



Cross-boundary Solutions & Partnerships

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Vision of Action

The Office of Technology Partnerships (OTP) is a division of the Michigan Department of Information Technology (MDIT) created to foster technology collaboration and partnerships with business, K-12, universities, non-profit organizations and local units of government.

Collaboration and partnerships within, and outside, an IT organization are vital in building efficiencies, better services and to the overall success of the organization. This collaboration and partnering must be done in a strategic sense, to find win-win situations for all parties involved. OTP has a clear vision for the future that can be categorized into the following four major focus areas:

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

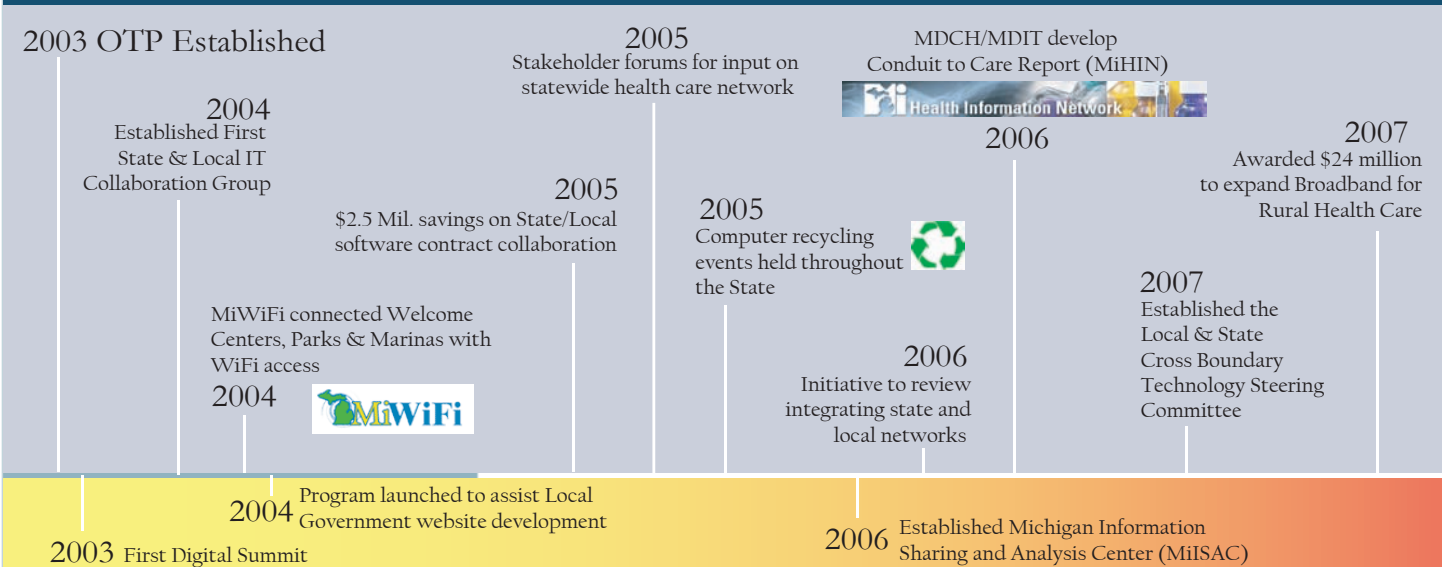
This process of collaborating and partnering has taken different forms over the last four and a half years. The following section gives an overview of that evolution and how we contribute to collaboration and create external partnerships today.

Overview

Over the past few years, the Department of Information Technology has made it a goal to foster partnerships that will help drive innovation and better government. In the following Appendix you will find detailed examples of programs and partnerships that exist today that are both internal and external to state government. These programs and partners interface with the state through many different offices, divisions or agencies.

In some cases, with an organization the size of state Government, collaboration is achieved by pulling together resources from different areas to represent each division within the organization. These representatives meet to help shape the direction and guide strategic planning to meet business needs and demands.

