 - ◆ Eliminate single-point of failure potentials
 - ◆ Establish preventative replacement schedule.
- Periodically reconcile current performance, strategic business plans and IT strategic/tactical plans.
 - ◆ Establish service level agreements with state agencies
 - ◆ Develop and maintain an infrastructure master plan
 - ◆ Continually research evolving technologies in anticipation of better service opportunities to an expanding customer base.
- Formalize periodic, independent audits of all infrastructure components
- Develop a scalable, flexible, and ubiquitous infrastructure design. Options tailored for small offices, remote locations, and marginal public communications services.

Strategy 8: Ensure information technology expenditures support and enable business goals and objectives.

The intent of this strategy is to ensure the connection of business goals and objectives to the tools needed to achieve them. Past practices have often made IT an afterthought in terms of budgeting for program results. This strategy also encompasses a recognition that we must get better at facilitating the acquisition and implementation of technology tools so that they are brought to bear as soon as possible to meet business needs. Objectives for this strategy include: establishing coordination between program expenditures and technology expenditures; and developing appropriate policy measures and processes to facilitate the acquisition and application of IT tools.

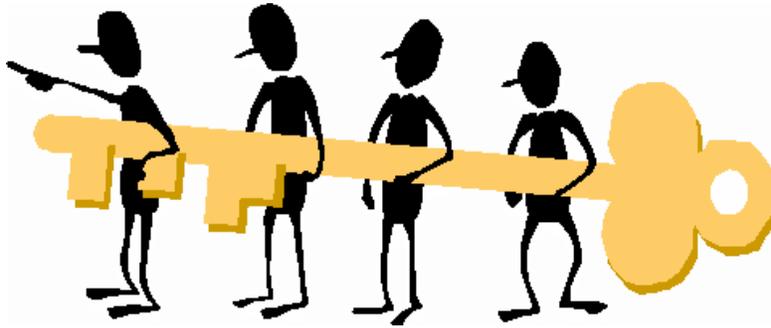
Goal: Promote the inexorable connection of business goals and objectives to the tools needed to achieve those business goals and objectives.

Objectives:

- Establish the coordination between program expenditures and technology expenditures.
- Develop appropriate policy measures and processes to facilitate the acquisition and implementation of information technology tools.
- Business justification for new technology processes.

STRATEGIC LEADERSHIP TEAMS

Strategic Leadership Team Organization and Activities



IMPACT Group

State government programs with significant technology components and state government information technology resources and activities are coordinated and managed by the Information Management Policy Advisory Committee (IMPACT). The IMPACT Group membership includes the State Chief Information Officer, Chief Information Officers of the state agencies, members from the Office of Information Technology Solutions, Computing Services, Telecommunications, Office of Purchasing, Office of Attorney General, and various advisors. The IMPACT Group provides coordination and general oversight of information technology policies programs, and resources for state government. The State Chief Information Officer provides the principle staff support to the Group.

Members

State of Michigan, George Boersma, State CIO, Deputy Director
 Agriculture, Keith Creagh, Deputy Director
 Agriculture, Dave Pike, Director, Finance and Technology
 Attorney General, William K. Basinger, Assistant in Charge
 Career Development, Jim Bradfield, Acting Director
 Career Development /ESA, Don Lesniowski, Chief Information Officer
 Civil Rights, Herschel Solomon, Director
 Civil Service, Donald Stevens, CIO and Director
 Consumer & Industry Services, Craig Newell, Chief Information Officer
 CIS - Unemployment Agency, William C. Wright, Chief Information Officer
 Community Health, David Viele, Deputy Director
 Community Health, Ron Nelson, MIS Director
 Corrections, Tom Morrison, Chief Information Officer
 Environmental Quality, Lynn Greene, Chief Information Officer
 Education, Lucian Parshall, Director
 Family Independence Agency, Dawn Shattuck, Chief Information Officer
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 Natural Resources, Kelli Sobel, Chief Information Officer
 Michigan Economic Development Corp, Donald F. Miller, Chief Information Officer
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 Military & Veterans Affairs, Daniel N. Rodeck, Deputy Chief
 State, Phyllis Mellon, Chief Information Officer
 State Police, Dottie McAllen, Division Director
 Transportation, C. Douglass Couto, Chief Information Officer
 Treasury, David Borzenski, Administrator

Asset Management Team

Project Focus Points

Mission

Recommend an Asset Management Program for Agency and Enterprise adoption.

Enterprise Asset Management Definition

Asset Management is defined as the systematic management of all IT assets, including hardware and software throughout the complete process of acquisition, distribution and installation, changes in components and configurations, and finally to de-installation and disposal of the asset.

Goals

Two goals have been set forth for Asset Management:

1. Recommend a minimum set of criteria for Asset Management applications that will meet the business needs of individual state agencies.
2. Develop agency Asset Management criteria and applications that are interoperable and compatible with the enterprise Asset Management program.

Members	Agency
Richard Baker	Office of IT Solutions-Facilitator
C. Douglass Couto	Transportation
Donald Stevens	Civil Service



Document Management and Imaging Leadership Team

Introduction

The Document Management and Imaging (DMI) leadership team was established in January 1999 by the State's Chief Information Officer (CIO) to foster collaboration and coordination among State departments in the storage, sharing, retrieval, and retention of documents. The mission of the DMI leadership team is to "recommend a common direction for the use of document management and imaging to meet the business needs of the State of Michigan, its constituent agencies and customers." The team has identified two major goals in regards to DMI. The first is to achieve agency interoperability, and the second is to provide a clearinghouse of information for agencies to use in preparing for and implementing any DMI effort.

The term "Document" is defined by the DMI leadership team as "any container (object) of coherent information." Therefore, document management is defined as "the process of managing documents through their life cycle to meet a business need – from inception through creation, review, storage, dissemination and destruction." Since a "record" could also be a document, the DMI leadership team must also interface with the State's Electronic Records Committee (ERC) and the Office of Records Management in striving for DMI interoperability and security among departments.

The DMI leadership team is in the process of developing a DMI model to help explain the "what, when, where, who, why, how and how much" of document management and imaging. The DMI model is intended to illustrate the process that objects or containers of coherent information may go through. This process or "lifecycle" includes the creation, data capture, validation, storage, security, workflow, review, revision, distribution, retrieval, output, retention and destruction of a document. Understanding that the lifecycle of one document may be somewhat different from that of another document is viewed as crucial to the development of a common direction or "road map" for DMI within the State of Michigan.

Common document management applications identified by the DMI leadership team thus far include the following:

1. COLD (Computer Output to Laser Disk)
2. Forms Processing
3. Data Capture
4. Folder Retrieval by Client
5. Document Images (including electronic document sources and non-text images)
6. Workflow (process oriented)
7. Web Access
8. Keyword Search Through Text of Documents

Objectives

Three key objectives have been identified by the DMI leadership team as follows:

1. Provide a road map for the strategic direction of document management and imaging efforts within the State of Michigan enterprise.

The deliverables for this project as described below will culminate in the road map.

2. Develop support mechanisms to assist state agencies in their DMI endeavors.

To assist agencies in determining whether document management is the appropriate solution for their particular business problem, the DMI leadership team views the following support tools as being essential:

- ❖ A clearinghouse to provide the agencies with peer support, continue ongoing research efforts, keep current with changing technology, and present recommendations to IMPACT as DMI technologies evolve.
- ❖ Booklets and web page (e.g., “DMI Criteria Templates,” and “How to Approach DMI”) to assist the user in determining if a problem could be solved by DMI technologies and how to approach solving the problem.
- ❖ Master Contract(s) to facilitate the purchase of DMI products and services by providing standard, ready-to-use contracts to shorten procurement timelines.
- ❖ DMI Users Group to provide a forum for mutual support, discussion, and education.
- ❖ Centralized Services to support the technology behind electronic document management and imaging. Services could include server hardware and software support, off-site backup, standards, and image scanning, to name a few.

3. Establish guidelines that allow for sharing of documents in a secure manner among authorized users.

The DMI model developed by the leadership team will address the issues that surround the sharing, storing, security, retention, etc. of documents.

Membership

Members	Agency
David Borzenski	Treasury
Lynn Greene	Environmental Quality
Sara Kanya	Office of IT Solutions - Facilitator
Craig Newell	Consumer & Industry Services
Donald Stevens	Civil Service
Jeff Stoney	Office of IT Solutions - Facilitator
Laurie Taylor	Office of IT Solutions - Facilitator



End User Computing Leadership Team

Introduction

The State of Michigan initiated the concept of “master contracts” in the early 1990’s. The first major contract was for acquisition of end user computing equipment and services, i.e. everything to support the desktop-computing environment from a single contract. This contract was available for use by all of state government as well as local government units with the State of Michigan. In 1998 the contract was modified to include network services and products previously handled by a different contract and became the EUCN Contract.

The End User Computing leadership team was formed to assess the existing process and contract deliverables, evaluate alternative contract models, and produce a statement of work to replace this contract (ITB). The contract now includes five major categories of equipment and services:

- Training
- Services
- Servers
- Network
- Commodities (desktop hardware and software)

The mission statement adopted by the team is, “to evaluate the End User Computing and Networking (EUCN) process and recommend changes on how to procure services and products.”

As with all of the leadership teams, this team develops recommendations and presents them for approval to the IMPACT group.

OBJECTIVES

The team's objectives are to:

- 1) Identify alternative contract models for the procurement of information technology products and services;
- 2) Assist with the selection of the most appropriate EUCN model;
- 3) Estimate costs and prepare comparative cost models; and
- 4) Provide the state with an effective master contract vehicle through which agencies may procure defined products and services in a timely, convenient, and economical manner.

Membership

Members	Agency
Sara Kanya	Office of IT Solutions - Facilitator
Don Lesniowski	Career Development / ESA
Charles Mickens	Office of IT Solutions - Facilitator
Tom Morrison	Corrections
Ron Nelson	Community Health
Lucian Parshall	Education
Jeff Stoney	Office of IT Solutions - Facilitator
Rose Wilson	Management and Budget
William C. Wright	CIS / Unemployment Agency



Electronic Commerce Leadership Team

Introduction

The Electronic Commerce (EC) leadership team was established in March of 1999 by the State's Chief Information Officer (CIO). The purpose of the EC team is to establish a strategic position for the State of Michigan to deliver services to Michigan citizens and businesses electronically. This revolutionary migration of time consuming manual services to right-away electronic services is incorporated into an overall strategy called *e-Michigan*.

Successful implementation of *e-Michigan* will make our state a leader in the nation for delivering best-in-class services to our customers. The role of the EC leadership team is critical in this success. The EC team is charged with identifying, considering, and recommending to the collective group of all department CIOs and the State's CIO what type of statewide computing and communications investment strategy is necessary for supporting an infrastructure that will enable the proliferation of *e-Michigan* activities. The EC leadership team is further charged with identifying common agency business functions that can be delivered to our customers through an enterprise-wide application rather than separate and dissimilar agency specific platforms.

This cooperative vision from the EC leadership team will result in a strategic plan that will accomplish the following benefits for the State of Michigan:

- Reduced cost of business transactions
- Reduction in various operational costs, such as postage
- Re-alignment of staff resources from paper processes to mission critical processes
- Reduced errors

- Business process reengineering
- Better cash management

Mission

Working in a collaborative effort to recommend a framework for the IMPACT group to implement *e-Michigan*.

Vision

To provide best-in-class electronic access to government services for citizens and businesses that will make their interaction with Michigan State Government enjoyable, efficient and timely.

Objectives

1. Establish the policy and standards to manage *e-Michigan* and enable electronic services with the public, business trading partners and employees.
2. Create and support the technical infrastructure required to conduct EC activities.
3. Legally establish the principle that categories and types of business transactions that are legal and binding in the traditional environment will be equally legal and binding in the digital environment.
4. Establish incentives for the State of Michigan Executive Offices to invest in EC processes.
5. Create an EC Resource Council that will act as a clearinghouse for EC initiatives, referral source for information and a conduit for EC advertising.

Membership

Dave Borzenski	Treasury
Dennis Brewer	Management and Budget
Suzanne Gordon	Management and Budget
Roland Gurk	State
Jim Hogan	Management and Budget
Ron Nelson	Community Health
Craig Newell	Consumer and Industry Services
Lucian Parshall	Education
Dave Pike	Agriculture
Tim Roby	Natural Resources
Kelli Sobel	Natural Resources

e-Michigan

Governmental delivery of services to citizens has historically involved waiting in lines at a office, waiting weeks for document delivery, filing out forms and submitting redundant information to multiple agencies, and navigating through a maze of bureaucracies on the telephone. This service delivery model is out-of-date and inefficient, and adverse to the needs of Michigan citizens.

The electronic delivery of State of Michigan services to citizens and our business community will be provided by an Internet based system known as *e-Michigan*. Immediate customer satisfaction will be guaranteed by a system that provides:

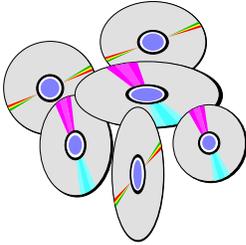
- Service delivery available 24 hours a day, 7 days a week
- Simple and quick access to information
- Reduced turn-around time for document, certification, license delivery
- Seamless integration of agency services
- Proactive push marketing to citizens based on a voluntary user profile

Thanks to the technological advances brought about by the Internet, with *e-Michigan*, the citizens of Michigan may reserve a campsite, renew their vehicle license tabs, file their taxes, and apply for a hunting license, all at the click of a button. And the state will now have a more expedient and efficient means of communicating to its citizenry, such as reminders to parents about child immunizations, updates on road construction sites, and announcements regarding upcoming license renewals based on individual profiles. These are just a few of the thousands of State of Michigan transactions that may be completed quickly and conveniently via *e-Michigan* – any time, any place, every day.

Agency input will be critical in developing a system that delivers best-in-class services to Michigan citizens. The development of a seamless interface and 'one-stop shopping' for our customers will require a thorough knowledge of data sharing requirements and agency business practices. Transaction volume and use estimates will be necessary to build a robust infrastructure capable of servicing our customers without delay. The leadership teams in place will be called upon to help coordinate these critical preparatory tasks in order to realize the full potential of *e-Michigan*. The rewards of agency involvement can be measured in the following benefits:

- Lowers costs by replacing in-person, over-the-counter transactions with Internet transactions
- Statewide, over \$50 million was spent in FY98 on mailing costs. Every 10 percent of mailing costs avoided by using on-line communication results in \$5 million in savings
- Reduces turn-around time by eliminating lags incurred by mail, phone calls, and misplaced documents
- Staff labor saving can be redistributed toward agency mission critical tasks
- Reduced error rates resulting in better use of staff time.

SUPPORT INFRASTRUCTURE



Assessment and Benchmarking

The state has contracted for the assessment and benchmarking of Executive Branch (consisting of approximately 19 agencies) current application software maintenance, client server operations, LAN/PC, desktop services, and the Michigan Information Processing Center (MIPC). The contractor will evaluate the five IT infrastructure service areas and benchmark for cost, efficiency, effectiveness, and required service improvements as compared to public and private industry best practices.

The rapid change in available technology, the need to deliver products and services in a web-centric environment, and the need to focus on core processes within the state, bolsters the need for continuous improvement in process and delivery. Coupled with this need are post-Y2K initiatives that encompass electronic commerce, document management and imaging, and asset management.

To maintain a solid foundation for future enterprise IT decisions, the state must continue to explore the viability of innovative approaches for improving service, managing cost effectively, and adding value to IT operations. The difficulties inherent in recruiting and retaining IT professionals trained in today's critical skill areas is a cause of concern to the state when projecting strategic IT plans for the future. This vulnerability to resource shortages potentially affect all areas of the IT infrastructure and must be addressed to insure future success in providing IT infrastructure.

The State of Michigan's IT Infrastructure assessment and benchmarking initiative is the next step in capitalizing on the state's efforts to provide the technology support required for conducting efficient and effective business. The Data Center and Network Consolidation, Year 2000 project initiatives, and an assessment of the state's networking capabilities, set the logical stage for this effort. The benefits derived from these initiatives include an upgrade of the state's IT Infrastructure, the creation and updating of an inventory of state applications and hardware, the retirement of old and unused applications, and the establishment of repeatable processes for future projects.

Computing Services

Introduction

Computing Services consists of four functional areas; the Michigan Information Processing Center (MIPC), Enterprise Security, Enterprise Help Desk and Administrative Unit.

IT Related Business Initiatives

The customers and the State of Michigan Chief Information Officer dictate the direction for Computing Services to a very large degree. It is the responsibility of Computing Services to monitor system performance and recommend improvements that provide the best level of security, performance and responsiveness to meet future demands in a timely manner. The integration of people, process and tools will be a primary focus for the future. Computing Services efforts over the next few years will be directed at facilitating information sharing across government agencies, between government and its business partners and between citizens and their government. Computing Services will also continue to provide services for the state that are cost effective and adaptive to the changing needs of customers. The demands of the customers and the technology needs of the enterprise will drive hardware upgrades.

Computing Services will focus on providing an environment that will be responsive to the needs related to Web-enabled applications, e-commerce, data sharing and other state initiatives as a result of the leadership teams formed through the IMPACT Group.

The tape technology used at MIPC reached the limit on being able to meet the demands placed on it. MIPC has reached a point where the need for increased storage for tapes is becoming an issue. The size of databases running on the mainframes has increased thus causing the backup procedures to run longer and use more tapes; creating a situation where it is becoming difficult to complete the necessary off-line activities during off-line hours. During the Consolidation in 1995, MIPC harvested these tape drives from the distributed data centers. Re-use of the existing equipment was the prudent strategy and has proven cost effective. Upgrading to 36-Track technology will provide improved throughput, greater capacity and reliability; these translate into customer satisfaction. The improved throughput will insure that off-line backups do not interfere with on-line processing, the larger capacity per physical tape will save floorspace alleviating the need for more space. Upgrading of the tape technology at MIPC is going to take considerable planning and coordination.

Disaster Recovery will be a major focus of the MIPC and Enterprise Security staff. MIPC has many of the tools needed to accomplish DR but the processes need to be wrapped around the technology.



Introduction: The Michigan Information Processing Center (MIPC) is responsible for providing centralized Data Processing services for all State of Michigan Agencies. This service includes Operational and technical support for Unisys (2200, A18-762, A18-223THE, NX4822-52), Bull (DPS9000, Jupiter), Compaq (Digital/Vax and Alpha), IBM (Multiprise 2003-216), and Tandem (Himalaya) mainframe computers, NCR 5100M data warehouse systems as well as special purpose Unix and NT Server equipment.

During FY2000 Deloitte Consulting will be conducting an assessment and benchmarking study to ensure best practices are in operation.

Mission: The Michigan Information Processing Center will provide up to date, cost effective and highly responsive information and data processing services to Michigan State Government Agencies.

001 UNISYS A18-762: Unisys A-Series mainframe computer that supports production applications for the following agencies: Agriculture, Civil Rights, State(DOS), Treasury, Civil Service(DCS), Transportation(DOT), Management and Budget(DMB), Community Health(DCH), Attorney General, Consumer and Industry Services(CIS), and Corrections(DOC).

Project: Hardware change to ClearPath technology (MCP & NT). The Unisys ClearPath utilizes the latest technology. It can provide the NT operating system and the MCP operating system on the same platform. It allows us to take advantage of the latest technologies, including webifying legacy applications, while protecting our investment in existing applications. We will be able to provide better disaster recovery for the production system since our current development system is a ClearPath system. The ClearPath provides conversion free expansion to meet the future needs of our customers and will provide additional services and capabilities to our customers. Implementation of FIBER connectivity to a remote tape SILO would streamline the production of tape backups, and allow for those backups to be available online to both the production and development system.

002 UNISYS A18-223HTE: Supports Michigan State Police(MSP) applications. The major applications are Law Enforcement Information Network (LEIN), Criminal History, etc. Processing includes data communications with over 900 law enforcement agencies at local, state and federal levels.

Project: The State Police are in the process of reviewing their ongoing business requirements, and are considering a move to ClearPath technology to support future requirements. Disaster Recovery must also be addressed for this platform over the next year.

003 UNISYS NX 4822-52: Unisys Clearpath mainframe that supports the development and disaster recovery environment for all State Agencies that use the A18 Production Unisys mainframe.

Project: Complete disk change to EMC disk. EMC disk has already proved to be extremely reliable on our production system. The I/O resources on the host system are reduced because the EMC disk system takes care of the I/O handling. EMC disk requires little or no operation intervention and it also provides more options for disaster recovery such as the capability of remote mirroring. Implementation of FIBER connectivity to a remote tape SILO would streamline the production of tape backups, and allow for those backups to be available online to both the production and development system.

