



Michigan's IT Planning Process

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Vision of Action

Our planning direction flows out of a broad statewide view, through internal and external review and validation, resulting in the detailed IT initiatives and specific targets of this plan. Unlike other state agency plans, which focus primarily on one area of activity, Michigan's IT plan incorporates services and solutions that cut across many topic areas and serve all state departments and citizens.

MDIT provides basic services such as e-mail, security and storage to all state agencies. In addition, we partner with agencies to implement focused business solutions and to leverage technology to reduce costs and improve efficiency through shared services. We enable and support citizen services, such as the Secretary of State kiosks used by the public for driver's license renewals and the mobile Web portal that will allow citizens to use cell phones, personal digital assistants (PDAs) and other mobile devices to access online services.

All of these complex initiatives must be coordinated and tied to a long term vision, not simply driven by specific targeted needs or a desire to improve.

Everything we do is tied to the IT Planning Process, a process that has been evolving over the last 5 years. It begins with the governor's vision for the state.

The Governor's Goals and Objectives

Michigan's statewide planning process guides the governor, the budget office, state agencies, and the legislature. It produces strategic direction, cost and performance information, and issue and accountability tracking, that enables them to make decisions on what will be implemented, and follow through on promises made. The planning process starts with the identification of statewide priorities by the governor through the annual State of the State address, which leads to the development of an executive budget to fund those priorities, legislative input to the executive budget and agency project-level alignment to these priorities.

All of this is written into a detailed plan known as the Cabinet Action Plan (CAP). State agency plans are aligned to the CAP, and the statewide vision, through their goals and strategies and through regular initiative tracking and reporting.

In 2003, rapid changes in Michigan's manufacturing economy revealed the need to re-think the state's approach to long-term strategic planning. Michigan's traditional reliance on the automotive industry had created unique challenges for state government. Worker buyouts and plant closings set in motion an economic storm that simultaneously resulted in fewer revenues and an increased demand for government services. The time for change was upon us, and the administration recognized that effective, long-term strategic planning was an absolute necessity to drive Michigan's transformation.

For the past five years, this process has developed, funded and tracked bold, multi-agency initiatives that look beyond the boundaries of a single agency and the next budget cycle. It has responded to citizens' needs and planted the seeds of economic recovery.

While these five priority areas (see state of Michigan Goals above) are what makes sense in 2008, the planning process is designed to maintain the integrity of Michigan's overall strategic direction, but flexible enough to rapidly respond to changing socio-economic conditions.

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

The Cabinet Action Plan

In response to this need for statewide strategic planning, direction and alignment, Governor Jennifer Granholm chartered the Cabinet Action Plan (CAP).

The Governor's Advisory and Planning Team (GAP) worked with management from each cabinet agency to identify key agency business goals. In developing these business goals, the GAP worked with the cabinet members to ensure that business goals aligned to the state's priority areas. Existing departmental projects and initiatives from each of the agencies were then aligned with these goals.

The Cabinet Action Plan brings the executive budget to life by publicly defining the governor's highest priority commitments to the citizens of Michigan. MDIT planning staff help facilitate this process by working with policy advisors and key state agency personnel to clearly define the actions and outcomes for each agency. These then become the commitments of each agency to the implementation of the statewide priorities, and they are tracked by the governor at the cabinet level.

This statewide portfolio of business initiatives is a group of measurable actions, taken by our executive branch agencies, that move the state toward established goals. The CAP guides Michigan and makes state government more efficient, responsive and accountable.

In summary, the CAP process ensures that initiatives are aligned with the state's mission, vision and values (both statewide and departmental), gubernatorial long-term priority areas and budget constraints. The major characteristics include:

- Cabinet-level, three-year strategic planning horizon, updated regularly
- Direct participation by the governor in the planning process, initiative development and measuring results
- All agencies are involved in the alignment of the individual department business plans and initiatives with the CAP
- The planning process includes bi-weekly reporting on status and outcomes
- Teams made up of Cabinet members and the governor's staff remain responsible for implementing the initiatives associated with the statewide priority areas

Michigan IT Strategic Plan

The business needs set forth in the Cabinet Action Plan, and the internal and external planning that we do at the enterprise level, define Michigan's IT Strategic Plan. We implement client solutions based upon the comments, recommendations and feedback garnered through various exercises, planning events and surveys. These responses, along with our review of the Cabinet Action Plan, allow us to implement initiatives that will provide the greatest benefit at the lowest cost to the entire state of Michigan.

