“Information technology is playing a critical role in every aspect of our work. Whether it’s helping us work with local governments and the private sector to improve efficiencies or helping us create jobs through economic development initiatives, information technology is at the heart of Michigan’s state government.”

Jennifer M. Granholm, Governor
We all know that Michigan's automobile industry made Michigan an industrial powerhouse and gave the world a wealth of new possibilities for how we live and work. Today Michigan is again emerging as a national leader in technology. From our Technology tri-corridor to our partnerships with cutting-edge high tech firms and our new and developing alternative energy industry – Michigan is at the forefront.

I'm proud that the State of Michigan is known across the nation as a leader among states for our dynamic and coordinated approach to information technology. As we grow our technology sector and transform and diversify Michigan's economy, we in state government choose to lead through our example.

In Michigan, IT helps us find ways to make government more efficient and to do more with less. We know that technology can be a tool to help connect agencies across bureaucratic lines - breaking down boundaries and making state government more responsive. And we know that technology can open new opportunities and new ways of performing our important work that better serve our citizens, all while maintaining the high-level of security and privacy they expect and deserve.

This 2008 iteration of Michigan's IT Strategic Plan builds on all that we have learned in the past and enhances our vision for the future. It also lays out how IT will enable us to build a better state government and fulfill our priority areas: jobs, education, communities, health care and better government.

I'm very proud of the work we in Michigan have done thus far in advancing Information Technology. But I'm even more excited by the promise of opportunities to come. In Michigan, we are truly moving from Vision to Action.

Sincerely,

Jennifer M. Granholm
Governor
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Vision for the Plan

This strategic plan lays out the future vision for technology in Michigan government...empowering our state and expanding government accessibility for our citizens and businesses statewide. From 2002 to 2007, government technology in Michigan was all about consolidation. Consolidating data centers, standardizing e-mail systems, sharing data across government agencies, vastly increasing the state’s IT buying power...the list of victories goes on and on.

Looking forward into the remainder of 2008 and beyond, the story of IT in Michigan will shift away from consolidation and center on shared services and collaboration...maturing our IT organization around standard processes and methods, improved service and satisfaction.

We will foster and develop greater partnerships with local government and private partners across Michigan so that we can combine resources and transform government service. Working together, we will be able to expand services to rural areas that are currently underserved. We will unveil new online services making it even easier for citizens to do business with their government.

A top priority—and critical success factor in realizing our strategic goals—is fostering an exciting and thriving place for IT professionals to work and provide public service. This means equipping our employees with the right tools and training as well as challenging and leveraging their skills and abilities.

Never before has the state had so many key IT projects being readied for implementation. This includes a replacement of legacy systems for the administration of Michigan motor vehicles, an overhaul of the state’s Medicaid system, a replacement of eligibility systems that will provide relief for the state’s social workers and building a new Treasury tax system. Improved service will be realized through an IT management approach involving three integral components: technology, people and processes; a management approach that is used across the Michigan Department of Information Technology (MDIT) (See Fig. 1).

In the midst of improved service and collaboration, privacy and security of citizen data and personal information will remain paramount. Michigan citizens can rest assured that their government is doing everything possible to fight the evolving threats faced in computer security. This plan also places a greater focus on creating a more energy-efficient computer environment at the State.

Michigan’s IT strategic plan is the map to the future as we work across traditional boundaries and improve government service for Michigan citizens.
A Vision of Action
Executive Summary

Building on a Strong Foundation

The 2001 Executive Order—consolidating IT in Michigan and creating the Michigan Department of Information Technology (MDIT)—centered on improving IT investments, standardizing information and data and enhancing the delivery of State services. It also mandated increased strategic technology infrastructure planning and the use of common technology across the executive branch.

Building on six years of consolidation and two statewide IT strategic plans, Michigan’s IT organization is poised to move into the next phase of maturity. Not only meeting existing commitments, but also to begin addressing some of the historical structural challenges facing the state.

Aligning IT to Michigan’s Needs and Plans

Michigan’s IT strategic plan is developed with state agency goals and citizen priorities in mind and in light of best practices and the counsel of technology and business experts. Examples of activity over the last six months:

- Planning sessions and surveys with the Michigan Information Technology Executive Council (MITEC)—an advisory board of state department leaders
- Strategic planning retreats, discussions and surveys with Michigan’s IT staff and leadership
- A survey of over 1,000 Michigan citizens on IT preferences and needs, conducted by Michigan State University
- Alignment of IT tools and solutions to statewide cabinet-level priorities, summarized in the table to the right and illustrated throughout the plan
- Discussions and feedback from leading IT researchers

Throughout the five-year planning cycle, regular updates and refinement will be made to the plan and progress will be reported to stakeholders. In these ways, Michigan’s IT operations will enable and drive improved government service to Michigan’s businesses and citizens. See Appendix A for more detail on the IT planning and governance approach.

Bridging the Gap

A comprehensive gap assessment—comparing baseline performance and functionality against future needs and requirements—completed Michigan’s 2008-2012 IT action planning. The result was the creation of guiding policies and principles (detailed on page 6) that drive and integrate goals, strategies and initiatives; guiding both the IT strategic direction, as well as the plan implementation.

Policies and principles factor in social, economic and demographic changes, as well as public policies, consumer and citizen needs, agency business requirements, available and emerging business models and technology. These factors were measured against requirements for the immediate (less than two years) and intermediate (two to five years) future. More details on the gap analysis for this planning cycle are provided in Appendix A and Appendix N.

“We must guide our state from one era to another - all the while preserving a way of life that has always defined Michigan. Hard work. Strong families. Proud communities. And most of all, good jobs.

Governor Jennifer Granholm - State of the State Address - January 29, 2008

State of Michigan Cabinet Action Plan

Education
Preparing All Students for Success

The Economy
Alternative Energy & Economic Development

Communities
Protecting Our Families & Our Quality of Life

Health & Human Services
Making Health Care Affordable & Accessible

Better Government
Making Government More Cost Effective & Efficient

Look for these icons throughout the plan to see how IT aligns to Michigan’s cabinet-level goals and priorities.

