The Michigan.gov Story: Reinventing State Government Online

Presented by Peyman Zand, Deputy Director, e-Michigan Office

October 8, 2001
Agenda

- Purpose
- Features of Michigan.gov
- The Creation of Michigan.gov
  - Organizational and Financial Approach
  - Strategic Planning and Approach
  - Technology Approach
  - Site Design Approach
  - Communications and Planning Approach
- Results
- Continuous Improvement
- Lessons Learned and Implications for MAGCU Members
The e-Michigan Office

- A centralized, empowered agency established by Governor Engler via Executive Order to lead all state agencies in e-government initiatives and policy development, including the new Michigan.gov web site.

Michigan.gov

- New State of Michigan web portal that includes common web technologies, uniform policies and standards, a customer-designed look-and-feel throughout agency web sites, personalization and many other features

http://www.state.mi.us/migov/e-michigan
Launched July 10, Michigan.gov was developed using best practices from public and private sectors

- Rapid launch window (90 days)
- Customer-driven design
- Common, statewide technologies
- Organization by customer need
- Involvement of over 250 agency staff
- Common look-and-feel throughout portal and agency sites
- Statewide policies and standards
In addition, e-Michigan is collaborating with all State agencies to continue to enhance and expand the services provided through Michigan.gov.

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<tr>
<td>✓ On-line campground/State parks reservations</td>
<td>✓ State portal and theme sub-portal launch</td>
<td>Lesson plans for grades K-8th</td>
<td>Kids’ pages</td>
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<td>✓ On-line hunting and fishing licenses</td>
<td>✓ New search engine across all State sites</td>
<td>Agency site migration to Vignette</td>
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<td>✓ MiSeniors.net</td>
<td>✓ Voluntary site personalization</td>
<td>Business Process Reengineering</td>
<td>Web-CAM at Mackinac Bridge</td>
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<td>✓ Lodging reservations</td>
<td>✓ New Governor’s Home Page</td>
<td>Added portal functionality (Shopping Cart, e-payment)</td>
<td>UCC forms look-up and filing</td>
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<td>✓ Harbor reservations pilot</td>
<td>✓ Business Entity Search Ph. I</td>
<td>Online Wage Records Reporting</td>
<td>Business Process</td>
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<td>✓ Tee-time reservations</td>
<td>✓ Financial Aid Portal</td>
<td>Internet Criminal History Report</td>
<td>Reengineering</td>
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<td>✓ Redesigned day care Web page</td>
<td>✓ Day care online invoicing pilot</td>
<td>TEDS Construction Grant Apps</td>
<td>Electronic Reporting of Wastewater Discharge</td>
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<td>✓ Nursing home locator</td>
<td>✓ Business Process</td>
<td>e-Invoice expansion (BS &amp; FHS)</td>
<td>Online Business Start-up Forms</td>
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<td>✓ Verify License/Look-up expansion underway</td>
<td>✓ Reengineering underway</td>
<td>Online bid status display</td>
<td>Travel &amp; Rec cross-promotions</td>
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<td>✓ Eligibility Pre-Screening Tool Pilot at local hospitals and clinics in Detroit area</td>
<td>✓ Pilot Internet Application for Unemployment Benefits</td>
<td>Employer-filed UA Claims</td>
<td>Mapping and Trip Planner</td>
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<td>✓ Day care locator and EFT for providers</td>
<td>✓ Contracts and Payments refinement</td>
<td>Online filing of C-8030/No SBT</td>
<td>Internet connections at welcome centers and state parks</td>
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<td>✓ New OFIS web site</td>
<td>✓ Domestic violence resource dir.</td>
<td>Expansion of EFT for vendors</td>
<td>Web-CAM (at parks)</td>
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<td>✓ MVU online training for Medicaid billers</td>
<td>✓ MVU online training for Medicaid providers</td>
<td>Pre-screen tool rollout</td>
<td>MiChild/Healthy Kids Online</td>
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<td>✓ License look-up expansion</td>
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<td>Long-term care portal</td>
<td>Screening and Applications</td>
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<td>✓ Kids’ pages</td>
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<td>License renewal pilots</td>
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<td>App. for construction permits</td>
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The success of Michigan.gov and all of Michigan’s e-government services is based on Governor John Engler’s vision and direction.

