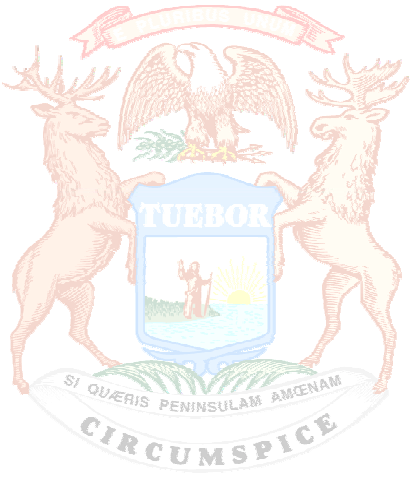
Connections to the Future

A Vision of Action

Michigan's Information Technology Strategic Plan 2004 - 2007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Connections to the Future

A Vision of Action

In her 2004 State of the State address, Governor Jennifer M. Granholm declared, "…we are realigning, redefining, and redesigning government to move Michigan forward." Her 2004 message set forth a vision and detailed a seven-point plan for improving the quality of life and business climate in Michigan. This plan for Michigan's economic development, along with all the top initiatives being addressed by the Cabinet are prioritized, tracked and organized along six priority issues areas that drive government action. These six priority issues are the foundation for Michigan's Information Technology (IT) Strategic Plan:

Education Making sure every child comes to school ready to learn, improving K-12 education, and expanding opportunities for higher education and lifelong learning

Better Government Making government effective and efficient, and include all of our citizens in our democratic processes

Hometown Security Making Michigan communities safer and improving homeland security efforts

The Environment Protecting our natural resources and air quality, and improving our land use practices

The Economy Making government fiscally responsible, growing Michigan's economy while maintaining our critical infrastructure, and protecting Michigan consumers

Health Care Expanding access to health care and lowering its overall cost

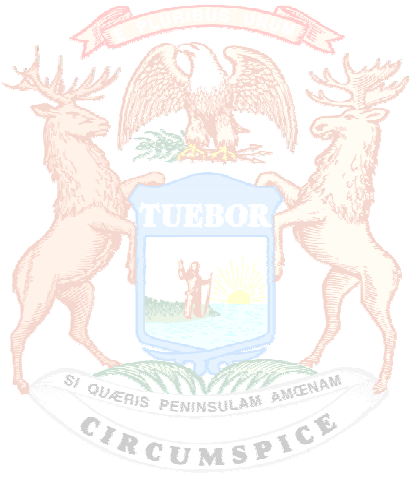
The Governor has charged technology to support all of the six issue areas, giving special emphasis on the plan to grow Michigan's economy by retaining business, attracting entrepreneurs, developing a 21st century workforce, creating "cool cities," improving education, making heath care accessible and affordable, and making Michigan the leader in protecting the

environment. Out of the Governor's remarks, and through a strategic planning process that included input from state agencies, local governments, businesses, citizens, and employees, a new premise for IT leadership emerged...***Connections to the Future.***

Connections to the Future represents a bold new approach for Michigan in its delivery of information and technology. Looking beyond the standard IT roles and responsibilities and instead reaching to define partnerships between the citizens, state program agencies, local governments, employees, educational institutions, and businesses. Developing synergies that invigorate our thinking and allow us the opportunity to question old methods and old practices. Synergies that permit close collaboration and coordination with all stakeholders to achieve the goal of moving Michigan forward to meet its current and future demands.

Connections to the Future represents a vision where the information technology provided is of the highest value, where citizens have immediate access to all government services through standardized channels that feel and act like one solution, and where services can be delivered with leveraged products in a secure environment. Michigan's strategic IT vision is to provide a solid foundation that supports the wants and desires, the needs and requirements, so that Michigan will become the "economic powerhouse state of the 21st century." A well-structured, adequately staffed, and soundly-funded IT delivery infrastructure will be needed to ensure government services are provided to anyone, anytime, and anywhere.

Connections to the Future represents a renewed focus on IT projects and services that add value in supporting the administration's emphasis on the economy, education, health care, better government, environment, and hometown security. Michigan connects technology to the needs of our stakeholders. It is a future with roots in the past successes of Michigan's award-winning Internet portal; a future still under construction as we leverage our state's enterprise; and a future that embraces the use of technology by bridging the digital divide and providing ubiquitous, affordable access. It is a future with the look and feel of individualized service delivery that can only be achieved through close cooperation and collaboration in a connected Michigan.



The Future: A Connected Michigan

Education

Nine-year-old Maria Sanchez and her family live in a Detroit suburb. They do not have a computer at home. Thanks to the new "Tech-on-Wheels" program aimed at bridging the digital divide, the whole family has access to the resources of the world-wide-web. Through this special program managed and maintained through a partnership of government, civic leaders, and universities, Maria is able to complete school research assignments from the mobile technology center that visits her neighborhood once a week. Her mother has been able to continue her education in her native language via satellite-delivered classes provided online. With each visit she is able to fax her completed assignments to a participating university, take online exams and print off next week's work.

Economy

Ruth Johnson owns a technology company and wants to expand her operations nationally. In the evening hours, while sitting in her Texas home, she has been scouting locations in three states by visiting their web sites and taking virtual tours of prospective locations that were created by local business development organizations. When investigating possible locations in Barry County, Michigan with a single click on Michigan.gov, she learned there was broadband capability throughout Michigan and learned of specific connections meeting her needs. In addition, she was provided with a list of properties with the proper zoning for possible locations. Michigan's e-permitting allowed her to file for all of her permits online from her Houston home at 10 p.m. on a Saturday night. She received immediate on-line approval and received a personalized email from the county commission welcoming her to Michigan.

