

Table of Contents

2	Moving Ahead
4	Agency- specific Applications
6	Shared Services
7	Initiatives and Targets
10	Crosswalk with the Goals, Strategies and Plan
10	Looking Ahead

Appendix G | Agency Services

Agency Services



Lynn Draschil
Deputy Director
Agency Services

Moving forward, the drivers for Agency Services mirror the need of our clients for better service, reducing the resources spent to maintain existing systems, improving the overall quality of our services and processes and working to maximize the value of new investments.

Agency Services provides software development and account management functions for software and infrastructure for client agencies. Six information officers provide executive-level accountability and communication with clients. Each information officer is assigned to one or more agencies organized around similar functions. A client services director (CSD) is responsible for each client or multiple clients. The CSD is the upper- and middle-management liaison to the client, responsible for software development and integration groups as well as coordinating all ICT services for their clients.

Agency Services contains 13 customer-focused teams that provide the same types of services to different clients. Agency Services also includes teams that provide various types of shared services, which include common areas such as geographic information systems, Web development, application administration functions, centers of excellence, and query and reporting services.

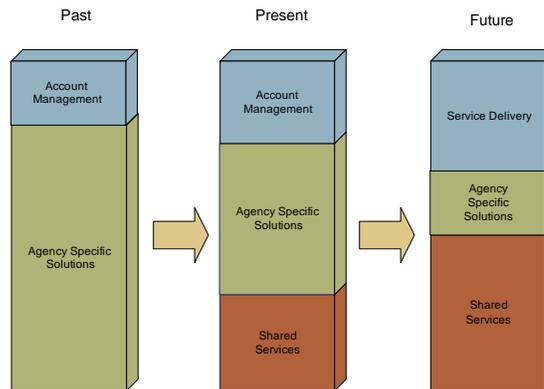
Moving Ahead

Agency Services’ mission is “providing quality services using sustainable technology to quickly fulfill the needs of our client agencies.”

Indirectly, we support all the strategic plan goals. Because of our role as the ICT coordinators for clients, our core purpose speaks to the second goal of the Michigan ICT Strategic Plan – to provide quality service to client agencies.

To continue improving services, we acknowledge we must break from our past primary focus of working within our own teams, envisioning and creating solutions only for specific customers. While this model satisfied individual clients, it was at the expense of standards and long-term sustainability of solutions. By dividing and separating the development and support resources for software, it also promoted a narrow view of ways to support State of Michigan ICT.

Agency Services Road Map



The road forward will involve more engagement with customers, providing them with additional information to manage their ICT investments and to make better decisions about their future ones. The need to reduce resources spent on existing systems and maximize the value of future investments guides us toward more shared services and fewer agency-specific solutions. We envision our clients focusing more on the processes and services performed and less on the resources performing them. Agency Services staff will place greater emphasis on the quality of services delivered, regardless of the client.

Agency Services

Initiatives and Objectives Shaping the Future

In the past, our interaction with clients consisted of standard account management practices. To improve service delivery, we are building portfolio management processes, establishing service-level metrics for existing services and using project management offices to control and monitor new development more consistently.

Building Portfolio Management Processes

Portfolio management involves a set of processes that allows an organization to see the work in progress as well as the work requested and organize resources to complete work with the highest priority. This requires tools to track the complete inventory of existing systems, projects and resources and monitor where resources are deployed. These capabilities, along with an annual call for projects, ongoing demand management and better budget planning and coordination, will help clients maximize the value of future ICT investments.

A standardized annual call for projects is among the primary processes that have been established. During this fiscal year, we targeted the agencies' highest-priority projects for funding in the upcoming fiscal year. Even though plans may change and new needs arise, the annual call for projects is a baseline for ICT investment during the year. By standardizing the process, we can identify agencies making similar investments and combine the investments into a shared service that will lower development and support costs.

Agency Services uses demand management to manage ongoing work requests outside the annual call for projects. Agencies have a continuing need to change systems to address new legislation, new federal requirements, changing business processes and better ways of doing business. Throughout the year, agency Services teams receive requests for changes to existing systems or for new projects that were not included in the annual call-for-projects baseline.