004 UNISYS A11-222: Supports year 2000 Time Machine testing for A-Series customers. (Community Health, Transportation, Management and Budget, State, and Consumer and Industry Services)

Project: Evaluate the use of this platform as a test platform for Systems Software Technical Support after Year 2000 activity is complete. It is very important that a platform is used to test system software prior to implementation on the Development or Production platform so there is no adverse impact on our customers' daily activity.

005 BULL Environment: Supports enterprise application systems for Family Independence Agency (FIA), DCH, Department of Education (MDE), and the system runs individual applications for Treasury (Scholarships/Tuition Grants), Michigan Jobs Comm. (MJC) (Michigan Rehabilitation Services) and Consumer/Industry Services (Professional Licensing/Certification). Major applications among enterprise systems include: Case Information System, Medical Services Administration Invoice Processing, The Women's Infants and Children (WIC) Program and Teacher/Administrator Certification System.

Project: The consolidation of Guest Operating Systems (GOS) will support the State's business need to share data across agencies. This consolidation will eliminate the need for separate operating systems and the support necessary to maintain these three systems. As mentioned above, the day to day information needs of agencies on the Bull platform is driving the need to upgrade silo tape drives. Increased demand for on-line data as well as the need for increased throughput on batch processing and system backups supports the need to upgrade the silo drives. Implementation of the Jupiter platform for disaster recovery in the Bull environment will also be a focus over the next year. Implementation of FIBER connectivity to a remote tape SILO would streamline the production of tape backups, and allow for those backups to be available online to both the production and development system.

006 BULL DPS9000-753 (Jupiter): Supports Development, Disaster Recovery(DR), Y2K Test Environment for FIA, DCH, MDE, CIS, MJC, and Treasury.

Project: The Jupiter will be implemented for use as a DR system during FY2000 and some development activity will move to the Jupiter during this time.

007 Digital/Compaq VAX 7830/6620/6520: The MIPC/Child Support Enforcement System (CSES) data center supports the FIA legacy application for 69 Friend of the Court offices and 82 FIA Support Specialist offices on 48 VAX nodes. The application facilitates collection, disbursement and enforcement of child support payments.

Project: In conjunction with FIA the centralization of the distributed hardware to Lansing, and the implementation of the remaining counties not yet using the CSES Application will continue to be the major focus of the CSES Data Center over the next year. This move is necessary to prevent further sanctions by the Federal government. The centralization effort will provide for enhanced access to central databases and enables application migration to the newer alpha technology. It will also provide lower hardware and software maintenance cost for the state, as well as improved production support for the customer. Support for the high volume assessment (HVA) project as well as the Centralized Collections Project will also be a priority for the Data Center.

008 UNISYS 2200/9533. The 2200/9533 supports the ASSIST application used by the FIA. Approximately 7000 Assistance Payment workers in the FIA local offices throughout the state access ASSIST.

Project: To support FIAs' increasing needs for disk storage, the EMC 5430 disk cabinet will be upgraded with additional disk to replace all of the capacity in the other 5 subsystems. Implementation of FIBER connectivity to a remote tape SILO would streamline the production of tape backups, and allow increased disaster recovery capability. As business needs increase and FIA continues to add functionality to the ASSIST application it will be necessary to upgrade to Clearpath IX technology.

009 UNISYS Clearpath IX5800 (2200 Technology): Possibly needed to support Development, Disaster Recovery for ASSIST.

Project: Evaluate options to acquire or lease a Clearpath IX5800 to provide FIA with the needed capacity to support future ASSIST activities. Will also serve as a disaster recovery system for the ASSIST application.

0010 DEG – Tandem K-2002: Secure single point of entry into the State of Michigan's Intranet for data exchange services. Supports a wide variety of communications protocols, protocol conversion and automatic routing. Serves as the data gateway to the federal government agencies, local health care providers, Insurance agencies, commercial banking, energy companies, Value Added Networks (VAN's) and many other of the state's trading partners.

Project: Implementation of enterprise wide software solutions to support the State's EDI and e-Commerce business needs will be the focus of this team over the next year. This business needs also facilitates the need for data encryption and increased security for the State as well as our trading partners. To insure that the Customers business production needs continue to be met, implementation of a disaster recovery/development platform at the Treasury site will be implemented in the next eighteen months.

0011 RDBC NCR 5100M: RDBC is primarily used as enterprise wide decision support system for large data volumes in departments. Treasury uses it for Audit Selection, FIA uses it for client information and new hires information, DCH for encounter data and fee for service, CSES for locating absentee parents. The NCR 5100M uses RAID5 technology and has 2 Terabytes of space.

Project: Increased demand for moving data from various other state platforms as well as other sources to the data warehouse supports the need to add a “Gateway” platform to this configuration. The increased use of this platform has also dictated the need to add a tape silo to the RDBC to insure that we have the capability and capacity to backup the customers’ data that meets their on-going business needs.

00012 IBM 2003: IBM Mainframe that supports DNR/DEQ transition to distributed computing.

Project: Maintain and support on-going business needs of the customers currently using this platform.

00013 NT and Unix Servers: These platforms support various Print services for Agencies, application services (Postalsoft) for FIA and CSES.

Project: Maintain and support on-going business needs of the customers currently using these platforms.

Enterprise Security

Introduction: Enterprise security was formally established in July of 1998 to provide a variety of security services to both the Telecommunications and MIPC Divisions. This organization provides services which are focussed on specific areas within these divisions while maintaining an enterprise perspective on the impact of decisions made and actions taken. Regular interaction with all State agencies is necessary to establish and maintain these services.

Some of the functions provided include: Disaster recovery plan development, physical security for all MIPC and Telecommunications facilities, Administration of security systems for MIPC platforms, Monitor and report on Internet virus/hacker activity and the development of risk assessments for critical Computing and Telecommunications services.

The challenge for the near future will be to prepare and implement security initiatives that will provide a safe and trusted means of conducting business over the Internet. As we move forward with *e-Michigan* new technologies will be researched and implemented to deliver the *e-Michigan* products to the customers of Michigan's data resources.

Mission: Provide the highest level of security possible to protect the integrity of state computing resources and instill and maintain the confidence and trust of all customers of these services.

Projects: (FY 2000):

001 Disaster Recovery Plan for BULL 9000 system

Planning is underway to use the recently acquired Bull Jupiter system as a backup system for the Bull Zeus production system at MIPC. This process will require additional tape, disk and network resources to ensure that the plan can be adequately tested and that in the event of a disaster, the backup system will be able to handle the necessary workload. The Bull Zeus system provides production services to FIA, DCH, MDE, Treasury and CIS. Staff from Integris is partnering with enterprise security staff to build and test this plan. Target date for completion is December 31, 2000.

002 Disaster Recovery Plan for Unisys A-Series system

We have begun the planning process for the A-Series environment to address the two production A-18s providing service to Agriculture, Attorney General, Auditor General, Civil Rights, DCH, CIS, DOC, DEQ, DNR, FIA, House and Senate Fiscal Agencies, Legislative Service Bureau, State Library, Lottery, DMB, Military Affairs, MDOS, State Senate, State Police, Supreme Court, MDOT, and Treasury. We will leverage the work being done in the Bull environment to the extent possible to help move this process along. This plan will require tape, disk and network resource upgrades similar to the Bull requirements. Target date for completion is December 31, 2000.

003 Disaster Recovery Plans for critical Servers and Network components

Risk Assessment and Disaster Recovery planning should be a part of the initial design of the new e-Michigan environment. Key servers, mainframes and network components will require an evaluation to determine their level of exposure to service interruption. Disaster recovery plans for critical components serving the e-Michigan project will be required as part of the roll-out in FY 2000.

004 Installation of new CCTV Security system for MIPC & Telecommunications

Proposals are under review for a Closed Circuit TV system to improve the security at both the MIPC production and development sites. This system will provide security video to the appropriate staff to improve the level security and safety for the staff at our facilities.

005 Risk Assessments for MIPC Productions Systems

An annual review of all major production computing platforms is done to assess the level of risk present and to provide recommendations to Management. A report is prepared for management of more than 20 different issues that cover system software, operational support, performance Management and capacity planning, system security and problem management, and incident reporting.

006 Risk Assessments for MIPC & Telecommunications Facilities

Risk assessments of critical Computing and Telecommunications facilities needs to be completed each year or sooner if major modifications are done to any of these facilities. These risk assessments examine more than 30 different possible threats to determine if the facility has been conditioned to handle them. A report is then prepared for management to review and take appropriate action.

007 Risk Assessment for the State's LMAN and Internet connections

A preliminary risk assessment is underway to examine the most critical and vulnerable segments of the state's network as we approach the Y2K roll over. This assessment will focus on the areas where quick action may be necessary to better prepare ourselves for the expected increase in virus and hacker activity as we approach the end of the year. This risk assessment should be viewed as a beginning and a foundation for a comprehensive assessment which will be done in FY 2000.

Enterprise Help Desk

Introduction: Serve as primary Computing and Telecommunications contact for customers regarding problems, service requests, and requests for information. Resolve as many problems as possible upon initial contact with the customer, with an overall long-term goal of resolving 70 percent of all problems at the service center. Promote quality customer service by tracking all incidents from initiation to resolution in accordance with procedures, and by providing timely status updates to customers.

Mission Statement: The Enterprise Help Desks' mission is to function as the single point of entry into the Computing and Telecommunications organization for all problems, service requests, and requests for information. Our goal is to provide a genuine value added service by being responsive to our customers, being thorough in our documentation, analysis, tracking and resolving incidents, and being a 'front line' team player within the Computing and Telecommunications organization.

Year: 2000

001 REMEDY – AR SYSTEM: The Remedy Action Request system is the standard problem management system used throughout MIPC and Telecommunications.

- Upgrade the NT Server to a more powerful system in order to accommodate:
- MIPC Change Management System
- Linking into agency help desks (reduce the duplication of effort)
- Proactive management through linking to HP Openview.
- Provide comprehensive performance metrics to management and customers.



HRMN

Introduction

The HRMN Project's goal is to develop and implement a new integrated computer system designed to replace the State of Michigan's current processes for managing human resources.

Project Background

The State of Michigan is in the process of replacing its existing suite of largely internally developed payroll and personnel systems with a single integrated Human Resources Management Network (HRMN) to be shared by all branches / departments/ agencies of the state government. HRMN will provide departments and agencies a tool set for the administration of payroll, personnel, employee benefits and other related functionality not currently available with existing automated systems. The advantages that will accrue from HRMN include opportunities to streamline current HR processes, reduce costs, provide improved access to HR information for managers and employees, improve customer service and enhance flexibility to manage a rapidly changing workforce.

The purpose of this project is to implement a comprehensive Human Resources Management Network utilizing Lawson's Human Resources, Benefits, and Payroll software applications and tools as a foundation. The overall software solution for the HRMN project will consist of Lawson, third party, and legacy systems applications. The software solution will be implemented in concert with process reengineering and cultural change management initiatives to support the achievement of the project objectives.

Project Vision

Providing an integrated Human Resources Management Network that delivers payroll, personnel, and employee benefits functionality and data exchange among agencies and third parties results in streamlined business processes, better information for customers, reduced costs, improved service, and flexibility managing the states workforce for the future.

HRMN's goal is to have an integrated system where all payroll, personnel, and benefit information is maintained, and where changes made in one application automatically update other applications.

Telecommunications

The Telecommunications Division provides voice, data, video, and wireless communications services for state agencies located throughout Michigan and their business interests across the nation. Services include design, implementation, and management support of telecommunications systems and networks featuring connections to MIPC, core state resources, and the Internet. Also provided are systems design, development, and management of evolving technologies to provide for the state's business requirements.

Telecommunications provides services to all state agencies in the areas of design, installation, and maintenance of voice, data, video and radio networks.

Telecommunications efforts over the next few years will be directed at facilitating information sharing across government agencies, between government and its business partners and between citizens and their government. Telecommunications will also continue to provide services for the state that are cost effective and adaptive to the changing needs of customers. Efforts to create an environment that fosters the convergence of voice, video, and data services for all departments will also continue with improvements in voice and data infrastructure.

Data services will continue to use the state's wide area network which is based on SMDS (switched multimegabit data service) and provided under the Ameritech name of CBDS (connectionless broadband data services). New enabling technology will include the installation of ATM (Asynchronous Transport Mode) Transport Protocol and some ATM switching in the wide area network. These switches will provide for high-speed, high-quality video access. Internet services and security will continue to be upgraded to take advantage of new monitoring and tracking products that will enable a robust approach to e-commerce in support of the *e-Michigan* initiatives. ROAM (remote office access manager) will continue to grow with more local service connections being installed. A study is also underway to provide directory services that will lead to the ability to tie all e-mail locations together in a manner that is transparent to users including our vendor partners and citizens.

A state wide video contract provides for the complete range of video options to departments and agencies including hardware, software, design services, and installation. This contract will help insure that all investments made by departments will be protected and insure that compatibility amongst users will be maintained on the state's network.

IT Related Business Initiatives

During the next five years, the Telecommunications Division will be focusing on upgrading voice technology to enhance their ability to support e-Michigan, multimedia call centers, enterprise multimedia messaging, phone number portability, enhanced 911 emergency dialing and transparent cross campus voice and voice mail services.

The following is a list of projects related to the Telecommunications initiatives:

Year: 1999 Network Environment

001 Definity G2 Voice Switch: Vacate Definity G2--Legacy telecommunications systems providing dial tone and basic customer features to 14,000 State telephone users in Lansing, Detroit, and Saginaw. This hardware was placed in service in 1986, and no longer will be supported by Lucent Technologies in 2002.

- Upgrade five current Definity G2 telecommunications systems to latest Definity G3 switches.
- Supports Disaster Recovery (redundant service).
- Enabling step to reduce dependency on Centrex.
- Supports electronic commerce.
- Advanced features which include migration to Smart Building concept.
- Unified platforms.
- Increased safety and security.
- Reduced operating cost.
- Increased capacity to 20,000+.

002 Definity G3 Communications Switch: G3 Switch-- Enterprise Communication System (ECS) providing dial tone and advanced customer features to 11,000 State telephone users

- Upgrade to complete Distributed Communications System (DCS) which allows feature interaction between multiple switches, and provides an Asynchronous Transport Mode (ATM) based architecture.
- Enterprise multi-media messaging.
- Multimedia call center support.
- Number portability.
- Enhanced voice mail capabilities.
- Inter-platform feature transparency.

003 Digital Cellular Communications: The use of this technology improves productivity and extends communications beyond the desktop to the States mobile work force.

- Inform all departments as to the benefits of the available cellular technologies. For example, the different coverage areas for the digital and analog systems and reduce costs by utilizing the two way radio functions of Personal Communications networks (PCN).
- Improved communications among staff. The ability to communicate on an as needed basis during emergencies and after normal business hours.

004 Voice Messaging Platform: Voice Messaging (VM) provides voicemail to state agencies in eight cities, supporting 20,000 personal mailboxes and over 125 special applications. In addition the VM systems provide Fax messaging, and auto attendant (press 1, press 2) applications to our customers. The platform consists of Lucent/Octel Voice Messaging Servers

- Software upgrades on some systems to equalize system feature levels across geographical locations.
- Reduce staff time in system administration, training and troubleshooting resolution.
- Allow for feature commonality for customer mobility between state office locations.
- Positions us for future consolidation of voicemail, fax messaging and e-mail systems, (Universal In-box).

005 Purchased Centrex Services: Purchased Centrex-- Ameritech or GTE provided dial tone and basic voice features to 12,000 stations not provided by Telecommunications.

- Increase utilization of G3 services through selective cost effective reduction of Centrex services.
- More efficient service to our customers, from a more dedicated technical work force in Telecommunications. Savings will be a result of a reduction in costs associated with Ameritech/GTE services.
- Increased control over entire provisioning process.
- Cost containment.
- Common feature set.
- Improve security over all telecommunications.

006 MOST Billing System: MOST Server--Provides telecom billing services, service order management and cable management.

- Server management transition to MIPC
- Server replacement
- Centralized management

007 State Video Applications: Video--contract--To provide compatible vendors for multimedia video conferencing. The vendors, Sprint and Ameritech, supply management services, network and transmission services, operational support, and related equipment.

- Contract pending. Provide interoperable video services.
- Cost effective - should save travel dollars and employee time by video conferencing in place of some travel.
- Control enhanced - one vendor source.

008 Smart Building: Smart Building - Dynamic rehomeing of voice and data devices. Allows users to relocate telecom and PC devices on their own.

- Strategic deployment of cable and wiring / zone cabling.
- Exclusive use of category 5 wire.
- Provides guaranteed 100MB service to every desktop.
- Cost effective; allows user movement without costly technician time.

009 Fiber Extension to West and North: Extension of the State fiber ring network to both the Secondary and North Logan Complexes. These rings will be designed with redundant capabilities.

- Reroute voice and data traffic to state owned facilities and connect our three most utilized campuses. Cost savings, reliability, state control, allow for disaster recovery of MIPC main frames and prepare campuses for cost effective video services. It will also allow for additional campuses to be connected in the future.

010 Fax Over I-Net Platforms: Fax using IP on Intra, Inter, and PBX-based networks, which will bypass the costly Public Switched Telephone Network.

- Implement Fax over IP on our Intranet. Expand our voice-centric PBX resource.
- (Lucent G3) to interconnect with LMAN and accommodate Fax over IP. Cost reduction (estimated at 50 percent).
- Accessible from everywhere (on net, remote access via POTS, off net via Internet, wireless [near future]).
- Server based or stand-alone.

011 General Motors Building: The GM building in Detroit will be renovated and become the hub of State Government in Southeast Michigan

- Replacement of telecommunications cable with Smart Building infrastructure, which will involve the placement of 10,000 information outlets. Will provide the latest technology and the advantages of cost effective, user control of information equipment.

012 SecurID: SecurID is a card based authentication system that uses tokens to allow remote access to state's network from external dial platforms, Remote Office Access Manager (ROAM), and the Internet.

- Add a secondary server. A second server will be redundant for disaster avoidance
- The new software will enable agency security officers to administer their SecurID tokens. The system is scalable to accommodate customer demand for tokens.
- The next software release will also facilitate the use of secure tokens as a means of providing private Web pages to agencies.

013 FireWall: Currently, a single firewall platform separates the State of Michigan Intranet from the Internet. This mission critical platform provides secure access to state resources while enabling the state employees to reach the Internet.

- Purchase and install a second firewall server. Increase disk capacity on the existing firewall server. Provide disaster avoidance for Internet access - security enhancement. Eliminate service outages during firewall maintenance.
- Will allow load balancing to ensure higher priority to time sensitive sessions.
- Increased disk capacity will augment the available space reserved for logging. Current Internet activity can generate event records so quickly that the value of the data currently logged is of limited value.

014 Spectrum: Spectrum network management systems monitors the state networks and alerts the Network Operations Center (NOC) of a loss of communication or errors in the network.

- Add distributed (remote) server to improve monitoring performance.
- Alarm Point is an interactive application that notifies NOC staff by pager, e-mail, or telephone. This would give an additional level of notification.
- Increase the record storage capacity of the data warehouse to for storage space of report generating.
- Spectrum will be able to provide automated notification of network problems and aid in trouble shooting the network. Reporting will be more detailed with the larger accumulation of data stored on the data warehouse. Agencies will be able to use the Web for real time viewing of the network. This may aid them during the troubleshooting stage of their network problems. Agencies will be able to access the data warehouse and generate usage reports on the network.

015 Optimal: Optimal reports on Internet activity. Examples are web sites visited and type of activity (view or file transfer) at the site.

- Optimal has gotten unstable due to the growth in Internet usage by the state. Evaluations are underway to look at replacements. New products offer automated generated reporting functions. These can be addressed and sent automatically to an individual. A new product that performs properly will require less staff time.

016 Web Services: The Internet consolidated web services are currently on common servers and using Microsoft Internet Information Service 3.0 (IIS 3.0). Agencies use these servers to provide secure web services.

- Expand web services across several servers creating a "web farm" for the increased data and reduce the chance of a single point of failure. Upgrade to IIS 4.0. This will allow load balancing across the Web farm, decreasing access time. Implement Microsoft site server for enhanced management - redundant mission critical databases.
- Redundant servers for disaster recovery and reduced impact during maintenance.
- Scalable to meet customer demand by adding memory.
- Scalable to support potential Electronic Commerce (e-commerce) initiatives.
- Can be enabled to allow browser access for out-state low volume access to MIPC systems.

017 Internet Access: Maintain an Internet connection for the state and have a redundant Internet Service Provider (ISP) connection in case the primary connection fails. Sprint is the primary ISP with a 12MB connection and Merit is the secondary with a 3MB connection.