Hometown Security

At 2:15 p.m., Michigan State Troopers in the Upper Peninsula are inspecting an abandoned van on State Highway 2. Within seconds, the officers are informed that the van was stolen from Memphis, Tennessee three weeks ago

and that the suspect is wanted for armed robbery in California. The query system automatically informs the troopers that the suspect's mother lives nearby in Marquette County. Using GIS address geocoding capabilities, Lansing dispatch locates the residence and notifies the local county sheriff using the same public safety communications system that all emergency response units in Michigan use. After a routine inquiry at the mother's home the sheriff's deputies positively identify and apprehend the suspect at 2:45 a.m. Using a wireless fingerprinting pad in their patrol car they are able to confirm the suspect's identity instantly.

Health Care

Margaret Owens, diagnosed with the initial stages of Alzheimer's disease, has recently decided to maintain her independence and continue to live in her own home. Margaret's condition would have meant certain hospitalization or relocation to an assisted living facility just a decade ago. Today, Margaret's family and caregivers are able to protect her independence and allow her the option to stay in her own home, due in large part to an intelligent healthcare system developed in Michigan's "Technology Tri-Corridor." Using this holistic system, Margaret is alerted when she should take her medicine and when she should eat. The system is customized to help with a multitude of other daily living activities as well. Communication and monitoring devices are placed throughout her home, instantly alerting the appropriate care providers should an unexpected event occur. Additionally, the system affords Margaret with "round the clock" voice activated two-way communications with her care providers should she have questions or need immediate assistance. As her disease progresses, simple modifications to the system will allow for closer monitoring so healthcare providers are dispatched on an "as-needed" basis, thereby relieving Margaret, her family and her caregivers of unnecessary medical costs and the fear of possible emergencies going undetected.

Better Government

Thomas Jay, a recent Law school graduate and his wife JoAnne have recently decided to move to a Michigan "Cool City" and begin their new exciting life together. They are looking for a loft apartment close to the downtown area; they need to apply for Michigan driver licenses, register their vehicles, and locate a good gym. In addition, they would like to check the credentials of their new physician, register to vote, register their two children for school and day care, open a bank account,

make a Michigan park reservation for their summer vacation, and purchase a dog tag for their new puppy "Mac." Tom completed his portion of the to-do list using his wireless communications device, and JoAnne finished the remaining to-do items using her voice-activated pocket PDA while sitting on a swing in the park after their Sunday picnic. Neither one was required to visit a government office or drive to different business locations.

Environment

William Turner and his two daughters, Sydney and Regan, have become closer throughout the past year by spending time fishing together in their farm's watering pond. William grew up on a farm in Kansas knowing he would someday raise his own children in a similar environment. While on the Internet researching options for relocating his family, he noticed that Michigan's innovative Center for Geographic Information (CGI) has a GIS mapping system that continuously monitors environmental quality, tracking changes relating to development and commerce. He also discovered that Michigan's agricultural industry is one of the nation's leaders in using technology to monitor such things as ground water purity, land use chemical application, and the proper distribution of farm animal compost material. William was pleasantly surprised to find that most Michigan farms make extensive use of "in-the-field" satellite communications to national and foreign markets, allowing farmers to monitor and lock in the best price for crops during the harvest. Michigan's innovative approach to agricultural and environmental technology made it the perfect location for William's family farm, and the perfect setting to raise a family—just as he had always imagined.

These scenarios are not science fiction. They are within our grasp. We have but to act. This 2004-2007 Strategic Plan expands on Michigan's theme of ***Connections to the Future*** with a detailed description of the vision, which will enable Michigan's growth; a refinement of Michigan IT Goals and Objectives; and a brief discussion of the Michigan IT environment from a view of past, present, and future. Appendices include reviews of processes, policies, and procedures that represent a detailed look at how Michigan is implementing the plan and making this a living "best in class" accomplishment.

Michigan's Technology Vision: *A Connected Michigan*

As illustrated in the previous scenarios, our vision for Michigan's technology future is:

"A connected Michigan where access is just a click away, where services are streamlined and secure, and where citizens have an immediate voice in an open and energetic public square."

It is an ambitious vision and one that reflects the priorities of our stakeholders and the direction of Governor Granholm. Our entire vision will not be fully realized within the current planning horizon (2004-2007), but with successful delivery of the initiatives contained within this plan, we will have accomplished more than fifty percent of our journey toward *a connected Michigan.*

Connecting to Stakeholders

The formation of our vision started by listening to our stakeholders. Michigan's IT Strategic Plan was developed after an extensive research process to determine citizen and government priorities. The plan also reflects mandates and information collected from relevant executive orders, recently conducted town halls, established advisory

groups, and multiple meetings with staff. For a complete list of stakeholders consulted and forums used to gather input for the plan see Appendices A and E.

Connecting the Vision to Technology Goals

Michigan is moving rapidly forward in information technology use and management. It is an exciting, and daunting, advance – to realize enterprise operation of all the State of Michigan's information technology resources and its information, computing, and telecommunication assets.

How the State of Michigan's government manages and delivers information is the primary role and business of the Department of Information Technology (DIT). DIT provides the tools and expertise to enable the state to deliver solutions that meet the needs of its customers, whether that customer is a citizen with a question, a local government filing a state-mandated report, a business with regulations to meet, an employee seeking to understand benefits, or a department head developing an annual budget. Michigan's Information Technology Strategic Plan describes how we intend to meet those needs in a cost-effective and measurable way while reducing redundancy of effort and increasing data quality.

Several of the 2004 - 2007 goals and objectives are grounded in the continuation of the state's previous IT strategic planning efforts, and others are the result of the evolution to a statewide approach to IT. This plan represents a much more aggressive approach toward realizing the "promise" of information technology. The new approach drives transformation by connecting government processes and relationships. To enter the next phase of growth, Michigan will need to manage its resources effectively, break down bureaucratic barriers, share solutions in new ways, anticipate the road ahead, and reach out in the sprit of partnership.

