



Strategies & Targets

Table of Contents

Strategy and Target Selection Process	2
Goal One-Strategies and Targets.....	2
Goal Two-Strategies and Targets.....	3
Goal Three-Strategies and Targets	4
Goal Four-Strategies and Targets.....	5
Goal Five-Strategies and Targets.....	6
Goal Six-Strategies and Targets.....	7

Strategy and Target Selection Process

Michigan's IT Strategic Plan and the six goal areas are operationalized through a comprehensive portfolio of targets and strategies. Initially, the MDIT director and executive team reviewed all pending initiatives from previous planning cycles and determined which projects should carry forward as part of the new planning cycle. Executive "owners" were assigned to each of the six goal areas based on areas of expertise. Goal owners assembled goal teams that identified changes and new strategies needed. The full executive team provided additional review and changes before presenting a final package for review by the Strategic Management Team. Agency survey feedback, agency business drivers and MITEC Strengths/Weaknesses/Opportunities/Threats (SWOT) exercise information was also utilized. Further information on Michigan's system for IT target and performance tracking can be found in Appendix A.



Goal One-Strategies and Targets

Access: Expand Michigan's services to reach citizens and businesses anytime, anywhere

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

Key Strategies

- Provide Michigan citizens and businesses with one simple access point to government services
- Optimize technology to transform how government offers services

Targets

2008

- Launch accountability portal for government spending and statistics

2009

- Fully implement Web 2.0 technologies within Michigan.gov and assist agencies in understanding potential uses and implementing technology
- Pilot next generation ATM-style kiosks that can use biometric thumb or finger prints to authenticate users which enable more services to be offered outside of traditional government locations
- Implement the Michigan Business Services improvement initiative (MBSii) one-stop business portal

Ongoing

- Expand use of search technology, making government information accessible directly from major search engines
- Enable secure communication and transactions with citizens via mobile phones: providing text alerts, real-time video and payment services
- Integrate Web 2.0 capabilities to enable better collaboration with external partners and identify management tools to allow secure and direct access to administer programs more efficiently
- Add new mobile technology enabling government employees to be connected from non-traditional work locations and allowing agencies to bring their services more directly to citizens

Goal Two-Strategies and Targets

Service: Deliver efficient and effective technology services and shared solutions to the agencies

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

Key Strategies

- Create efficiencies for our agencies in support of their existing systems
- Improve quality of service and enhance accountability to our customers
- Maximize the value of IT investments

Targets

2008

- Automate procurement of commodity and service technologies
- Tighten the partnership with our Michigan Information Technology Executive Council (MITEC)
- Design and implement a new budgetary tracking and financial reporting system
- Provide computer leasing options

2009

- Enhance agency-specific service level agreements to include MDIT performance measures

Ongoing

- Work cooperatively to strategize and determine two new shared services each year to reduce agency costs and help improve agency effectiveness
- Complete full application architecture roadmaps
- Continue to implement the State Unified Information Technology Environment (SUITE) processes to achieve Level 3 Capability Maturity Model[®] Integration (CMMI) compliance
- Incorporate portfolio management for IT investments; improve the information available for client investment decision.



Goal Three-Strategies and Targets

IT Management and Infrastructure: Improving operations, security and reliability through statewide solutions and universal standards

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

Key Strategies

- Continue evolving Michigan's technology standards and architecture to reinforce robust forward-moving operations
- Utilize best practices in the management of IT assets, including hardware, software, data, systems and applications
- Provide optimal levels of security and citizen privacy

Targets

2008

- Became one of the first states to achieve Payment Card Industry (PCI) compliance in 2008; maintain rigorous security standards on all critical systems and servers moving forward

2009

- Develop an information architecture strategy to enable data sharing and advanced analytics, including fraud detection and issue resolution
- Implement Service-Oriented Architecture (SOA) standards
- Implement strategic staff sourcing for technology projects
- Improve the functionality of our data centers; reduce costs and implement a green strategy through improvements and increased virtualization
- Implement next-generation security practices and fully integrate a proactive processes to ensure that viruses are stopped

2010

- Provide robust security for the State's mobile endpoints
- Complete the development of a comprehensive disaster recovery plan to cover 100% of mission critical applications

2011

- Finalize long-term data center capacity solution

2012

- Improve our system development processes to achieve CMMI Level 3 compliance enterprise-wide
- Provide 99.9% service availability for all mission critical applications in the data centers

Ongoing

- Update technology lifecycle roadmaps every six months and invest appropriately



Goal Four-Strategies and Targets

Great Workplace: Support a high-performance workforce

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

Key Strategies

- Recruit, retain and recognize a diverse, high-performing technology workforce
- Establish standards and procedures requiring and equipping a high-performance workforce
- Support, enable and help drive Michigan's IT plan goals and strategies through our IT workforce
- Support a culture where employees take pride in, and responsibility for, delivering exceptional service

Targets

2008

- Attract and retain a competency-based, high-performing workforce: Develop a modern, ongoing recruitment program including an MDIT brand identity