“Michigan will be the leading state in providing trusted electronic government services to all customers.” e-Michigan Vision

“Reaching our e-Michigan goal means permitting customers to conduct business at their convenience, going online, not waiting in line.” 2001 State of the State

“Already…customers are going on the Web to get fishing licenses or to reserve campgrounds. Web-based services will help students access financial aid, help entrepreneurs start businesses, help taxpayers apply for professional and occupational licenses…” 2001 State of the State
Organizational Approach: A key to success was the creation of the e-Michigan Office - a centralized, empowered agency focused on a statewide view of e-government.

As stated in Executive Order 2000-6, the e-Michigan Office was established to:

- Design a single State of Michigan portal for easy navigation and customization that integrates user preferences
- Develop a comprehensive statewide strategy for the installation and use of state-of-the-art technologies that allow the state to exchange information and conduct business-related transactions electronically
- Develop the technical, legal, policy, and financial framework and infrastructure necessary to deliver e-Michigan services
- Promote e-Michigan awareness and acceptance
- In cooperation with CIO and DMB, plan, provide, operate, maintain, and manage the e-Michigan technology infrastructure to be used by all executive branch agencies

It was given an appropriation of $23 million to support it for its 2-year life.
Vision:  
To be the leading state in providing trusted electronic government services to all customers.

Mission:  
e-Michigan will rapidly increase access to the State’s services and information for citizens, businesses and state employees through leadership and coordination of relevant and innovative technologies. We will partner with state agencies to transform and improve government operations in pursuit of an integrated e-government portal, organized according to the interest and needs of its customers.
Organizational Approach: e-Michigan was initially created with 5 staff members, but has now grown to include over 250 staff from across all agencies
Strategic Planning Approach: An enterprisewide e-government strategic plan was created carefully but rapidly before taking on any initiatives

- e-Michigan conducted an assessment of nearly 100 existing State web sites
- We rated the sites based on
  - Information Content
  - Ease of Use/Navigation
  - Layout and Design
  - Features and Services
  - Usage
- The attached chart, with Agency names removed, presents an overview of our current web presence
- The axes represent our
  - Scoring methodology
  - Progress toward transformation
- The size of the bubble represents the amount of use the sites receive
Strategic Planning Approach: The Web Functionality Assessment Diagram illustrates the usage rates and relative level of transformation of each site.

We found that opportunities for improvement in our web presence were significant.
Our goal is to continue Michigan’s progression within the Transaction stage and ultimately to move from Transaction to Transformation.
Technology Approach: We approached our portal technology selection methodically, and laid the foundation for an expedited but thorough implementation

- Created a Michigan e-Government Strategic Plan
- Solicited input from consultants and experts to identify the technology components required to fulfill our vision
- Submitted a Request for Proposal to all vendors of portal technologies in December 2000
- Received 16 bids from vendors on January 24, 2001
  - Included most technologies used by private sector organizations
- Selected IBM, who started work April 2, 2001
  - Included portal technologies and services
- Launched the portal in 3 months
- Continue to enhance the portal with new applications and features
Technology Approach: Michigan.gov uses seven core technology components that lay the foundation for statewide web development and production.

- **Hosting**: Ongoing portal operation. Onsite, vendor site, hybrid.
- **Business Intelligence**: Voluntary tracking of customer State web activity. Explicit, observed and implicit profiles.
- **Search**: Plain English inquiry capabilities. Standard tool across all pages and links.
- **Platforms**: Integrated suite of packaged applications. Open standards, flexibility, scalability. Foundation for all application development.
- **Content Management**: Standardize web publishing, workflow and version control in all agencies. Implements common look and feel.
- **Personalization**: Allow for voluntary customized views. Content based on geography, interests, community.
- **Directory Services**: User and application verification service (profiles).
- **Technology Approach**: Michigan.gov uses seven core technology components that lay the foundation for statewide web development and production.
## Technology Approach: Each technology fulfills specific e-government needs

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<th>SOFTWARE TOOL</th>
<th>IMPLICATIONS AND BENEFITS</th>
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| **Vignette V 5.3** |  ■ Separation of presentation from content, allowing non-technical users to simply and intuitively submit content for publishing  
  ■ Highly customizable: Centralized template creation with distributed content management and application development  
  ■ A platform for Internet, Intranet, and Extranet  
  ■ Robust personalization, both voluntary and “clickstream”  
  ■ Browser-based workflow process  
  ■ Built-in interfaces to all major database environments |
| **Inktomi Search** |  ■ Natural language search  
  ■ Multiple-domain, automatically scheduled crawling  
  ■ Streamlined indexing/tagging requirements |
| **IBM WebSphere** |  ■ Single sign-on to cross-agency applications  
  ■ Open, scalable application framework  
  ■ XML parsers built-in |
| **Tivoli** |  ■ Enterprise Directory Services for e-government  
  ■ Security |
Design Approach: The site design process for www.Michigan.gov involved more than 20 focus groups and 250 customers.