To ensure the agencies are aware of their project-wide resource commitments, Agency Services completes resource planning and allocation that is tightly integrated with project planning and tracking, providing clients with the appropriate impact assessment for all work in progress or previously planned.

Demand management helps us work with clients to prioritize, scope and resource requests to make the decisions to complete or defer the request. This process helps clients manage their IT investments better, ensuring the most valuable work is done. This also helps prioritize work for Agency Services staff.

Better Budget Planning

Budget impacts of new projects are considered for their development and implementation costs but not for the effect of costs for ongoing support and maintenance. Accounting for future operational costs for new systems will be a standard part of the project funding process.

ICT funding is appropriated on an agency-by-agency basis. DTMB will work to consolidate budget requests across the state based on common business needs. This will be especially useful in areas where shared services can benefit multiple agencies at a lower cost. One example is shared disaster-recovery servers.

Service-level Agreements and Metrics for All Services

DTMB is committed to providing outstanding customer service. Metrics allow transparency of operations to customers and facilitate accountability, integrity and improved processes. Metrics may include a specified response time for help desk tickets or an estimated delivery date vs. actual project completion. Employees will provide effort estimates as well as detailed tracking of work for billing purposes. Clients will receive more accurate expectations and better understanding of the services DTMB provides.

Foundational Framework

The DTMB foundational framework is a collection of drivers and best practices that define our approach and govern our projects as we deliver on our vision. This framework binds our initiatives and aligns them with the statewide technical direction and DTMB's project portfolio.

Shared Services:

Leveraging services enterprise-wide for ease of access, savings and efficiencies

Enterprise Architecture and Security:

Providing the tools, processes and standards to translate business needs into IT solutions securely, efficiently and effectively

State Unified IT Environment (SUITE):

Standardizing management methodologies, procedures and tools for systems development

Service Delivery:

Coordinating application, infrastructure and service delivery enterprise-wide

Organizational Drivers:

Providing the guiding policies and principles in the Michigan ICT Strategic Plan

Agency Services

Playing an enterprise role, Agency Services touches every service in state government.

Whenever a citizen:

- files an income tax return,
- pays or receives child support,
- wins the lottery,
- applies for a driver's license or is stopped by a state trooper,
- starts or operates a business,

DTMB plays a role.

A few examples of the benefits and opportunities our organization has facilitated by leveraging tools, hardware and reducing costs include:

- Food stamp trafficking, with 27 arrests tied to \$1.5 million in fraudulent trafficking (Data Warehouse data integration and analysis)
- Federal school lunch eligibility determination (Department of Human Services and Michigan Department of Education)
- Federal penalty avoidance of \$6 million as part of the federal food stamp program

Enterprise Portfolio Management Office

DTMB has demonstrated the importance of expanding ICT environment management practices beyond the agency level to formalize a complete ICT investment management program at the enterprise level. The Enterprise Portfolio Management Office was formed to accomplish this. This office will expand monitoring of its enterprise-wide portfolio of strategic ICT projects to incorporate performance data beyond cost and time.

- The Enterprise Portfolio Management Office is focused on creating methods to oversee and manage the state's ICT investment. By selecting ICT projects strategically, DTMB expects to create an ICT investment portfolio that meets the state's ICT goals and objectives and provides the best return on investment.
- EPM will move the organization forward through consistent use of a portfolio management process for the entire project lifecycle (select, control and evaluate).
- The office will drive compliance with the State Unified Information Technology Environment (SUITE) model and emerging enterprise architecture standards through the introduction of portfolio management teams.

Agency-specific Applications

Initiatives and Objectives Shaping the Future

Developing agency-specific applications was the rule of thumb to maintain services with the restructuring of ICT that created DTMB. As our organization matured, we identified new approaches to building, enhancing and maintaining services. The approaches include employing enterprise architecture-driven projects, implementing a new system development lifecycle, modernizing aging systems and increasing efficiency in maintaining existing systems.