To meet the objectives outlined by the gubernatorial themes, information technology stakeholders, and DIT in particular, we have developed five goals necessary to turn the vision of *a connected Michigan* into actionable strategies.

Goals and Objectives

Goals Defined

The technology plan's goal framework is made up of four elements: Goals, Objectives, Strategies and Initiatives. In the following pages, the plan for connecting Michigan's government through technology is further defined. One hundred seventeen (117) strategic IT initiatives have been collected in the process of creating this plan. Initiatives that are representative of the efforts Michigan is undertaking during the planning cycle have been selected and highlighted in this section. For detailed information on these, or any of the 117 initiatives, see Appendices B and C.

The five goals for the state's technology plan are:

Goal 1	**Expand Michigan's services to reach anyone, at anytime, from anywhere**
Goal 2	**Transform Michigan's services through sharing and collaboration**
Goal 3	**Manage technology to provide better service and faster delivery**
Goal 4	**Make Michigan a "Great Workplace" and the employer of choice for technology professionals**
Goal 5	**Create a statewide community of partnerships**

Goal 1

Expand Michigan's services to reach anyone at anytime from anywhere

Provide secure access to government services to anyone at anytime from anywhere. Expanding access is more than running additional communication lines. It means connecting our state by increasing our technical capabilities and expanding the number of online services Michigan can deliver to its citizens. It is imperative that these services be delivered securely and in a manner that protects the privacy of every citizen.

Objective 1.1 Provide the infrastructure needed to support service delivery

Strategies:

- Build and maintain Michigan's infrastructure
- Implement an asset management process statewide.
- Bridge the digital divide
- Improve ease of use

Objective 1.2 Provide reliable, responsible stewardship of data, information, and increase the number of online services

Strategies:

- Continue to expand Michigan.gov by adding services
- Protect data and citizen privacy through a comprehensive security strategy
- Deliver business continuity and disaster recovery plans

Measurements and Expected Outcomes

- 99.9% uptime for State of Michigan wide area network every year.
- Asset management system will auto discover 90% of all IT assets within the state and link with the state's financial system by 2005.
- Online services accessible to 80% of Michigan residents by 2007- even those who do not own computers.
- A full suite of state services available online by adding a minimum of five (5) additional online services each year.
- Broadband services available to more than 70% of Michigan citizens and businesses by 2007.
- Wireless infrastructure in place for Michigan Government by 2007.
- Statewide initiatives compliant with privacy audits at 90% compliancy by 2007.
- Comprehensive statewide technology disaster recovery plan for critical systems finalized by 2007.
- 90% of all intrusions and viruses are repairable within 2 hours.
- Statewide enterprise systems certified and accredited for proper security controls by 2006.

Connecting the Goal to Action

Expand Michigan's services to reach anyone at anytime from anywhere

Representative Initiatives for Goal 1*

LinkMichigan This program positions Michigan with Broadband and DSL capability. It involves the coordination, implementation and migration of multiple voice, data and video services into a single service offering available to all local and state governmental entities.

Wireless Infrastructure Michigan is piloting the deployment of wireless infrastructure components to the state telecommunication network, providing services for wireless local area networks and to support disparate client devices like PDAs, tablet PCs, cell phones and other mobile devices.

MPSCS 800 MHz System This system standardizes the Michigan Public Safety Communications System's (MPSCS) two-way radio communications and integrates local systems, allowing public safety/general government agencies to better coordinate efforts and ensure swift response to hometown security issues.

Secure Michigan Initiatives include disaster recovery and business continuity planning, computer security risk management, security incident management, awareness training, and system certification and accreditation.

Online Business Startup (Phase III) By making opening a business in Michigan easier we will attract investment to our state. Phase III will automate the filling and submission of State tax forms, allow the user to electronically submit the data and eliminate the need to have agency personnel manually enter tax data.

Remote Initial Claim Centers (RICC) The RICC Initiative establishes three claims processing call centers to streamline and improve unemployment claims submissions and processing, including the ability to receive claims over the telephone, the Internet, and electronically.

Michigan Childhood Immunization Registry (MCIR) This initiative is aimed at protecting Michigan's communities from vaccine preventable diseases and to assure that all children in Michigan are appropriately immunized. It is a registry of immunizations available online.

*For a complete and detailed description of all current initiatives associated with Goal 1, see Appendices B and C

Goal 2

Transform Michigan services through sharing and collaboration

Technology is a powerful tool for transforming government. By connecting with Michigan citizens and stakeholders, we realize that every technology implementation offers an opportunity to question old methods and approaches. By working together, Michigan will find the common ground needed to make positive change and truly share solutions.

Objective 2.1 Become a seeker of connections through a collaborative planning process

Strategies:

- Continue to increase the involvement of DIT's Information Officers as a strategic partner in all state departments
- Collaborate with state agencies on decision-making

Objective 2.2 Innovate and leverage solutions and information

Strategies:

- Share business applications
- Create an awareness of the possibilities for innovation offered by technology

Objective 2.3 Leverage the state's infrastructure

Strategies:

- Centralize, consolidate and share IT infrastructure resources when feasible

Measurements and Expected Outcomes

- Increase the number of data sharing agreements by 25% by 2005.
- DIT Information Officers are included in departmental strategic and technology planning by 2004.
- 25% of redundant systems hardware are reduced or eliminated by 2007.
- 95% of strategic initiatives use targeted products and architectures in 2005.
- Increased sharing of data, systems, infrastructure, and applications resulting in a 20% increase in efficiency by 2005.
- 10% increase in application development and maintenance efficiency by 2005.
- Complete 90% of messaging consolidation by 2005.
- All defined "major" mission critical applications will have 99.9% server availability by 2004.