Office of Technology Partnerships (OTP) History



Also, with the growing responsibility to find more efficient ways to offer services, along with expanding the availability of those services, it has become necessary for state and local governments to work across government boundaries. Citizens are looking to government to become more like the private sector; they want to be able to go to one place and get all the services they need. For example, if a citizen wants to start a business in their local community they would like to be able to find all the forms, permits and resources they would need to start that business in one place. Furthermore, that information is increasingly being requested electronically and readily available 24/7/365. Citizens are not concerned with who is responsible for getting them the information they need, only that they can get it when and where they need it.

State and local agencies, who are customers of information technology (IT) departments or customers of IT consultants, are also experiencing the need to find innovative ways to offer and receive IT services. They are increasingly looking to IT departments and consultants to offer innovative solutions to find cost savings and increase availability of services.

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 healthcare professionals, or a group of vendor partners, MDIT is using its partners to help identify and solve difficult issues that cross organizational boundaries. 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.

Goals and Objectives

Since its inception, the Office of Technology Partnerships has focused on developing relationships with entities outside the executive branch of state government. These partnerships have enabled the development of cross-boundary solutions to help build a better government, and offer better services to our customers and citizens alike. Our goals and related objectives are outlined below.

Goal 1: Public Partnerships: Create innovative partnership programs for more effective and efficient government across all levels

Fostering lasting relationships is a priority for OTP, and is the stepping stone for finding efficiencies within state and local government. These efficiencies lead to reduced spending, quicker and better quality services and more availability of services in general. These relationships, to be successful, must demonstrate a win for all parties involved. Over the past four and a half years, OTP has entered into many of these partnerships and we look forward to continuing it into the future. Some of those on the horizon include:

- Further evolve the local and state government CrossBoundary Technology Steering Committee to develop policies, procedures and funding facilitating initiatives among all levels of government
- Identify five initiatives for the CrossBoundary Technology Steering Committee
- Implement infrastructure, application and resource sharing between government levels, where appropriate, to reduce costs and provide better services

Goal 2: Public/Private Partnerships: Strengthen and expand partnerships beyond government to the private sector and higher education

Expanding our relationships beyond traditional governmental boundaries is a key aspect of the work OTP does on a daily basis. Expanding our reach to other public entities and including experts from the private sector helps the Department think beyond its borders. Whether it is making sure contracts are extended to local units of government or schools or validating strategic direction with private sector vendors, OTP is dedicated to bringing together all the necessary organizations to find efficiency.



The following are ways in which we will continue to grow in this area:

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

Goal 3: Technology: Leverage existing and emerging IT infrastructure and functionality across the state

Many organizations may be sitting on assets that can create efficiencies for themselves and others and not even know it. In the past, organizations have leveraged excess fiber, unused or underused servers, extra software licenses and more. Furthermore, there may be new, emerging technologies that need to be put on the radar of organizations to look into implementing, to save money or offer better services. These technologies can sometimes prove to be expensive or complicated, but with the right mixture of partners can become easy and cost effective to implement. Some areas we will look at include:

- Work with partners to increase broadband coverage and adoption rates with a new, interactive Web site and by holding awareness/information activities throughout the state
- Provide a resource for local communities and vendors to obtain grant and loan information, facilitating the expansion of telecommunication infrastructure into undeserved areas of Michigan
- Further reduce travel by expanding the use of videoconferencing and Web conferencing throughout all levels of government

Goal 4: Health IT: Expand health information technology and health information exchange programs and partners

For nearly two years, Michigan has been working to create a Michigan Health Information Network. Many strides have been made to pull together the right group of stakeholders around the state to make the vision a reality. The items listed below are a short list of things OTP hopes to help accomplish in the future to continue Michigan down the road to statewide health information exchange:

- Coordinating with the Department of Community Health and the Michigan Public Health Institute, successfully implement the \$24 million award from the FCC to connect over 390 rural hospitals and medical clinics via broadband
- Assist health information exchanges (HIE) with planning and implementation strategies and support
- Provide HIEs with recommendations, privacy and other standards and best practices on health information technology

Internal Stakeholders

Michigan Information Technology Executive Council (MITEC)

MDIT has established the Michigan Information Technology Executive Council (MITEC) as a further extension of MDIT's responsive, partnered and accountable commitment to providing quality services to its clients and customers. The purpose of MITEC is to advise and assist the state chief information officer (CIO) and MDIT in addressing current business, service and technology support needs, as well as to develop longer-term information technology goals and strategic and tactical direction for the state of Michigan. The council is directly involved in IT support and service priority setting, planning, resource alignment and budgeting activities.