- State seal and "Official Site" are a must.
- Ability to go straight to agency sites.
- Easy-to-access global search function.
- Kids pages easy to identify.
- Visible, easy-to-access, uniform policy statements.

Photo is inviting and indicative of Michigan.

Theme tabs located at the side with colors that can be driven through the site.

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Design Approach: The site provides a “no wrong door” approach with six ways for customers to get desired information in 3 mouse-clicks or less.
Design Approach: Customers find our site more easy to navigate and familiar because of the common banner placed on all State and agency web sites.
Communications and Marketing Approach: The success of a new online service is ultimately dependent on the support and commitment of State staff and customers.

STAGES FOR BUILDING PERSONAL COMMITMENT TO THE SUCCESS OF E-MICHIGAN

- **Contact**: Individuals have heard e-Michigan exists.
- **Awareness**: Individuals are aware of basic scope and concepts of e-Michigan.
- **Understanding**: Individuals understand e-Michigan impacts on their interactions or work with the State.
- **Positive Perception**: Individuals understand e-Michigan impacts and benefits to them.
- **Adoption**: Individuals are willing to work with and implement e-Michigan.
- **Institutionalization**: e-Michigan is the way transactions are done -- the new status quo.
- **Internalization**: Individuals make e-Michigan their own and create innovative ways to use and improve.

http://www.state.mi.us/migov/e-michigan
Communications and Marketing Approach: The success of a new online service is ultimately dependent on that service being used by customers who know about it

- **Communications Objectives**
  - Keep all state staff informed about e-Michigan and benefits/impacts on external customers and on State operations
  - Keep project teams, steering committees and advisory groups informed about project status and progress
  - Keep all impacted customers (businesses, citizens, state employees) informed about the progress of e-Michigan and its benefits to customers through conferences, newsletters, mailings, etc.

- **Marketing Objectives**
  - Inform peer groups (e.g., other states, state and local public sector associations) about the approach and achievements of e-Michigan
  - Inform state customers about new service offerings through press releases, press conferences, conferences, Michigan.gov highlights
  - Bring recognition to the Governor and e-Michigan by peers, taxpayers and legislators
  - Maximize the usage of online services versus other channels

- **Change Leadership**
  - Conduct project-specific stakeholder assessments
  - Create targeted communications and change leadership plans
  - Ensure all stakeholders are prepared for implementation of new services
  - Ensure agencies are focused on maximizing the benefits of new services

http://www.state.mi.us/migov/e-michigan
Communications and Marketing Approach: A robust communications and marketing plan was created to ensure all stakeholders built commitment to e-Michigan

■ Communications Approach
  ➤ Establish project-specific and master e-Michigan communications plans
  ➤ Provide frequent communications across multiple vehicles
    ➤ e.g., agency internal and external newsletters, e-Michigan Global Updates, e-Michigan Handbook, multi-agency representation at all meetings
  ➤ Establish Single Points of Contact for each agency, responsible for agency communications to/from e-Michigan
  ➤ Maintain database of all communications, audiences, etc.

■ Marketing and Publicity Approach
  ➤ Issue press releases for all projects or groups of projects, emphasizing where to find on Michigan.gov
  ➤ Provide articles_updates to industry publications
  ➤ Participate in conferences related to new services or portal features
    ➤ e.g., E-Gov 2001, American Public Human Services Association, NASCIO, Michigan Information Systems Association, MAGCU
  ➤ Contract for marketing and advertising services
  ➤ Place posters in all state facilities, such as welcome centers, office buildings, walk-in service areas
Change Leadership Approach: Other change leadership activities were also critical to building commitment to e-Michigan

- **Change Leadership**
  - Conduct project-specific stakeholder assessments
  - Assess and guide leadership alignment
  - Assess change/implementation readiness
  - Establish change leadership plans, as needed per project
  - Leverage Single Points of Contact in assessments, change leadership planning and communications planning