While MDIT clients fund IT services through their departmental budgets, strategic planning in and across the various parts of MDIT ensures that enterprise-appropriate solutions are provided. While the IT project list may reflect individual agencies' immediate needs, those projects are completed so that other agencies can leverage the applications already in place.

Michigan's comprehensive information technology planning relates to the state's overall policy objectives and is focused on enabling the most efficient and effective delivery of service across state government.

External collaborators and stakeholders from all three branches of government are involved in the development and implementation of the plan, allowing Michigan to be firmly rooted in addressing the issues of today, but forward-thinking enough to proactively seize the opportunities of tomorrow.

Michigan is currently on the third iteration of an all-encompassing, multi-year planning process. Regular progress updates are provided to key stakeholders, executives, agencies and our state's Chief Information Officer (CIO). We will discuss how the plan is created in the sections that follow.



Planning Process Overview

MDIT has worked hard to ensure that our 2008 planning process was inclusive of citizen, agency and staff input. If the plan is to be “owned” by those who will be charged with its implementation, then they need to be involved in its creation. The process we have established in 2008 draws from the 2004-2007 CAP planning process, earlier IT planning processes and feedback from agencies and staff that we received over the last several months.

Going forward, this is the process we will use, updating and improving it as we go. A strategic plan, like the process used to create it, must be adaptive and flexible, while holding tight to a few, clear, vision-driving goals.

The SMT and EST Teams

The MDIT governance model is structurally organized to facilitate and implement the Michigan IT Strategic Plan. Governance begins with the Strategic Management Team (SMT), which is comprised of the executive leaders of the organization. This team is responsible for the visioning of the IT future for Michigan. The SMT provides concrete deliverables for the Strategic Plan. It works together to align the resources with the plan and ensure delivery of the governor’s objectives.

The Core Enterprise Service Team (EST-Core) is then tasked with the tactical implementation of the plan. The division leaders that report to the SMT executives make up the EST-Core. This team works together to ensure cross-agency functions, to assign specific resources and timelines to each deliverable of the Strategic Plan. From here, the Enterprise Service Team (EST – Extended) takes over to make the plan wholly operational. This structure (strategic - to tactical - to operational) is the body that breathes life into the Michigan IT Strategic Plan.

These manager teams work to frame and implement IT initiatives that support the agency business drivers and statewide goals. They use tools such as surveys and priority setting exercises in their evaluation of current and past performance and in setting direction. These teams work together to:

- Evaluate the progress made on previous plan commitments
- Develop vision and mission statements for the agency
- Complete SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and review input from all other MDIT teams
- Determine top agency business drivers
- Take oversight responsibility for defined sections of the plan
- Develop initiatives and targets for each IT plan goal
- Measure the progress on key initiatives throughout the life of the plan

Goal Ownership

We began our update of the 2005 IT plan in September 2007 with the development of a rough plan framework which included the CIO’s vision and broad goals. Each member of the SMT was assigned a plan goal for ownership and follow-through. This process ensured that the content and policy brought into the plan would be consistent with the common vision and coordinated internally. The “goal owners” were responsible for making each goal real, investigating technologies for implementation, determining practical initiatives, seeking staff input and bringing updates back to the SMT.

Writing the Plan

The writing of the plan began with our first executive planning meetings in early October. The SMT began with a review/update of the vision and mission statements. Each goal owner was provided with an Advanced Planning Template that included some resources and key elements to consider for each goal, an expected timeline for results and a framework for goal content.

The CIO introduced 6 guiding principals with the expectation that each of the goal areas would integrate these principals. The work of the executives was compiled over the next 4 months for eventual review by MITEC, internal and external partners and MDIT teams. See the MITEC section below for more on the role of this group in developing the content of the 2008 plan.