Authorization

MITEC was established by the state CIO, based on existing Executive Order (EO) authority, including EO 2001 – 3.

Purpose and Objectives

MITEC is an advisory body to the state CIO in the planning, development, implementation, and management of state government-wide, as well as department, IT services and solutions. These responsibilities include providing advice on the development of Michigan's long-term information technology vision and goals, and enterprise IT strategic and tactical direction and priorities. MITEC provides a leadership forum and governance structure for discussing issues that have common or universal interest for the executive branch agencies, as well as the legislative and judicial branches.

MITEC's responsibilities include identifying business and customer service needs, assisting MDIT in providing responsive and timely services and developing and recommending strategies and actions to the CIO for guiding enterprise and MDIT support of department missions and business, management and customer service needs. MITEC is a forum and environment where agencies may surface their IT-related issues to ensure that those issues are acted upon in a responsive and timely manner. MITEC also fosters a better understanding among public officials, administrators and staff of the role of information technology and its proper relationship to agency service provision and management, and how it can make significant contributions to the improvement of the administration of state government for the benefit of the general public.

How MITEC Fulfills this Responsibility

Agency and state service needs, MDIT support and responsiveness

- Serve as a customer advisory/coordinating body to the CIO and MDIT.
- Assist MDIT in identifying critical statewide and agency-specific IT service and management issues and collaboratively identify, develop and implement solutions

Enterprise vision, goals, strategies, priorities and policies

- Advise on the development of Michigan's long-term information technology vision and goals
- Advise and assist the CIO in setting the enterprise IT strategic and tactical direction and priorities, in congruence with department business and service needs
- Assist in defining and supporting IT-related standards, policies and procedures including, but not limited to, enterprise architecture, security and procurement

Planning, resource alignment and budgeting

- Assist and participate in the development of an enterprise / agency integrated IT planning and budgeting process and a state information technology strategic plan integrated with agency business and IT plans
- Participate in the development, submission, passage and implementation of the enterprise IT budget in alignment with agency budget development, submission, passage and implementation
- Strive to develop a consensus and an integrated IT business case among agencies before presenting or submitting IT-related proposals through the budget and other decision-making processes

Membership

The state CIO chairs MITEC with the membership consisting of deputy directors, administrative officers or comparable level executives or administrators from each client department; three representatives from the legislative branch (House, Senate and Legislative Services Bureau); and one from the judicial branch.

Business Sessions and Meetings

MITEC meets at least four times per year for regular business sessions and may convene periodically for ad hoc meetings on specific topics.

Decision Making

Recommendations to the CIO are made by consensus of those present at each meeting. If consensus cannot be reached, the pros and cons of opposing arguments will be documented in writing to the CIO.

MITEC Subcommittees

As part of MITEC, subcommittees have been formed that are specific to certain areas. These subcommittees are responsible for addressing issues and making recommendations on a statewide basis.

Standing subcommittees include:

- IT Security
- IT Standards
- E-Grants

Other ad hoc subcommittees are formed on an as needed basis.

For additional information on the Michigan Technology Executive Council (MITEC) visit: www.michigan.gov/mitec

External Collaborative Partners

Local/State Government Technology Steering Committee

We are building a cross-boundary program that is structured, sustainable and leverages existing infrastructure, applications, processes and resources. Michigan's cross-boundary collaboration journey began with the establishment of a steering committee comprised of local and state government IT directors and associations. The committee is co-chaired by local government IT directors.

Vision:

Through technology, reinvent all levels of government to be more efficient and effective.

Mission:

Transform government with IT being the catalyst and fostering collaboration across government lines. We will do this by sharing resources to eliminate duplication of effort and reduce costs.