A set of guiding principles—developed with and for IT stakeholders across Michigan—drew the development of Michigan’s 2008-2012 goals, strategies and initiatives. They are as follows:

- Effective and Efficient Customer-Based Operations and Services
- Performance, Accountability and Public Value
- Privacy, Security and Public Trust
- High Performance Worker and Workplace
- Agile Management and Infrastructure
- Shared Solutions, Standards and Flexible, Open Boundaries
- Maturation and Modernization of Solutions
- Innovation and Transformation

A strategy and transformation map, and detailed information on each principle, is provided on page 24. This reviews how the guiding principles drive or enable each goal area and reviews plans for implementation.

Goals, Strategies and Initiatives

Based upon the results of the planning process, the goal foundation of Michigan’s 2004 and 2006 plans has been enhanced to meet identified challenges and opportunities. Selected strategies and initiatives in each of the goals have been strengthened and restructured and a new transformational goal (Goal 6) has been added. The primary shifts in goal structure and content since the last plan are provided in Appendix N. An overview of each of the 2008-2012 goal areas, and representative activities planned, are provided in the next section of this plan, called “Action.”

The Funding Imperative

Together with the agencies, MDIT forecasts and tracks IT-related budget items throughout the fiscal year. In partnership with the agencies, MDIT is optimizing business value for Michigan citizens; ensuring that taxpayer dollars spent on technology today produce an optimum return on investment (ROI) tomorrow, creating new cost savings for client agencies.

By striving for a precise balance of internal and customer-directed investments, Michigan’s enterprise IT portfolio governance and management model has increased IT productivity, organizational agility and better assures desired outcomes. Looking ahead to the 2010 budget cycle, MDIT is developing ways to further enhance the budget-planning process and exploring an enterprise-funding model for IT projects across the agencies.
Our Mission:
Transforming the way government operates—delivering innovative information technology solutions with excellence and integrity

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Goal One: Access
Expand Michigan’s services to reach citizens and businesses anytime, anywhere

Goal one is about providing opportunities for anyone, anywhere, to utilize our services and information resources. Improving access means increasing our technical capabilities, expanding the number of online services and managing information to enhance our presence in existing online communities. It also means engaging citizens in decision-making and delivering these services in a manner that protects the privacy and security of every citizen.

Strategies
Provide Michigan citizens and businesses with one simple access point to government services

Optimize technology to transform how government offers services

Progress to Date

MiDrive (www.michigan.gov/drive)
- Launched in May 2007, the MiDrive Web site directly interfaces with the Intelligent Transportation Center and provides information on lane closures and construction projects
- Provides real-time functionality, mapping of traffic accidents and current speeds in Detroit and Grand Rapids
- By Jan 2008 nearly 200,000 hits and 71,000 visits registered

MiSWIM System
- Gives the public access to water quality information, including E. coli bacteria, fish stocking and more

Michigan.gov (ADA Compliant)
- Over 38 million page views monthly (330,000 from Mobile/PDAs)
- Monthly downloads: 8 million PDFs and 300,000 RSS
- 300 highly-used e-services, from tax filing to plate renewal

Michigan Today: Fishing Licenses On-the-Go

On a recent fishing trip, Bill Schrantz was traveling to the boat dock of a charter fishing boat and found himself lost somewhere in western Michigan. Using his cell phone he connected to the Michigan GIS Harbor Reservation System and navigated to the dock. Once there, Bill realized he had forgotten to get a fishing license. At 6 a.m. not many bait shops are open, so his trip was in peril of complete ruin. The charter boat captain explained to Bill that he could connect to the state of Michigan’s mobile services site via his cell phone. In minutes, he was licensed and ready for a great day of fishing.

Proof Positive
Connecting the Goal to Action
Strategies & Initiatives for Access - Goal One*

Goal One

Strategies
Provide Michigan citizens and businesses with one simple access point to government services

Initiatives in Motion

More Services via Self-Service Kiosk
- In addition to improving access to government services, Michigan’s self-service kiosks improve efficiency
- Based on high popularity of these ATM-style machines—currently providing vehicle registration, title renewals and license plate tab printing—new services have been proposed for implementation, including: parking/speeding and other bill/ticket payments, searchable directories and HR/job application services, as well as local government functionality

Text-Messaging Subscription Service
- Automatic text-messaging services via cell phone/PDA will be accessible via Michigan.gov; alerting users on items such as traffic congestion, lottery results or DNR license deadlines

MI Integrated Tax Administration System (MIITAS)
- MIITAS will improve tax processing and administration
- It will enable increased collection rates; provide the ability to adapt to changes and additions to tax laws; increase voluntary compliance of taxpayers and increase self-service and electronic filing, refunding and payment options

Enabling Access: Tools & Solutions
- Citizen interaction/Web 2.0/social computing
- Improved search functionality
- Government accountability Web site
- Citizen self-service kiosks
- Real-time traffic mapping
- Automatic text-message alerts
- Integrated data capability
- Accommodate consumerization of IT

Guided by the needs of agencies as well as the citizens and businesses we serve...

Michigan Tomorrow: Better Health Care for Michigan Families

While on vacation at the Lake Superior Shores, eight-year-old Jack Simlar met with an emergency case of appendicitis. In the future, a verbal query for local hospitals through their vehicle would result in a detailed map and driving directions to the closest hospital and quickest route. In the fifteen minutes it would take to rush him to the Marquette General Hospital, the family doctor could electronically transfer his detailed medical history along with their insurance information. This virtual admitting process would allow Jack to be rushed directly into an exam room upon arrival. Information about his medical condition and special dietary needs could then be transmitted to his school, so both the school nurse and dietician could build a healthy menu of lunch choices for Jack.

*Appendix Resources: Initiatives - B • Targets & Metrics - C • Associated Technologies - D

A Look Ahead
Goal Two: **Service**
Deliver efficient and effective technology services and shared solutions to agencies

Providing service to our agency partners is critical for Michigan’s Department of Information Technology. Meeting and exceeding client expectations is accomplished through actively listening and responding to customer needs, as well as proactively offering opportunities to share resources, increase government efficiency and improve workflows.