Enterprise Architecture Driven Projects

A planned enterprise architecture (EA) for our systems will maximize future ICT investments through faster design and implementation and a simplified support environment. An EA strategy also reduces system outages and promotes faster recovery from problems. Agency Services will be a full participant and supporter in DTMB's enterprise architecture activities. Enterprise architecture starts with the most fundamental: technical architecture.

Technical architecture is defining the standards for technical products and their lifecycle of use in the State of Michigan. We currently may be using five or six different tools to accomplish the same function, which means we must maintain expertise and training, implement patches and updates and renew contracts and support agreements for all these tools. While one size or tool may not fit all, simplifying the technical architecture enterprise-wide to include fewer products will make a difference. The practice of technical architecture helps make decisions about the tools we continue to support or migrate toward and those tools from which we migrate. These decisions are communicated through our technology lifecycle roadmaps.

Solution architecture follows technical architecture. It is a set of processes that establishes standards using a combination of products to make a deployable solution for an application. For instance, if an intranet application is needed, there will be a ready template or solution pattern that identifies high-level architecture for the Web server, application server and database server and how and where to deploy it securely.

There also will be reference models that specify the best combinations of products from the technology lifecycle roadmaps that work well together and are easiest to support. These processes of solution architecture can speed development and implementation of new systems.

The processes facilitating EA-driven projects will let employees know the skills they need so they can target their training plans and careers appropriately. Also, an architect position will be created within each Agency Services team to work with their peers and colleagues in implementing these practices.

Agency contacts may eventually learn a new vocabulary related to products as we migrate toward more current and common technology. Agencies will benefit from improved development, implementation and support capabilities for their new systems.

Agency Services

System Engineering Model (SEM)

The System Engineering Model encompasses the policies and procedures that govern how we develop software. This has been implemented in DTMB through the State Unified Information Technology Environment. Using standardized processes reduces defects throughout the lifecycle of gathering requirements, designing, building, testing and deploying applications. The use of these processes will improve quality and customer satisfaction with the applications we build. All team members involved in the system-development process are trained and receive support in using these consistent processes. The system development skills are transferable anywhere within DTMB or the private sector.

A summary training is also offered to clients so they can understand our processes and the exercises in which we ask them to participate. Our clients can expect software will be developed with fewer defects and will work as expected.

Modernization of Existing Systems

The state's oldest systems are the most expensive to maintain. It is difficult to get updates and address new security threats on older platforms with limited vendor support. The skills needed to keep older systems running are not available from newly hired employees or through technical training companies and are even difficult to find in outside consultants. Our existing skills pools are waning as the demographics of our workforce shift. More than a third of our workforce will be eligible for retirement. These risks require us to modernize these systems.

Following are a few examples of older systems that will be replaced:

- A comprehensive and complex rewrite of Michigan's Unemployment Insurance (UI) systems will provide data sharing across functions, enhance customer service and provide flexibility in complying with changing federal mandates and other requirements.
- A new tax system – the Michigan Integrated Tax Administration System) – will provide efficiencies in tax processing and a framework for integrating the administration and enforcement of business and individual taxes, from registration to the collection of accounts receivable.
- The State of Michigan's child welfare information system must be replaced because of aging technology and program weaknesses. This project will build a new system that replaces multiple child welfare tracking, reporting and financial systems. It will allow agencies that place children to have Web access for out-of-home care reporting and field workers to make updates using mobile technology.
- The Department of State's business application modernization provides more citizen self-service functionality and is more efficient and user friendly.
- The Legacy Application Migration Program will modernize Michigan Department of Transportation applications to a sustainable platform.
- There are other major systems that need modernization, including systems for the Departments of Corrections and Transportation, the state's accounting system and liquor ordering, to name a few.
- Agency Services will work with agencies to identify systems and secure funding for modernization efforts in future fiscal years. DTMB staff can expect opportunities to learn new tools and upgrade their skills to be made available to support new systems.

More Efficient Operations to Reduce Support Staff Hours

More of our energy and resources are spent running systems than developing new ones. Our resources are finite, and we are pursuing initiatives to improve efficiency in maintaining current systems so that staff may be redeployed to improve productivity elsewhere and support new investments.