- Establish a hot-standby firewall function on the redundant connection.
- Move the diverse Internet connection to Detroit from Lansing.
- Remove Internet access connections unless they are under MIPC control.
- Improve reliability and security by providing universal service for all agencies.
- A diverse ISP connection will allow Internet access during maintenance of the primary connection.
- A diverse Internet connection in Detroit will decrease the chance of losing Internet access if MIPC is incapacitated.

018 Dial In Access: Offer Enterprise dial access using Cisco 5200/5300 (ROAM) servers to provide remote dial access to the state's network.

- Add additional Integrated Services Digital Network (ISDN) for Human Resources Management Network (HRMN) dial-in.
- Move agencies out of dial-in/dial-out business.
- Improve reliability and security by providing universal service for all agencies.
- Enables enterprise security management by using a single dial-in access point.

019 Legacy Network Upgrades: Various networks are used for communication to the MIPC mainframes. The older types are no longer or will not be supported by the vendors. Changes will be required for continuing communications.

- Consolidate MDOT, Corrections, and P1 Unigates to 2 Pentium Unigates.
- Provide Web-based terminal emulation for A-Series communication.
- Migrate Unisys Control Processor 2000 users to TCP/IP for A-Series communication.
- Upgrade or replace Memotec equipment that uses low-speed analog circuits.
- Upgrade or replace General Data Com (GDC) equipment which uses low-speed analog circuits.
- Connect time multiplexing system (TMS) to network management system 90 platform and discontinue the vital/technical operations and assistance center contract.
- Move users to Mainway Front End Processor (FEP) access from translator router access.
- Purchase Mainway hardware upgrades.
- Unigate costs will be reduced with fewer units in use.
- Terminal emulators would not need to be purchased for user desktop machines and standard emulator configurations could be managed centrally.
- IP technology is easier to manage than the BNA that is on the CP2000.
- Vendor will not support CP2000 hardware after 2001 (maintenance improvements).
- Memotec and GDC can be replaced with IP based technology that is easier to manage and maintain compared to the current analog technology in use.
- Mainway is faster for users than the current translator router (IPT) that is used by some agencies.

020 Novell GroupWise: Novell GroupWise provides e-mail exchange between agencies, the Internet, and maintains a e-mail address book for state users

- Expand fax capability for automated delivery. Add storage and processor capacity for improved performance.
- Upgrade to new version for enhanced security.
- Scalable to meet customer needs.
- New version has improved document security.

021 Mail Transfer Server: All e-mails sent to the agencies are first processed by the Domain Name Server (DNS) running Sendmail. This server is located on the secure (internal) side of the firewall. Messages are then sent to the various Simple Mail Transfer Protocol (SMTP) gateways within the state for delivery to the addressee.

- Create two fault tolerant SMTP servers on the unsecured (external) side of the firewall, with load balancing provided by DNS. The only SMTP traffic that will be allowed into the state will be from the SMTP servers, relieving the network of unnecessary traffic. SMTP maintenance will not cause loss of e-mail services with 2 servers. With two SMTP servers, SMTP mail to the State will contain disaster avoidance provisions.

022 E-mail Filtering: Scan incoming Internet e-mail for viruses, and “spam”(mass transmitted) e-mail.

- Implement an e-mail filter and virus scanner. Could be used to eliminate “spam” e-mail, messages containing advertising, viruses encapsulated in attachments, and inappropriate content arriving from the Internet.

023 Novell Border Manager: We are currently using Novell Border Manager 2.0 to improve the throughput from the consolidated Web server through the firewall to the Internet.

- Upgrade the external Border Manager to 3.0 and add a Microsoft Proxy server. This would increase security by reducing access to the state’s network from outside. Access to the Web server would go through the proxy server, eliminating the direct connection that the requestor currently makes.
- Using selected information from a Web site, the Microsoft proxy server can map individual domain names to a complete Universal Resource Location (URL) or to different servers. This would make the upgrade to Internet Information Service 4.0 (IIS 4.0) seamless.

024 Domain Name Server: There is only one primary and one secondary Domain Name Server (DNS) for the entire State network. This allows the entire DNS network information to be available to anyone on the Internet.

- Implement a primary and secondary DNS for users on the Internet (unsecured side of firewall), and a primary and secondary DNS for Intranet (secured side of the firewall) users. This method is called "split-brain" DNS.
- Network security will be increased with the additional DNS services.
- Only IP addresses of Internet accessible servers will be available for Internet users.
- No DNS traffic will be allowed through the Firewall into the state from the Internet.
- Separation of DNS boxes removes traffic from the firewall, reducing activity.
- DNS on the Intranet can hide servers that do not need to be advertised to the Internet.

025 Filtering Internet Access: There have been requests from agencies to filter access to Internet Web sites that are deemed inappropriate, especially sites considered pornographic.

- Implement Border Manager 3.0, and utilize its transparent proxy feature. This would be an automated and transparent method for users to access the Internet while blocking sites that are either manually added to a denial list or one generated by a commercial filtering product.
- Access to inappropriate Web sites could have a impact on productivity, and expose the State to litigation. Monitoring of Internet traffic incurs overhead, and is a reactive approach. Implementing this automated solution will block access to objectionable sites, with little manual intervention. This solution has the capability of receiving periodic list/filter updates similar to virus scanners. It also

allows for overriding should access be deemed legitimate for a specific group of staff on an exception basis.

026 Internet Certificates: Certificates are necessary for performing some secure transactions across the Internet. Ability to create secure connections to the state's network from the Internet.

- Install and implement a Public Key Infrastructure (PKI) encryption system to generate certificates for Internet transactions by agencies. A cost effective way for the state to generate it's own certificates for secure Web transactions. Some agencies have requested a means to have secure transactions for electronic commerce (e-commerce).

027 Enterprise Directory Service: Implement an enterprise directory server through pilot phase into early production.

- Acquire hardware and software to implement pilot phase. Augment with full meta-directory version when moving into production phase. Pilot phase will integrate data from data sources currently operating with LDAP or similar synchronizing mechanism; provide secure views to the data for public and Intranet applications.
- Single source of data, for both public and enterprise use.
- Provides foundation for designing and operating applications for intra-, Inter-, and Extranet users.
- Facilitates the convergence of voice, video, and data by providing parties with a universal source of contact information.
- Will enable MIPC and agencies to "integrate and operate internal systems more efficiently".

Year: 2000
Network Environment

001 Digital Drivers License: Secretary of State's Digital Drivers License application is housed at MIPC on a Sun ULTRA 3000 Enterprise server. The system uses eight analog modems to transfer images and send program updates to the branch offices.

- Convert to Internet Protocol (IP) based technology.
- Will resolve data transfer problems currently experienced.
- Reduced cost of operation/maintenance through analog process expended by MDOS and Polaroid.
- Enhance security by minimizing exposure of data to public facilities.

002 Lansing Metropolitan Area Network (LMAN): LMAN is a multipurpose data network connecting executive agencies, providing transport and access to enterprise resources.

- Build LMAN II to supplant the existing LMAN environment.
- State is constructing and will provision LMAN II fiber for West and North rings.
- Will be a minimum of 100 MB service to agencies.
- Will provide for voice/data convergence.
- Keep production network current with industry standards.
- Enforcement of Quality of Service to ensure consistent delivery of multi-media applications.
- Easier management and troubleshooting.
- Move to a single network protocol - Internet Protocol version 6 (IPv6).
- Move to a non-proprietary routing protocol - Open Shortest Path Found (OSPF).

003 Purchasing Accounting Reporting Information System (PARIS): General Electric's PARIS is at the latest revision and resides on a Dell 4200 Server. PARIS's function is to track agency credit card transactions.

004 Disaster Recovery: Install system(s) to prevent interruption of service or allow for timely restoration of service after a loss of service

- Upgrade NOC's tape backup system to higher speed and larger capacity system.
- Purchase and implement a server dedicated to housing databases critical to the state's Novell Directory Services (NDS). The NDS is mission critical for maintaining the GroupWise E-mail service. The NDS that currently resides on the GroupWise server would remain as a secondary database.
- Disaster avoidance in case of hardware failure or data corruption.
- Quicker response to revive services with two NDS sources.
- Reduced need for disk space by archiving files on tape. Tape backup files can be moved off for increased security.
- Placing copy(s) of critical databases on dedicated servers improves response time by reducing load on other systems.

005 Ameritech Managed Network: Ameritech managed connectionless broadband data service (CBDS) provides wide area network (WAN) IP service throughout the state to approximately 1200 agency sites.

- Work with Ameritech to augment backbone with Asynchronous Transfer Mode (ATM) services. ATM services can help converge voice, data, and video.
- Service consolidation should result in lower costs with a shared network.

006 Detroit Metropolitan Area Network (DMAN): Construct a Detroit Metropolitan Area Network.

- Establish high-speed network in Detroit Metro area for IP traffic. Network will be provisioned for data at the beginning and voice migrated when IP technology is viable.
- Long term cost savings over existing Ameritech managed network.
- Improve reliability and security by providing universal service for all agencies.
- Enables enterprise security management.
- Agencies have increased presence in Detroit area requiring increased network capabilities.



Year 2000 Project

Introduction

The State of Michigan Year 2000 Project Office was established to assist agencies with the remediation of computer applications and the communications infrastructure which may be affected by the change from 1999 to 2000. The project was implemented to identify systems using date calculations; determine which would be affected by the Year 2000 problem; correct and test the date processing problem in State of Michigan systems; and convert, replace or eliminate selected platforms, applications, databases and utilities.

How big is Michigan's Problem?

According to estimates contained in agency Year 2000 reports, as of December 31, 1997, there were 756 mission critical applications in Michigan's Executive Branch agencies. Of these, 292 (39 percent) had been remediated as of December 1997, leaving 464 to be completed by December 31, 1998. Additionally, agencies must fix or replace PC's, voice and data networks, and other non-information technology equipment and systems. In 1997, the Legislature appropriated \$55.6 million to assist agencies in obtaining additional resources to address their Year 2000 issues.

Year 2000 Project Goals

The goals of the State of Michigan Year 2000 Project are to:

- Identify and correct Year 2000 date problems so as to prevent any material impact on governmental services to citizens;
- Ensure that cost-effective approaches are utilized to correct date related problems;
and
- Leverage the investment made in making Year 2000 changes to the advantage of the State in moving into the 21st Century.

Year 2000 Project Scope

The scope of the State of Michigan Year 2000 Project includes all agencies within the Executive Branch of Government. Institutions of higher education and Legislative and Judicial branch agencies are individually responsible for addressing their issues. The Year 2000 Project includes making the following technology components Year 2000 operable:

- Application software, both purchased and custom written;
- Systems software;
- Network and computing hardware;
- Telecommunications equipment; and
- Physical plant and equipment with embedded technology.

Responsibilities for each of the preceding elements vary, as discussed in a separate section of this document.

Strategies

The State of Michigan has adopted the following strategies for managing and responding to the Year 2000 century date change problem:

Centralized Project Planning and Oversight
Risk Based Approach
Executive Awareness and Communications
Intensive Quality Assurance Program
Resource Facilitation

Compliance Status

In fulfilling the oversight role, the State of Michigan appointed a full time Year 2000 Project Office Director and developed a web based application, the Progress Reporting System, to provide a centralized reporting system for tracking of compliance on application systems, end user computing, embedded technology, telecommunications, interfaces and project management in all agencies.

Each state agency analyzed their portfolio in regards to potential impact if these systems were to fail. They assigned priorities based on:

Category	Definition
1	Agency can't perform daily functions without application.
2	Agency can function without application for a short time frame, 1 to 4 weeks.
3	Agency can function without application for several months.
4	Agency can function totally without application.

State Year 2000 Status

Michigan remains well poised for success when January 1, 2000, rolls over. As of September 1999, the state's mission critical computer systems were 100 percent year 2000 compliant. Non-mission critical computer systems were 98 percent complete.

After completing a very successful 1998, the Year 2000 Project Office and agencies have continued to work on the following tasks in 1999:

- Closure of all open systems
- IT Infrastructure readiness
- Embedded technology
- Supplier compliance
- Enterprise integration testing
- Independent Verification and Validation
- Awareness and communication
- Business continuity/contingency planning
- Zero-day planning

The following provides the current status of the most important tasks:

IT Infrastructure readiness

Agencies have completed inventories and assessments of their technology infrastructure and nine have completed fixing or replacing affected critical equipment. Remaining work will be completed prior to December 31, 1999.

Enterprise integration testing

Application systems are frequently connected with other application systems to provide a higher level of functionality. Data may be shared between programs, other systems, other platforms, and/or outside entities. Integration testing ensures that the applications, the interfaces between applications and the various technology components all function properly. Agencies are wrapping up integration testing to make sure that the proper parameters and data are correctly passed and used among systems.

Independent Verification and Validation

An independent consulting firm has been engaged by the Year 2000 Project Office to conduct Independent Validation and Verification (IV&V) of agencies' applications, IT infrastructure, embedded technology and supplier compliance processes. As of September 30, the application IV&V process had been completed successfully for all agencies. The IT infrastructure IV&V process has been completed for 19 agencies. The embedded technology IV&V has been completed for 13 agencies and supplier compliance IV&V will be completed by November 1999.

In addition, the Year 2000 Project Office has instituted a process to re-scan some critical computer systems that have already been remediated and tested. This process, using sophisticated search algorithms, is called automated Independent Verification and Validation (IV&V). The process is a step above and beyond the normal testing, and is designed to provide an extra measure of assurance that these highly critical systems will operate seamlessly into the new millennium.

Business continuity/contingency planning (BCCP)

Agencies have identified 64 essential state functions. An essential function is one where the failure to provide the service for 0 to 5 days will endanger public health or safety; adversely affect payments to the public, vendors, or state employees; or adversely affect public resources. Agencies have prepared business continuity plans and associated contingency plans for 63 of the essential functions. The last plan is due to be completed shortly. Agencies have also started testing their BCC Plans and are making revisions as needed.

Zero Day planning

Agencies are completing their Zero Day readiness activities. The Zero Day represents the time period from December 31, 1999, through January 3, 2000. A Special Interest Group has been formed to discuss the details and share ideas and best practices for zero day planning. EMD is planning to activate the State Emergency Operation Center (SEOC) and a joint Public Information Center for this time period. Many state agencies plan to set up their own command centers and coordinate with SEOC for outside communications.

To obtain additional information on the Year 2000 Project, access the web address at: <http://www.state.mi.us/dmb/year2000>.

AGENCY TECHNOLOGY PROFILE

Agency Information Technology Profile
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This section of the Information Technology Strategic Plan presents the state of information technology for each agency. The information in this section covers the agency's mission, vision, description, and major initiatives.

State agencies use information technology (IT) for streamlining internal processes and for providing efficient, cost effective, and appropriate public services and educational opportunities. Each agency is responsible for establishing its own IT goals, objectives, and plans.

The year that is assigned to each project is the year that the project was begun or is planned to begin. A project's timeline may span a number of months to several years to complete. More detailed information and a complete list of all the major initiatives/projects can be found in Appendix B.



Agency Mission:

To serve, promote and protect the agricultural interests of the people of the State of Michigan.

Agency Vision:

A Vision of Leadership

To be the most effective and innovative governmental agency in the State of Michigan and the Nation.

Agency Description:

In its dual role of regulator and marketer, MDA provides Michigan citizens with quality services and information by working cooperatively with many agencies and organizations, including: United States Department of Agriculture; U.S. Environmental Protection Agency; Food and Drug Administration; the Michigan Departments of Community Health, Natural Resources and Consumer and Industry Services; Michigan Jobs Commission; Michigan State University's College of Agriculture & Natural Resources, MSU's College of Veterinary Medicine and MSU-Extension; the food and agriculture industry; and private businesses.

IT Related Business Initiatives

The Department of Agriculture (MDA) will be focusing resources on implementation of web based applications. These web-based applications include pertinent information concerning issues related to labs, food inspections, pesticide registrations, and licensing.

The following is a list of projects related to the Agriculture's initiatives:

Year: 1999

001 Laboratory Information Management System (continuation of 1998 initiative): Development of a networked, computer-based system that will provide department wide capability to track and manage sample entry, processing, and productivity data. The enabling technologies for this initiative are: Client/Server, Proxy security server, Intranet, Internet, and pen-based technology.

001 Food Establishment Risk Analysis System: Develop a system that includes inspection frequency, licensing, and public access to consumer. The enabling technologies for this initiative are: Client/Server, Internet/Intranet, and web searchable reports for public access to information.

002 Pesticide Registration System: Re-engineering of the system to comply with statutory responsibility to track pesticides used in the State of Michigan. The enabling technologies are: Client/Server and Internet/Intranet public access.

003 Budget Reporting and Management System: Implement a budget reporting and management system using information from the Management Information Database (MIDB) to support fiscal responsibility. The enabling technologies are: Client/Server and Intranet.

004 License 2000: Implement licensing 2000 software department wide for consistency and sharing of information in line with the concept of a corporate database. The enabling technologies are: Client/Server, Internet/Intranet, and Proxy security server.

005 Internet/Intranet: Provide Internet/Intranet access to MDA data to the public. The enabling technologies for this initiative are: Client/Server, Proxy security server, Intranet, and Internet.

006 Activity Reporting System: Develop weekly Activity Reporting System to report staff activities and time on a weekly basis. Information gathered is used for management reporting and travel accounting. The enabling technologies are: Client/Server and Internet/Intranet field access.

007 Travel Voucher System: Automate Travel Voucher System using electronic forms, web browsers and Internet access. The enabling technologies are: Client/Server and Intranet/Internet.

Year: 2000

001 Year 2000: To continue to implement a major Department effort to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information.

002 Paper Based Systems: Phase out of paper based systems department wide. The enabling technologies are: Client/Server and web enabled infrastructure.

003 e-Commerce: Implement e-commerce for licensees. The enabling technologies are: Internet/Intranet and Client/Server.

004 Document Management and Imaging: Improve the department's ability to share, store, and retrieve documents electronically. The enabling technologies are: Client/Server, document storage, and retrieval systems.

005 Upgrades: Upgrade Office 97 to Office 2000, upgrade GroupWise 5.2 to version 5.5. The enabling technology is: Client/Server.

006 Occupational Licensing System: Re-engineer the exiting occupational licensing system used by the Office of Racing Commissioner. Include local and wide area network (LAN/WAN) connections to race tracks. The enabling technologies are: Client/Server, Internet and Intranet, and LAN/WAN connections.

007 GIS: Provide geographic management of the data currently housed in the databases throughout the department. The enabling technologies are: Internet/Intranet and GIS.

Year: 2001

001 License 2000: Continue with the Implementation of licensing 2000 software department wide for consistency and sharing of information in line with the concept of a corporate database. The enabling technologies for this initiative are: Client/Server, Internet/Intranet, and Proxy security server.



Michigan Department of Attorney General

Jennifer M. Granholm
Attorney General

Agency Mission:

To protect the legal interests of the State of Michigan and its citizens.

Agency Vision:

To prosecute unlawful conduct and safeguard Michigan's citizens; offer justice to the victims of crime; protect the state's monetary assets; and preserve our natural resources by delivering superior, professional and efficient legal representation.

Agency Description:

The Attorney General is the chief law enforcement officer of the state and provides legal representation for state officers, agencies and legislators. The Attorney General may prosecute and defend all actions in which the state may be interested and may intervene in any court or administrative tribunal for that purpose. The Attorney General also issues opinions on questions of law submitted by legislators and state officers and defends actions brought against state officers, agencies and employees arising in the course of their official duties. At any given time, the Attorney General's staff represents the state and its departments, agencies and employees in about 27,000 court cases and 4,000 administrative matters.

IT Related Business Initiatives

Due to the increasing role of the Internet in the lives of our state's citizens, the Attorney General has focused the initial department initiatives in this area.

The following is a list of projects related to the Department of Attorney General's initiatives:

Year: 1999

001 Web Site: The department's web site provides extensive information covering many important areas of importance to citizens including consumer protection, charities, health care, insurance, environmental protection, crime victims information and recent attorney general opinions.

Enhancements are making the site more reliable, secure, user friendly and informative and include implementing encrypted on-line consumer complaint and health care fraud complaint systems, adding environmental and Internet crime information sites, expanding the number of Attorney General Opinions on-line and generally redesigning the web site for greater ease of use and interactivity.

002 High Tech Unit: Implement a High Tech Unit to prosecute cases involving Internet and computer crime, advise on the development of state legislation dealing with high tech crime issues, train local prosecutors and law enforcement handling high tech crimes cases, and work with the private sector high tech community to protect children and other vulnerable citizens from possible computer/Internet related abuses or victimization.