---

**Strategies**

Create efficiencies for our agencies in support of their existing systems

Improve quality of service and enhance accountability to our customers

Maximize the value of IT investments

---

**Progress to Date**

**Medicaid Management Information System Upgrade (CHAMPS)**
- The implementation of CHAMPS is accelerating payment on claims needing correction, reducing the volume of paperwork for providers and state Medicaid staff and improving the accessibility of information to Medicaid providers
- With the new system, Medicaid providers can use a Web tool to apply to become a new provider, update records, submit and correct their Medicaid claims online

**FieldManager Construction Management Software**
- Built FieldManager, computerizing $1.5 billion road/bridge/airport/railroad program
- Saves over $28.5 million/year in reduced hands-on time and streamlined operations across the state

**Agency Operations Partnership Team (A-OPT)**
- A new, hands-on subcommittee of the Michigan IT Executive Council, A-OPT is improving operations and allowing MDIT to better meet customer needs

**Federally Funded “Direct Certification”**
- DHS food stamp and MDE student record data sharing is enabling automatic student qualification for free/reduced breakfast and lunch

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**Michigan Today: Smooth Move with the DMVA**

When the Department of Military and Veterans Affairs (DMVA) completed their recent move, IT functionality became the least of their worries. “If only unpacking the boxes were as easy,” said Hubert B. Hess, chief of staff with the Veterans Affairs Directorate, thanking MDIT’s David Roach for his “superb” service. “Downtime was at a minimum and our staff was back to normal computer and telephone use in short order.” He praised the planning, oversight and execution that took place. “From the perspective of the user, the move simply worked,” said an appreciative Hess.
Connecting the Goal to Action

Representative Initiatives for Goal Two*

Goal Two

**Strategies**

Create efficiencies for our agencies in support of their existing systems

**Initiatives in Motion**

**Modernization of Existing Systems**
- Replacing legacy systems for the administration of Michigan motor vehicles, overhauling the state’s Medicaid system, replacing eligibility systems that provide relief for the state’s social workers and building a new Treasury tax system

**Operational Efficiency**
- Automating and standardizing tools, providing resource planning and tracking tools, formal configuration management and improved separation of duties

**Shared Services**
- Creating new service centers or shared applications when there are intersections across agencies and developing technology-specific competency centers

**State Unified Information Technology Environment (SUITE)**
- Implementing project management offices and project management methodology; creating project control offices under each information officer; utilizing a consistent software engineering model and process management across the State

**Portfolio Management**
- In addition to an annual call for projects, strategies to better manage demand will be put into place, providing better budget impact planning for agencies on new and existing IT investments

**Our goals must be actionable and balance aggressive drive with realistic expectations.**

*Kenneth D. Theis, State of Michigan CIO*

**Enabling Service: Tools & Solutions**

- Shared resources and services
- Workflow and supply chain management
- Mobile worker and telework
- Business intelligence: Data, information sharing and management
- Open source software
- Call center consolidation

**Michigan Tomorrow: Streamlining Government Interactions**

The Jackson Dairy Supply is a recognized leader among Michigan milk producers. While producing quality milk is second nature to the family, navigating government bureaucracy is not. When the family decided to surprise Grandpa Jackson with the opening of his own ice cream shop, they needed to move quickly. In the Michigan of tomorrow they would benefit from a Web portal and obtain a standardized license, create a “business user account” and electronically file all correspondence and tax payments. This same account would interface with the county health department and quickly distribute all updates to all government entities. The result: within days, applications could be filed and approved and “The Jackson Family Scoop” could open in time for the big surprise.

*Appendix Resources: Initiatives - B • Targets & Metrics - C • Associated Technologies - D*
Goal Three: Management and Infrastructure

Improving operations, security and reliability through statewide solutions and universal standards

Today, it is more important than ever to be responsible stewards of our limited resources. Delivering projects is no longer enough. Over the next five years, we will work to enable even more dependable, agile and leading-edge IT operations across state government. We will continue to refine our standards and architecture, reinforce our infrastructure and protect our physical and information resources.

Strategies

Standards and architecture: Continue evolving Michigan’s technology standards and architecture to reinforce robust forward-moving operations

Infrastructure: Utilize best practices in the management of IT assets, including hardware, software, data, systems and applications

Protection: Provide optimal levels of security and citizen privacy

Progress to Date

Statewide Architecture Standards and Services
- Published statewide architecture plan, providing a technology direction for agencies, MDIT and vendors that is easy to follow and see
- Technology phase-out, phase-in plan (lifecycle roadmap), updated biannually
- Weekly solution workshops, providing assistance from Enterprise Architecture (EA) Core Team architects; agency and infrastructure service experts; data center, telecom and enterprise security engineers

Data Centers
- Closed and consolidated 29 server rooms to date
- Freeing nearly 30,000 sq. ft.; moving/eliminating some 1,000 servers

Depot Facilities
- Consolidated 3 locations into 1 warehouse
- Wireless network capability with streamlined order fulfillment

Payment Card Industry (PCI) Compliance
- One of the first states in the nation in compliance with this federal standard
- Reducing the threat of credit fraud, hacking and other security vulnerabilities

Lab Case Management System (LCMS)
- First statewide system providing information sharing and allowing MSP to maintain laboratory accreditation

Michigan Today: Desktop Migration at the School for the Deaf

When Cecelia A. Winkler, principal of the Michigan School for the Deaf learned that all of her computer systems would go through the Michigan/1 conversion, she was concerned. Employees range in IT knowledge and some only speak through American Sign Language. In an e-mail thanking MDIT, Winkler said "Ultimately they made sure that ALL staff had a voice and were included. They changed/tweaked and rewrote ways of handling situations so that elementary, middle and high school kids had equal access...We honestly felt they were working with us and for us and not coming in to drag us into the new system."
Connecting the Goal to Action
Representative Initiatives for Goal Three*

Strategies
Standards and architecture: Continue evolving Michigan’s technology standards and architecture to reinforce robust, forward-moving operations

Infrastructure: Utilize best practices in the management of IT assets, including hardware, software, data, systems and applications

Protection: Provide optimal levels of security and citizen privacy

Initiatives in Motion
Information Architecture
- Over the next three years, Michigan will be formalizing data sharing across state agencies to reduce error rates, empower fraud detection and improve customer service
- A center for integrated technologies will organize efforts and deliver on agency needs using common tools, people and services

Michigan/1 Desktop Migration
- Continuing consolidation of 19 computing environments into a standard framework
- Reducing costs and improving agency service by streamlining the systems supporting basic computing functions, like directory services, file and print and desktop environments