Better use of automated tools for batch processing, defect tracking, testing and system configuration management will streamline our current efforts. Resource planning and tracking tools as well as an improved separation of duties will boost productivity, allowing staff to be more focused and to concentrate fully on fewer responsibilities.

Outstanding Customer Support

In December 2009, the Michigan Department of Community Health (DCH) Director's Office bestowed an employee award for external and internal leadership on Sue Doby and Mike Goodness. Honorees are nominated by DCH employees. The director of DCH commented that "our team thinks so highly of them that they wanted to recognize them with one of our internal agency awards!"

Agency Services

Improvements speed law enforcement access to critical systems

Michigan's handgun registration and breathalyzer databases, along with the Michigan Incident Crime Reporting System, are now readily accessible by law enforcement authorities. Thanks to a system upgrade, law enforcement officers have easier access to this data through the Michigan Criminal Justice Information Network portal, allowing them to work more safely and efficiently.

New Web site gives Michigan citizens an elite portal

The www.michigan.gov Web site has been redesigned from the outside in, not the inside out. Visitors to the site can access five times the amount of information without leaving the home page. It is a more useful and pleasing site, and it positions Michigan as one of the best government Web sites in the country.

Shared Services

Initiatives and Objectives Shaping the Future

Shared services are not new to DTMB or Agency Services. The Shared Solutions and Technology Partnerships area is a service and competency center for geocoded data and geographic systems. HRMN and DCDS are examples of shared applications. Combining and standardizing support using shared services will lead to improved support and better return on investment for the State of Michigan. There are three models that will be used to expand services to clients.

1. Highly technical solutions used across multiple agencies can be supported more efficiently through a shared-service center staffed by skilled resources. These service centers will be formed around universal and tangible technologies that will provide ongoing support to any agency that requests it. Instead of duplicating support for common technologies across narrowly focused customer teams, resources can be combined to offer a more consistent and wider range of support to customers. Examples of services provided by these centers include business object reporting, address quality assurance for postal and geocoded locations and extract, transform and load (ETL) services.
2. Specialized skills and knowledge can be deployed on a project basis across the organization through a competency center. Competency centers will bring together staff with specialized knowledge and make them available to consult on a project-by-project basis. The competency center will give expertise and guidance to the teams doing service delivery. Data sharing and classification is an example of a future competency center. The group will act as a resource for data classification standards and processes. Agency Services teams can turn to employees in these centers when implementing data sharing agreements.

These shared services models allow staff the opportunity to excel at specific technology and jump from project to project. This will provide staff with additional training opportunities and the ability to work with multiple customers. Clients will benefit from reduced support costs and common access to the same skills and technologies and a knowledge base that is helping set standards for other agencies.
3. To maximize the value of new investments, a third model is a shared application. Shared applications make sense when a common business process may be used by multiple agencies. Examples of current shared applications are the Data Collection and Distribution System for time reporting, the Human Resources Management Network for HR management, MI 360 for feedback of employee performance and the Michigan Business One Stop, an application to perform licensing processes.

For employees, this means development teams with in-depth knowledge of common processes can make a great impact by offering applications to multiple agencies. For our clients with common processes, these applications will often offer 90 percent or more of the needed functionality without any customization. By sharing applications, agencies can access new automated systems, even in the midst of severe funding constraints.