Strategies Initiatives and Targets

Goals are broad statements of how an organization would like to see the state of things to come. Strategies begin to frame how the goals will be accomplished. The specific projects and initiatives (targets) that are tied to the strategies and goals get the job done. The first step in development of the initiatives was a review of the “promises made” in the 2005 IT plan. This reality check on what we said we would do and what we actually accomplished, was an important first step in the development of the key strategies and targets for each of the 2008 plan goals.

During the course of several months, the goals, strategies and targets were reviewed by internal and external partners. This feedback led to further clarifications and rewrites.

Change Management

Michigan’s IT Plan is not a static document; it needs to be responsive to internal and external demands. As the initiatives were developed, new and existing projects were entered into an initiative tracking tool called MiPlan. To ensure progress toward the plan’s goals, the Bureau of Strategic Policy works with the SMT to review the progress of the top IT Plan initiatives during regular meetings. Measuring our progress is an important aspect of the planning process and deserves further discussion below.

Continuous Touch Points

Key MDIT managers and staff, in conjunction with MITEC (described below), regularly examine government, constituent and technology trends to set the direction for State of Michigan IT development and advance the governor’s Cabinet Action Plan priorities. Over the last two years, seven, joint MITEC / MDIT subcommittees were formed for a time-limited exploration of potential uses for seven, key technology solutions:

- Citizen Self-Service
- Data Integration
- Enterprise Contact Center
- Collaboration Tools
- Mobile Computing
- Shared Administrative Services
- Integrated Infrastructure

Each group prioritized potential uses based upon their impact in multiple agencies across the state. The groups developed business case justifications for their priority technology applications, which will help secure funding for collaborative technology investments in the next budget cycle.

MiPlan – Weekly Reporting

In 2005, the Michigan Department of Information Technology planners developed the MiPlan system. Originally intended as a way to streamline the monitoring functions of the CAP, MiPlan has fundamentally changed the State of Michigan’s approach to strategic planning and measurement at the cabinet and agency level.

MiPlan gives the governor, agencies and cabinet members immediate access to, as well as the ability to measure, the progress and performance of the top initiatives. Through this tool, long-term strategic planning is incorporated into the day-to-day operations of government, ensuring not only a healthy balance of long versus short-term objectives, but also a planning process that can be continuously updated to account for rapid changes in Michigan’s economy, budget and such.





MiPlan is a customized, Web-enabled, Oracle database where officials from all state agencies can enter and track all of their CAP or departmental initiatives. Each initiative or project is measured and prioritized according to its alignment to executive goals, feasibility of success and potential benefits.

Projects in MiPlan are continuously monitored using dashboard reporting which indicates an overall status of green, yellow or red. Key projects are assessed by the governor at cabinet meetings every other week using this same tool.

MiPlan has been so successful that individual departments are using the tool for not only cabinet-level planning, but also for individual department and work area planning. There are currently more than 500 agency-specific initiatives being monitored by MiPlan.

MiPlan was recently recognized in Michigan's 2007 Government Performance Project grade, which noted that Michigan keeps moving toward its goals, targets and deadlines, in part, by keeping tabs on progress through MiPlan. It was noted that the MiPlan tool, which is accessible to all agencies and is monitored by the governor's policy staff, is unique to Michigan.

Plan Input

The diagram here shows some of the stakeholders, purposes and methods used in creating the plan. The sections that follow will outline the ways that Michigan seeks out input from internal and external stakeholders in the creation of the IT Plan.



The CIO Vision

The chief information officer (CIO) for Michigan sets the vision for MDIT and puts this vision into action through the IT Plan goals. The CIO, as a member of the SMT, is involved in making course corrections throughout the planning process, and is ultimately in charge of progress. During planning, staff assist the CIO by providing plan content for review at several key points along the process. As the plan is put into action, regular reports to the SMT through the MiPlan reporting tool allow the CIO to make changes, add or eliminate initiatives and to make sure that we are moving toward our shared goals. The 2008 vision of the CIO is summarized in the opening sections of the IT Strategic Plan document.