Greening of Michigan’s IT
- In addition to data center consolidation, other power consumption reductions are taking place: optimization of hot and cold aisle arrangements, increased virtualization and maximizing expected dormancy cycles of servers and equipment
- Applying green IT criteria within procurement of technology, as well as recycling, from copper used within telecom to re-deployment of equipment with an automated asset recovery program

Critical Information Security Upgrade (CISU)
- This partnership between security and telecom teams is providing greater protection of vital files and data and keeping critical systems available to qualified users
- Through 24 initiatives, more stringent safeguards against malicious/unauthorized traffic and enterprise hardware/software system reconfiguration and upgrades are in motion

Improving Management and Infrastructure: Tools & Solutions
- Statewide standards and architecture
- Web platform and Web-oriented architecture
- Alternative acquisition and delivery models
- Asset management
- Improved cost structure
- Geographic information systems, mashups and composite applications
- Identity management
- Implementing energy-saving measures

Michigan Tomorrow: Preparing Our Students for Success
Inez Gonzales dreamed of helping people, but as a teenage mother, she faced significant barriers. She had taken courses off and on throughout the years, but had never completed a degree. With tomorrow’s technology, a unique identifier code would follow her from kindergarten and her counselor would be able to easily determine the coursework necessary for completion. Inez would be able to receive her professional license as a laboratory technician online, since her electronic application would include this code and the State could verify her credentials automatically. The Michigan licensing system could also notify Inez when her renewal and continuing education credits would be due.

*Appendix Resources: Initiatives - B • Targets & Metrics - C • Associated Technologies - D

A Look Ahead
Goal Four: Great Workplace
Support a high-performance workforce

Government technology is a rapidly-changing landscape. To succeed in serving our agency partners and our customers, we must attract and retain the best technology talent by consistently striving to provide an engaging and stimulating workplace. This includes not only offering employees meaningful work, professional development and expanding career potential, but also pride and a commitment to the work they do.

Strategies

Workforce: Recruit, retain and recognize a diverse, high-performing technology workforce

Workplace: Establish standards and procedures requiring and equipping a high-performance workforce

Workforce development: Support, enable and help drive Michigan’s IT plan goals and strategies through our IT workforce

Vision and Values: Support a culture where employees take pride and responsibility for delivering exceptional service

Progress to Date

Great Workplace IT Action Campaign
✓ Campaign to create an even better workplace and empower Michigan’s IT workforce is underway

Awareness Sessions Underway
✓ Over 1,000 employees have participated in awareness sessions to implement the new SUITE program, providing them with the skills necessary to implement this new project development methodology
✓ Over 1,000 employees participated in Enterprise Architecture awareness and usage sessions to date

Leadership Development Programs
✓ 63 new leaders participated in the New Leadership Development Program, launched in 2006 adding value to leadership transition
✓ 47 employees participated in the Informal Leadership Program, providing immediate application of skills to current roles

Participate in Annual MI-360 Evaluation
✓ Managers and employees take part in the annual MI-360 feedback program

Michigan Today: MI-360 Evaluation
On an annual basis, MDIT managers get feedback from peers, employees and supervisors as part of their performance evaluations. The MI-360 program allows employees to give and receive feedback and make improvements. To encourage a candid and unguarded exchange, responses go directly to the Office of Great Workplace Development and remain anonymous. “Some things I had overlooked or not even considered were brought to my attention through this process,” said one manager. “It was humbling. I’ve already made some changes and am seeing tremendous results.”
Connecting the Goal to Action

Representative Initiatives for Goal Four*

**Strategies**

Workforce: Recruit, retain and recognize a diverse, high-performing technology workforce

Workplace: Establish standards and procedures requiring and equipping a high-performance workforce

Workforce development: Support, enable and help drive Michigan’s IT plan goals and strategies through our IT workforce

Vision and Values: Support a culture where employees take pride and responsibility for delivering exceptional service

**Initiatives in Motion**

**Human Capital Management and Service**

- Enhancing HR programs and processes for a more effective, engaged workforce by addressing professional development and job alignment with skills and interests

**Great Workplace IT Action Campaign**

- Establishing a long-term, department-wide, effort to make MDIT an even better place to work and empower employees; creating an action team of frontline IT staff to identify and prioritize issues/needs, suggest, implement and measure solutions

**Leader and Employee Development**

- Cultivating customized professional development for informal, new, established, strategic and executive leaders

- Developing young talent by reaching out to establishments of higher education to recruit students and creating specialized opportunities for current MDIT students

**Succession Planning**

- Identifying trends and projections for employee departure for continuity of operations and working with program areas to help develop plans to meet future needs

**Vision and Values Initiative**

- Coordinating with the Governor’s Values Awareness, Alignment and Performance Management initiative; providing guidance in aligning employee values, interests and skills with statewide vision and values

**Enabling a Great Workplace: Tools & Solutions**

- Succession and workforce planning
- Modernization of classification systems
- Personal productivity tools
- Group and social shared-solution tools

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**Michigan Tomorrow: Making Government More Cost-effective and Efficient**

Colton Clark, fresh out of technical school, was attracted to employment with the Michigan Department of Information Technology (MDIT). He knew of the fast-paced and exciting environment, the excellent training programs and the potential for career advancement. After joining MDIT, Colton received technical and customer-service training during his first six months, established an ongoing training schedule and set his long-term career goals. This employee of tomorrow would be provided with tools he needed to work directly from the field or from his vehicle. And when issues like building power outages would occur, Colton, working with a team, would be able to quickly bring the systems back up, working alongside employees in the field. As a young IT professional, Colton would be engaged and stay with the department for the long term.

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You can never get employees to treat customers better than they are being treated themselves...James Autry

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*Appendix Resources: Initiatives - B • Targets & Metrics - C • Associated Technologies - D

A Look Ahead
Goal Five: Cross-boundary Solutions
Foster partnerships across and beyond state government

Michigan is fully engaged in using technology as a change agent for cross-boundary innovation. Whether through a local and state cross-boundary technology steering committee, a network of health care professionals, or a group of vendor partners, we are identifying and solving difficult issues across organizations. We will continue to expand this network of partners and identify new initiatives that will aid the State of Michigan and our partners in delivering better services to customers and citizens.