Connecting the Goal to Action

Transform Michigan services through sharing and collaboration

Representative Initiatives for Goal 2*:

Consolidated Call Center Services A standardized Call Center solution that will become a single point of contact for citizens that have questions or concerns with government services. This initiative extends the infrastructure to all state agencies, including software, electronic document management, computer integrated telephony (CIT), interactive voice response system (IVR), web integration, transaction monitoring, and hardware.

Statewide e-Grants Portal Michigan's non-profit community has asked for a streamlined grant process that allows them to identify all their eligible grants.

e-Procurement This project will streamline and track current IT purchases for all agencies by developing a web-based procurement system that offers electronic purchase order processing and enhanced administrative functions to buyers and suppliers.

Crash Process Redesign (CPR) Traffic crash information is the critical component in reducing fatal and injury traffic crashes. The new system will improve the quality and timeliness of traffic crash reporting and will improve decision-making regarding statewide traffic safety programs administered by state and local agencies.

Statewide Intranet Initiative Build an effective and efficiently managed enterprise intranet infrastructure that will eventually host intranet sites for all agencies within the State of Michigan.

Michigan ASK (Agencies Sharing Knowledge) Create a statewide data sharing strategy and infrastructure that will provide a single, accurate and consistent source of data for the state's agencies and the services that they supply to its citizens.

Michigan Timely Application Permit System (MITAPS) Improving the State of Michigan's process for permits and licenses for both individuals and other entities doing business in Michigan will help make this state an easier place to do business, encourage the retention of existing jobs, and help foster the creation of new jobs for Michigan workers.

* For a complete and detailed description of all current initiatives associated with Goal 2, see Appendices B and C

Goal 3

Manage technology to provide better service and faster delivery

In these economic times it is more important than ever to be responsible stewards of our valuable resources. This means Michigan will do more than deliver projects—we will deliver value. Managing for effectiveness means exceeding client expectations, meeting commitments, and implementing best practices.

Objective 3.1 Improve internal processes and procedures

Strategies:

- Develop and implement initiatives on metrics, standards and measurements
- Develop technical migration and succession plans

Objective 3.2 Meet or exceed service levels

Strategies:

- Complete departmental initiatives on time, within budget and within scope
- Continue to maintain and enhance the existing suite of applications that currently serve the state

Objective 3.3 Connect with stakeholders to plan proactively

Strategies:

- Be responsive and proactive in the rapidly changing environment
- Continually review and update strategic vision and action plans for the future

Measurements and Expected Outcomes

- Governance process implemented statewide to enforce accountability and support project targets by 2004.
- Quality control procedures in place and used consistently by 2004.
- 90% of strategic initiatives delivered on time, on budget, and on scope in 2005.
- Metrics and measures developed and in use for 100 % of strategic initiatives by 2004.
- Each strategic initiative will have a departmental sponsor and an IT project manager by 2004.
- All Departments will have signed service level agreements by 2004.
- Develop recommendations for a revised IT Funding Model for DIT by 2004.
- 18 month operations plan, 3 year strategic plan, 5 year technology trend horizon and staff development plan are integrated by 2005.
- 50% of all strategic technology initiatives are justified with business case and return on investment by 2004; 100% by 2005.
- IT investment standard adopted, aligning today's IT purchases with state policies and customer needs by 2004.

Connecting the Goal to Action

Manage technology to provide better service and faster delivery

Representative Initiatives for Goal 3*

Michigan/1 Michigan/1 is a vision for the baseline structure of the state government's computing environment. It is an effort to consolidate 19 different computing environments into a standardized enterprise framework. The resulting benefits are to reduce the number of systems supporting basic enterprise computing functions, such as directory services, file and print environments, and desktop environments, which will result in reduced costs and improved levels of service to the agencies.

1. Desktop Standardization
2. Directory Services Consolidation
3. Messaging Consolidation
4. Server Consolidation
5. Enterprise Monitoring

Project Management Tools and Methodology Rollout To implement project management tools, methodology and best practices within the Department of Information Technology to increase the probability of successful project deployment on time, within budget and within scope and quality.

Return on Investment (ROI) This initiative focuses on the development of a standardized ROI template that will be used on all statewide IT projects. In addition, this effort will include training to rollout this new process.

IT Asset Management This effort implements enterprise management of state's information technology assets.

Technical Architecture This initiative fully defines the technology framework used to support the state's government. Emphasis is given to the workstation, application development, middleware, operating systems, databases, data warehouses and application server disciplines.

Deliver State of Michigan Departmental Technology Projects This category includes the 117 department specific and internal DIT initiatives within this plan. For a list of all state IT initiatives by department, see Appendix B.

*For a complete and detailed description of all current initiatives associated with Goal 3, see Appendices B and C

Goal 4

Make Michigan a "Great Workplace" and the employer of choice for technology professionals

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 providing meaningful work, offering professional opportunities, and expanding the career potential of our technology workforce.

Objective 4.1 Make Michigan a dynamic technology workplace

Strategies:

- Foster an ongoing, open, and constructive dialogue with our government technology workforce
- Align technology services with the needs of our stakeholders
- Identify and use industry best practices
- Publish and train to technology standards
- Develop a dynamic IT workforce through an active internship and mentoring program

Objective 4.2 Support and develop our employees

Strategies:

- Understand employee values, interests and skills
- Align employee education strategy with IT strategy, technology standards, and product life cycles
- Improve the availability, flexibility, and quality of IT training
- Make DIT a "Cool Workplace"

Measurements and Expected Outcomes

- Competencies identified for all job roles within DIT by 2005
- A formal employee development curriculum for DIT managers and employees implemented by 2005
- Technology standards and education strategy published by 2005, allowing employees to focus training efforts on future-oriented core technical skills
- Increase usage of internships by 15% in 2004
- Employee satisfaction improved as evidenced by feedback in town hall meetings and surveys

Connecting the Goal to Action

Make Michigan a "Great Workplace" and the Employer of Choice for Technology Professionals

Representative Initiatives for Goal 4*:

Service Delivery Information Initiative (SDII) A Service Delivery Improvement Initiative was identified to provide Michigan's technology workforce a clear and ongoing understanding of the expectations and issues faced by our government. Its focus is on defining the customer experience, internal processes, communication, and efficiency. Phase II was launched to further cement a process driven organization by streamlining the back-end processes supporting the model developed in Phase I. Phase II includes the following processes:

1. Service Level Metrics
2. Technology Standards Process
3. Governance Process
4. Security/Authorized Requester
5. Security/Patch Management

Strategic Plan Project This plan is the result of our strategic planning process, designed to help every technology professional in Michigan's government understand their role in successfully delivering on our state's vision.