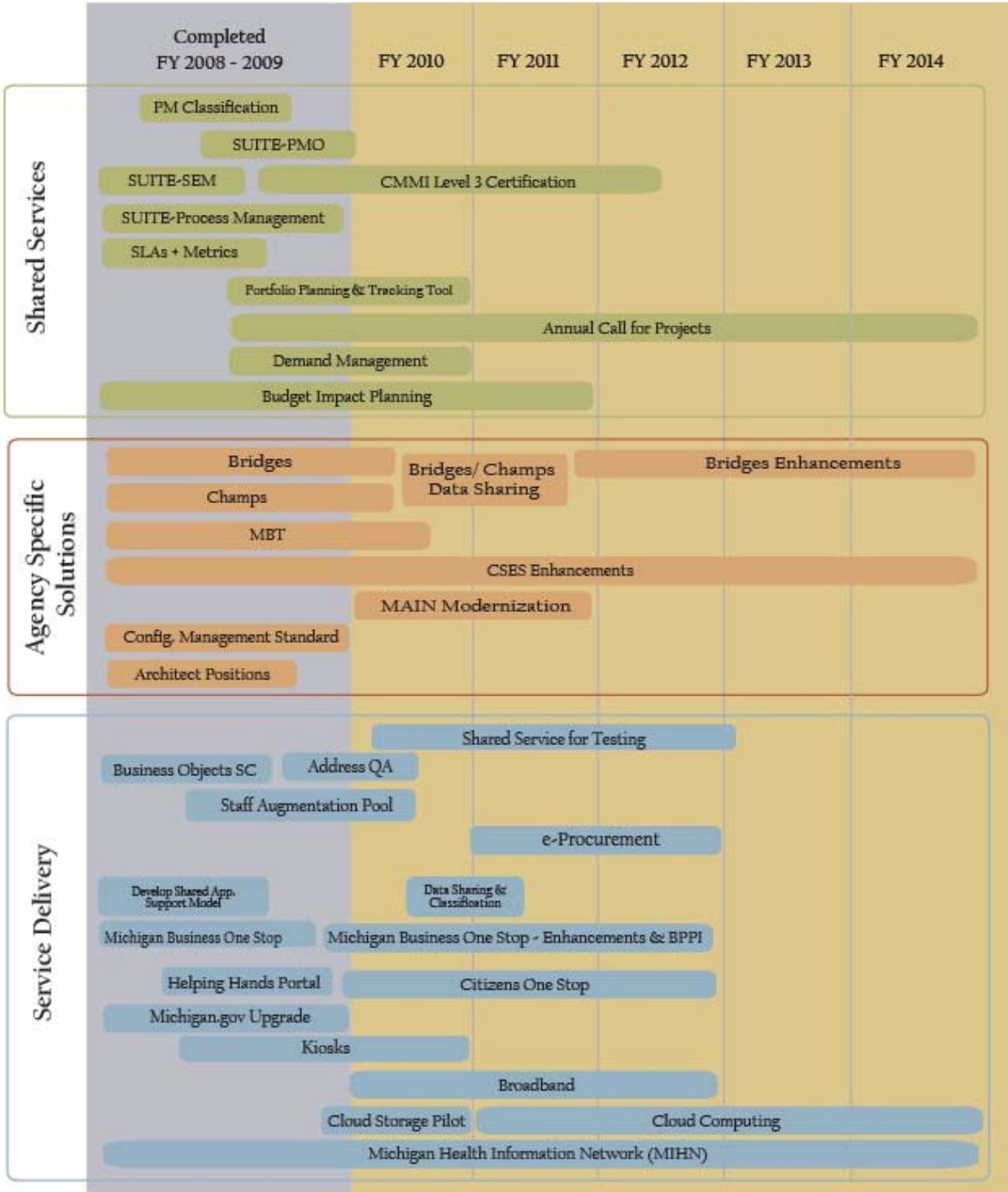
Improve Skills Availability

At various times, there are many highly technical skills needed by DTMB clients that are not yet available in our customer-oriented teams. DTMB will build these skills with a staff augmentation pool within the department. This pool will offer flexibility and access for temporary project assignments. Staff in the pool will be exposed to a wide variety of projects, and agencies will have quick and easy access to high-demand skills not present in their existing service delivery teams. This will be a small, deployable pool intended for priority needs with short time frames or as temporary project support.

Agency Services

Initiatives and Targets

Below is an overview of the upcoming initiatives and outcomes for Agency Services for FYs 2008 through 2014.