003 Network Communications: Better enable communication capability between the department & client agencies and the public by converting from existing client based email to the state standard server based Novell GroupWise email system.

004 Upgrades: Initiate migration from Macintosh operating system to more universal Windows computing environment by upgrading the department's desktop/portable computing environment. Slower obsolete Macintosh desktop and laptop computers will be replaced with up-to-date Intel CPU Microsoft Windows based computers and terminals.

005 Software Upgrade: Improve the department's ability to communicate and exchange documents with client agencies, legal counsel and the public by converting the department's present office software suite from ClarisWorks 5.0 to Microsoft Office '98 for Macintosh and Office '97 for Windows which are fully cross-compatible and widely used.

006 Hardware Upgrade: Initiate migration from Macintosh operating system to more universal Windows computing environment by installing state-of-the-art Citrix/Microsoft Windows NT "thin-client" computing environment at 4 major department locations. All major department and external agency software will be installed on and run from servers rather than desktop computers. This system reduces personnel/maintenance/training costs by greatly simplifying software installation/upgrades/changes and by assuring uniform user interfaces.

007 Network Upgrade: Upgrade the building network bandwidth/switching/routing capabilities at the department's main office and server facility in the G. Mennan Williams Building to provide more reliable/efficient access to the department's enterprise database, thin-client and storage servers.

008 Publications: Replace many existing book based legal research publications with their CD-ROM equivalent thereby allowing more efficient updating, publication sharing, printing, and document production while reducing library maintenance costs.

009 Year 2000 Business Continuity/Contingency Plan: While all the department's desktop, laptop and server hardware and software are already Year 2000 compliant and the department expects to encounter no significant Year 2000 problems, implement a Year 2000 Business Continuity/Contingency Plan which includes mandatory training for all staff to recognize and promptly react to Year 2000 problems.

010 Calendaring/Document Management: Implement a department-wide calendaring/docket management/case control database system which relates to all existing department databases. This will significantly reduce duplicate keying of database entries, allow fully automated production of filing and mailing documents and provide greatly increased management information concerning workload distribution and scheduling.

011 Scanners: Install high-speed scanners with CD-ROM storage capability and Optical Character Reading (OCR) software in all larger divisions to eliminate the need to re-key documents received from other legal counsel.

Year: 2000

001 Document Storage Systems: Convert the department's existing computer desktop based document storage systems to redundant central server storage systems thereby achieving greater reliability, ease of document access/sharing, security and more efficient virus protection and data backup.

002 Network Upgrades: Upgrade the building networks of the department's other 3 major offices in the greater Lansing and Detroit areas to improve bandwidth/switching/routing capabilities for more reliable/efficient access across the state network to the department's enterprise database/thin-client and storage servers at the department's main office and server facility in the G. Mennan Williams Building.

003 Training Room: Implement a new and expanded central technology training room with distance learning capabilities to the department's other office locations. The facility would also include extensive multimedia capability for the production of cutting edge court pleadings, evidentiary and summation presentations.

004 Optical Character Recognition (OCR): Establish a litigation technology support unit to do OCR, imaging, digital photography, preparation of multimedia presentations, etc. for use at trial.

005 Electronic Image Storage: Convert existing microfilm operations to electronic image storage with total text search and keyword retrieval capability thereby increasing document availability and retrieval efficiency while reducing storage costs.

006 Software Upgrade: Improve the department's document production capability and efficiency by upgrading the department's office software suite from Microsoft Office '98 for Macintosh and Office '97 for Windows to Microsoft Office 2000.

Year: 2001

001 Server Upgrades: Convert all Windows server and desktop operating system software from Windows NT 4.0/5.0 to Windows NT 2000.

002 Document management System: Install and initiate a comprehensive department-wide document management/work flow/imaging system to achieve greater efficiency and productivity as well as improve electronic communication capabilities with client agencies and the public.

003 Network Send/Receive Fax Capability: Install & implement department-wide network send/receive fax capability replacing inefficient local fax machines and allowing instantaneous transmission of electronic by fax.

Michigan Department of Career Development



WHO WE ARE

At a time when many Michigan businesses cite finding qualified workers and training opportunities as their number-one concern, the Michigan Department of Career Development (MDCD) is the state's new workforce development agency. Career Development helps workers find jobs and employers recruit and train skilled workers. In addition, the department works with K-12 schools and community colleges to establish a career preparation system that would enable every Michigan student to research occupational opportunities and the path that will lead to employment.

HISTORY

The Michigan Department of Career Development made its official debut on April 5, 1999. Governor John Engler, in his 1999 State of the State Address, called for splitting the Michigan Jobs Commission into two parts – the Department of Career Development and the Michigan Economic Development Corporation.

The Department of Career Development focuses on providing resources and supporting efforts to increase the skill levels of Michigan workers in this fast-paced economy. A special emphasis will be placed on providing students and citizens with information about job opportunities and career pathways. For fiscal year 2000, the department has 1,072 employees and a budget of \$469.5 million.

The Department is located in the Victor Office Center, 1st floor, 201 N. Washington Sq., Lansing, MI, 48913. The phone number is (517) 241-4000; fax (517) 373-0314. You can send us a message at: career@state.mi.us.

The Office of Workforce Development is responsible for preparing Michigan workers for jobs. The office administers Michigan's Job Training Partnership Act, School-to-Work Program, Displaced Homemaker Program, Corrections Parolee Employment Training Program, Workforce Transition Program, No Wrong Door Program, Work First Program, Food Stamp Employment and Training Program, and the Welfare-to-Work Program. The office's responsibility includes providing program policy and guidance to local workforce development boards, monitoring and oversight of the programs, audit resolution, and provision of technical assistance.

Michigan Rehabilitation Services, provides job preparation and placement services for Michigan citizens with disabilities in accordance with the federal Rehabilitation Act of 1973. Through a network of offices across the state, the agency's rehabilitation counselors work one-on-one with individuals with physical, mental, or emotional disabilities.

The Employment Service Agency is responsible for the administration of the Labor Market Information program and the Employment Service program through Michigan Works!, including the Michigan Talent Bank, a database of resumes and jobs on the Internet.

The Michigan Community Service Commission, chaired by Michigan's First Lady, Michelle Engler, MCSC was designated the state's lead agency for administering programs under the National and Community Service Act of 1990, and later the National Service Trust Act of 1994. MCSC's support comes from federal funding through AmeriCorps and the Corporation for National Service, state funding, and private foundation funding. Service and volunteerism require public, private, and nonprofit support. MCSC is devoted to enhancing this support for effective collaboration among service providers in the state.

IT Related Business Initiatives

The Department of Career Development will be focusing resources on migration from mainframe to client/server technology. In addition, staff will be trained in "ON Command" from Comprehensive Client Manager (CCM) an enterprise desktop management system. On Command provides IT Organizations the capabilities to customize operating systems and applications for new and existing installed PCs. This standardized approach will enable Career Development to efficiently manage the dynamic and complex business environments. These environments are characterized by the continuous flow of new software releases, end-user demand for new technologies, and the impact of new acquisitions and mergers.

The following is a list of projects related to Career Development's initiatives:

Year: 1999

001 Technology Investment: Both IT divisions are working on ways to work with significantly reduced staff numbers by investing in technologies. The two divisions are splitting the cost to purchase and train staff in the use of "On Technology" CCM desktop management software to be operational by November 1, 1999. This will greatly increase our ability to move Y2K patches and software to all desktops without the need to make a physical visit.

Year: 2000

001 Mainframe Conversion: The Department of Career Development is in the process of working with Michigan Rehabilitation Services and Alliance Enterprises to move the existing mainframe case management system from the BULL mainframe computer at MIPC to client server. This project is on schedule for phased implementation to begin on October 1, 1999 through December 31, 1999. Phase 2 will begin February 2000. Phase 3 will begin November 2000.

002 Help Desk Services: A contract is in process with EDS for outsourcing Help Desk services. With the Help Desk contract in place, DCD will enhance its ability to support and migrate to the Microsoft Suite of products purchased under the Microsoft Enterprise agreement. Training and conversion and loss of worker productivity will add additional costs next year.

**Agency Mission:**

The Michigan Civil Rights Commission was created by the Michigan Constitution of 1963 to carry out the guarantees against discrimination articulated in Article I, Section 2. As further stated in Article V, Section 29, the state constitution directs the Commission to investigate alleged discrimination against any person because of religion, race, color or national origin and to "secure the equal protection of such civil rights without such discrimination". Public Acts 453 and 220 of 1976 and subsequent amendments have added sex, age, marital status, height, weight, arrest record, and physical and mental disabilities to the original four protected categories.

The Michigan Department of Civil Rights was established in 1965 to provide staff to carry out the policies of the Commission.

Agency Vision:

To serve our customers and the general public in a timely and dependable fashion; be effective in and accountable for our actions; and, at all times conduct ourselves with integrity.

Agency Description:

The Department of Civil Rights, as the agent of the Commission, fulfills its mission through the investigation and resolution of complaints of discrimination; through monitoring state contracts and the certification of businesses owned by Persons with Disabilities; and through outreach and public education programs. In addition, as stated in its Strategic Plan, the Department "extends the reach of its mission by creating partnerships with other civil rights organizations, forming coalitions with other advocacy groups around common issues, and being a full partner in the functioning state government".

IT Related Business Initiatives

The Department of Civil Rights (MDCR) will be focusing resources on business process reengineering. Many of the projects will utilize TCP/IP networking, client/server technology, web technology, and document imaging.

The following is a list of projects related to the Civil Rights initiatives:

Year: 2000

The enabling technologies for all of these initiatives are: TCP/IP Local and Wide Area Networking, Oracle 8 Client/Server, Oracle Workflow, Document Management Imaging, Web.

001 Business Process Reengineering: This initiative represents a complete revision of MDCR operating procedures and processes. The department has reengineered all of its customer contact processes to move towards a more efficient and customer focused organization. The new process is called the Problem Resolution Process (PRP). This new process will transform MDCR into a process-centered organization in which multi-functional teams will perform the work of the process.

002 Legal Services Docket Management: This initiative, initiated by the Civil Rights Commission, is intended to better manage and report on the legal services of the department. The focus of this initiative is to develop and maintain a docket of all civil rights cases in the department's legal services and hearings process. The outcome is expected to be better status and management control of the legal services/hearings case docket.

003 Michigan Alliance Against Hate Crimes (MIAAHC): This initiative focuses on the collection and dissemination of bias crime statistics and information, and victim support and community response. This initiative is in support of the Michigan Bias Crime Response Task Force, which is a partnership of federal, state, and local organizations, civil and human rights organizations, religious and civic groups, and law enforcement. MDCR will develop an automated system for the entry, storage, and dissemination of information related to bias crimes or hate crimes.

004 BEST Process Reengineering: This initiative focuses on providing a broad variety of business and economic services to employers, entrepreneurs, and to those seeking to do business with the State of Michigan. The new customer service focus of this program provides for the development of relationships and partnerships in the business community that are vital to the MDCR's commitment to the eradication of unlawful discrimination and the assurance of equal opportunity without discrimination.

005 Expanded Liaison Initiative: This initiative focuses on establishing partnerships with municipalities and civil rights organizations and individuals, in both the public and private sector, for the purpose of extending our scope, presence, and impact in dealing with and attempting to end discrimination.

STATE OF MICHIGAN

CIVIL SERVICE COMMISSION

RAE LEE CHABOT
ROBERT P. HUNTER
SUSAN GRIMES MUNSELL
JAMES P. PITZ



JOHN ENGLER, Governor

JOHN F. LOPEZ, State Personnel Director



DEPARTMENT OF CIVIL SERVICE

CAPITOL COMMONS CENTER
400 SOUTH PINE STREET, P.O. BOX 30002
LANSING, MICHIGAN 48909



AGENCY MISSION:

To provide human resource management services to attract and retain an effective state workforce.

AGENCY VISION:

We will be recognized and valued for our innovative human resource systems based on our ability to design and deliver a balanced, service-oriented response to the ever changing needs and expectations of state government leaders, civil servants, and Michigan citizens.

AGENCY DESCRIPTION

The Department of Civil Service functions as the central personnel agency for Michigan State government. The department recruits candidates to work for the state, administers competitive examinations, maintains employment lists, refers names of qualified candidates to state agencies for their hiring consideration, and administers compensation plans. Civil Service also administers the process for authorizing the use of contractual services, the hearing process for employee grievances and appeals of personnel actions, and the State's central programs for employee training and equal employment opportunity.

IT Related Business Initiatives

The IT strategies within the Department of Civil Service (MDCS) will center around the implementation of a new Human Resources Management Network (HRMN). This project is scheduled for a Phase 1 implementation by August 2000. Civil Service will also be placing added emphasis on supplying quality training curriculums, employee self-service, management advisory tools, compliance auditing, and human resource advisory services.

The following is a list of projects associated with these initiatives.

Year: 2000

001 Human Resources Management Network (HRMN): The HRMN project will have a significant impact on the Personnel functions within the state. Nevertheless, this system is only one large component within the human resources area. Auxiliary applications will be developed or purchased to address those areas outside of the HRMN scope.

002 Handheld Computing: Handheld computing will play a bigger role and will negate some of the need for full-sized dockable desktop notebook computers.

003 Single Sign-on: MDCS will acquire a "single sign-on" capability working under contract with Department of Management and Budget – Office of Information Technology Solutions.

004 Storage Area Network: A storage area network will be purchased in FY 99 and will be implemented in FY 2000.

005 Network Clustering: Network "clustering" will be implemented later in FY 2000 to improve network reliability and performance.

006 Datamart: A specialized MDCS datamart will be created to complement HRMN, MIDB and internal MDCS databases.

007 Decision Support Software: Decision Support software will be purchased and integrated in the form of both forecasting and interactive management guidance.

008 Multimedia Training & Communications: Multimedia will be used for both computer based training and internal communication.

009 Document Management: Some document management and workflow applications have been identified. However, it is anticipated that some of the projected needs will be addressed within HRMN.

010 Call Center System Enhancements: We anticipate continued enhancement of the department's call center system.

011 Web Development: Continued and more advanced web development, including customer self-service, work-group specific portals and a "knowledge network."

012 Software Upgrades: During FY 2000, the department will be migrating from Windows 95 and Office 97 to Windows 2000 (desktop) and Office 2000.



Agency Mission:

The Michigan Department of Community Health (MDCH) strives for a healthier Michigan.

To that end the department will:

- promote access to the broadest possible range of quality services and supports
- take steps to prevent disease, promote wellness, and improve quality of life
- strive for the delivery of those services and supports in a fiscally prudent manner

Agency Vision:

The MDCH will be the national leader in the design and implementation of effective strategies that are culturally responsive and competent, customer-driven, and community-based, which leads to quality health outcomes.

Agency Description:

The department, the largest in state government, is responsible for health policy and management of the state's publicly funded health service systems. An estimated 1.5 million Michigan citizens will receive services this year that are provided with total or partial support from the MDCH.

The department was created by an executive order issued on January 31, 1996. The executive order consolidated the Department of Public Health, the Department of Mental Health and the Medical Services Administration, the state's Medicaid agency. The Office of Drug Control Policy and the Office of Services to the Aging were consolidated with the MDCH in subsequent executive orders. Services are planned and delivered through these integrated components:

- ⊞ Medicaid health care coverage for people with limited incomes.
- ⊞ Mental health services for people who have a mental illness or a developmental disability, and services for people who need care for substance abuse.
- ⊞ Health needs assessment, health promotion, disease prevention, and accessibility to appropriate health care for all citizens.
- ⊞ Drug law enforcement, treatment, education and prevention programs.
- ⊞ Promoting independence and enhancing the dignity of Michigan's older persons and their families.
- ⊞ Administering the crime victims rights fund, investigating and processing crime victim compensation, and administering federal Victims of Crime Act grants.

IT Related Business Initiatives

The Department of Community Health will be devoting resources on implementation of electronic data interchange (EDI), Internet, Intranet and imaging activities. In the upcoming years, the department will upgrade many systems and will add the ability to access information from the Internet and provide information through electronic means (EDI).

The following is a list of projects related to Community Health's initiatives:

Year: 1999

001 Training Facility: Training facility enhancement to facilitate training in-house.

002 Medicaid Managed Care Client Encounter data system: Implementation of a data system to collect the medical activities provided to Medicaid clients receiving service under managed care. The enabling technology is: Data Warehousing.

003 Beneficiary Provider Contact Tracking: An enterprise level centralized system to track and monitor the status of beneficiary and provider request and complaints. The enabling technologies are: Intranet and thin client.

Year: 2000

001 Upgrade the Medicaid Management Information (MMIS): To comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA). The project will be a combination of conversion of processing only paper forms and traditional electronic data to Electronic Data Interchange (EDI) technology for seven new transaction sets. In addition, DCH will move from using proprietary claims forms to using the national standard HCFA 1500 and UB 92. The enabling technology is: Electronic Data Interchange (EDI).

002 Update Medicaid Scanning processes: Replacement of existing scanning equipment to allow for the processing for the UB 92 and HVFA 1500 national standard billing forms and to move from microfiche to imaging technology giving staff online access to claims. The enabling technology is: Imaging.

003 Online Adjudication of Drugs: This includes the online approval for the payment of prescriptions and the drug utilization (pre and post) for Medicaid recipients. The process will including online/real time eligibility verification and claims processing. The enabling technologies are: EDI, Internet/Intranet, and Electronic/Digital Signatures (E/DS).

004 Replacement/Upgrade the State's Vital Records system: Allow for the integration of vital records (birth certificates, death certificates, marriage certificates, etc.) into a single unified repository. Upgrade the use of client server and web enabled thin client technology. Establish the foundation of statewide access of vital records and the ability to move data to the warehouse for enterprise sharing. The enabling technologies are: EDI, E/DS, Internet/Intranet, and thin client.

005 Multi-Dimensional Data Modeling: Existing analysis tools used within the Department are, for the most part, limited to the use of query tools and PC based analysis tools. With the advent of cubing technology and enhanced query and report writer capability, end users will now be able to perform sophisticated analysis and forecasting. Cubing is a form of statistical analysis where data is formed into three dimensional cubes thereby allowing the analyst to organize his/her data in three dimensions. It's the latest and greatest form of analysis.

006 Project Management: The purchase and implementation of project management software. The enabling technologies are: client/server and project management tools.

007 Project Management Training: In conjunction with the project management software, train all analysts/programmer staff in the project process and techniques. The enabling technology is: project management.

008 Implementation of Electronic Data Interchange (EDI): For Medicaid client eligibility verification. The process will focus on an external solution involving a number of vendors to supply the verification service directly to providers on a fee for service basis. The enabling technology is: Electronic Data Interchange (EDI).

009 Electronic Funds Transfer (EFT): In conjunction with DMB/MAIN conversion of existing check payment process to EFT. The enabling technology is: EFT.

010 Scanning: Scanning of paper records for State Facilities, Personnel and Forensic Center. Replacement of manual, paper based storage of patient and employee records. The process is part of an overall direction to institute an automated client/clinical record. The enabling technology is: Imaging.

Year: 2001

001 State Facilities Information System: Definition, design, development and implementation of a statewide hospital information system. Major components include systems such as an automated client/clinical record system, staff reporting and tracking system, inventory control and monitoring system and cost analysis and control. The enabling technologies are: Client server, imaging, web based thin client, and EDI.



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State of Michigan

John Engler, Governor

Department of Consumer & Industry
Services

Kathleen M. Wilbur, Director



Agency Mission

To Support the Health, Safety, Economic, and Cultural Well-Being of the Public Through Services to and Regulation of the Activities of Organizations and Individuals.

Agency Vision

To Build a Consumer & Industry Organization that Values Creativity and Demonstrates a Customer-Oriented Climate Whose Processes Are Aligned for the Effective, Efficient Delivery of Services.

Agency Description

The Michigan Department of Consumer & Industry Services (CIS) is Michigan's primary licensing and regulatory department. Through its 24 service agencies and six support units, CIS touches everyone in Michigan: from day care to cemeteries, from health & safety to workers' compensation, from wage & hour to unemployment compensation, from arts & cultural affairs to housing development, and many others. At some point in time, all Michigan citizens will come in contact with CIS regulated activities.

IT Related Business Initiatives

The Department of Consumer and Industry Services has decided to convert the Bureau of Health Services application and tracking functions with an application entitled License 2000 from System Automation. This project is intended to address both Y2K problems and requirements for implementing License 2000. As a point of information, the Bureau of Health Services application is slated for replacement by License 2000 by early 2000. When License 2000 is implemented, it will provide all of the functionality provided by the Bureau of Health Services application and tracking system, but in a more robust and stable environment.