Human Capital Management and Employee Development This initiative primarily focuses on the DIT employees and internship program. Professional development and job alignment improves the DIT work environment and ultimately leads to higher productivity and client satisfaction.

Training Needs and Skills Inventory Allows DIT to identify the training requirements based on the strategic direction and provide an employee skills set that will provide the needed support responsibilities for the desired technologies.

Vision and Values Initiative This is the DIT implementation of Governor Granholm's Executive Branch values awareness, alignment, and performance management initiative.

Create a Cool Workplace As an extension of the Governor's push to create "Great Workplaces," this initiative will use focus groups and targeted sessions aimed at making Michigan's Department of Information Technology a model for attracting and retaining IT talent. Based on feedback received, a specific plan of action will be developed and implemented.

* For a complete and detailed description of all current initiatives associated with Goal 4, see Appendices B and C

Goal 5

Create a statewide community of partnerships

No government or business can realize its vision alone. To create the economic powerhouse envisioned by Governor Granholm, we must work together. Michigan will connect with businesses, local governments, and educational institutions to foster an open and energetic dialogue. With our partners, we will generate momentum, uncover opportunities to share limited resources, and discover statewide solutions without boundaries.

Objective 5.1 Create forums for the exchange of ideas and information

Strategies:

- E-democracy – a virtual town hall for the exchange of citizen views
- Implement statewide departmental collaboration using the intranet

Objective 5.2 Create partnerships with public and private sector

Strategies:

- Partner with local government, public sector universities and private entities to share ideas, solutions, technology, and resources
- Implement solutions that cross governmental boundaries for more efficient government, improving citizen access

Measurements and Expected Outcomes

- Partner to establish two (2) cross-governmental technology forums, seminars or conferences each year.
- 10% increase in number of local governments using state master purchasing contract by 2005.
- 10% increase in number of universities using state master purchasing contract by 2006.
- Create two (2) new forums for engaging private sector knowledge to help solve the state's technology challenges by 2004.
- Create a local government technology collaboration group by 2004.
- Participate in National Association of State CIO's (NASCIO).
- Implement 2 new, cross-government projects each year.

Connecting the Goal to Action

Create a statewide community of partnerships

Representative Initiatives for Goal 5*:

Children's Action Network (CAN) Michigan has over 200 schools that are not achieving their expected progress goal under the "No Child Left Behind Act". In order to help address this problem, the Family Independence Agency (FIA) is coordinating a multi-Agency, school based effort to assist the children and families associated with those schools, to overcome barriers and to improve their academic and non-academic careers.

Citizen Survey An electronic survey that will allow citizens to identify what technology they believe is necessary to create a connected Michigan. The feedback gathered from this survey will be used to prioritize and define the technology initiatives that will make a true difference to our citizens.

e-Citizenship Project (e-Democracy) Establishes an enhanced statewide access policy. In addition to helping develop web sites for county governments, DIT will automate required reporting to the state, identify and eliminate database redundancies across government agencies, and develop more universal e-transactions and processing.

Wayne County: Connecting the Partners DIT has coordinated the provision of recycled state personal computers to community organizations in Wayne County to help bridge the digital divide

Technology Partnerships Created to foster technology collaboration and partnerships with business, K-12, universities, and local units of government. By encouraging the usage of the state's technical infrastructure and improving the business operations and offset costs by offering leveraged buying power in procurement contracts.

211 Through a public/private partnership with the 211 initiative, Michigan will expand our current resource directory (aging services, disability services) to include all human service providers included in regional deployments of 211 call centers. Currently being developed with the Southwest Michigan 211 Center and United Way.

MiDEAL Creation of a web site within acquisition services allowing local governmental units to purchase goods and/or services using State of Michigan contracts. It will also include links to exchanges and other procurement tools to allow all levels of government, and therefore taxpayers, throughout Michigan to save funds.

* For a complete and detailed description of all current initiatives associated with Goal 5, see Appendices B and C.

Delivering on the Vision

Michigan's Technology Past

Realizing Connections to the Future is a matter of bridging the gap between past technology efforts, our current operating environment, and the needs of tomorrow. Our foundation for the transformation ahead began with executive orders issued in 2000 and 2001 to create centralized management of the state's information technology (IT) resources. Prior to those orders, management of the state's IT resources was provided in each of 19 de-centralized, autonomous departmental entities, each using their own technology, policies, processes and methodologies. But the environment in which these 19 departments were operating was changing.

The pressures of a weakened economy decreased the state's revenue while demands for service grew exponentially. In addition, more and more people were demanding Internet services; security and privacy concerns were increasing; and the state's workforce was decreasing, requiring a change in the way services were being provided. Michigan realized the value and opportunity that centralized IT management would provide.

The first order issued created the office of e-Michigan and centralized all responsibilities for the application and implementation of web-based technology. The second order merged and centralized all information technology management and resources under a state chief information officer and created a new cabinet-level department: The Department of Information Technology. (See Appendix E for details of the executive orders).