Agency Services

Targets

- 2010 – Expand current services to mobile devices for additional access to Michigan services such as providing text alerts
- 2010 – Expand the use of social networking to reach citizens
- 2010 – Develop and deploy new enterprise-wide shared services to reduce agency costs and improve effectiveness
- 2010 – Implement shared resource pools to meet the demand for services to leverage our resource skills better
- 2010 – Implement a cloud computing strategy that will make services more accessible and reduce costs
- 2010 – Establish a Web site usability lab to provide software design and testing capabilities
- 2010 – Formalize ICT investment planning and management activities
- 2010 – Develop an annual enterprise-wide call-for-projects process and project list
- 2011 – Develop interfaces to connect the DCH Health Information Systems to the State of Michigan Health Information Exchange and the Michigan Health Information Network to allow sharing of information in and out of these systems
- 2011 – Continue full implementation of Web 2.0 technologies within www.michigan.gov and help agencies understand potential uses and implementing technology
- 2011 – Complete expansion of human services Internet self-service to add cash, day care and emergency assistance
- 2011 – Establish a usability lab to capture public/private input on software usability in design
- 2011 – Solicit public feedback for 25 percent of all projects that serve citizens through use of a moderated Wiki
- 2011 – Render 25 percent of all public searchable databases (license look-up etc.) for use on any mobile device
- 2011 – Implement technology standards and development tools that reduce costs to develop, deploy and maintain applications
- 2011 – Implement an enterprise credentialing process for all licensed occupations
- 2011 – Further refine the annual enterprise-wide call for projects process to include maintenance activities
- 2011 – Expand the use of video conferencing arraignments with local courts, the Department of Corrections, and Department of Community Health mental health facilities
- 2011 – Expand portfolio management to assess the value of current investments by reporting on total annual cost of ownership for legacy solutions
- 2011 – Prioritize legacy solutions for replacement with a strategy to identify common applications across agencies. Build new solutions once to replace many legacy systems.
- 2012 – Implement a citizen one-stop portal that provides a single access point to government services uniquely tailored to citizen needs based on individual profiles
- 2012 – Expand the Michigan Business One Stop service to include individual certification and licensing
- 2012 – Implement an enterprise licensing system.
- 2012 – Increase high speed internet access exponentially in more than 300 statewide public facilities
- 2012 – Work with local government to aggregate all local community meetings, happenings etc., on a user's personal page on www.michigan.gov. This requires looking at the inbound IP address, associating it with a Zip Code and displaying relevant community events for that Zip Code.

Agency Services

- 2012 – Consolidate state facilities to meet citizens’s needs while providing a high level of customer service
- 2012 – Develop business analytics to match tax filings and income levels for direct certification of families eligible for food stamp assistance
- 2012 – Create a secure Web account that allows citizens to maintain records of g-to-c transactions. This will leverage existing personal Web accounts for UIA and DHS services and allow for push/pull delivery of subscribed reminders such as driver’s license renewal, sports license filing deadlines, traffic conditions, etc. This would also be rendered for use on any mobile device.
- 2012 – Expand enterprise shared technologies and facilitate strategic planning among agencies to align and leverage business processes focusing on themes such as multichannel and self-service expansion, improved agent performance and customer service and workforce management.
- 2012 - Create secure cloud storage for environment criminal justice that meets Criminal Justice Information System requirements and is available to state, county and local criminal justice agencies
- 2013 – Incorporate local government into the Michigan Business One Stop, providing one business resource for all state and local government needs
- 2013 – Continue implementation of the SUITE processes to achieve Level 3 Capability Maturity Model Integration compliance
- 2013 – Leverage other cross-government applications such as e-Health to provide a consistent common citizen interface
- 2013 – Transform Agency Services resources to a skills-based deployment model
- 2013 – Complete the legacy modernization of applications for the Liquor Control Commission and the Office of Finance and Insurance Regulation
- 2014 – Partner with Michigan Department of Transportation to develop intelligent transportation system information access in vehicles and on personal communication devices
- 2014 – Establish mutual aid agreements across government entities, leveraging resources, technologies and facilities to streamline government services
- 2014 – Complete the legacy modernization of the Unemployment Administration applications
- 2014 – Establish a state network capable of handling daily intelligent transportation system data from 1 million vehicles statewide without degradation
- 2014 – Establish a state network capable of displaying any State of Michigan security video from any state operations center without degradation
- 2014 – Complete a new multistate version of the successful MDOT FieldManager system along with the American Association of State Highway and Transportation Officials, a multistate consortium of transportation officials

Agency Services

Crosswalk with the Goals, Strategies and Plan

The crosswalk for Goal 2 of the Michigan ICT Strategic Plan and the activities set forth in this Agency Services plan is found below. It illustrates how Agency Services teams will address the department's high-level priorities over the next five years.