Strategies
Public partnerships: Create innovative partnership programs for more effective and efficient government across all levels

Public/private partnerships: Strengthen and expand partnerships beyond government to the private sector and higher education

Technology: Leverage existing and emerging IT infrastructure and functionality across the state

Health IT: Expand health information technology and health information exchange programs and partners

Progress to Date

Local/State Cross-boundary IT Steering Committee
✓ Formed in 2007, this committee of local and state government IT officials is co-chaired by executives from local units of government

Working with universities to bring locals online
✓ 74 Web sites developed for local governments to date
✓ Template for local government site development and site assessment created

Michigan Public Safety Communications System (MPSCS)
✓ Over 40,000 first responders rely on MPSCS, up from 10,000 in 2002
✓ Usage is up 315% to 8.3 million per month—84% are locals
✓ 988 multi-jurisdictional events used MPSCS last year

Federal Funding Bringing Broadband to Rural Health Care Facilities
✓ Secured $20.9 million award from the Federal Communications Commission: This will fund the sharing of MRI’s and other medical information between 300-400 rural hospitals and clinics through broadband

Statewide Leadership Advocacy
✓ First state to win this Health Information Management Systems Society award

Michigan Today: Web sites for Local Government
Sandra Poindexter, professor of computer information systems at Northern Michigan University is a key partner in MDIT’s effort to bolster local government Web site availability. Her students are among those who assist local governments with site development—over 74 Web sites have been developed to date. “Using real world projects within an academic course is a win-win,” said Poindexter. “Students are more motivated to learn, committed to project outcomes and get practical experience that clarifies the concepts.” Thanks to the student templates, officials can also create sites independently.
**Strategies**

Public partnerships: Create innovative partnership programs for more effective and efficient government across all levels

Public/private partnerships: Strengthen and expand partnerships beyond government to the private sector and higher education

Technology: Leverage existing and emerging IT infrastructure and functionality across the state

Health IT: Expand health information technology and health information exchange programs and partners

**Initiatives in Motion**

**Local/State Cross-boundary IT Steering Committee**
- Leveraging innovative collaborative technology solutions to transform, broaden and enhance Michigan government service offerings
- Building things once, sharing resources and eliminating duplication, this committee is seeking cost savings and optimization of services

**Broadband in Michigan**
- In partnership with the Governor, MDIT is working to expand traditional broadband services
- Increasing awareness and adoption of existing services, and educating leaders about its value in improving tourism, education, health care, public safety, government services and economic development; working with multiple counties and associations to help address the need and desire to expand traditional broadband coverage

**Mi Public Safety Communications System (MPSCS)**
- Providing radio service to State troopers, conservation officers and over 1,200 local, county, state and federal public safety personnel with 97% coverage across the state (See Appendix M)
- Working to enhance interoperability to all first responders, MPSCS will add new jurisdictions, including Washtenaw County in 2009

**Michigan Health Information Network (MiHIN)**
- Using IT to drive quality and efficiency in health care, MDIT is working with the Department of Community Health and others to accelerate use of health IT and information exchanges
- A conduit to care report, developed with 200 healthcare stakeholders, established nine medical trading areas; the MiHIN Resource Center provides ongoing guidance, direction, and coordination

**Bridging boundaries...Connecting Michigan with IT solutions...**

**Enabling Cross-boundary: Tools & Solutions**
- Shared governance, infrastructure and services
- Cross-boundary standards and architecture
- Public-private partnerships
- Health information exchanges

**Michigan Tomorrow: Protecting Communities and Quality of Life**

In the future, virtual maps of available tax-reverted properties will help cities like Detroit meet the needs of out-of-state research and development firms, and bolster local economies. The multi-jurisdictional maps and online photos would help new companies finance contiguous lots owned by the county, city and state. This same developer would be able to identify all existing infrastructure, including power, broadband and sewer. The firm could work with the State of Michigan to identify required workforce skill sets. Michigan’s No Worker Left Behind program would respond by providing opportunities for displaced workers to gain the necessary skills needed to begin employment with the firm.

*Appendix Resources: Initiatives - B  •  Targets & Metrics - C  •  Associated Technologies - D*
Goal Six: Innovation and Transformation
Drive innovative processes and technologies to transform government service

Together with our agency partners, we are rethinking technology and processes; challenging the status quo. In collaboration with the public and private sector, we will make both small- and large-scale modifications and improve the way that services are delivered and the type of services possible and available. This effort will drive a systematic approach to innovation and transformation.

Strategies
People: Fully realize customer needs and build a culture supporting change, innovation and excellence among employees and partners

Processes: Develop governance, change and portfolio management processes and standards to support, enable and drive the transformation of existing, and the development of new services

Technology: Employ best practices to improve government services through information, communications and technology

Progress to Date

Strengths/Weaknesses/Opportunities/Threats (SWOT) Assessment
- Conducted SWOT analysis with the Michigan IT Executive Council (MITEC), as well as with IT employees across various units of the department; conducted survey of over 1,000 Michigan residents with Michigan State University
- Results utilized in development of the 2008-2012 IT strategic plan

Strategic Management Team Action
- 2008-2012 Strategic Targets and Metrics vetted by IT managers and assessed against current slate of IT projects and priorities
- Utilizing MiPlan milestone tracking system, projects are monitored and reviewed during regular meetings of the IT management team

Best Practices Cultivation
- Initiated more formal relationship with Government Performance Project (GPP) and Pew Center on the States in order to facilitate exchange of best practices information and related resources

Michigan Today: Innovations and Best Practices
Michigan’s comprehensive IT planning relates to the State’s policy objectives and works to enable the most efficient and effective delivery of service across state government. IT leaders participate in all phases of the State’s business planning process—the Cabinet Action Plan (CAP)—since it was initiated in 2003, and newer innovation and re-engineering projects such as the Government Process improvement initiative (GPii) and Great Workplace Action Team. They also benefit from best practices through programs like the Government Performance Project (GPP).