This system serves as a repository for information concerning people who hold professional licenses as well as those who apply for them. The current system is used to maintain licensee compliance with statutory requirements and to generate license renewal applications and new/renewed licenses. This system enables bureau personnel to retrieve information pertaining to any one licensee, and the system also enables the bureau to respond to requests for information from Boards, the Legislature and other appropriate entities that result in the identification of a subset of licensees.

STATE OF MICHIGAN
John Engler, Governor



Bill Martin, Director



DEPARTMENT OF CORRECTIONS
Grandview Plaza Building
P.O. Box 30003
Lansing, Michigan 48909

AGENCY MISSION

To maximize public protection at the lowest cost.

AGENCY VISION

The Michigan Department of Corrections (MDOC) seeks to provide the state's criminal justice system with the widest array of viable options for sentencing and sanctioning offenders.

AGENCY DESCRIPTION

The department is divided into three administrations, as well as other units that report to the director. Two of the administrations supervise offenders. The Correctional Facilities Administration (CFA) supervises all offenders who are housed in prisons and camps, except those placed in the Special Alternative Incarceration (boot camp) program. The Field Operations Administration (FOA) supervises all other offenders, which includes parolees, probationers, and prisoners placed in the boot camp or the Community Residential Programs. The third is Administration and Programs (A &P), which is responsible for a wide variety of operations throughout the department, including the budget process, information systems, health care, prison industries, records maintenance and crime victim assistance. Each administration is headed by a deputy director who reports to Director Martin. Additionally, the following units report to the director: the Executive Bureau, the Office of Audit and Internal Affairs and the Equal Employment Opportunity Office.

IT Related Business Initiatives

The Department of Corrections will be focusing resources on improving the various processes of supervising offenders. This will be accomplished through the implementation of the Offender Management Network Information (OMNI) system. The system will automate the work of the line staff, provide various management reports in a more timely and accurate fashion and permit the evaluation of offender programs and services. This first phase will include the processes of supervising probationers, parolees and selected prisoners under community supervision. The next phase will be to deal with the processes used in supervising prisoners in the correctional facilities operated by the department. (Project 001 and 002).

The department is also exploring the use of other technologies to improve the efficiency and effectiveness of its business processes. Emphasis will be on practical operational improvements that have been or are in development for correctional services. There are several current programs that are under review for expansion and several other projects that will be researched for development of implementation strategies. (Projects 003-012).

The following is a list of projects related to the Corrections initiatives:

Year: 2000

001 Phase One: Implementation of Offender Management Network Information (OMNI) System for probation and parole services - now field testing, then full roll-out to offices. The enabling technology is: Sybase.

The first phase is to automate the community supervision processes for 68,200 offenders: 52,700 probationers, 13,400 parolees and 2,100 selected prisoners who are released to the community. The Field Operations Administration, which has a network of 116 offices, 11 correction and technical rule violator centers and the Special Alternative Incarceration (SAI) Boot Camp operate these programs. The Department is now in the process of completing the testing of the software and will be rolling out the new applications to all field offices during the next 18 months.

002 Phase Two: Implementation of OMNI for correctional facilities. Review current processes, define new outputs, field test and roll-out to all facilities. The enabling technology is: Sybase.

The second phase will be the planning and development of the applications that will be used in the 39 prisons and 14 camps that house the 44,400 prisoners. Teams of staff will be appointed to define the current processes and what can and should be automated. These planning activities will result in application design phase. The new system will be then pilot tested and rolled out to all correctional facilities. It will take approximately two years after completion of the phase one, community supervision processes, to complete this phase.

When fully operational, the OMNI system will replace the current mainframe system, known as the Corrections Management Information System (CMIS), which runs on the Department of Management and Budget's Unisys A series mainframe.

003 Mainframe Priority Changes: Prisoner Time Computation. The enabling technology is: editing current mainframe applications.

While OMNI is under development and deployment, there will be a need to make high priority changes or improvements to the current Corrections Management Information System (CMIS). However, these will be kept to a minimum and consideration will only be given to the highest priority projects needed for improved prison operation.

004 Prepare Comprehensive Document Management System: The enabling technologies are: Multiple systems - OMNI, e-works, imaging, etc.

While the OMNI system will automate most of the current manual reporting systems, the Department will be reviewing all of its current manual document systems and determine what can and should be automated in addition to those processes operated by the OMNI system. The final report will include recommendations for changes and improvements to specific projects and how to integrate all of the various current efforts.

005 Client/Server Equipment and Software Upgrades. The enabling technologies are: software and hardware.

Currently, the department has 6,000 PC workstations. Due to the fact that correctional officers and other prison staff work in three shifts, this will likely peak at 7,000 PC's for staff and an additional 1,000 in the prison schools. In addition, there are approximately 180 LAN servers. During 1999, the department is upgrading all of its equipment and software for improved operations and to assure Year 2000 compliance, however, this is an ongoing process to assure the most effective systems are available for use by staff.

006 Other Technologies - Digital ID's: The enabling technologies are: software and hardware.

The department has a contract with Syscon Justice Systems to create a digital ID card system. In addition to having a digital picture, the program permits magnetic strips and/or bar codes in order to use the cards for a variety of purposes that will improve the efficiency of operations, such as; recording program participation, meal counts, prisoner commissary purchases.

007 Other Technologies: Various Teleconferencing Projects. The enabling technologies are: software and networking.

Every time a prisoner is transported off-site, the department must send two correctional officers for security purposes. Teleconferencing techniques can be used for a variety of purposes: Medical diagnosis and treatment, criminal arraignment of prisoners, prisoner family visits at remote sites, and parole hearings. These types of applications provide improved efficiency of staff and increased safety to the public.

008 Other Technologies - e-Commerce for Prison Industries: The enabling technology is: software.

As part of an improved marketing strategy, the department in cooperation with Department of Management and Budget (DMB) is looking at the feasibility of developing on-line ordering and payment of prison industries goods and services through the department's web site.

009 Other Technologies - Personal Communication (PC to PC): The enabling technologies are: Software and networking.

The department wants to improve communications between central office executives and the administrators in the field. The capability to use computers for direct visual and audio contact between individuals or groups of staff can greatly increase communication. Issues such as how to network and whether there is specialized software necessary to support the system need to be researched with assistance from DMB and vendors.

010 Other Technologies - Distance Learning for Staff: The enabling technologies are: Software and networking.

Due to facilities and offices being located throughout the state, it is desirable to have distance learning and staff development programs like the "virtual university" or "virtual training academy". The department will investigate replacing or augmenting the traditional classroom style of training with more individualized training through interactive computers, use of the Internet, some satellite links and video or computer multi-media programs. This type of application is operational in Florida and at Michigan State University.

011 Other Technologies - Distance Learning for Prisoner Education Programs: The enabling technology is: Software and networking.

The department is currently using new computerized, individual instruction to improve availability and quality of the basic education (ABE and GED) programs for prisoners. Almost every prison is wired for cable television. The Department will investigate the desirability of distance learning programs for prisoners that may be similar to those described above for staff.

012 Other Technologies - Biometrics Identification: The enabling technologies are: Software and networking.

The department will be investigating the use of Biometric Identification systems to improve building access, computer access and other security systems. The technology is available, but there needs to be research into its cost and effectiveness.

Mr. Arthur E. Ellis
Superintendent of Public Instruction
Michigan Department of Education
PO Box 30008
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www.state.mi.us/mde

Agency Mission

The Michigan Department of Education is focused on increasing student learning and academic achievement which enables students to acquire basic skills, think creatively, organize resources, exhibit individual responsibility and exercise self management. These competencies help students work cooperatively with others, acquire and use information, manage complex relationships and work with a variety of technologies.

Agency Vision

The Michigan Department of Education recognizes that the education of our students will impact America's future position in the world, the character of our society and the quality of life for our citizens. This is a critical responsibility of our educated community. To meet this challenge the Department will provide the leadership necessary to guarantee that all students access to a system of high-quality education as they prepare for adult life roles.

IT Related Business Initiatives

The Department of Education will focus its resources on the implementation of electronic collecting and reporting of data. Emphasis is being placed on collecting student and building level data and managing it in its warehouse.

The following is a list of projects related to Education's initiatives:

Year: 2000

001 Year 2000: To continue to implement a major department effort to become AYear 2000 data compliant to ensure that data users and customers are not affected by data corruption resulting from hardware, network, software and devices with embedded technology that cannot correctly process date-related information.

002 Data Warehouse Design: Develop the logical model for a data warehouse that will contain single record student performance, school building, teacher, and fiscal data.

003 Data Warehouse Development: Develop and populate the department=s data warehouse with statewide data submitted by Intermediate School Districts (ISDs) through their constituents.

004 Web-Based Application Forms: Receive a grant from the National Center for Educational Statistics to transform existing paper based grant application process to a web-based interactive process including peer review.

005 Secure Internet/Intranet: Continue to provide a reliable and secure Internet and Intranet service. Identify and implement a procedure for secure transmission of personnel data via the Internet.

006 Web Site: Continue to provide a reliable and up-to-date web site. Initiatives include implementation of a search engine, remote site monitoring capability, increased capacity for data transmission and collection, and increased use of web technology for information dissemination and publication.

007 Maintenance of Infrastructure: Development of refresh protocols and schedules for the analysis and replacement/upgrading of hardware/software within the department necessary to improve performance.

008 Legacy Data System Conversion: Continue the process of converting mainframe based data collection and reporting systems to a client-server based system.

009 Implementation of REMEDY - AR System: Provide improved help desk capabilities through the implementation of a Remedy Action Request system.

010 Operations: Streamline internal budget approval and processing of state and federal funds to districts via the Internet.



STATE OF MICHIGAN
John Engler, Governor

DEPARTMENT OF ENVIRONMENTAL QUALITY

"Better Service for a Better Environment"

HOLLISTER Building, Po box 30473, Lansing MI 48909-7973

Internet: www.deq.state.mi.us

RUSSELL J. HARDING, **Director**



Agency Mission

To drive improvements in environmental quality for the protection of public health and natural resources to benefit current and future generations. This will be accomplished through effective administration of agency programs, providing for the use of innovative strategies, while helping to foster a strong and sustainable economy.

Agency Values

The Department of Environmental Quality (Department) is committed to: being a premier governmental agency delivering high-quality, prompt, and courteous service; maintaining a highly professional, well-trained, and properly equipped work force; carrying out our responsibilities in an ethical manner, with honesty and integrity, to achieve mutual trust and respect; utilizing sound science in decision-making, recognizing the principles of relative risk and cost-effectiveness; innovation and improvement; and teamwork and partnership. The department values public and other stakeholder participation, and is committed to effective communication, listening to and understanding all perspectives.

IT Related Business Initiatives

The Department of Environmental Quality (DEQ) will be focusing resources on implementation of database systems for storage tank division, statewide ground water, waste management, and environmental response division. Many of these projects will be utilizing client/server technology, Internet, Electronic Data Interchange (EDI) and kiosk technologies.

The following is a list of projects related to the DEQ's initiatives:

Year: 1999

001 MIR 2000(continuation of 1998 initiative): Implement MIR, a major division client/server application which ensured Year 2000 compliance. The enabling technology is: client/server.

001 Storage Tank Division Database: Develop and migrate an existing Storage Tank Division database to a Windows based client/server environment. The enabling technology is: client/server.

002 WELLKEY Program: Rewrite/design WELLKEY Program for the state-wide ground water database. The enabling technology is: Internet/Intranet application development processes.

003 Waste Management Division Database: Design and implement an integrated database for the Waste Management Division that will house the information relative to the hazardous waste inspection program. The enabling technology is: Client/Server.

004 Environmental Response Division Database: Development of a client/server database which will contain basic site information, site activity status, financial tracking and activity scheduling for the Environmental Response Division. The enabling technologies are: Client/Server and Internet.

005 Emissions Inventory & Fees Application: Implement an emissions inventory & fees application. The enabling technologies are: Internet and e-mail platforms.

006 Development: The Department will continue to enhance existing applications and development new applications required to meet our business needs. The enabling technologies are: Client/Server, Internet, EDI, and kiosk.

007 Maintain Infrastructure: Upgrades to Servers and PCs

008 Geographical Information Systems (GIS): To provide GIS information to staff and stakeholders.

009 Rewrite/Redesign Dry Cleaner Program: The enabling technology is: Internet/Intranet application development processes.

Year: 2000

001 New Source Review Permits: SQL Integration.

002 Facility Profiler Project: Develop a system which will provide enterprise-wide access to facility-related information. The enabling technology is the Internet.

003 One-Stop Grant: Utilize the One-Stop Grant from the Environmental Protection Agency to increase electronic reporting, effectively integrate program data and expand the use of geographic information systems. The enabling technology is client/server, Internet, and EDI.



Douglas E. Howard, Director

MISSION STATEMENT

The Family Independence Agency (FIA) helps individuals and families meet financial, medical, and social needs; assists people to become self-sufficient; and helps protect children and adults from abuse, neglect, and exploitation.

OUR VISION STATEMENT

We strengthen individuals and families through mutual respect and mutual responsibility.

PHILOSOPHY

Public Act 280 of 1939 as amended, Public Act 238 of 1975 as amended, and PA 223 of 1995 define our responsibility to help individuals and families unable to provide for or to protect themselves. Our employees are dedicated to serving the people of Michigan through effective services and support. We are committed to professional standards, growth and development. Programs and services to strengthen Michigan's families encourage employment, financial and emotional support of children, increase personal responsibility, and involve communities in

a team approach to strengthening families. Intervention in people's lives occurs in the least intrusive manner for the shortest possible time, maintaining respect for each person's dignity, ethnic background, culture, and unique characteristics.

IT Related Business Initiatives

The Family Independence Agency (FIA) will be focusing resources on implementation of web applications. These web applications include pertinent information concerning issues related to certification collection and welfare reform application development.

The following is a list of projects related to FIA's initiatives:

Year: 1999

001 Year 2000: To continue to implement a major department effort to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information.

002 Software Upgrades: Windows NT rollout across agency to remove all W 3.11 for Y2K purposes. The enabling technology is: current architecture.

003 Child Support Enforcement System(CSES): Design and build of high volume application for large counties. The enabling technologies are: Web application and Oracle databases.

004 Child Support Centralized Collections project: Building a payment processing center for handling all statewide support payments. The enabling technology is: Outsource to vendor with interfacing to CSES system and access over CBDS.

005 Electronic Benefits System: Vendor based processing with many interfaces to the state to enable magnetic stripe card access to benefits for FIA clients for Food stamps. The enabling technology is: vendor based technology with interfaces to FIA mainframe.

006 Maintenance Infrastructure: Agency-wide 3 year PC replacement schedule to keep somewhat technology current and provide the ability to workers to run all of the heavy system applications necessary to complete their work efficiently. The enabling technology is: Master contract models will be ordered at a rate of 4000 PC/ year.

007 Data warehouse expansion: The enabling technology is: MIPC/ Teradata.

008 Mainframe Consolidation/ replacements: FIA is working across two older mainframe platforms that no longer meet the needs of the agency for rapid application development, web application development and connectivity to other technologies. The enabling technology is: MIPC/ Bull/ U2200 environments.

009 Welfare reform application system development: Continued development of a common user interface across multiple agency systems. Also, design and development of replacement applications for very old Cobol 68 applications. The enabling technology is: considering web based development providing capable of significant amounts of data entry/ editing can be accomplished.

010 Finger Imaging Project: A law has been passed that FIA must install finger imaging of FIP and Fstamp clients by October 2001.

011 Video Conferencing: Video Conferencing will be installed in all of FIA's ten training centers statewide to cut travel costs and the time staff must be out of the office for extensive training. The enabling technology is: research and demo's in progress now that DMB master contract completed.



STATE OF MICHIGAN
John Engler, Governor
BUREAU OF STATE LOTTERY
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Don Gilmer, Commissioner



Agency Mission

To generate revenue for the state of Michigan consistent with the public good. To provide quality entertainment to the public consistent with the bureau's statutory mandate. To maintain the integrity of lottery games and charitable gaming.

Agency Vision

We believe in offering a fun product at a fair price, all in the name of benefiting a worthy cause.

Agency Description

The Michigan Lottery is a partnership involving this agency, 9,500 lottery retailers, and almost 20,000 charitable organizations. In Fiscal Year 1998, this partnership produced more than \$610 million for public education, almost \$115 million in commissions for Michigan businesses, and more than \$60 million for charities in our state.

IT Related Business Initiatives

The Bureau of State Lottery will be focusing resources on implementation of Charitable Gaming Systems.

The following is a list of initiatives:

Year: 1999

001 Financial Systems: Conversion of existing financial systems to Y2K compliant and more functional system. Implementation of interfaces of this system to MAIN. Provide enhancements to the Prize Installment system. Implementation of a new fixed asset reporting system.

002 MAIN Interfaces: Develop and implement the required changes (splits).

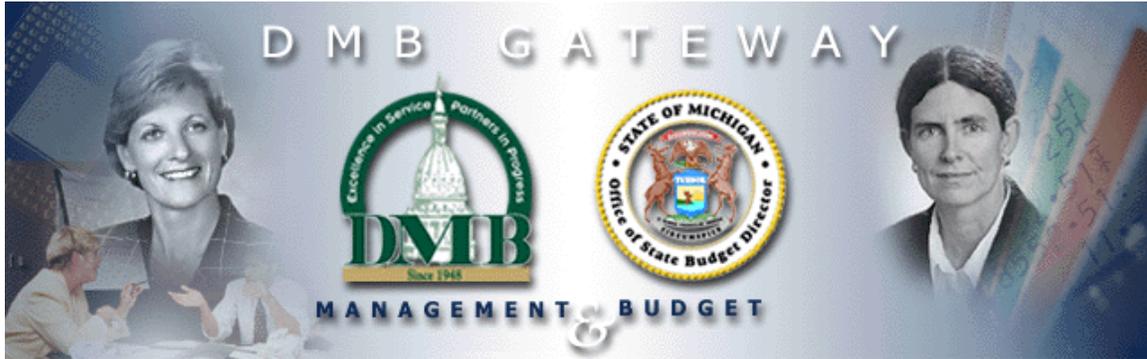
003 Charitable Gaming (CG): Design, development and implementation of changes required by PA 108 to the Charitable Gaming systems. Deployment of laptop equipment to CG field inspectors as upgrade/replacement to existing hardware.

004_ Web Site Development: Design and implement additional functionality and services on the web site as requested by various Sections within the Bureau (Public Relations, Marketing and Charitable Gaming).

Year: 2000

001 Online Games: Continued development and implementation of online games in coordination with the gaming vendor (GTECH) and the Lottery's Marketing Division.

002 Marketing Support: Development/modification of retailer sales reporting programs to coincide with promotions and/or implementation of changes designed to maximize revenues.



Management Services	Budget Services
<p>Mission:</p> <p><i>To support the business operations and objectives of state government.</i></p> <p>Vision:</p> <p><i>Excellence in Service – Partners in Progress</i></p>	<p>Mission:</p> <p><i>To recommend, implement and maintain a balanced state budget.</i></p> <p>Vision:</p> <p><i>To meet the needs of the citizens of the state in a cost effective, efficient and fiscally responsible manner.</i></p>
<p>The Department of Management and Budget is an interdepartmental service and management agency responsible for providing financial record keeping, information systems, support & development, property management, capital facility development, procurement, retirement, employee benefits programs, and office support services to state agencies.</p>	<p>The State Budget Director is responsible for coordinating all Executive Budget activities including development and presentation. The State Budget Director is appointed by the governor and is a member of the governor’s cabinet. The Budget Office oversees the activities of the Office of Financial Management, the Michigan Administrative Information Network, and Michigan Information Center.</p>

IT Related Business Initiatives

Management Services

Management Services will be focusing resources on implementation of web-enabled applications, design and implementation of new systems and infrastructure improvements.

The following is a list of projects related to Management Service's initiatives:

Year: 2000

001 Year 2000: Efforts continue to implement a major Department initiative to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information. This effort includes both zero-day planning as well as business continuity planning efforts.

002 Internet Service: Work will continue to provide a reliable and secure Internet/Intranet service by implementing redesigned web sites that incorporates interactive forms, new products and technologies, and additional customer feedback opportunities. This effort will involve new web sites for many DMB offices as well as the deployment of a common "look and feel" standard throughout DMB offices. The enabling technologies are: HTML, JAVA Script and Internet Security.

003 Maintenance Infrastructure: Maintenance Infrastructure - upgrades to PC's and printers. DMB has adopted a PC upgrade strategy which will allow for new desktop hardware every three years. This effort is needed to stay current with state-of-the-art technology as well as provide required infrastructure in support of Microsoft Windows 2000 and Office 2000.