MITEC Involvement

The Michigan Information Technology Executive Committee (MITEC)—chaired by the state CIO and comprised of leaders from each of 19 state departments, the legislature, and the judicial branch—is an advisory body that assists in the planning, development, implementation and management of IT services and solutions. MITEC provides counsel and exercises decision-making authority over IT in the state. In addition to bringing their business-specific perspectives and insights to the table, MITEC assists by examining government, constituent and technology trends.

During the development of the 2008 IT Strategic Plan, MDIT engaged MITEC in two important ways. First, our information officers (IO's) held a series of interviews with agency managers to determine agency business demands. The IO's asked this question of the agencies, " what are your business needs, and how do you expect to use technology to meet them over the next five years?"

Second, MDIT created a Web-based survey that was completed by the state departments and several agencies. The survey related to the use of technology in meeting agency business demands. It provided MDIT with a check on our goals and helped to set the direction of the agency.

Among the 18 targeted questions we asked of this executive team were the following:

- How has IT helped or fallen short in meeting your business demands?
- What do you see as your biggest challenges today and in the future?
- How do you see technology serving your business in the future?

When asked about the biggest agency challenge in the next 3 years, 78% of the agencies responded that meeting business objectives with fewer resources, staff and funding would be the biggest challenge. We also asked MITEC about technologies they wish they were using.

The respondents stated that the best use of information and technology would be in daily operations, achieving cost-efficiencies and in improving citizen service. Other findings of the survey included a rise in the need for telecommuting among the agency staffs and an increase in the need to share data with other departments, inside and outside of state government. These findings have real implications for the direction of IT in Michigan over the life of this plan.

The online planning survey was a tool that MDIT used early in the plan development process. The responses to these surveys help us to align the goals of the IT plan and to create concrete measures that are targeted to address the specific agency business drivers. This process closes the gap between what agencies need and the direction of the plan.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

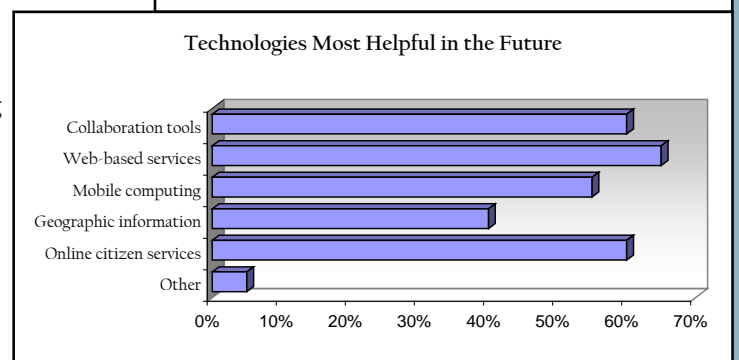
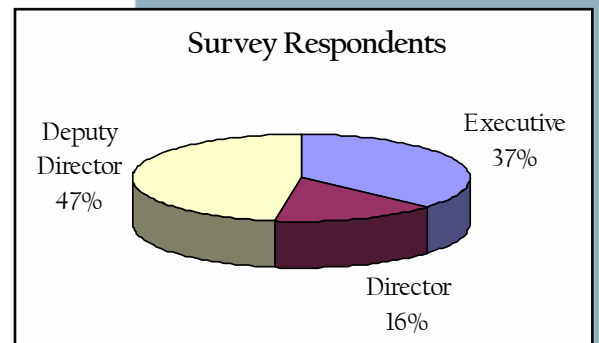
A SWOT exercise is a way of highlighting what our stakeholders feel about the organization at one point in time. It sheds light on the questions “what is working, and what is not?”, “what should we be doing?”, and “what should we stop doing?” By examining what are viewed as weaknesses and threats and pairing them with our strengths and opportunities, we begin to get a clear picture of what needs to be done right away and what should be included in our strategic plan over the five next years.

The planning team used the SWOT findings as a guide to the development of the goals and targeted initiatives in this plan. We carried out SWOT events with MITEC, the SMT (Strategic Management Team), the IO’s (information officers), and the EST (Executive Service Team). In addition, we targeted teams within the MDIT organization. The Infrastructure Services Division (IS) used the process in a two-day retreat to kick off an in-depth analysis of their 5-year initiatives. The results helped to guide the IS Strategic Plan development (see Appendix N).