Goal six activities support two objectives, achieving the full potential of digital government and transforming internal processes and procedures. A sampling of the strategies and initiatives necessary to enable these objectives—ranging from back office innovations to front office actions—are discussed in Appendix N.
Connecting the Goal to Action
Representative Initiatives for Goal Six*

**Strategies**
People: Fully realize customer needs and build a culture supporting change, innovation and excellence among employees and partners

Processes: Develop governance, change and portfolio management processes and standards to support, enable and drive the transformation of existing, and the development of new services

Technology: Employ best practices to improve government services through information, communications and technology

**Initiatives in Motion**

**Proactive Problem Identification and Solving**
- Developing a best-of-breed, publicly-available program performance and usage metrics system, modeled on state and national best practices and utilized to identify citizen and state service needs and track and assess government program performance
- Utilizing as a diagnostic tool for process changes and innovations and to drive organizational change through assessments and indicators

**Government Process Re-engineering Center**
- Creating this center of excellence will drive knowledge networking, mass collaboration and innovation
- Involving state program and project managers, private sector, not for profits and citizen participants, as well as temporary, project-based agency and private sector staff on loan and assignment

**Michigan Business Services improvement initiative (MBSii)**
- Streamlining government’s interactions with the business community is the focus of this project to create a one-stop portal in collaboration with business partners
- This single Web interface and 1-800 number will support further regulatory and business-permitting reform and make state government more lean and nimble
- Design and implementation plans are already underway with expected rollout of Phase I in late 2008; federal and local business-government components will be added in the long run

**More than a tool, IT in Michigan enables the state’s evolution and ability to reach its public service potential.....**

**Enabling Innovation and Transformation: Tools & Solutions**
- Competency centers
- Project and portfolio management
- Performance management, metrics
- Process redesign
- Technology planning and management

**Michigan Tomorrow: Bolstering Alternative Energy and Economic Development**
Like most wind farmers who relocated to the state of Michigan, Denise and Jake Thompson are a major part of the new, diversified economy of the state. In addition to growing their own Michigan-based business, the two are also leading an effort to foster exchange of ideas and information about resources, economics and technology in the wind farming industry. The State of Michigan, in conjunction with industry partners, established a “wiki” Web site for interested parties to share information and best practices on harnessing this new technology. These communities of interest have evolved into a consortium of wind farmers who pooled investments and developed a booming wind farm industry in northern Michigan.

*Appendix Resources: Initiatives - B  Targets & Metrics - C  Associated Technologies - D*
Moving Michigan Ahead

After over 50 years of IT operations and six years of a consolidated structure (see chronology below), Michigan’s IT has advanced to a point where both existing commitments and some of the historical structural challenges facing the state can now be addressed. Required next steps range from continuing to provide core services to identifying, assessing and implementing solutions and technologies with transformational potential. The state has reached a unique juncture where government technology is maturing from operational consolidation to working with agency and external partners to drive and enable shared services, collaboration and innovation.

It takes more than a clear vision of action to carry out a strategic plan for the IT operations of an entire state government, especially a plan that seeks to stretch the boundaries and the capabilities of the systems and processes that are currently in place. The pages that follow articulate how the plan will be carried out both today and in the future and, just as importantly, how that plan will be measured and adjusted as appropriate over time.

Technology Solutions

Research and development of technology solutions are an important way in which Michigan’s IT Strategic Plan is enabled and implemented. The IT strategic planning process for the state has consistently included an evaluation and review of the full range of current and emerging technologies feasible and appropriate for implementation. For the 2008-2012 period, areas of technology focus were selected based on a thorough assessment of state department and Michigan citizen needs and was informed by objective analysis of experts like Gartner, Inc. and Forrester Research, Inc.
Technology Focus Areas: 2008-2012

Focus areas for the next five years are highlighted on the next two pages of this document (pages 22-23). They are also detailed in Appendix N “Michigan’s Technology Future.” The areas include:

- Streamlined Citizen Transaction and Self-Service
- Citizen Engagement Tools
- Shared Technology Infrastructure
- Information Collaboration and e-Discovery
- Enterprise Mobility
- Greening of IT

Over the next five years, Michigan’s IT decision makers, in concert with the Michigan Information Technology Executive Council (MITEC) and other stakeholders, will determine the specific technologies to adopt for implementation. Some of the technology adoption will occur in the short range (less than two years), while others are further out (two to five years). The emphasis is on solutions with the highest or most transformational impact. Across the board, they fall into the following categories:

- Social trends and solutions: Consumerization, green IT, Really Simple Syndication (RSS) and social software
- Business trends and solutions: Business process modeling, centers of excellence, Web 2.0 business models and workplace technologies, software as a service and whole of government enterprise architecture
- Technology trends and solutions: Enterprise instant messaging, location-aware applications, mashups, open source, service-oriented architecture, radio frequency identification (RFI), social network analysis, unified communications, VoIP convergence, Web 2.0 and wikis.

Fifty Five Years Of Innovation And Service

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<td>Creation of the Michigan Information Technology Executive Council (MITEC)</td>
<td>First statewide Michigan IT Strategic Plan - integrated with the Governor’s business plan</td>
<td>Published the Enterprise Architecture Strategic Approach</td>
<td>Implement identity and access management single sign on solution</td>
<td>Coordinate the installation of broadband connectivity for over 390 rural hospitals and clinics</td>
<td>Obtain Capability Maturity Model Integration - Level 3</td>
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<td>Creation of the Office of Technology Partnerships</td>
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<td>2006</td>
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<td>30 data centers closed through consolidation between 2004-2007</td>
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<td>Implement a new Michigan business tax system</td>
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<td>Partner with DHS to create the Health &amp; Human Service Eligibility System</td>
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<td>Implement a shared services model enhancing efficient collaboration</td>
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<td>Formally share project management capabilities with local governments</td>
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Michigan’s Next Steps
Implementing Our Strategic Plan

Exploring the Technology Solutions 2008-2012

Streamlined Citizen Transaction and Self-Service
This area of technology solutions will focus on making government services more accessible to citizens and businesses. It is expected that Michigan citizens will continue to demand that their government provide them with convenient, cost-effective and secure service around the clock. Looking forward, Michigan will emphasize single-points of access to government services through multiple channels and continue the commitment to making existing e-government services faster and easier to use.

Today this technology takes the form of ATM-style kiosks at Secretary of State offices, online licensing and certifications, as well as access to services from mobile devices to purchase fishing licenses. In the future, technology will take the shape of things such as a new one-stop business transaction portal; the expansion of text alerts to citizens on topics like product recalls, traffic congestion and lottery information; the creation of a single point-of-sale for hunting and fishing licenses and online examinations and credential authentication for individuals in various fields, such as pesticide applicators or weights and measures service personnel.