Our goal is to:

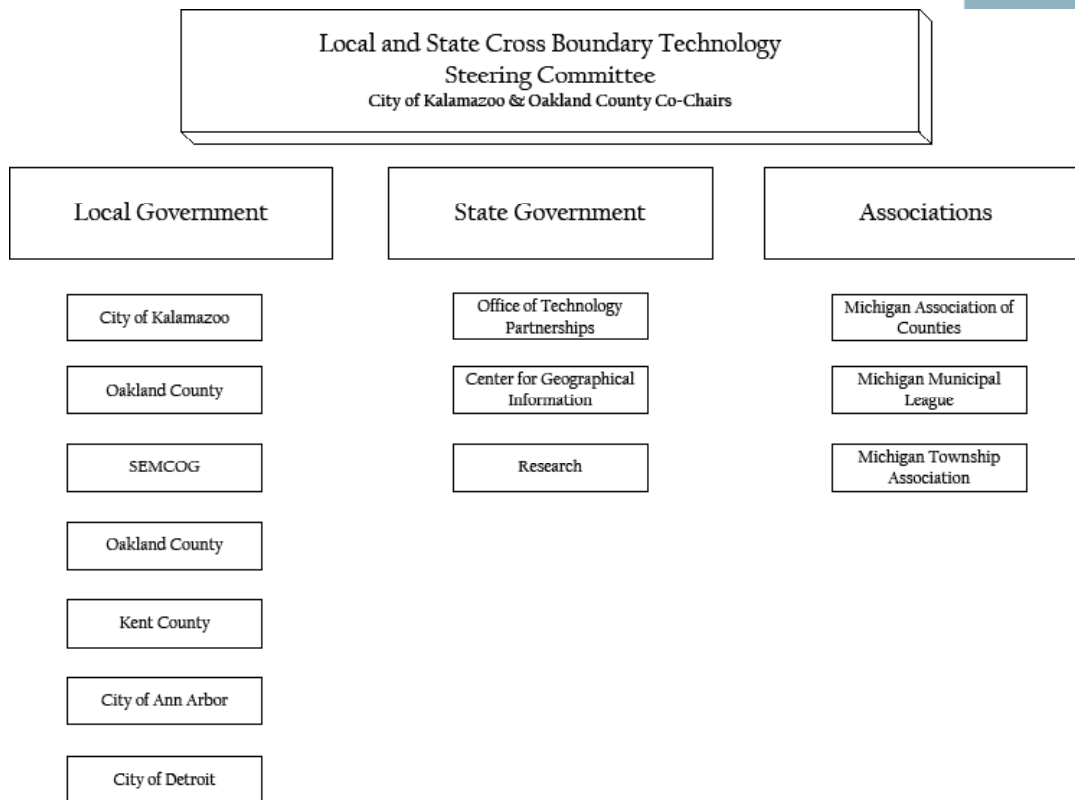
- Build once
- Serve many
- Operate as one unit
- Have a single entry point
- Reduce costs
- Provide better and more services to citizens
- Make crossing government lines seamless



The program's Steering Committee is working to:

- Develop strategies and policies across tiers
- Identify unique opportunities/barriers, stakeholders and incentives
- Identify shared business processes
- Develop ways to allocate resources and share costs
- Communicate opportunities and strategies to peer organizations

For additional information on the Steering Committee and/or its current and future initiatives please visit our Web site at: www.michigan.gov/dit



Michigan Health Information Network (MiHIN)

The state of Michigan has placed a priority on its goal to use information technology to drive quality improvements and efficiency in Michigan's health care system. The Office of Technology Partnerships has been working in conjunction with the Department of Community Health to accomplish this goal by accelerating the adoption and use of health information technology (HIT) and health information exchanges (HIEs).

A conduit to care report was developed with the collaboration of 200 Michigan health-care stakeholders who volunteered their time to participate in the MiHIN Steering Committee and six workgroups.