The SWOT information was compiled and grouped to allow a comparison between responses. This allowed for a gap analysis, both internally and externally.

Staff and Team Meetings

During the development of the plan, we sought input from team and staff at regular team meetings, including the EST, Agency Services, and Infrastructure Services. Several of MDIT’s many subgroups have detailed plans that guide their progress. As these sub-plans are completed, they will be linked to the IT plan in the Web presentation.



MITEC Planning Survey- Future Technologies

Information Officers and Agency Input

In addition to internal review and SWOT exercises, the information officers carried out a series of interviews with their agencies. The IO's asked questions to capture the business drivers of the agencies. Among the questions asked were:

- How do you see your line of business changing (demand, service types, mandates)?
- In which areas do you expect to face your biggest challenges?
- Are you investigating new technology opportunities that will help you to meet future business demands?

The responses to these interview questions were just a part of the fact-finding prior to the plan creation. Combined with the SWOT results and the online survey, these responses provided us with a better understanding of agency challenges.

A-OPT Process – In 2007, MDIT formed an Agency Operations and Partnership Team consisting of 35 agency and MDIT staff. The intent of this group is tactical as much as strategic, and the focus is on enterprise-wide issues and how we can improve our service to agencies.

A-OPT is a decision-making entity and reports to MITEC when appropriate. MDIT is not a voting member of this group, but works with A-OPT to help them determine which issues need to be addressed and the priority of the issues. A-OPT reviews any issues that are of importance to the group. Some examples include:

- Desktop Support Services
- Billing Methodology
- Procurement Process
- Enterprise Administration
- Budget-Planning Process
- Service Level Agreement – Metrics
- New items MDIT should address
- File storage
- Risks

This effort is our way of tying our strategic planning to the issues most pressing to the agencies. Through A-OPT, we immediately address what can be fixed quickly, and plan for issues that are more complicated or resource heavy. The SMT reviews these decisions, and any longer-term solutions are addressed in the strategic plan.

External Review and Comment

MDIT reaches out to a broad audience in the preparation of its planning vision. We do this through established forums such as MITEC and the Office of Technology Partnerships (OTP), through focused surveys and stakeholder feedback opportunities.

Michigan's Annual Digital Government Summit

In the spirit of collaboration and teamwork, over 400 technology leaders from across the state, county, city and township levels of government gather annually at Michigan's Digital Government Summit. This event, organized in partnership with OTP and Government Technology Magazine, brings together leaders to discuss the future role of technology in government and to share opportunities for partnership, all with the goal of improving government service to Michigan citizens through technology.

National IT Organizations

We also share and receive input from other states, through the National Association of State Chief Information Officers (NASCIO), and many other national organizations, on best practices and opportunities. For example, when we were researching adding a new corporations e-filing system, we learned that the state of Colorado had an existing system. As it turned out, Colorado’s system was exactly what we needed and because system requirements were the same, we were able to use portions of their code, save 12-months of development time and give \$1.5 million of our \$3 million appropriation for the project back to Michigan’s general fund.

Michigan Citizen Survey

In 2008, working with Michigan State University, MDIT commissioned a survey about access and use of government services, specifically online services offered through Michigan.gov. This cooperative effort provided some broad information about the relevance of computer and Internet usage in the lives of Michigan’s citizens. Questions focused on the means of Internet access, the frequency of use/accessibility of government services, the level of government services most sought after (local, county, state, federal) and how likely citizens would be to use Internet services such as blogs, wikis, or live chats.

The survey helped us to gauge the demand for services via Michigan.gov and further develop our citizen self-service initiatives in the strategic plan. This survey mirrored a citizen survey that was completed during the 2005 planning cycle, providing a picture of how access and demand for government services has changed over time.