Fiscal year 2003 was the first full year of operations as a centralized department. We have accomplished significant milestones:

- Ranked 2nd in the 2002 Digital State Survey Awards by the Center for Digital Government

- Given recognition from the National Association of State CIO's (NASCIO) in 2003 for the following:

  - Government to Business winner – "Employer Filed Claims"
  - Security and Business Continuity winner – "Secure Michigan Initiative"
  - Innovative Use of Technology runner-up – "The Michigan Geographic Framework"

- Over 3,000 resources were merged from separate agencies and departments into DIT

- A centralized Client Service Center was created. It currently averages over 15,000 contacts a month in support of approximately 30,000 of the state's 55,000 desktops

- Added 30 new sites to Michigan.gov in 2003

- Implemented statewide purchasing and contract management to speed the process, obtain more competitive rates, and standardize contract management and enforcement, saving $58 million in 2003

We continue to work to build confidence in our services. Our barriers are similar to those of any entity undergoing a corporate merger: we must integrate disparate systems, learn to communicate with new business partners, and share common solutions. Technology is expensive, and the process is slow when dollars have not been prioritized. We must leverage what we have. We must connect internally by sharing our resources to provide "connections for the future."

The Opportunities of Centralization

In the year 2000, at the time of the first executive order, Michigan operated with independent silos of IT systems, sharing only a statewide data network infrastructure and mainframe platforms. This first step created a thin band of shared enterprise solutions across all of Michigan's executive departments.

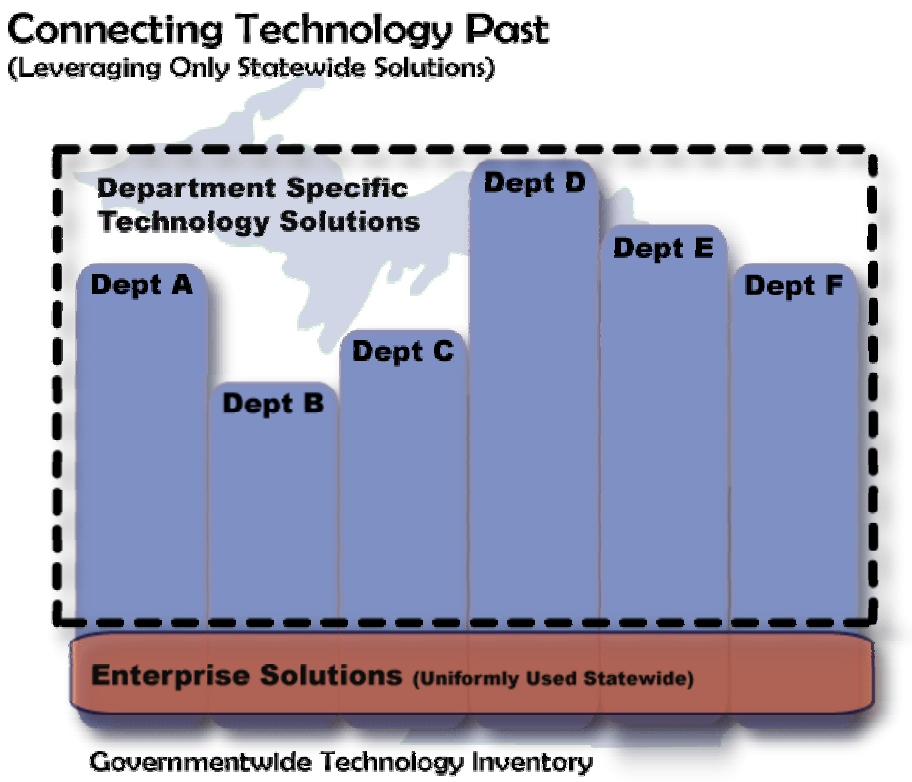


FIGURE 1 - Enterprise Solutions

To realize the opportunities of centralization, the focus of our plan is to continue to grow the band of enterprise solutions available across all of Michigan and find opportunities to share data and functions across the state. The strategic role of IT has become that of a seeker and facilitator of connections. The vision of *a connected Michigan* represents an optimization of resources and services.

Figure 2 depicts our vision for the future of Michigan's technology enterprise. It is a vision that recognizes the necessary autonomy of departments, while leveraging more services across all government. The new role of IT is to connect organizations and foster an environment that allows similar functions to break through bureaucratic boundaries to redefine, redesign and realign a transformed and effective government that ensures the privacy and participation of every citizen.