**e-Michigan Multiple and Diverse Stakeholders**

- Governor Engler
- Cabinet Members
- State CIO and CIO Office
- Program Administrators
- e-Michigan Staff/Project Teams/Advisors
- Agency Business Experts
- Vendors
- Businesses
- Citizens
- Travelers
- Service Providers
- Taxpayers
- Agency CIOs
- Agency Webmasters/IT
- Program Participants
- Local Governments
Results: In its first three months, Michigan.gov has already proven successful

Since launch, there has been a dramatic increase in usage:
- Site visits have nearly doubled - 10,000 visits a day, compared to 4,000 visits per day previously.
- Pages viewed have nearly quadrupled - 35,000 page views per day, compared to 9,000 previously.

Key benefits of e-Government for citizens:
- Convenience - Delivering services to customers when and where they want it.
- Improved Customer Service - Self service frees up staff time to focus on providing value-added service to customers.
- Increased access to more and better information - Providing new, pertinent, concise & easily navigated information on-line.

Key benefits of e-Government for the State and agencies:
- Efficiency of Operations - Self service enables employees to focus on critical activities while simpler tasks are conducted online.
- Cost Avoidance - Paperless processing allows the State to spend less on processing, production and distribution. Avoided costs are also associated with error reduction, managed growth of staffing, etc.
- New Revenue Source - Additional revenue source due to convenience purchases.
Results: In addition, the success of Michigan.gov has been captured in media coverage and several awards

- Ranked 2nd in State web sites by Brown University
- Ranked in the top 10 of State web sites by Center for Digital Government’s Best of the Web review
- More than 20 articles in regional and national publications, including:

  - “Michigan Citizens Get 24/7 e-Gov Access” 07/12/01
  - “State says web site makes service easier” 07/11/01
  - “State unveils new Web site” 07/11/01
  - “State’s Internet site clicks, experts say” 07/11/01
  - “Deloitte, IBM Finish Michigan Portal Redesign” 07/13/01
  - “New Michigan Portal Creates Common Look for Agencies” 07/16/01
  - “Michigan jumps on portal bandwagon” 07/16/01
  - “Michigan unveils user-centric web portal” 07/20/01
  - “Thinking Big: Michigan’s effort goes well beyond just Web-enabling service delivery. It’s an attempt to redesign a government enterprise-wide.” AUG2001

http://www.state.mi.us/migov/e-michigan
Continuous Improvement: With Michigan.gov launched, there is still work to be done

- October 2001 Portal Release 2 – Shared Services Layer
  - e-Store for Department of Natural Resources
    - Pilot shopping cart and payment system for future e-Mall of all agencies
  - Single sign-on pilot for Michigan.gov
    - Testing Tivoli for logins to legacy back-ends at FIA and client servers at DCH

- Migration of over 56 agency Web sites to Vignette

- The 70 other e-government initiatives underway

- Business process reengineering and performance measurement
Lessons Learned: Our lessons learned are many, but here are some of the most important ones

- Executive, centralized leadership creates the strongest impetus for change
- Multiple, cross-agency teams with continuous and open communications ensure all staff are committed to the end product
- A statewide e-government strategic plan must be established first to ensure alignment of all e-government investments and efforts
- Involvement of customers throughout the design of new applications ensures the achievement of a customer-focused end product.
- Entire processes must be reengineered to ensure maximum benefit
- Benefits must be continuously measured and captured
- Enterprise-wide standardization of web technology and policies focuses the investment of the state and ensures cross-agency transaction capabilities
- Use of commercially available, proven tools such as the Vignette content management software ensures long-term viability of the technologies used
- When contracting with private sector organizations to support e-government planning and implementation, separate the selection of a strategic planning and program management partner from the selection of a technology
Implications for MAGCU Members: In addition to these lessons learned, here are some of the key takeaways for MAGCU Members

- Carefully, but efficiently plan for an enterprisewide e-government strategy
- Avoid silo approaches to e-government service development and delivery
- Maximize your investments in technologies and skills development by creating enterprisewide standards and using commercially available technologies
- Ensure the design of new services is driven by and for the customer, from the beginning of the planning process to final implementation and testing
- Carefully select, build and manage your relationships with private sector partners who can provide advice and guidance throughout your strategic planning and implementation processes
Questions?
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