Professional Research Firms

It is standard MDIT practice to have the draft strategic plan reviewed by multiple IT experts. During the course of the year, we identify 3 to 5 individuals and firms that we have worked with and who have planning capability and expertise. We matrix all of their comments to determine if there are major framework or alignment issues that need to be adjusted, or important technology pieces that are missing. All external feedback is reviewed in context of our internal comments (MITEC, SMT, EST) to look for parallel messages or missed linkages. This rounds out the plan, ensures that we are thoroughly engaging national caliber IT solutions, while meeting our responsibilities to Michigan’s citizens.

Gap Analysis

In 2008, the SMT used a gap analysis to identify and highlight areas that needed improvement. The process involved determining and documenting the variance between where we are and where we are driven to be.

Once the expectation of performance was understood, the SMT compared these to our current level of performance in each of the four categories shown above. This comparison highlighted the gaps. These became an important focus during plan development. In addition, the gap analysis set the groundwork for our guiding principles which drove the development of Michigan’s 2008-2012 goals, strategies and initiatives.

What we Examined	Gap Categories				How We Applied It
SWOT results					
Survey responses					
Goal setting exercises					
Agency business requirements					
How citizens access government	Policy Gap	Strategic Gap	Operational Gap	Performance Gap	Developing Guiding Principles
Current policies					Refining and integrating goals, strategies and initiatives
Past strategic direction					Setting IT strategic direction
Past operational practices					Establishing a plan for implementation
Performance history					
Industry best practices					
Global and national issues					
Statewide planning goals					

The guiding principles resulting from the gap analysis follow:

- 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

These principles serve as the foundation for all of the content in the 2008 IT plan. They were developed in direct response to the gaps between where we are and where we want to be. Our response to the gap analysis ensures that that the plan is aligned with the needs of our stakeholders and targeted to address specific identified areas for improvement.

Implementation

The completion of the plan is really the beginning, not the end. The goals, strategies and targets become marching orders for all of MDIT. The initiatives in detailed plans such as Infrastructure Services and Agency Services plans, are further developed in team plans such as the Data Center Plan and the Telecom plan. The IT plan must be agile; changes will occur and its direction must be evaluated regularly.

Communication Plan

An IT Plan communications framework is put in place that sets a schedule for the distribution and promotion of the plan. This schedule covers reproduction of copies, e-mail communications, in-house and external publications and articles, Web promotion, agency/citizen meetings, legislative communications, media relations and the production of presentation materials.

Team Plans

The Infrastructure Services (IS), Agency Services (AS) and the Office of Employee and Financial Services (OFIS) MDIT divisions use the IT plan goals as a starting point for the development of detailed project-level plans. In team meetings, work sessions, retreats and other forums, projects are aligned with the IT plan goals. This strategic alignment is critical to keeping the agency on target toward the IT goals.

Below is an example of how statewide planning goals are carried through to very specific team plans (2008 Infrastructure Services plan):

Statewide Planning Goal

CAP Plan – Better Government Making Government More Cost Effective & Efficient

IT Plan Goal 6

Innovation & Transformation – Drive innovative processes and technologies to transform Michigan's government service

MDIT Infrastructure Services Plan

Virtual Call Centers: Expand Voice over Internet Protocol (VoIP) capabilities to consolidated call center solutions

Ongoing Initiative Tracking and Reporting

The SMT reviews key IT plan targets on a regular basis. MiPlan scorecards show progress on top strategic projects. Both the SMT and EST use these scorecards to evaluate outcome and milestone dates and assess new challenges. Target dates, the scope of specific targets and other factors can be adjusted if necessary. This regular review keeps the plan agile and impacts a host of agency decisions. Michigan IT Strategic Plan is a constantly developing document. We do an annual review of the plan and begin a complete planning cycle every two years.

Web Access to the IT Plan

Michigan's IT Strategic Plan will be accessible via the Web and Michigan.gov. The Web presentation will be linked to the CAP, Michigan statistical information and in-depth team IT strategic plans such as the Infrastructure Services Plan (appendix N), the Enterprise Security Plan (appendix F) and the Enterprise Architecture Plan (appendix E). For detailed information, readers will be able to access unit plans such as the data center operations and telecommunications strategies for the state.