Citizen Engagement Tools
Over the next five years, Michigan will be identifying and implementing the latest technologies to further engage citizens in government operations and decision-making. Citizen engagement tools include using technology to seek public input or to foster discussions among citizens, businesses and government. The ability to provide meaningful citizen involvement opportunities is partly technical in nature, but also requires an understanding of cultural and organizational characteristics of our stakeholders.

Action being taken today includes the expansion of MITEC Citizen Self-Service Committee to include citizen engagement technologies and recommendations, and working within the new Innovation Advisory Board (Goal 6) to evaluate and report on Web 2.0/3.0 opportunities for citizen/government engagement. Looking ahead, Michigan will be utilizing mashups, wikis and other Web tools to engage citizens in government and rolling out activities such as virtual town meetings.

Shared Technology Infrastructure
Sharing and integrating infrastructure resources between public and private partners is a top priority in 2008-2012. Over the years, Michigan has worked aggressively to build a unified technology infrastructure across agencies that is well-coordinated, interoperable and universally available. For state government, a shared technology infrastructure is steadily evolving as the primary structural foundation that links and empowers all operations.

This foundation creates the promise of seamless information accessibility, improved return on investment, reduced operations risk, lower cost of ownership and maximized technology resources. It also creates new opportunities for sharing infrastructure across and beyond government borders with local governments and private industries. Looking ahead, Michigan is working to make WiFi available across state locations. In the future, the State will also be completing Michigan/1 Adopt standardized desktop package roll out; converting 75% of all State offices to Voice over Internet Protocol (VoIP) technology and managing all cellular contracts centrally.

Transforming the way government operates—delivering innovative information technology solutions with excellence and integrity
Information Collaboration and e-Discovery

Facilitating the sharing and integration of data among departments to leverage information and enable quicker and more effective decisions is the focus in this area of technology. The breaking down of old barriers between government agencies—along with new federal court rules for managing electronically-stored information—have greatly increased the need for common methods of communicating, sharing and bringing information to decision-makers. Through information collaboration and e-discovery, Michigan will fulfill federal requirements and foster more efficient and timely use of information across agencies.

Today, Michigan is focused on a multi-agency Child Support Enforcement System and the Teradata warehouse. Tomorrow, the state will be developing the Agencies Sharing Knowledge (ASK) statewide, data-sharing strategy project; unifying human services/case management systems; enabling multiple agencies to share grant application information and allow for better budgeting; standardizing and automating human resources and clarifying e-discovery governance issues, relationships and responsibilities.

Enterprise Mobility

Utilizing technology to connect state employees to their work anywhere at anytime from anyplace is Michigan’s focus in this technology area. Enterprise mobility brings benefits to state government, state employees and to citizens as a whole. For state government, greater mobility can increase productivity, reduce overhead and occupancy costs, help recruit and retain good employees. For employees, mobility can promote job satisfaction, reduce commuting time and transportation expenses and improve quality of life. For citizens as a whole, mobility decreases traffic and highway congestion, lessens parking problems, decreases air pollution, reduces energy consumption and increases time for civic involvement.

In 2008, Michigan’s Bureau of Construction Codes inspectors use rugged laptops onsite, Michigan State Police officers have access to criminal justice computer systems from wireless laptops in their vehicles and Unemployment Agency investigators document investigations in the field, uploading changes to the main system remotely. Looking forward, the State will be better integrating mobile solutions into pandemic and emergency planning; to increase safety of caseworkers, Michigan will be incorporating global positioning system (GPS) features into a mobile Department of Community Health case management system; the State will be improving the MDOT vehicle fleet management system which uses GPS to better manage planning and scheduling of vehicles and will be further developing the mobile worker program.

Greening of IT

This area of technology focuses on increased environmental awareness and adoption of green principles in enterprise IT facilities, equipment purchases and disposal of equipment. Michigan embraces its obligation to reduce threats to our air, land and water and to fight global climate change. Reducing carbon dioxide emissions, properly disposing of outdated equipment and cutting overall energy consumption are all important ways to fulfill these responsibilities and can also bring new cost savings. By engaging in green IT, Michigan will lead by example and promote green consciousness among our state’s residents and businesses.

Today, this means increasing the use of power saver printers that reduce the amount of energy the devices consume when not in use (and according to executive directives) turning off all networked desktop and notebook computing devices at the end of the work day whenever possible. In the future, Michigan will continue data center consolidation efforts, make use of unified communications, incorporate green criteria into IT systems procurement and increase efforts aimed at boosting product lifecycles and recycling.
Implementing the Plan

In addition to exploring the areas of technology outlined in the preceding pages, Michigan will be moving from “Vision to Action,” and carrying out the 2008-2012 Michigan IT Strategic Plan according to the action steps outlined below. The figure below illustrates how the driving principles—developed with and for IT stakeholders across Michigan—are linked to the resulting six goals and related activities described throughout this plan.

Step One: Build Upon Existing Strengths and Best Practices
Building upon existing gubernatorial leadership and aligning to the Cabinet Action Plan (CAP) and agency business plans is critical. Given Michigan’s IT maturity and existing capabilities as well as the strategic role of IT, the State can now aggressively move into a shared, cross-boundary service model with national-caliber information and performance management.

Step Two: Remain Active and Engaged with National and Global Issues
Steadfast recognition of changing national and global issues will also play a role in moving this plan forward. Globalization and the new economy, consumerization of IT and social networking are just a few of the topics to consider, not to mention utilizing sustainable resources and assuring privacy and security are also key.

Step Three: Address Michigan’s Priorities
Development and integration of the plan must be closely tied to the priorities specific to the state of Michigan. To this end, we must:

- **Maintain Statewide Alignment:** Provide IT support to the CAP and agency business plan priorities and strategies, strengthening existing initiatives and identifying new opportunities
- **Challenge Structural Status Quo:** Leverage the strategic role of IT, emphasize innovation and transformation through partnerships with Pew and A. T. Kearney, Inc.
- **Develop Signature IT Initiatives:** Provide issue assessment, solution and process design and IT support for selected flagship issue areas such as economic development, health care and education
- **Support Agency Priorities:** Listen to agencies and develop innovative but practical IT solutions that meet agency needs

Step Four: Bridge Driving Principles and Goals and Incorporate them into Daily Activity
The illustration above provides a framework of principles that bridge and integrate goals, strategies and initiatives and guides both the IT strategic direction, as well as IT plan implementation. Among other things, over the next five years, we must develop remaining functional and service area plans, organize strategic technologies both at the enterprise level as well as targeted principles and goal areas and develop and integrate a shared services model.