Goal 2 Strategies	Efficiencies	Improve Quality and Accountability	Maximize Value
Portfolio Management			✓
SLAs		✓	
Project Management Offices		✓	✓
Architecture		✓	✓
System Development Lifecycle		✓	✓
System Modernization	✓		
Improve Maintenance Operations	✓		
Shared Services	✓		✓

Looking Ahead

Agency Services will continue its commitment to providing high-quality, timely and efficient service to all our agency partners. As Michigan's enterprise ICT model continues to evolve, promoting and facilitating greater collaboration between client agencies will become a critical new role for Agency Services.

With this role comes recognition that the diverse pool of talent and knowledge within each client agency is among our greatest resources as we find and develop innovative new solutions. Through increased service sharing and collaboration, Agency Services will empower our agency partners with new tools, enabling them to spend less time wrestling with technology and more time fulfilling their mission and commitment to Michigan's citizens.

Following are areas of focus and examples of upcoming projects that support the agencies and provide simpler, streamlined access points to government services:

Expanding Michigan's services to reach citizens and business anytime, anywhere.

- The Bridges program will expand to allow self-service intake for additional income assistance programs, including cash, day care, emergency assistance and health care. This expansion will add eligibility questions and business logic to the existing online food stamp application. Likewise, we will enhance our interactive voice response system to allow Department of Human Services clients to check benefit status and report changes to demographic information. This self-service expansion will provide relief to caseworkers whose caseload ratio has grown from 200:1 to 700:1 in the past five years
- Unemployment Insurance Agency system modernization will increase self-service functionality.
- Implementation of the Michigan College Access Portal will provide a Web-based resource for parents, educators and students to access information on careers, schools, test preparation and scholarship opportunities and streamline admissions into Michigan's higher education institutions.
- Michigan Business One Stop will incorporate online forms, providing businesses with a simpler, timelier application process.

Agency Services

- As part of the Mi-Case effort, the child support self-service application will expand to allow citizens to make online changes to their demographic information, such as name and address. Citizens also can validate benefit payment information and history. This self-service option will reduce paper processing and telephone traffic to county child support offices.

Delivering efficient and effective technology services and shared solutions to the agencies:

- The Bridges application will share data with the Department of Community Health's Medicaid system, automatically determining eligibility for children's health care.
- Development of a new child welfare system will combine many subsystems into one and allow Web access for Michigan's network of foster care providers and mobile access for case workers.
- Liquor control system modernization will provide enhanced purchasing, inventory and sales, offering a more effective solution for agencies and businesses.
- An insurance and banking system rewrite will enhance services for those responsible for insurance regulation.
- The Unemployment Insurance Agency modernization will provide real-time data sharing across functions, increase productivity and provide flexibility in complying with changing federal mandates and other requirements.
- The Michigan Integrated Tax Administration System will provide a framework for integrating the administration and enforcement of business and individual taxes, from e-registration to the collection of accounts receivables.

Fostering partnerships across and beyond state government:

- Student recruitment will be enhanced through collaboration with the Capitol Area IT Council, Lansing Community College, Michigan State University and DTMB to establish a technology apprenticeship program. This collaboration provides participating college students with on-the-job training and subsequent employment.
- A Statewide Education Longitudinal Data System will create an educational data portal that provides standardized student information reporting with links to K-12 and post-secondary systems, creating a collaborative tool for educators across the state.
- Data exchange with major utility companies will provide automatic bill payment for income-eligible clients before shutoff of utilities.
- Data sharing between DTMB and the Michigan United Way network of 211 call centers will provide access to each others' databases to help build out a searchable tool.