2009

- Develop a strategy for succession and workforce planning

2010

- Implement succession and workforce planning strategy

Ongoing

- Work with Civil Service to streamline the selection process and decrease the time it takes to fill positions
- Partner with Civil Service to modernize and standardize the classification and pay structure for IT professionals to support attracting and retaining a high performing IT workforce
- Refresh our recognition and award programs
- Implement best practice workplace tools and technologies and provide a work environment that challenges IT professionals and leverages their expertise
- Provide team-building activities and other opportunities for employees to get to know each other and work together more effectively
- Provide relevant and timely technical, behavioral, project management and certification training opportunities to foster department-wide innovation and excellence
- Mature our management capability around best practice standardized IT processes to advance efficiency and effectiveness across the enterprise, including strategic portfolio/contract management, systems development lifecycle, Application Portfolio Management and the Information Technology Infrastructure Library (ITIL)
- Enhance leadership development opportunities for formal and informal leaders
- Support a culture of integrity, innovation, accountability and excellence within MDIT that guides our daily behavior and decision making
- As stewards of the public trust, state IT employees will be properly trained to protect both physical and information assets
- Continue to enhance and administer the annual leader assessment and feedback tool, MI-360, to provide leaders with an opportunity to receive feedback and to make improvements
- Participate in the annual SOM Vision & Values survey and utilize the results to promote shared statewide values: integrity, excellence, inclusion and teamwork





Goal Five-Strategies and Targets

Cross-Boundary Solutions: Foster partnerships across and beyond state government

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

Key Strategies

- Create innovative public partnership programs for more effective and efficient government across all levels
- Strengthen and expand partnerships beyond government to the private sector and higher education
- Leverage existing and emerging IT infrastructure and functionality across the state
- Expand health information technology and health information exchange programs and partners

Targets

2008

- Identify five initiatives for the Steering Committee to implement
- Work with partners to increase broadband coverage and adoption rates with a new interactive Web site
- Provide a resource for local communities and vendors to obtain grant and loan information, facilitating the expansion of telecommunication infrastructure into underserved areas of Michigan

2009

- Further reduce travel by expanding the use of videoconferencing and Web conferencing through all levels of government

2010

- Work with partners to increase affordable broadband coverage and adoption rates by holding awareness/ information activities throughout the state

2011

- Coordinating with the Department of Community Health and the Michigan Public Health Institute, successfully implement \$20.9 million Federal Communications Commission award to connect over 390 rural hospitals and medical clinics via broadband

2012

- Enable real-time mashup between state and local government as well as private sector information

Ongoing

- Further evolve the local and state government Cross Boundary Technology Steering Committee to develop policies, procedures and funding, facilitating initiatives among all levels of government
- Implement infrastructure, application and resource sharing between government levels, where appropriate, to reduce costs and provide better services
- Research the feasibility of a partnership with the private sector to build a state-of-the-art data center that not only fulfills our mutual capacity needs, but also provides an economic development opportunity for Michigan
- Continue to develop and foster strong strategic vendor relationships
- Assist HIEs with planning and implementation strategies and support
- Provide medical trading areas with recommendations, privacy and other standards and best practices on health information technology

Goal Six-Strategies and Targets

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

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

Key Strategies

- Fully realize customer needs and build a culture supporting change, innovation and excellence among employees and partners
- Develop governance, change and portfolio management processes and standards to support, enable and drive the transformation of existing and the development of new services
- Employ best practices to improve government services through information, communications and technology

Targets

2008

- Establish an Innovation Advisory Board to provide advice and support
- Foster a culture of innovation and thinking from the customer's perspective and, through practices like job-shadowing, become routinely involved in customer activities, getting to know their business needs first-hand
- Develop high performance, process change competencies by providing relevant technical, project management and organizational change management training, education and certification opportunities to state IT employees on an ongoing basis
- Establish formal performance tracking and monitoring capabilities to ensure transparency, identify and manage change opportunities and to report on and manage performance
- Utilize Government Performance Project (GPP) and Pew Center on the States best practices information and related resources in developing and implementing Michigan solutions aligned with structural change, each category of the Cabinet Action Plan and Government Performance improvement initiative (GPii) priorities
- Create a Michigan Centers for Excellence Framework aligning individual Excellence and Competency Center goals, strategies, activities and internal and partner resources with annual realignment and refinement

2009

Develop a minimum of one new initiative each year in priority areas such as health, education and economic development

Create an enterprise-level Project and Portfolio Management Office to strengthen and formalize the project, portfolio and change management process

- Implement an innovations and best practices tracking, assessment, design and management capability
- Formalize process for changes and improvements in state government projects
- Refine enterprise architecture and the information architecture capabilities to support innovation/transformation
- Develop Michigan information framework, integrating business intelligence and other related initiatives and refine information architecture





Goal Six-Strategies and Targets (Cont.)

2010

- Formally begin sharing project management capabilities with local governments
- Formalize IT investment planning and management in the project, portfolio and change management process
- Launch a citizen service improvement initiative to deliver all government services through one common Web interface

Ongoing

- Develop a minimum of one new initiative each year in priority areas such as health, education and economic development
- Implement standards and processes for utilizing information and knowledge as driving strategic resources to technology
- Develop shared work plans with the Michigan Department of History, Arts and Libraries (HAL), Michigan e-Library and university systems (Public Sector Intellectual Capital Framework)