The report was created to provide a strategic roadmap for all e-health initiatives for the state and to convene Michigan's healthcare stakeholders to speed the adoption of health information technology and promote health information exchange. To view a copy of the full MiHIN "Conduit to Care" report visit: michigan.gov/mihin

Michigan has been divided into nine regions, or what we refer to as Medical Trading Areas (MTAs), based on clusters of where healthcare is provided. Each area is in the

process of creating a regional health information exchange to share health information with each other and up to the state and national levels.

The MiHIN Resource Center will provide guidance, direction and coordination to regional and statewide health information exchange (HIE) initiatives in the state. It will represent HIE regional efforts at the state and national levels, promote adoption of standards and identify resources to enable HIE organizations to achieve their goals.



The state of Michigan appropriated \$4.5 million to be used to plan and implement health information exchanges and health information technology in Michigan over fiscal years 2007 and 2008.

- \$3.5 million was allocated to the Medical Trading Areas (MTA)
- \$1 million was allocated to the Michigan Resource Center

The state of Michigan has also recently been awarded \$21 million from the Federal Communications Commission (FCC) to construct rural broadband networks to support rural telemedicine. Michigan is working with healthcare stakeholders statewide to plan and implement this award.

For additional information on the Michigan Health Information Network please visit www.mihin.org

Local Government Web site Program

University Students creating Web sites for local units of government

Thanks to a collaborative effort between OTP, the Michigan Township Association, the Michigan Municipal League and several state universities, more and more Michigan municipalities are now online with their own Web sites.

University students and professors work in collaboration with their assigned local unit of government to develop each Web site at no cost. The program is a win for everyone, allowing the students to showcase and apply their talents, giving the local units of government their desired Web presence and affording constituents with a new and more convenient way to obtain information.

In just under three years, the program created over 80 Web sites at no cost to Michigan local units of government.

Local units of government creating their own Web sites

OTP also has worked with university interns to develop a, "Local Government Web Development Template," available for local units of government to use to create a Web site on their own.

The template allows municipalities to independently construct and maintain their own Web sites on their time schedule. This template can easily be populated and managed by a non-technical individual with minimal knowledge of Web design.

For additional information, or to inquire about how you can participate, please visit the Office of Technology Partnerships Web site at: www.michigan.gov/dit



Broadband in Michigan

Like electricity and roads, broadband has become the essential 21st century utility for the citizens of Michigan to carry out everyday tasks. Whether it is running a business, working from home, utilizing online government services or just chatting and checking email, having a connection to the Internet has become a necessity for most citizens. Unfortunately, not all Michigan citizens have the same services available to them in their communities, and many do not understand the importance of having a broadband connection in the home. OTP has been working to identify where broadband is underserved in the state of Michigan, and ways in which we can help raise the awareness of the importance of a home being connected via a broadband connection. From research done to date it is apparent that, as communities become more rural, there is a decline in services available. Additionally, there are also “pockets” of underserved areas present throughout the state.

The governor and MDIT are working to expand traditional broadband services into underserved areas by increasing awareness and adoption of existing services, and educating community leaders and members about the importance of a broadband connection. Broadband is vital because it represents the next tool to improve a community in multiple areas, including:

- Tourism
- Education
- Health Care
- Public Safety
- Government Services
- Economic Development

It has become apparent that there is no single solution to get traditional broadband to every Michigan household. OTP has begun working with multiple counties and local associations around the state to help address the need and desire to expand traditional broadband coverage throughout their respective communities. In addition, OTP has resources available to local communities interested in developing a broadband strategy, as well as information on other local governments that have taken on the broadband issue across Michigan.

To access those resources, or to learn more about OTP's broadband initiatives, please visit the Office of Technology Partnerships Web site at www.michigan.gov/dit

Geographic Information Systems (GIS) Partnerships

MDIT's Center for Geographic Information (CGI) has developed relationships with several local units of government to share geographic information. Two forums that have been established are the Michigan Geospatial Steering Committee and a monthly GIS Users meeting. These forums have been very effective and allow sharing of knowledge, information and expertise across local and state governments.