004 Office of Purchasing (OOP): Office of Purchasing (OOP) redesign of Internal operations, e-Purchasing. The OOP recently awarded a contract to Anderson Consulting as a first phase of establishing e-Purchasing in Michigan. This effort will lead to an examination of all aspects of how the state acquires goods and services, followed by development of an e-purchasing strategy and system.

005 Microsoft Enterprise Agreement: DMB is participating in the Microsoft Enterprise Agreement which allows for unlimited upgrades to Microsoft's Operating Systems and Office Product Suites. DMB plans to begin the move to Windows 2000 and Office 2000 during FY 2000. The enabling technologies are: Windows 2000 and Office 2000 Services.

006 System maintenance: Support to legacy system software. As many business applications are being replaced, DMB must continue to support legacy applications that have been made Year 2000 compliant. Examples of these applications are the Wang Pace databases which are used for VTS's NIBS system and ORS's ARMS system.

007 Vehicle and Travel Services (VTS): Vehicle and Travel Services (VTS) New Inventory and Billing System (NIBS), Vehicle Information On-Line Access (VIOLA), Fleet-Anywhere replacement system. The Vehicle and Travel Services Division is beginning a re-engineering effort which may replace the numerous legacy applications which are currently supporting their operations.

008 PARIS: PARIS Procurement Card System Replacement or Outsource. The Office of Purchasing currently utilizes a procurement card for many small purchases. The system which is currently utilized is a GE-proprietary system called PARIS. This system will be upgraded and/or replaced by the Office of Purchasing. The enabling technology is: New data-centric IT systems from GE Capital.

009 Management Services Software: Management Services software supporting Warehouse, Space Planning, Real Estate and Property Management needs. The DMB Deputy Director for Management Services is currently looking to automate many current systems in these offices. Following a BPR effort, new systems and/or services will be integrated into business operations. The enabling technology is: COTS product (MAXIMO) Services.

010 Human Resources Management Network (HRMN): Software changes to ORS and OSE systems in support of Human Resources Management Network new (HRMN) interfaces. HRMN is a major state-wide initiative which will replace the PRISM system. Building the interfaces and providing other support to this effort in technical sessions will require a major DMB commitment over the next two years.

011 Business Process Reengineering(BPR): Office of Retirement (ORS) New system search and Business Process Reengineering (BPR). ORS has begun a very large multi-year effort to identify requirements and processes needed to integrate a new Retirement System which will support state employees, judges, state teachers, and state police. The enabling technologies include: Video Conferencing and New Internet Technology.

012 Maintenance Infrastructure: Maintenance Infrastructure - Network and Legacy Hardware - Customer requirements for network utilization continue to grow at an exponential rate. Over the next several years, the merger of data, voice, and video into a multi-media network will require a new set of network and server tools to support customer needs. Continued advancements in networking technology will enable long-term efficiencies but require short-term investments

in DMB's wiring infrastructure. The enabling technology is: Storage Area Networks(SAN's).

013 Web Applications: Office of Financial Management (OFM) web -enabled vendor registration and Treasury EFTs -- This effort will provide OFM with ways to improve and automate tasks, analysis and processes within OFM and interfaces to state agencies.

Budget Offices

The **Budget Office** will be focusing resources on implementation of web enabled applications.

The following is a list of projects related to the Budget Office initiatives:

Budget Office Year: 1999

001 Web Projects: Implement web enabled collection of work project requests from state departments and agencies with approvals and reports. The enabling technology is: current architecture.

Year: 2000

001 Web Application: Implement web enabled legislative tracking system for Budget Office. The enabling technology is: current architecture.

Office of Financial Management (OFM) Year: 1999

001 Governmental Accounting Standard's Board (GASB): Implement systems changes required by GASB Standard 34, may require inclusion of Fixed Assets capabilities. The enabling technology is: current architecture.

002 Access to Financial Information: Improve auditors' access to financial information by creating a specialized environment. The enabling technology is: current architecture.

003 Video Conferencing: Provide video conferencing capabilities. The enabling technology is: current architecture.

Michigan Administrative Information Network (MAIN)

The following three projects are continuation of 1998 initiatives:

001 Year 2000: To continue to implement a major department effort to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information.

002 CS-138 Process: Integrate CS-138 (Personal Services Authorization) into ADPICS. The enabling technology is: current architecture.

003 Security: Improve gatekeeping function on interfaces into R*STARS by incorporating edits and additional security features (DAFICPY project). The enabling technology is: current architecture.

Year: 1999

001 Human Resource Management Network (HRMN): Make system changes necessary to implement Human Resources Management Network (HRMN). The enabling technology is: current architecture.

002 Electronic Fund Transfer: Enable large scale use of EFT payments through MAIN: Pilot Objective with DCH CMH payments and State Police Law Enforcement Training Fund Distribution. The enabling technologies are: current architecture and the world wide web.

003 Electronic Fund Transfer: Enable large scale use of EFT payments through MAIN: Complete enabling SW changes in MAIN, Treasury. The enabling technologies are: current architecture and the world wide web.

004 Electronic Fund Transfer: Enable large scale use of EFT payments through MAIN: Complete enabling SW changes in interfacing systems. The enabling technologies are: current architecture and the world wide web.

005 Electronic Purchasing: Participate in Office of Purchasing assessment of Electronic Purchasing.

006 Data Collection and Distribution System (DCDS): Create interface to accept automated time clock data to the Data Collection and Distribution System (DCDS). The enabling technology is: current architecture.

007 Optical Disk: Create near line archive for financial reports. The enabling technology is: Computer Output to Optical Disk

008 Governmental Accounting Standard's Board (GASB): Implement systems changes required by GASB Standard 34, may require inclusion of Fixed Assets capabilities. The enabling technology is: current architecture.

009 Online Analytical Process (OLAP): Create on line analytical process (OLAP) for MIDB. The enabling technology is: OLAP Software.

010 Management Information Database (MIDB): Explore improvements to MIDB such as more frequent updating. The enabling technology is: current architecture.

Year: 2000

001 Web Application: Create web user interface for the Data Collection and Distribution System (DCDS). The enabling technology is: current architecture.

002 e-Commerce: Explore further advances into electronic commerce. The enabling technology is: various

003 Inventory Functionality: Explore creation of Inventory functionality in MAIN for revolving equipment and supplies. The enabling technology is: various

004 MAIN Reports: Explore making MAIN reports more accessible. The enabling technology is: various.

005 Web Technology: Explore increased use of GUI in R*STARS and ADPICS. The enabling technology is: World Wide Web.

Michigan Information Center (MIC)

Year: 1999

001 Land Database: Develop statewide land database to provide a policy decision tool regarding state land facilities and infrastructure. The enabling technologies are: GIS technology and world wide web.

002 HEIDI/IPEDS: Integrate HEIDI/IPEDS to streamline data submission process preformed by state education institutions. The enabling technologies are: current architecture and the world wide web.

003 GIS: Develop Michigan Geographic Framework as central GIS basemap for the state. The enabling technology is: GIS technology.

004 GIS: Implement Michigan Geographic Clearinghouse to create a focal point and data distribution site for Michigan's GIS community. The enabling technologies are: GIS technology and the world wide web.

STATE OF MICHIGAN



JOHN ENGLER, Governor

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

2500 S. WASHINGTON AVENUE, LANSING, MICHIGAN 48913

MAJOR GENERAL E. GORDON STUMP

Director, and The Adjutant General



Agency Mission:

The mission of the Army and Air National Guard is to train military units and individuals, making them ready for world wide deployment, or to assist civil authorities to maintain law and order and protect lives and property in the event of a natural disaster or civil disturbance. The mission of the State Veterans' Homes and Veterans' Trust Fund is to operate health care facilities and provide benefits for our nation's patriots.

Agency Vision:

A leader in military preparedness and patient health care.

Agency Description:

The Department of Military and Veterans' Affairs is organized into four bureau level operational entities: The Army National Guard, the Air National Guard, the Veterans' Affairs Directorate, and the United States Property and Fiscal Office (USPFO). The Army and Air National Guard provide and resource training of forces for contingencies in support of the Active Army and Air Force or, as directed by the Governor, local civil authorities. The Veterans' Affairs Directorate operates two Veterans' home for long term medical care and the Veterans' Trust

Fund for tuition assistance and veterans' service organization grant administration. The USPFO administers the federal resourcing of the Army and Air National Guard.

IT Related Business Initiatives

The Department of Military and Veterans Affairs will be focusing resources on implementation of web-based applications, document imaging, and video conferencing.

The following is a list of projects related to the Military and Veterans Affairs initiatives:

Year: 1999

001 Web Site: To continue to provide a reliable and secure Intranet service by implementing a redesigned web site that incorporates interactive forms, new products and technologies, Year 2000 information, and additional customer feedback opportunities. The enabling technologies are: Networks and software.

Year: 2000

001 Year 2000: To continue to implement a major department effort to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information.

002 Document & Signature Management: To provide reliable and secure electronic document and signature management while reducing paper storage space and increase productivity. The enabling technologies are: Network and security software.

Year: 2001

001 Video Teleconferencing (VTC): To utilize emerging technologies to provide video teleconferencing (VTC) and collaborative computing services to customer's desktops. The enabling technologies are: Software and hardware.

Year: 2002

001 Network Infrastructure: To redesign network infrastructure to support emerging technologies resulting in Gigabyte Networking. The enabling technologies are: Software and hardware.

002 Telecommunications: To utilize new technologies to possibly reduce Agency telecom costs by supplying Voice over Internet Protocol (IP). The enabling technologies are: Software and Hardware.

Michigan Department of Natural Resources



Agency Mission:

"Great Lakes, Great Times, Great Outdoors"

The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the state's natural resources for current and future generations.

AGENCY VISION:

The Michigan Department of Natural Resources will be recognized as the leader in holistic natural resource management. Our organizational structure will complement our mission and goals with a unified purpose and sense of direction. The department will be responsive and proactive in an every-changing environment.

The foundation of the Michigan Department of Natural Resources success will be based on a well-trained and recognized professional work force that values effective working relationships with other agencies, the Executive Office and Legislature, and the many diverse publics who have an interest in the state's natural resources. Members of the department will use timely communication and respectful behaviors along with responsive and creative strategies, to fulfill the DNR's mission and achieve our goals.

The public will understand, appreciate and support sound natural resource management. The DNR will identify and work with all existing and potential natural resource users.

AGENCY DESCRIPTION:

The Department of Natural Resources (DNR) is responsible for the stewardship of Michigan's natural resources and for the provision of outdoor recreational opportunities; a role it has relished since creation of the original Conservation Department in 1921.

In 1995, Governor John Engler issued Executive Order 1995-18, which separated environmental and natural resources functions into two departments, elevating environmental protection to Cabinet status for the first time in history, and allowing the DNR to return to its original conservation mission. The Department of Natural Resources focuses on promoting diverse outdoor recreational opportunities, wildlife and fisheries management, forest management, State lands and minerals management, State Parks and Recreation Areas, conservation education and conservation law enforcement.

The DNR operates under the policy guidance of the Natural Resources Commission. Seven Commissioners are appointed by the Governor, with the advice and consent of the Senate, and serve four-year terms. Approximately 1,700 full-time employees and 630 seasonal or part-time employees implement over 70 programs, under the supervision of DNR Director K.L. Cool and his management team.

The DNR has primary responsibilities for managing more public lands than any agency east of the Mississippi River, in an outdoor lovers' paradise that is like nowhere else on Earth. Conservation Officers, geologists, foresters, park rangers, real estate specialists and wildlife and fisheries biologists, are just a few of the kinds of professionals the DNR employs to carry out its public trust responsibilities.

The DNR's \$228.0 million FY '98-'99 budget is composed of 21.3 percent General Funds, 8.5 percent Federal Funds, and 70.2 percent of the budget is comprised of approximately 40 different "restricted funds," which may only be used to support specifically designated programs, are used for both game and non-game protection and management, and are generated from hunting and fishing license sales (\$41.5 million – a portion of revenues collected from the sale of hunting licenses is also used to match federal funding of one state dollar to every three federal dollars), State Park entrance and camping fees (\$26.8 million), the Forest Development Fund (\$20.2 million in bond proceeds and revenue generated from sale of timber on state-owned lands), 2 percent of the gas tax (\$18.0) million, snowmobile registration and ORV licensures (\$2.9 million) and forest camping fees (\$0.8 million).

IT Related Business Initiatives

The Department of Natural Resources (DNR) has made a substantial commitment to developing and implementing GIS tools through the establishment of a Virtual Geographic Information Laboratory (ViGIL). ViGIL is a collection of expertise from both "institutional GIS" programs like Resource Mapping and Aerial Photography project (RMAP) and "cottage industry" GIS that occurs in Resource Divisions and in other agencies.

The following is a list of projects related to DNR's initiatives:

The following seven projects are continuation of 1998 initiatives:

001 Year 2000: Remediate and/or verify custom developed applications for Year 2000 compliance.

002 Eco-Systems Management Information Systems and Technology: Participate in joint venture Initiatives relating to eco-systems management information systems and technology (See Virtual Geographic Information Laboratory (ViGIL) projects). The enabling technology is: GIS.

003 Re-engineering Forest Inventory: Re-engineering of forest inventory, monitoring, assessment, planning and prescription processes and development of associated information systems tools (IFMAP). The enabling technologies are: GIS, remote sensing, and database.

004 Networking: Work with Office of Information Systems and Technology (OIST) to extend and complete the network and provide servers to all offices housing FMD employees. Evaluate alternative networking techniques including virtual private networks to provide cost effective network solutions. The enabling technologies are: Network, Internet, and server.

005 Forest Fire Reporting System: Enhancements to improve system performance and add components requested by national fire incident reporting systems. The enabling technologies are: Database replication and network.

006 Object Modeling: Study the conceptual and physical design of information systems components based on business objects architecture. Determine whether to implement the methods and architectures of object oriented programming using component based technologies like Microsoft's COM, Microsoft Transaction Server (MTS), and Dynamic Hypertext Markup Language (DHTML). The enabling technologies are: Business object modeling, object-oriented programming (OOP) and component object model (COM).

007 Timber Sale System: Limited enhancement of existing timber sale system, pending complete rewrite. The enabling technology is: Database.

Year: 1999

001 Accounts Receivable/ Receipts Processing System (ARS/RPS)

002 Internet redesign & expansion: Use the web to offer customers access to DNR information resources 7x24x365, support staff responses to customer questions and promote conservation education and awareness. The enabling technologies are: Internet; e-commerce standards, and tools and customer service tools.

003 Development of e-Commerce - Phase I: Out-of-state licenses sales over the web. The enabling technologies are: Internet; e-commerce standards and tools, and customer service tools.

004 Data Administration: Identify and establish common data bases, definitions and access methods. The enabling technologies are: Data warehousing, data modeling, and data directory services.

005 Communications Study: Engage contract analysis of agency data communications and telecommunications needs and current methods, and recommend any needed changes.

006 Project Tracking of Capital Outlay projects

007 Facilities Inventory System: Identify and assess facility conditions and use. Assist in planning maintenance, capital outlay, internal resource management.

008 Expand Technology Staff: Support for computing hardware and commercial software packages.

009 Water Resource Inventory: Continue development, implementation, and support of a comprehensive lake and stream inventory and related information. The enabling technologies are: GIS and client/server.

010 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria. The enabling technology is: GIS.

011 Recreation Education System: Improve Law Enforcement Division level of public service by distributing certification lookup and appropriate print capabilities to employees statewide. The enabling technologies are: Client/Server and Wide Area Network, possibly Internet and Intranet.

012 Wildlife Rehabilitator Permit System: Improve Law Enforcement Division level of public service by creating statewide rehab database and making key contact information available to employees and public. The enabling technologies are: Client/Server, wide area network, possibly Internet, and Intranet.

013 Automatic Vehicle Location(AVL)/Geographic Positioning System(GPS): Continue to support system rollout & implementation, particularly system monitoring, interstate and international boundary mapping and restaging upon DNR server platform. The enabling technologies are: Client/Server, wide area network, and microwave radio-based telecommunications.

014 In-Car LEIN Access: Support improvements to officer safety & efficiency through the development of software needed to provide person and property queries and administrative messaging functions. The enabling technologies are: Client/Server, wide area network, AVL RF Backbone, and In-Car portable computers.

015 In-Car Computing: Support improved officer communications by completing the pilot testing of hardware, software and training issues. The enabling technologies are: Client/Server; wide area network, and AVL RF Backbone.

016 Maintenance Infrastructure: Continue to supply hardware software computers to implement a three year replacement schedule and supply computers at virtually 1:1 ratio of computers to staff.

017 Telecommunications - Phone System: Continue replacing older technology telephone systems with newer, including voice mail at operations support centers and field offices.

018 Fleet management Systems: Continue implementing automatic vehicle locator (AVL) and fleet management systems to improve conservation officer and mobile staff safety. Installation of radio systems, including AVL, in vehicles now takes about two full working days. The backlog of installations as new vehicles are purchased and new classes of vehicles are included in AVL installations mandate that installations be outsourced. The enabling technologies are: Network and microwave.

019 Telecommunications - Continue to install network cabling for telephone and data communication services at field locations. More and more of this will be done by contract with Information Systems and Technology (OIST) staff providing specifications and performing quality assurance.

020 Radios: Upgrade/replace old radios or become part of State Police 800Mhz system. DNR has 3000 radios in service. Maintenance needs exceeds capacity of radio technicians to cover all but emergencies.

021 Document Management Pilot Project: Legislative tracking. Track progress of development of agency response to proposed legislation. The enabling technologies are: Document management and workflow.

022 Internet Service: Continue to provide a reliable and secure Internet service which incorporates interactive forms, reporting, information services, and additional customer feedback. The enabling technologies are: Internet; e-commerce standards and tools and customer service tools.

023 Intranet Service: Provide a reliable and secure Intranet service that promotes information and file sharing within the division and department. The enabling technologies are: Intranet, data administration services, data directory/catalog services, document management and searching.

024 Computer training: Continue computer training necessary for ongoing automation of all information management activities in the division.

025 Network expansion: Including networking of dial-up sites (Comstock Park, Waterford, Bay City, Rose Lake) and/or implementation of wireless communications. The enabling technologies are: Phone line/network wiring and wireless communications.

026 Digital Fish Imaging: Digital fish imaging and video recording at fish passage facilities. The enabling technologies are: Internet and digital video recording and video streaming.

027 Operation Life Support: Hatchery advanced operation life support monitoring systems.

028 Aquatic Resource Inventory: Continue development, implementation, and support of a comprehensive aquatic community and composition inventory in conjunction with the existing fish collection system. The enabling technologies are: GIS and pen-based computing.

029 Fish Production System: Enhance, implementation, and support the existing information management systems that support the fish production management program. The enabling technology is: client/server.

030 License Revocation Enforcement: Improve the enforcement of DNR and FIA related revocations by supporting the integrating of all license revocation data on the Retail Sales System (RSS). The enabling technologies are: Client/Server and wide area network.

031 Law Enforcement Division Systems (LED) Integration: Improve division efficiency by integrating existing information systems and developing new

applications when needed to facilitate information integration. The enabling technologies are: Client/Server; Wide Area Network; AVL RF Backbone, and In-Car portable computers.

032 Limited Enhancements of Commercial Forest Act Information System (CFA): Pending complete assessment and possible rewrite of CFA. The enabling technologies are: Database and client/server.

033 GIS: Continue to apply GIS and GPS technologies and services to collect and access spatial data and related business tabular style data to develop decision support systems for natural resource management. The enabling technologies are: GIS, GPS, and database.

034 Web Development: Develop web Internet and Intranet to provide appropriate access to Information and user interfaces to access information or update information. The enabling technologies are: Internet and Intranet.

035 Forest Act Information System: Assess commercial forest act information system against program needs. This may result in a possible complete rewrite of system. The enabling technologies are: Database, Intranet, Internet, network, and client/server.

Year: 2000

001 Recreation and Resource Information: Knowledge management tools employing artificial intelligence to support world-class customer self-service access to DNR-managed recreation and resource information. The enabling technologies are: Knowledge management, plain-language queries, content administration, and content engineering.

002 Customer Services Projects Integration Contractor: Assure parallel customer service projects (web site improvements, 1-800 Call tracking, knowledge base development, and e-commerce initiatives) merge operationally. The enabling technologies are: Project management and project tracking.

003 1-800 # and Call tracking: The enabling technologies are: Telecommunications, call routing, and call management.