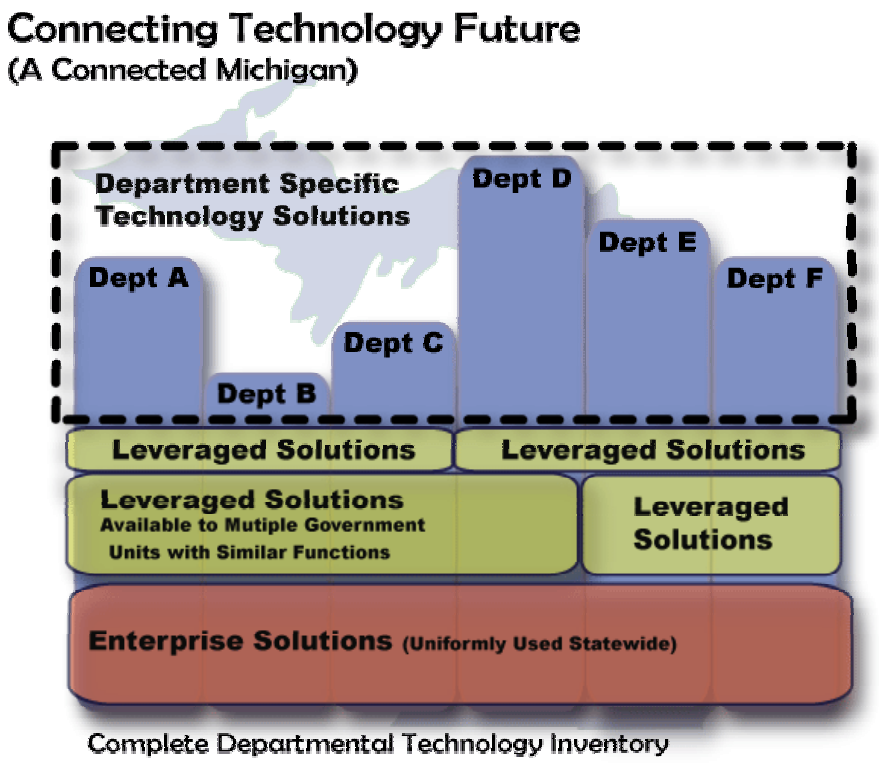


FIGURE 2 - A Connected Michigan

Making this a reality will bring us closer to achieving the intent of the executive orders and the promise of technology – to provide better services through centralization, consolidation and coordination of IT resources. By standardizing and reducing the number and complexity of architectural components, the state can realize economies in the purchase of equipment and software licensing, and improve management of the resources. Centralization and consolidation will provide opportunities for enhancing employees' skill sets, improving security and data integrity, and delivering more useable systems. The benefits of centralization will be realized only if Michigan's state government commits to sharing and consolidating all its IT resources – data, employees, and dollars.

Connecting to the Future

Delivering on the promise inherent in the executive orders and this plan require that DIT serve as the hub of a wheel connecting all the separate stakeholders and ensuring the wheel is moving in the right direction, at the right time, on a well-maintained road. Our management model, illustrated by Figure 3, provides the methodology:

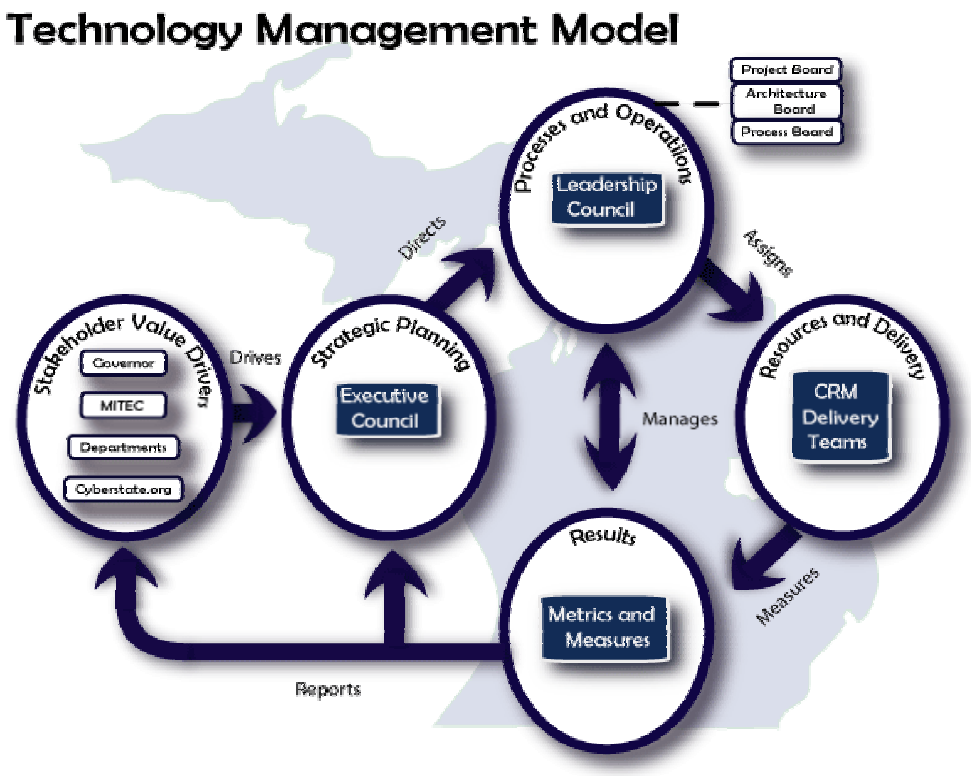


Figure 3 - Michigan's Technology Management Model

Using this methodology, we create a continuous improvement focus that emphasizes our commitment to our customers– listening to and understanding their needs and ensuring that our activities are aligned with business goals and objectives. Our boards and processes facilitate inclusion at all levels. It starts with a strong open door to our stakeholders. Their feedback is reviewed and turned into actionable strategies by the executive council. These strategies are assigned resources and specific scope targets by the leadership council. Client relationship teams (see appendix I) then deliver technology services and projects. Metrics and reports are fed back into our stakeholders and the technology planning process, creating an ongoing loop of communication and collaboration at the highest levels of Michigan's government.

Presented in the following pages are lists that represent three elements necessary for successfully translating out vision of a connected Michigan into a reality. An articulation of **values**, a list of **guiding principles** (used to guide our decision-making) and the **timeline** of events that outlines when milestones and projects will be delivered.

Values

Fundamental to our service delivery are the statewide and DIT values adopted by our employees for how we treat our customers and ourselves:

Integrity

We will do what we say, and we are honest in what we say.

Excellence

We will do the best job possible and strive for continuous improvement.

Inclusion

We value employees, citizens and other stakeholders for who they are and what they can contribute to the whole.

Teamwork

We work together to achieve results and share the rewards.

Respect

We acknowledge the efforts of each employee and recognize that respect needs to be earned.

Accountability

We take responsibility for our actions, inactions, and take ownership of problems until they are resolved.

Responsibility

We proudly identify ourselves with our products and services, and answer honestly to our clients and employees.

Guiding Principles

DIT connected with our clients to collect guiding principles that state our "rules for the road" when delivering on the vision.

Take the enterprise view

We will leverage our resources within state agencies and across all government entities. We will look for opportunities to share in every project and every decision.

We are in this together

We will engage early with our clients. We will know our client, own their problems and share the solution.

Plan first, build once, use often

Our solutions will be efficient, supportable and deployed only when ready.