The Michigan Geospatial Steering Committee is composed of various leaders from the Michigan geospatial technology community. The mission of the Committee is to create initiatives and follow through on the resulting projects designed to drive down costs, reduce redundancy and create greater efficiencies in the use of geospatial technology by the citizens of Michigan. Initiatives are based on cooperation, communication and the sharing of knowledge and expertise. These expand the use of GIS by creating an ease of entry for those that don't currently use GIS and creating trust among those that do. Membership includes:

- Co-Chairs from Oakland County and Grand Valley State University
- Southeast Michigan Council on Governments (SEMCOG)
- City of Holland, Michigan
- Michigan State University
- Michigan State Police
- Michigan Department of Information Technology

The CGI Monthly GIS Users Meeting is a standing, open meeting the first Thursday of each month. This meeting has been conducted for past 15 years with the primary purpose of geographic information sharing. The meeting has regular attendance from a cross section of state, federal, local and private organizations. Meeting minutes are kept and posted to the CGI Web site. There are currently 200 subscribers on the group's distribution list.

For additional information on either of the forums refer to: www.michigan.gov/cgi

MPSCS Advisory Board

In April 2005, Governor Jennifer Granholm issued Executive Order No. 2005-8, which established a new Michigan Public Safety Communications System Advisory Board. The board was created to seek active partnership among local, state, tribal and federal public safety agencies. The governor saw the need for all public safety agencies to be prepared to assist each other, regardless of jurisdiction, in the event of an emergency or natural disaster. The board consists of 19 members, nine of which are local emergency first responders appointed by the Governor for four year terms. The remaining ten members are from various State agencies and specific State officials.

The board is staffed and assisted by MDIT. It has the authority to request public participation when it deems it necessary. It may also make inquiries, conduct studies, conduct investigations, hold hearings and receive comments from the public. The board can hire contractors, subcontractors, advisors, consultants and agents, and enter into contracts to help it exercise its powers. The board can accept donations of labor, services or other things of value from any public or private agency or person.

The board meets at least once a quarter and is charged to advise the governor and MDIT in many areas including:

- Best practices for implementing interoperability of wireless public safety communications, including data, in Michigan on a local, regional and statewide basis.
- Future trends in public and private sectors relating to public safety wireless communications, interoperability standards and technology in support of providing public safety wireless services in the most effective and efficient manner.



- Opportunities for effectively using the MPSCS as part of local, regional and statewide mutual-aid agreements, 9-1-1 dispatch operations and incident command systems.
- Best practices for using interoperability training on a local, regional and statewide basis.
- Development and implementation of the interoperable communication plan.

For additional information refer to: www.michigan.gov/mpscs

Metrics and Measures

The success of our initiatives, as with all of MDIT's services, is dependent upon feedback from our customers and stakeholders. The following measures will help us gauge our progress.

Goal 1: Public Partnerships: Create innovative partnership programs for more effective and efficient government across all levels

- Identify five initiatives for the Cross Boundary Technology Steering Committee in 2008
- Implement five initiatives for infrastructure, application and/or resource sharing between government levels, to reduce costs and provide better services by 2009

Goal 2: Public/Private Partnerships: Strengthen and expand partnerships beyond government to the private sector and higher education

- In 2008 provide MDIT with a draft report on the feasibility of a partnership with the private sector to build a state-of-the-art data center
- Enable real-time mashup between state and local government, as well as private sector, information by 2012

Goal 3: Technology: Leverage existing and emerging IT infrastructure and functionality across the state

- Create a new, interactive Web site in 2008 to support work with our partners to increase broadband coverage and adoption rates
- Hold awareness/information activities throughout the state to support work with our partners to increase broadband coverage and adoption rates by 2010
- 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 in 2008
- Expand the use of videoconferencing and Web conferencing throughout all levels of government in 2009

Goal 4: Health IT: Expand health information technology and health information exchange programs and partners

- Coordinating with the Department of Community Health and the Michigan Public Health Institute, successfully implement the \$24 million award from the FCC to connect over 390 rural hospitals and medical clinics via broadband in 2011
- Provide HIEs with recommendations, privacy and other standards and best practices on health information technology in 2008