004 HRMN Implementation: Including training and rollout of the system.

005 Maintenance Infrastructure: Maintain desktop infrastructure and current PC technology using three year desktop equipment rotation schedule. The enabling technology is: Financial authority.

006 Development of e-Commerce: Phase II expand functionality. The enabling technologies are: Internet; e-commerce standards and tools, and customer service tools.

007 Internet: Implement Internet recommendations. The enabling technologies are: Internet; e-commerce standards and tools, and customer service tools.

008 Capital Outlay Planning System: The enabling technology is: Completion of Inventory System.

009 Resource Inventory: Periodic, statewide, remotely sensed resource inventory; refresh baseline resource inventory and detect changes in condition and quality of state's resources over time (ViGIL). The enabling technologies are: Satellite imagery and image analysis.

010 Statewide Digital Orthophotography: Provides distortion-corrected images for optimum precision of analysis (ViGIL). The enabling technology is: Image analysis.

011 Spatial Information Resource Centers: One center for each of Michigan's three eco-regions is proposed. Centers provide direct services and local technical support for resource managers in the region in the use of GIS and GIS-based analysis tools. (ViGIL). The enabling technology is: Geographic Information Systems (GIS).

012 Geographic Data Serving (ViGIL): The enabling technologies are: Network; bandwidth, Internet, mass storage, CD/DVD preparation and duplication, content indexing, and directory services.

013 Staff Development/Training (ViGIL)

014 Data Administration (ViGIL): The enabling technologies are: Database, distributed database management, metadata, and metadata management tools.

015 Inter-governmental coordination (ViGIL): The enabling technologies are: Network and Internet.

016 Tribal fishing: negotiation administrative support.

017 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria.

018 Public Land Auction System (PLAS) application development: The enabling technology is: Client/Server.

- 019 Tax Reversion Information System (TRIS) application development: The enabling technology is: Client/Server.
- 020 Payment in Lieu of Taxes (PILT) application development: The enabling technology is: Client/Server.
- 021 Real Estate Information System and Mineral Lease Management System: application development. Re-platform to client/server. The enabling technology is: Client/Server.
- 022 Tax Reversion Information System (TRIS): State treasury interface. The enabling technology is: Client/Server.
- 023 Maintenance of Public Land Auction System (PLAS): Mainframe transfer programs. The enabling technology is: Client/Server.
- 024 Payment in Lieu of Taxes (PILT): Data conversion and reporting system. The enabling technology is: Client/Server.
- 025 Year 2000: Hardware and software. The enabling technology is: Client/Server.
- 026 Land and Mineral Services Division (LMSD): Continue to develop, implement, and support information management systems in the Land and Mineral Services Division (LMSD). The enabling technology is: Client/Server.
- 027 Maintenance Infrastructure: Replace/upgrade computer peripherals (computers, printers, scanners, parts). The enabling technology is: Client/Server.
- 028 Computer software licenses: The enabling technology is: Client/Server.
- 029 Spatial Data Library: Develop spatial data library to support GIS. The enabling technology is: Client/Server and data administration.
- 031 Database/Data Administration: Of all databases in division. The enabling technology is: Client/Server.
- 032 GIS: Integrate Geographic Information System (GIS) concepts and functions across all department programs. The enabling technologies are: GIS and business process re-engineering.
- 033 Client/Server Infrastructure: Create and design client server infrastructure to support business applications. The enabling technology is: Client/Server.

034 Real Estate Information System (REIS): Incorporating 44,000 farmland agreements into real estate information system (REIS). The enabling technology is: Document management.

035 Network Expansion: To continue to expand the DNR network to include state parks and recreation areas. The enabling technology is: Virtual private network, microwave, and wireless networking.

036 Campground Reservation System: To continue to provide a reliable and evolving campground reservation system. Strategic plans include expanding site specific parks, park database, Internet reservations, and professional call center.

037 Central Reservation System: Upgrade PC's for both staff and the central reservation system.

038 Networking: To provide access to the DNR network using a virtual private network.

039 Parks & Recreation Services and data (PRD): To begin developing Internet based applications and customer interfaces to (PRD). The enabling technology is: Internet.

040 Develop Park Infrastructure System: Track clean Michigan Initiatives bond funding. The enabling technology is: Client/Server.

041 Parks Infrastructure System: Incorporate VIGIL GIS information with the parks infrastructure system. The enabling technologies are: GIS and Client/Server.

042 Virtual Geographic Information Laboratory (ViGIL): Expand VIGIL usage throughout the bureau i.e. SIRC I & II. The enabling technologies are: GIS, GIS-ready desktops, and staff development.

043 GIS: Expand GIS knowledge base throughout the bureau using ArcExplorer. The enabling technologies are: GIS, GIS-ready desktops, and staff development.

044 GIS: Continue to expand GIS coverage and usage of PRD data. The enabling technologies are: GIS, GIS-ready desktops, staff development, and Client/Server.

045 Project Tracking System: The enabling technology is: Client/Server.

046 Project Prioritization System: The enabling technology is: Client/Server.

047 Project Expenditures System: The enabling technology is: Client/Server.

048 Harbor Boating System: Extend reservation concept to boating public who use state marina facilities. The enabling technologies are: Internet, e-commerce methods, e-commerce standards, GIS, and image-enabled database.

049 Resource Attitudes of Michigan (RAM): Continue to survey both the general public and specific user groups to determine their attitudes toward the DNR as well as the natural resources the DNR manages. The enabling technologies are: Internet access, database development and maintenance, and statistical software for analysis.

050 Maintenance Infrastructure: hardware/software upgrades and software maintenance.

051 Internet/e-Commerce development: Improve existing wildlife bureau web capabilities to allow two way data sharing between staff and our customer base as well as sales to customers including survey, spatial data, and license sales. The enabling technologies are: Internet access, Internet programming, database development and maintenance, database programming, server space, and improved network speed.

052 DNR database exchange: Improve database sharing between the various divisions to effectively implement joint venture goals. The enabling technologies are: Internet access, database development and maintenance, server space, and improved network speed.

053 Spatial technology implementation: Purchase and distribute GIS and GPS related hardware and software for Wildlife bureau personnel; provide training focusing on the application of this technology to Joint Venture goals. The enabling technologies are: GIS and GPS software/hardware, improved network speed, and large volume backup capability for desktop PCs.

054 Wildlife Management Database Development: Continue to provide survey, harvest, and GIS related support to field personnel. The enabling technologies are: Internet access, database development, and maintenance.

055 Interim Bonds: Develop and implement an automated system for cradle-to-grave bond receipts tracking. The enabling technologies are: Client/Server and wide area network.

056 Portable Computers for Field Officers: Provide the hardware, software, installation and training to provide in-car, free-standing, and network (dial-up/wall plug) computing capabilities for the field conservation officers. The enabling technologies are: Client/Server; wide area network, and AVL RF Backbone.

057 Public Access to Information: Support on-going efforts to improve the quality and quantity of information available to employees and the public via Internet services. The enabling technologies are: Internet, client/server, and wide area network.

058 Infrastructure Maintenance: Replace, repair and maintain end user computing (EUC) hardware and software to state/department standards.

059 Security Awareness Program: Including materials, department training tour. The enabling technologies are: Teleconferencing, multimedia desktops, and network content push technology.

060 Network security Tools: NT audit software.

061 Public Key Infrastructure: Setup for agency e-commerce and customer service initiatives.

062 Internet and DMZ Security: Proxy Server, extensible firewall and web cache server, and monitoring and management of Internet usage.

063 Agency Infrastructure Maintenance: Replace, repair and maintain shared server hardware and software to state/department standards on a three year rotation. Intent is to always have equipment on warranty/maintenance. The enabling technologies are: bandwidth, IBM mainframe hardware, and mainframe backup product.

064 Network Expansion: Extend network to meet strategic line of business access needs; DMB study on-going. The enabling technologies are: Digital microwave, T-1 infrastructure, possible satellite services, VPN, and wireless.

065 Server: Implement MS site server (Intranet content management and administration) and local DNS.

066 Improve Remote Access Services (RAS) performance: RAS dial-in will continue to be used as a network/office services access method for remote/portable/home offices.

067 Document Management System Expand Department-wide: The enabling technologies are: Document management; workflow, imaging, indexing, web enabling, and plain-text queries and security rules.

068 Development: Interagency file transfer and interagency application development.

069 Statewide Digital Elevation Model (ViGIL): The enabling technology is: Image analysis.

070 Geographic Data Sales via e-commerce (ViGIL): The enabling technologies are: Network, Internet, and e-commerce tools. (public key infrastructure, credit card handling, accounts management, etc.).

071 Maintain infrastructure: Replace/upgrade personal computers.

072 Maintain infrastructure: Replace/upgrade computer peripherals (printers, scanners, parts).

073 Software: Computer software/licenses to support functions of the Fisheries Division such as SPSS/PC, Clear Access and ArcView.

074 Database/data administration: Constructing and maintaining data architecture models, metadata and data warehouse functionality for department fishery management information (relational and spatial). The enabling technologies are: Data warehousing and data modeling.

075 Fish Stocking Information System: Evaluate current system against actual needs and requirements. Determine next major activities and begin system development. Project includes replacing existing mainframe system with client/server application(s) and providing continuous support. The enabling technologies are: GIS and client/server.

076 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria. The enabling technologies are: Document management, pen-based computing, hand-held computers, GIS, and Internet.

077 Field Review Process: Create department wide system to automate field review process. The enabling technology is: Client/Server.

078 Data conversion: Digitizing paper records into electronic forms. The enabling technology is: Client/Server.

079 Internet Service: Continue to provide reliable and secure Internet service which incorporates interactive forms, reporting, new services, and additional customer feedback. The enabling technology is: Client/Server.

080 Computer Training: Create and maintain computer training necessary for ongoing automation of all information management activities in the division - establish database on training activities for employees. The enabling technology is: Client/Server.

081 Intranet Service: Continue to provide reliable and secure Intranet service which incorporates interactive forms, reporting, new services, and additional customer feedback. The enabling technology is: Internet/Intranet.

082 PowerBuilder Migration: Migration of PowerBuilder 6.0 applications to PowerBuilder 7.0. The enabling technologies are: Client/Server and standards.

083 Password unification i.e. biometrics: The enabling technologies are: security and biometric devices.

084 Camper Survey System: Continuous sampling and analysis of customer satisfaction. The enabling technologies are: Client/Server and automate forms and form data capture.

085 Historic data capture/organization: Compile and organize approximately 15 years of wildlife survey data, and transfer to current media for easy access and better long term archiving. The enabling technologies are: Database programming, database development and maintenance, server space for storage, network access, and capacity.

086 Interagency Integration: Support interagency initiatives to integrate information systems and information sharing, particularly with the Michigan courts. Such projects would include support for uniform statewide electronic ticket issuance and uniform statewide electronic disposition reporting. The enabling technology is: In-Car portable computers.

087 Kiosks: Customer service "kiosks" at malls, rest areas, parks, any other location judged useful. Idea is to "bring DNR" to where the people already are rather than make them come to us for information and services.

088 Develop "Meta-Data" and Knowledge-based Systems: The enabling technologies are: Data warehousing, data modeling and data directory services.

089 Timber sale Management Information System: Complete rewrite of timber sale management information system. The enabling technologies are: Database, client/server, Intranet, GIS, and GPS.

090 Data Administration & Warehousing: Data administration, data warehousing at agency enterprise level, manage and capitalize on agency information assets.

Year: 2001

001 Resource Inventory: Periodic, statewide, high-resolution remotely sensed resource inventory; refresh baseline resource inventory and detect changes in condition and quality of state's resources over time (ViGIL). The enabling technologies are: Satellite imagery and image analysis.

002 Data Administration (ViGIL): The enabling technologies are: Database; distributed database management, metadata, and metadata management tools.

003 GIS: Integrate Geographic Information System (GIS) concepts and functions across all department fishery management program and decision making processes. The enabling technology is: GIS.

04 Real Estate Information System and Mineral Lease Management System: application development. Re-platform to client/server. The enabling technology is: Client/Server.

005 Farmland Preservation Agreements: Automate system for displaying 4.5 million acres under farmland preservation agreements in visual form. The enabling technologies are: Internet and GIS.

006 Network Upgrade: Upgrade network performance to meet strategic line of business needs. The enabling technologies are: Digital microwave, T-1 infrastructure, possible satellite services, VPN, and wireless.

007 Network Upgrade: Upgrade network operating system to Win 2000.

008 Networking: Implement virtual private networking using ISP's or cable service dark fiber to bring office-quality networking services to parks and field locations.

009 Eco-System-wide Development: Coordinate "Joint Venture" application development; implement and support agency enterprise applications and applications that address eco-system-wide management targets.

010 Fulfillment operations: Routing and handling of customer information requests. Just-in time printing and distribution of maps, pamphlets, guides, other DNR public-distribution materials.

011 Digital Fish Imaging: Digital fish imaging and video recording at fish passage facilities. The enabling technologies are: Internet and digital video recording.

012 Document Imaging System: Add images of selected source documents to real estate information system to reduce the amount of staff time required to support system user follow-up queries. The enabling technologies are: Document management and Internet.

013 Automatic Vehicle Locator (AVL): Implement automatic vehicle locator (AVL) technology in division operated vehicles and vessels where appropriate. The enabling technologies are: Global positioning technology and wireless communications.

014 Work Flow Analysis: Study information flow and practices against business requirements and division procedures. Make recommendations for workflow management automation. The enabling technology is: Document management.

015 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria.

016 Distance Learning/Collaboration tools: DNR will use these services to overcome many travel issues for collaborative work accomplished across locations and across operating units. Large-scale training and orientations, progress updates, training-on-demand at the desktop, etc.

017 Servers: Backup servers via network to IBM mainframe (local plus ops support center offices in the field); eliminate dependency on casual tape rotation, etc. The enabling technology is: bandwidth.

018 Teleconferencing: Expand teleconferencing (desk-to-desk and hi-quality with three year rollout to operation support centers and other selected offices). The enabling technology is: bandwidth.

Year: 2002

001 Resource Inventory: Periodic, statewide, high-resolution remotely sensed resource inventory; refresh baseline resource inventory and detect changes in condition and quality of state's resources over time (ViGIL). The enabling technologies are: Satellite imagery and image analysis.

002 Real Estate Information System and Mineral Lease Management System: application development. Re-platform to client/server. The enabling technology is: Client/Server.

003 E-Mail System: Convert to db-based e-mail system.

004 Fish Catch and Sales System: Evaluate current system against actual needs and requirements. Prioritize major activities and proceed. Project includes replacing existing mainframe system with client/server application(s) and providing continuous support. The enabling technologies are: GIS and client/server.

005 Field Communications Technology: Bolster worker safety and efficiency by improving personnel ability to communicate while in the field. The enabling technologies are: Cellular phones, laptop computers, and satellite/radio links.

006 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria. The enabling technologies are: e-commerce and Internet.

007 Wireless Networks: Implement wireless local area networks at three campus-style locations. The enabling technology is: Wireless networking.

Year: 2003

001 Resource Inventory: Periodic, statewide, high-resolution remotely sensed resource inventory; refresh baseline resource inventory and detect changes in condition and quality of state's resources over time (ViGIL). The enabling technologies are: Satellite imagery and image analysis.

002 Creel Estimating Reporting: Develop decision support oriented application to generate creel estimate reports and data sets covering various areas/time periods based on user specified criteria. The enabling technologies are: Kiosks, interactive learning tools, and Networking.

**STATE OF MICHIGAN
MICHIGAN DEPARTMENT OF STATE**



CANDICE S. MILLER, Secretary of State



Agency Mission:

The mission of the Department of State is to provide the most efficient and effective services to the people of Michigan through the licensing of drivers and the registration and titling of vehicles; the regulation of automobile dealers and repair facilities; the registration of voters and administration of our elections; the preservation of Michigan's history; and the streamlined collection of revenue. The department's commitment to service is reflected in our creative application of new technologies, more effective use of staff and financial resources, and innovation in the design and delivery of our service systems.

Agency Vision:

"Customer Service" is the operative phrase of the Miller Administration.

Agency Description:

The Michigan Department of State touches the lives of more Michigan citizens than any other state agency. It administers motor vehicle and driver licensing programs; supervises administration of statewide elections and the Campaign Finance Act; preserves, protects and promotes the state's rich history; and provides consumer protection for motor vehicle owners. In fulfilling its responsibilities, the department provides a number of specific services:

- issues driver licenses, identification cards and handicapper parking permits
- registers people to vote and provides training for local election officials
- licenses auto dealers and certifies auto mechanics and helps to resolve consumer conflicts
- oversees the Michigan Historical Center and the system of State museums
- maintains the archival materials of state government
- collects over \$1.8 billion in revenue for the state

The department services our customers with a staff of approximately 2,200 full and part-time employees; a network of 177 branch offices located throughout the state; and convenient electronic service options through touch-tone telephone and the Internet. Individuals can learn more about the Department of State by visiting its Internet Home Page at www.sos.state.mi.us.

IT Related Business Initiatives

The Department of State (MDOS) is focused on optimizing its information technology resources in order to more effectively deliver customer services. The agency remains committed to an aggressive agenda of electronic customer service delivery and to updating its technology infrastructure to meet the needs of the new millennium.

The following projects are illustrative of that commitment for Fiscal Year 2000:

Year: 2000

- 001 Implementation of Repeat Offender Legislation: Legislation addressing drivers who receive multiple alcohol convictions and drivers who repeatedly violate sanctioning actions.
- 002 Implementation of Y2K: Implementation of remediated and tested agency applications.
- 003 IT Strategy/Architecture Study: Contract with Deloitte Consulting to address the information technology issues faced by the Department of State.
- 004 Branch Office System Upgrade/Replacement: Migrate existing operating system from proprietary CTOS platform to open system to facilitate replacement of branch transaction processing equipment.
- 005 Agency Implementation of HRMN: The State of Michigan is implementing a new Human Resource Management Network (HRMN) to replace the existing payroll/personnel system.
- 006 Human Resource Reengineering Study: Concurrent with HRMN, MDOS is contracting with a consultant to reengineer our organization and processes.
- 007 Document Management/Imaging (COLD): Programming and testing required to adjust mainframe work flow language (WFL) programs to create files which can be loaded in COLD system, eliminating paper reports.
- 008 Transaction Archival Database: Broad effort to collect transaction data, to receive incoming transactions and manage transition from outside entity to mainframe programming.
- 009 Replacement of Touch-Tone System: Replacement of current Octel phone system.
- 010 Electronic Elections Disclosure System: Automated system for reporting of campaign finance data.

- 011 Project Management: Implementation of project management.
- 012 BAR Reengineering (platform migration): Phased-approach beginning with the implementation of a relational database system with information management capabilities.
- 013 Mainframe Application Outsourcing: The agency will supplement staff with contractual assistance on program maintenance, service requests, and support to senior staff.
- 014 Internet Services: Expansion of Internet services.
- 015 On-Line Change of Address: Legislation allowing for non-branch methods for handling change of address transactions (touch-tone, Web).
- 017 Qualified Voter File - Migration of user interface and database software to higher versions to include increased functionality.
- 018 SSN Collection: Welfare reform act requires DOS to collect social security numbers on all driver transactions.
- 019 Reengineering of License Plate Process: Two separate projects - Fund Raiser plates and Permanent Fleet Plates. Legislation permitting DOS to establish a permanent plate, with renewals only marked on system for fleets meeting certain criteria.
- Fund Raiser Plates - Department proposal allowing for the manufacture and sale of specialty fundraiser plates for universities, etc.
- Permanent Fleet Plates - Legislation permitting DOS to establish a permanent plate, with renewals only marked on system for fleets meeting certain criteria.
- 020 Kiosk Pilot
- 021 MIS/Use of Data Warehouse
- 022 Videoconferencing
- 023 Finance Initiatives:
-Inventory Control System
-Remittance Processor/Cashier

024 UCC Upgrade: Upgrade existing system to provide for imaging.

025 Upgrades PC/Client/Server:

- Magic Solutions at BDVR
- Argus-History
- Servers (NT4 to NT5)
- Win95 to 2000/Office 2000
- Banyan
- E-mail
- CommVault
- DCDS
- MAIN

026 MSP Sex Offender Legislation: Legislation requiring sex offenders without an image currently on file to visit a branch office to obtain a new driver license or PID between 1/1/2000 and 1/15/2000.

027 Digital Driver License/Create a Card Programming: Provide in-house (Bureau of Driver and Vehicle Records) capability to initiate "create a card" from central records.

028 Multi-Year Registrations: Draft legislation providing for the issuance of multi-year registrations.

Year: 2001

001 Implementation of Branch Office System Upgrade/Replacement: Migrate existing operating system to open system to facilitate replacement of branch transaction processing equipment without interrupting branch operations.