Measure success

We will create a firm business case for our work. measuring the return on investment (ROI) for each initiative and jointly tracking our success with our clients.

Secure our systems

We will build security and privacy into every initiative up front.

Sponsor every project

Every project will have identified agency and DIT sponsors who oversee successful delivery.

Maintain separate development, testing and production regions

We will protect our production environment with formal configuration management practices.

Consider commercial-off-the-shelf (COTS) whenever possible

We will look for mature, adaptable solutions and work to standardize our business processes as required.

Lifecycle strategies

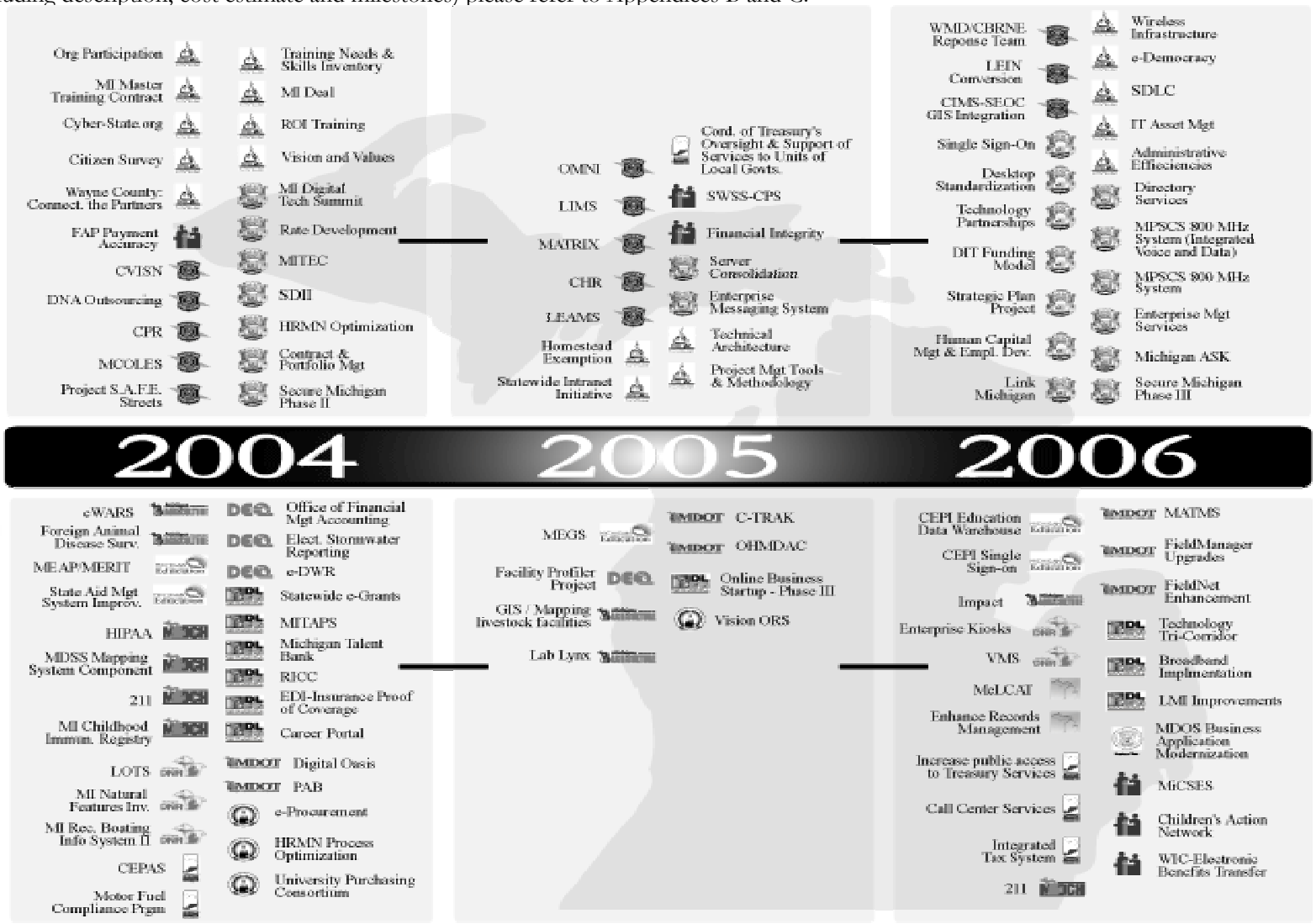
We will plan for ongoing refresh cycles including the migration from and elimination of outdated elements of our Technical Architecture.

Standards and architecture driven

Standards will be developed and enforced.

Initiative Timeline

The road to a connected Michigan starts with a single step. Below is the timeline for all strategic initiatives being executed by the Department of Information Technology. Several of these have been highlighted in each of the goals. For a detailed explanation of each initiative (including description, cost estimate and milestones) please refer to Appendices B and C.



DRAFT

The Governor has made it clear – we are all responsible for achieving the opportunities of centralization. Our customers have the responsibility to communicate their business objectives so we may integrate and weave the technology around what they must deliver. We are responsible for doing things right—the first time. A business case must be defined for new initiatives. Return on investment must be defined and understood, and the total cost of ownership identified. Strategy and performance measurements must be stated and quantifiable to ensure accountability. We are all responsible for sharing technology and complying with standards. We need to be creative within existing resources and reduce the cost of doing business through the judicious use of technology. If we meet these responsibilities, Michigan will have the dollars to meet both regulatory requirements and the increasing demands for state services.

Connection is the message of this plan. We are connecting to our stakeholders –anyone who has a responsibility for, or an expectation from, the state's information technology resources. We are connecting with our citizens, the business community, and our public and private partners. It is our hope that this strategic plan will serve as a roadmap for us all as we work together to realign, redefine, and redesign government and move Michigan forward.