**Citizens & Agencies at the Center - MITEC Survey Results in Action**

In the October 2007 MITEC IT planning survey, a majority of Michigan’s agencies stated that they will have to do more in the future with fewer staff and less resources. We responded: Goal two strategy – Work with agencies to develop technology projects that share resources, increase efficiency and improve workflows. Agencies also indicated that their customers will demand more online services, an agile approach to applications, Internet tools and access to information. We responded: Goal one strategy – Provide citizens and businesses with one simple access point for services.
Action Steps

Below are selected key initiatives that will ensure effective and improved IT service delivery. These are for both the sustainable near term future (through 2010), as well as the intermediate future (through 2012), and include:

Sustainable Near Future - Ensure Accountable Management and Performance
Refine and modernize the management and governance framework for today’s, as well as tomorrow’s, challenges in support of strategies under goals one, two, three and four.

Effective and Efficient Customer-Based Operations and Services: Continue optimizing core service delivery, facilitating and simplifying access to government and services and improving efficiencies and reducing costs
- Enhance agency participatory role by instituting MITEC Agency Operations Partnership Team (A-OPT) to improve operations and better meet customer needs (2008)
- Implement the Michigan Business Service improvement initiative (MBSii) - a single business portal and contact center providing the private sector with a self-service access point to multiple channels of state government service (2008)
- Develop at new Web services on Michigan.gov that can be shared across multiple applications and continue to meet business needs (2010)

Performance, Accountability and Public Value: Ensure public value through alignment among state policies, citizen service and agency business needs and ensure accountability and high performance service delivery through best practice performance management
- Establish formal performance tracking and monitoring capabilities to ensure transparency, identify and manage change opportunities and to report on and manage performance (2008)
- Design and implement MDIT budgetary tracking and financial reporting system (2008)
- Enhance agency-specific service level agreements to include MDIT performance measures (2009)

Privacy, Security and Public Trust: Ensure public trust through providing optimal levels of security, citizen privacy and disaster avoidance and mitigation
- Establish a new Michigan chief privacy officer (CPO) in 2008 who will chair the Michigan Government Privacy Council
- Provide identity and access management, single sign-on solution (2009)
- Establish application scanning for security vulnerabilities to ensure continued PCI compliance (2009-2010); complete Critical Infrastructure Security Upgrade (CISU) Project (2010)
- Update policies and procedures and provide new targeted training to state employees regarding cyber ethics and the new Internet-based social networks
- Develop updated disaster recovery plans for all critical applications (2009)

High-performance Workers and Workplace: Develop and maintain a high-performance workforce and workplace, capable of supporting current service needs and meeting future requirements
- Partner with Civil Service to modernize and standardize the classification and pay structure for IT professionals to support attracting and retaining a high-performing IT workforce (Ongoing)
- Develop a modern, ongoing recruitment program including an MDIT brand identity (2008)
- Engage in succession and workforce planning; develop strategy in 2009 and implement by 2010
Innovation, Change and Transformation of Government (Intermediate Future)

Provide a mature, modern, best practices scope of solutions, and enable innovation, change and transformation of government, in support of strategies under goals two, three, five and six.

Agile Management and Infrastructure: Deliver fundamental process, service delivery and infrastructure changes as they are needed

- Enhance the agility of technology management and infrastructure; balance the challenges of supporting or phasing out outdated technologies with new opportunities; develop employee skills and competencies and maintain a diverse portfolio of projects to fulfill needs and tap into best practices wherever possible (2009 and Ongoing)
- Realign technology management with business process design; use information and relationships with partners and customers to support a new and more agile IT decision making, business processes, sourcing, infrastructure and service operational design (2010)
- Develop and adapt the business model, policies and principles around opportunities such as virtualization, modularization, Web and multiple service delivery options for infrastructure, information and applications (2010)

Shared Solutions, Standards and Flexible, Open Boundaries: Maximize sharing solutions, services and infrastructure within the enterprise, other levels of government and the private sector, moving toward compatible, shared standards

- Develop a shared-services delivery model (2008)
- Implement single citizen address standard and verification tool to be used across state government (2010)
- Research the feasibility of a partnership with the private sector to build a state-of-the-art data center that not only fulfills our mutual capacity needs, but also provides an economic development opportunity for Michigan

Maturation and Modernization of Solutions: Ensure sustained modernization of a comprehensive range of solutions and technologies with transformational or high-performance potential that are suitable for connecting tiers of government, public and private sectors and improving performance and customer service

- Implement an innovations and best practices tracking, assessment, design and management capability (2008)
- Develop a Michigan information framework, integrating business intelligence and other related initiatives and refine information architecture (2009)
- Fully-implement Web 2.0 technologies within Michigan.gov and assist agencies in understanding potential uses and implementing technology (2009)
- Assess and implement alternative acquisition and delivery models (2009)
- Fully implement State Unified Information Technology Environment (SUITE) model and improve processes to achieve CMMI Level 3 compliance enterprise-wide (2012)

Innovation and Transformation: Develop an expectation, culture and capacity for innovation and transformation of government. Shift from a support and enabling role of IT in service and business processes to a driving role, providing leadership and serving as a catalyst in business process and organizational change

- Develop an implementation and management plan to carry out the activities in this goal area in 2008 (with updates every two years)
- Strengthen and formalize the project, portfolio and change management process; create an enterprise-level project and portfolio management office in 2008 and formalize IT investment planning and management in 2009
- Utilize Government Performance Project (GPP) and Pew Center on the States best practices information and related resources in developing and implementing Michigan solutions aligned with structural change, each category of the Cabinet Action Plan and Government Performance improvement initiative (GPii) priorities (2008)

More than anything, as this planning document is finalized, it is important to remember that the completion of the plan is really the beginning, not the end.