002 Implementation of IT Strategy Recommendations: Implementation of long-term recommendations resulting from the IT assessment and strategy study with Deloitte Consulting (phased-approach).

003 Implementation of Human Resources Reengineering Recommendations: Implementation of recommendations resulting from Human Resources Reengineering Study being conducted in conjunction with agency implementation of HRMN.



Agency Mission:

The Michigan State Police shall provide leadership, coordination, and delivery of law enforcement and support services in order to preserve, protect, and defend people and property, while respecting the rights and dignity of all people.

Agency Vision:

To ensure the safety of our citizens through the pursuit of innovations and initiatives which coordinate and improve the collective efforts of the public safety and criminal justice systems.

Agency Description:

The Michigan Department of State Police (MSP) is a diverse law enforcement agency that provides direct delivery of traditional law enforcement services and support services that enhance enforcement and emergency response capabilities throughout the state. The department provides aggressive leadership to reduce traffic crashes and raise public awareness of traffic safety issues through education, enforcement, and high visibility patrols. The MSP also provides direct investigative services to crime victims by troopers and detectives at the post, district and division levels. The department works cooperatively with all agencies at the local, county, state and federal levels to provide services in areas that include forensic science, fire marshal, emergency management, training, and communications.

IT Related Business Initiatives

The Michigan State Police (MSP) provide law enforcement and related agencies with a wide range of criminal history information. The department receives background information on a person's criminal history from local agencies, including local law enforcement and the courts. The department will be focusing resources on implementation of the Automated Fingerprinting Identification System (AFIS). In addition, the department will look to integrate the criminal justice user system in Michigan.

The following is a list of projects related to State Police's initiatives:

Year: 1999

- 001 Year 2000: Remediation of all mainframe and EUC programs to ensure that they are Y2K compliant.
- 002 Software Conversion: To convert the CRASH and UCR programs to enable them to be run on the mainframe dedicated to MSP.
- 003 Statewide Probation: To implement a Statewide Probation file which will operate as an integrated LEIN file.
- 004 Workstation Conversion: Move MSP LEIN workstations to the MSP enterprise network.
- 005 Web Sites: Filtering Internet web sites.

Year: 2000

- 001 NCIC 2000: Upgrade LEIN and CHR to NCIC 2000 specifications.
- 002 Criminal Justice System: Integration of criminal justice user systems in Michigan.
- 003 Network Upgrades: Upgrade MSP's enterprise network to T1 lines.
- 004 Sex Offender Registry: Implement image and name search capability from Internet customers into the sex offender registry.
- 005 Automated Fingerprinting System(AFIS): IAFIS implementation needed by central records for submission of fingerprints to the FBI.

Year: 2001

- 001 Network Conversion: Conversion to TCP/IP for mainframe applications.
- 002 Imaging System: Implement an imaging system.
- 003 Intranet Expansion: Expansion of the MSP Intranet.
- 004 Mobile Computing: Development and implementation of mobile computing to tie into regional networks for integration.

Year: 2002

- 001 Criminal Justice System: Interfacing networked workstations within the criminal justice world to Department of State driver license and personnel ID imaging system.
- 02 Video Conferencing: Develop and implement a video conferencing system.

STATE OF MICHIGAN



JOHN ENGLER, GOVERNOR

DEPARTMENT OF TRANSPORTATION

TRANSPORTATION BUILDING, 425 WEST OTTAWA POST OFFICE BOX 30050, LANSING, MICHIGAN 48909

PHONE: (517) 373-2090 FAX: (517) 373-0167 WEB SITE: <http://www.mdot.state.mi.us>

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JAMES R. DeSANA, DIRECTOR

Agency Mission

Providing the highest quality transportation services for economic benefit and improved quality of life.

Agency Vision

MDOT is the preferred quality transportation leader, provider, and partner for Michigan, committed to customer satisfaction, continuous improvement, and cost-effective service and results.

Agency Description

As Michigan's primary transportation agency, Michigan Department of Transportation (MDOT), in conjunction with its many customers, develops the state's long range plan for transportation facilities and services, and partners with private and public sectors to build and maintain significant portions of those facilities. MDOT also administers funds and offers support services to local and regional governments and private transportation providers throughout the state.

Agency Values

Quality: Achieving our best within our resources.

Teamwork: Effective involvement of people.

Customer Orientation: Knowing our customer and understanding their needs.

Integrity: Doing the right thing.

Pride: In MDOT and the importance of our work.

IT Related Business Initiatives

The Department of Transportation (MDOT) will be focusing resources on implementation of six strategic systems: Project Accounting, Maintenance Management System, MAP Financial Obligation System (MFOS), Traffic & Safety Systems, Pavement Materials Information System and Strategic System modifications required MDOT's decentralization and business process reengineering efforts.

The following is a list of projects related to MDOT's initiatives:

Year: 1999

001 Year 2000: To continue to implement a major department effort to become "Year 2000 data compliant" to ensure that data users and customers are not affected by data corruption resulting from hardware, software and devices with embedded technology that cannot correctly process date-related information.

002 Maintain infrastructure: PC's, servers, printers, plotters, and scanners.

003 Bidding System: Electronic bidding system for road construction.

004 Data Models: Continue to make data models available to the department.

Year: 2000

001 Maintenance Management System: The system will allow MDOT managers to track and plan highway maintenance work by facility.

002 MAP Financial Obligation System: Modifications to accommodate Federal Highway Administration (FHWA) interface changes.

003 Traffic & Safety System: Complete move of Traffic & Safety systems to client/server environment. The new system will interface with the AAA Michigan Road Improvement Program allowing the state to gain the benefits of combining public and private expertise and knowledge.

004 Pavement Materials Information Systems: Application used to manage pavement projects and monitor road durability.

005 Modifications of Strategic Systems: The reengineering of our business processes to Transportation Service Centers and Regions requires substantial modifications to our strategic systems that is outside the scope of normal application.

006 Project Accounting System: Will complete project accounting module needed for MAIN.

007 Human Resource Management Network (HRMN): Implementation of HRMN.

008 e-Commerce: The enabling technology is: Internet, Intranet, and client/server.

009 Internet Service: To continue to provide a reliable and secure Internet service by implementing a redesigned web site that incorporates interactive forms, new products and technologies, and additional customer feedback opportunities.

010 Asset Management Program: Completion of IT asset management program.

011 Infrastructure: Establish foundation for public key infrastructure (PKI).

012 GroupWise Migration: GroupWise Migration - from 4 to 5.5.

Year: 2001

001 Document Management System: The enabling technology is: Imaging.

002 Software Upgrades: Windows NT 4.0 migration to Windows 2000.

003 GIS: Expand capability of GIS technology for decision making and policy formulation purposes.

STATE OF MICHIGAN



JOHN ENGLER, Governor

DEPARTMENT OF TREASURY
TREASURY BUILDING, P.O. BOX 15128, LANSING, MICHIGAN 48901
MARK A. MURRAY, State Treasurer



Agency Mission:

Treasury exists to provide quality financial, tax and administrative services.

Agency Vision:

Treasury is committed to fair, consistent, and courteous service. We have the training, technology, and tools to meet our customer needs. Treasury is considerate of work/life needs. We work as a team to positively plan for and respond to change.

Agency Description:

The Michigan Department of Treasury has responsibilities to customers both external and internal to state government. Treasury collects state taxes and revenues, prescribes and audits the accounting systems for county and municipal governments and enhances access to Michigan students seeking a post-secondary education. Treasury also serves interagency needs by investing, safeguarding, controlling and disbursing state moneys, performing economic analysis and developing tax policy recommendations.

IT Related Business Initiatives

The Department of Treasury will be focusing its resources on business process reengineering effort and implementing the technologies that will facilitate quantum-level improvements to its businesses' public profile, effectiveness and efficiency. Treasury anticipates projects to implement interactive voice response (IVR), web-enabled/browser-based services, electronic data interchange, document management and imaging, client/server operating environment and object-oriented development techniques.

The following is a list of projects related to the Treasury's initiatives:

Year: 2000

001 Business Process Reengineering: Review and realign the processes of voluntary and non-voluntary tax collections, document management and flow and payment processing within the bureaus of Revenue, Administrative Services and Controller Operations. Enabling technologies are: Browser-based Intranet communications, and project management tools.

002 MI1040EZ Telefile: Enable the filing of individual income tax returns using the telephone. The enabling technologies are interactive voice response, voice and data systems of DMB's Office of Telecommunications, and electronic security measures.

003 Technology Maintenance: Retain the ability of the technical infrastructure to serve business needs effectively and timely. The enabling technologies are: three year desktop replacement cycle, fully switched 100MB-capable local communication network, disaster avoidance/recovery planning, stand-in server software, Public Key Infrastructure (PKI), and digital signatures.

004 Application System Development: Affirm/invest in the strategy of maintaining an internal, application development staff to maintain and upgrade proprietary application systems. The enabling technologies are: Capability maturity model (CMM) Level 2 standards, client/server operational environment, object-oriented development skills, web/browser-based development tools, and new access methods to mainframe data stores.

005 Sales, Use and Withholding (SUW) Taxes Annual Return Filing: Prove the concept of using the Internet for business taxpayers to file their annual SUW Return. The enabling technologies are: e-commerce, electronic payments, PKI, and digital signatures.

006 Enterprise Document Management Blueprint: Develop a master plan for the adoption of optical files and document flow systems across the Treasury enterprise. The enabling technologies are: document imaging, workflow management, and intelligent character recognition.

007 Electronic Tax Filing: Enabling the submission of more complicated tax return packages using electronic methods. The enabling technologies are: electronic data interchange standards, PKI, and digital signatures.

Year: 2001

001 MI1040 Annual Return Filing: Enable more individual income data to be captured more quickly. The enabling technologies are: document management and imaging, intelligent character recognition, integration of client/server, and mainframe environments.

002 Integrated Tax Administration System: Realign all business tax application systems with reengineered processes. The enabling technologies are: Browser-based system access, integration of client/server and mainframe environments, and data warehousing.



State of Michigan
**Unemployment
Agency**
Consumer & Industry Services



Jack Wheatley, Director

Agency Mission:

To provide an unemployment insurance system to insure the economic strength of Michigan, its employers and workers through:

- Fairly applying the unemployment insurance laws;
- Accurately managing the unemployment trust funds;
- Continually improving the efficiency and timeliness of the program;
- Focusing on simplifying the process for customers; and
- Striving for complete customer satisfaction.

Agency Vision:

Economic Strength Insured For Workers, For Employers, For Michigan!

Agency Description:

Michigan's unemployment insurance (UI) program issues jobless benefits to workers who become unemployed through no fault of their own. The benefits are intended to help these workers with a source of temporary income while they seek new employment or await recall to their jobs.

The Unemployment Agency administers the state's UI program and trust funds. The agency issues both state and federal jobless benefits and collects Michigan unemployment taxes from employers and maintain an appeals system for employers and claimants who disagree with our decisions about the payment of unemployment benefits and taxes. . The agency takes claims through a statewide network of offices and mails benefit checks to claimants centrally from its administrative offices in Detroit.

The Unemployment Agency, one of Michigan's newest state agencies, came into existence on February 2, 1998. While the agency is new, it manages a program that has been helping state citizens for the past 60 years.

Michigan's unemployment insurance program was conceived in the Great Depression of the 1930's. The state issued its first unemployment check in August 1938. Since that day, Michigan has issued more than \$24.5 billion in state jobless benefits.

In 1998, our first year of operation, the Unemployment Agency issued nearly \$950 million in unemployment benefits and collected over \$1.0 billion in unemployment taxes from Michigan employers. And we never skipped a beat. To most of our customers the transition from the MESA to the Unemployment Agency was seamless without any glitches or disruptions in service.

IT Related Business Initiatives

Major changes lie ahead for the Unemployment Agency, such as our conversion to a wage-record system for establishing unemployment benefit claims and the creation of remote initial claims taking, which will allow claimants to file their initial claims by phone. Our ultimate goal is to make Michigan's unemployment insurance program one of the nation's best, and one that will continue to meet the needs of its customers in an ever changing environment.

The following is a list of projects related to the Unemployment Agency's initiatives:

Year: 1999

001 Network Expansion: Full Y2K PC/Network implementation for branch offices.

002 Project Management: Complete establishment of project management functions within the agency to promote standard project control agency wide.

Year: 2000

001 Year 2000: To monitor our Year 2000 implementation to insure that all systems (both hardware and software) continue to operate in a manor consistent with the specifications of the implementation and quality reviews.

002 Wage Record: To convert and implement the specifications and/or requirements of the US Department of Labors wage record standards. This project has an implementation requirement of 12/31/01.

003 Remote Initial Claims (RIC Centers): Will enable the agency to close the 40 +/- branch offices and centralize all functions into 3 call centers. The enabling technologies are: Voice response, web development methodologies, and Oracle.

STRATEGIC PLANNING PROCESS

Strategic Planning Process

The State of Michigan is developing a "**strategic business planning**" guide as an initial orientation to the concepts, methodology, and benefits of "strategic planning" and a reference tool for agencies to create and update their departmental strategic plans. By offering a high-level overview of the planning process and a detailed description of the essential elements of a strategic business plan, state agencies will be better able to develop plans that effectively define where they are now, where they want to be, and how they plan to get there.

This guide will provide an outline of what strategic planning is, describe the benefits from doing it, and helpful hints on how to do it. While engaging in the planning process may be more important than the actual strategic plan document it produces, there are significant advantages to having all agencies follow a consistent format and common definition of terms, all in alignment with the overall statewide strategic plan. Examples of well-written goals, objectives, strategies and performance measures are included throughout this guide.

This plan will be a living document. Periodically, it must be reviewed and updated to reflect additional goals and objectives as technology and business needs evolve.

As the State of Michigan works toward the goals and objectives outlined here, detailed plans will be developed and appropriations secured. Additional information will be added to this roadmap as other leadership teams develop detailed work plans that support these objectives. Periodic progress reports will be added.

Beginning with the FY-2001 cycle, all information technology budget requests must be tied to this strategic plan. Requests will identify which goals and objectives they support.

This State of Michigan Information Technology Strategic Plan will map Michigan's Information Technology journey into and beyond the new millennium.

GLOSSARY

Glossary

Action Plans - detailed methods of specifying how a strategy is implemented. Task specification includes staff assignments, material resource allocations, and schedules for completion. Action Plans break strategies into manageable parts for coordinating implementation of goals and objectives. Action Plans specify detailed cost and expenditure information.

Baseline - base level of previous or current performance that can be used to set improvement goals and provide a basis for assessing future progress.

Client/server - Client/server is an architecture in which the client (personal computer or workstation) is the requesting machine and the server is the supplying machine. Servers can be high-speed microcomputers, minicomputers or mainframes. The client provides the user interface (usually graphical) and may perform some or all of the application processing. Client/server means that the processing is split between the client and the server. A database server is a computer that maintains the databases and processes requests from the client to extract data from, or to update, the database. Client/server architecture means that the server is used for more than just a remote disk drive to the client.

Customers – people, internal or external to the organization, which receive or use what an organization produces. Customers are also anyone whose best interests are served by the actions of an organization. Customers can also be clients.

Document is defined by the DMI leadership team as “any container (object) of coherent information.”

Document management is defined as “the process of managing documents through their life cycle to meet a business need – from inception through creation, review, storage, dissemination and destruction.”

Electronic Commerce - Electronic commerce (EC) integrates communications, data management and security to allow organizations to transact business and exchange information through electronic means. Electronic commerce differs from traditional commerce primarily in the way information is exchanged and processed. Core technologies for EC are Electronic Data Interchange (EDI) and electronic funds transfer (EFT). EC may also be represented by other technologies including telephony response, fax processing, electronic forms and bar coding.

Electronic Data Interchange (EDI) - EDI is the electronic exchange of instructions and documents between companies. Currently two standards exist for EDI, ANSI X12 and UN/EDIFACT although it is anticipated that these standards will merge in the near future.

Electronic Funds Transfer (EFT) - The electronic transfer of funds and related payment information between banks or other financial institutions.

Electronic signature - A code or symbol that is the electronic equivalent of a written signature. Digital signature technology represents the code in an encrypted format that may be legally used to conduct business via electronic communication.

Environmental scan - an analysis of key external elements or forces that influence the conditions under which an organization functions.

External/Internal Assessment - an evaluation of essential factors which influence the success of an agency in achieving its mission and goals. Detailed evaluation of trends and conditions, and opportunities and obstacles, directs the development of each element of the Strategic Plan. This type of assessment should be heavily quantitative. External factors may include economic conditions, population shifts, technological advances, geographical or statutory changes. Key internal factors may include management policies, resource constraints, organizational structure, automation, personnel, and operational procedures.

Facilitator - someone who keeps the discussion flowing in planning sessions. A facilitator does not express an opinion, but helps ensure that the views of all participants are considered in the discussion.

Geographic Information Systems - Geographic information systems are a combination of hardware, software and data (both attribute and geographic) and trained people all working together to manage information to help make better decisions. Together, they provide powerful tools for automated cartography and the analysis of information. It is a technology that has a wide range of uses in all sectors of the economy - for natural resources management, transportation planning, inventorying land cover, economic development analysis, customer market analyze, utility siting and tracking crime.

Imaging - Imaging involves the multi-user ability to store, search, retrieve, manipulate, display, and print digital representations , i.e. 'images', of objects by computers. An image can include, but is not limited to, digital representations of paper forms, certificates, photographs, maps, charts, and reports. General attributers of imaging systems include: Workflow Software, Imaging Database, Image Library and Optical Character Recognition (OCR).

Integrated Voice Response (IVR) - IVR allows clients to make menu selections by selecting options using the numbers on a touch tone telephone. Customers can listen to pre-recorded information, answer company surveys, change their addresses, make a credit card payment, and conduct database inquiries easily.

Goals - support the ends toward which agencies direct their efforts. A goal addresses issues by stating policy intention. They are both qualitative and quantifiable, but not quantified. Goals stretch and challenge the agency, but they are realistic and achievable.

Guiding Principles – the core values and philosophies describing how the state conducts itself in carrying out its mission. Principles are a foundation of beliefs supporting the vision and mission. They guide the way the state does business.

Mission - the essential building block in the entire planning process. It states clearly, simply, and explicitly what the State of Michigan wants to do or be and can do or be. It reflects opportunities, capabilities, and values.

Objectives - are clear targets for specific action. More detailed than goals, objectives have shorter time frames and indicate quantity. An objective is achievable, measurable, and sets direction for strategies. A single goal may be subdivided into multiple objectives.

Opportunities and Threats - factors that contribute to the success or failure of achieving the organization's mission and which are outside of the organization's direct control.

Outcome - During planning the desired condition; during the evaluation phase, (usually) desired condition that resulted from accomplishing the strategies. Outcomes may also be undesired (negative) or unintended (either negative or positive). Outcomes are derived from missions and goals.

Process - any sequence of value-added tasks that are linked together to create a specific product or service output.

Reengineering - The radical redesign of the business processes for dramatic improvement. Process is a complete end-to-end set of activities that together create value for a customer.

Strategic Direction - Establishes a major area of focus for the organization that is essential to high productivity in meeting customer requirements.

Strategic planning - a continuous process where people make decisions about intended future outcomes, how outcomes are to be accomplished, and how success is measured and evaluated.

Strategies - are the actions that can be taken in working toward an end result. They are the various things one does. The mission says, "This is what we are here to do;" strategies say, "This is how we aim to do it, this is the time frame within which we expect to do it, and this is who will do it."

Strengths and weaknesses - aspects which are under the organization's direct control. Tactical planning makes full use of the organization's internal strengths, avoids the weaknesses, and addresses ways to overcome the weaknesses.

Tactical objective - a written statement describing an intended output; a product-oriented or productivity-oriented objective. A tactical objective describes how a strategic objective will be accomplished. A tactical objective describes products that will contribute to achieving a strategic objective.

Tactical planning - a continuous process where people make decisions about how outcomes are to be accomplished, what products will be produced, how success is measured and evaluated, and how budgetary resources are allocated.

Video Conferencing - Video conferencing allows individuals at separate locations to see and hear each other, conduct meetings, and work together using interactive television- like video and audio technology. Images of documents can also be exchanged, and personal computers can be used to share files or let participants work together on documents or projects.

Vision - a compelling conceptual image of the desired future. A vision focuses on an idea about a future state of being in such a way as to excite and compel an organization toward its attainment. It crystallizes what management wants the organization to be in the future. Depicts the common purpose and direction that the State of Michigan intends to focus its IT efforts.

APPENDIX