STATE OF MICHIGAN
RUTH JOHNSON, SECRETARY OF STATE
DEPARTMENT OF STATE
LANSING

February 7, 2011

Mr. Frank Chechile
Vice President, State and Local Government
Hewlett-Packard Company
10700 Parkridge Blvd., Ste. 500
Reston, VA 20191-5429

Dear Mr. Chechile:

As of the date of this letter, HP has yet to fulfill the terms of the BAM project, Contract #071B8200173. This contract was executed in September 2005 after the Michigan legislature appropriated $30,000,000 in taxpayer funds to replace the Department of State's antiquated mainframe system. There are still numerous defects in the last code drop and HP has been unable to establish a reliable timeline for completion. This is not the first time that HP has been behind in development on this project – which was originally scheduled for completion by September 30, 2010 - and the delays must stop.

Because of this failure and previous issues relating to the delay in getting this system in production, the State requests that HP provide adequate assurances that HP will be able to deliver a stable and functioning application. In an effort to bring this project to a successful conclusion, the State is offering HP this opportunity to provide assurances that further action is not warranted and work with the State to establish a project plan, a documented change control process and adequate project oversight and management. HP must provide the State with its proposed plan of action no later than February 18, 2011. Following our review of the action plan, we would like to meet with you, no later than March 4, 2011, to discuss how HP intends to put its plan into action.

The action plan must outline all of the steps that will be taken by HP to immediately bring this project into compliance with HP's contractual obligations and the actions that HP will take to ensure the stability of the system. In addition, HP must identify what immediate actions HP will take if the production rollout of the next stage is not timely or not successful. Should you fail to respond or provide an unsatisfactory response, the Attorney General and I am ready to take appropriate actions as necessary under the

contract. We look forward to the opportunity to discuss my serious concerns about this project with you. Please contact my Chief of Staff, Mike Senyko, to schedule our meeting.

Sincerely,

Ruth Johnson, Secretary of State

Bill Schuette, Attorney General

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c: All Hewlett-Packard Executive Team
All Hewlett-Packard Board Members

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Release Date: April 19, 2011
Last Update: April 27, 2011

Johnson Delivers First-ever State of the Secretary of State Address

APRIL 19, 2011

New Initiatives to Cut Costs, Streamline Operations & Safeguard Elections

Secretary of State Ruth Johnson, in the first-ever State of the Secretary of State Address today in Lansing, highlighted challenges facing the Department of State, strategies to resolve those issues and outlined new initiatives to protect integrity in elections.

"In our first 100 days, we have been evaluating nearly every aspect of Secretary of State operations to find out what works, where our challenges lay and how we resolve those issues," Johnson said in her presentation, which was streamed live over the Internet via Ustream. "We owe the taxpayers an accounting of where we are and what we are going to do."

Among the top challenges outlined by Johnson is outdated technology that has contributed to unacceptable wait times at some branch offices, the lack of available online services and inconvenient customer service.

Johnson said a computer system known as the Business Application Modernization or BAM Project, despite an investment of $27.5 million tax dollars over the last five years, has never been operational. As a result, service across the department and branch system has suffered.

"This was supposed to revolutionize the way the Secretary of State Office did business and put our services online 24/7," said Johnson. "Instead, it has never worked -- not a single day, not a single hour, not a single minute."

BAM has the potential to move one out of every four customer transactions out of the branch system and put them online. Johnson said she has enlisted the help of Gov. Rick Snyder and Michigan Attorney General Bill Schuette and that talks with the vendor are promising and they have pledged to renew their efforts to bring the project to completion. "We will hold their feet to the fire," Johnson said. "Michigan residents deserve no less."

In the meantime, Johnson said the department is working to implement online services and other changes outside of the BAM project to relieve wait times. Partnerships with private sector customers such as rental car companies are also being discussed which would allow them to register thousands of their fleet vehicles online rather than at branches.

Additionally, Johnson has directed staff to come up with the means to allow drivers to obtain new license plate tabs, online, right up through their birthday, by providing those drivers with a printable proof of purchase they can carry until they receive their tabs in the mail.

Other priority initiatives launched during Johnson's first 100 days in office include:

1. COST-CUTTING and STREAMLINING -- through the implementation of best business practices, the fostering of public-private partnerships and expanded online efforts.

2. A COMPREHENSIVE ELECTION/LEGISLATIVE REFORM PACKAGE -- which includes proposals to:

    - Create an Election Crimes Unit

    - Develop new online and regional election worker training to ensure ballot security. Election officials from around the state are working with the Bureau of Elections on this effort.

    - Conduct post-election audits.

    - Clean up voter rolls by identifying and removing deceased voters and the names of voters who have moved out of state.

    - Require more campaign finance disclosure by closing loopholes, putting teeth into campaign finance laws and removing obsolete laws from the books. For example, under one of Johnson's proposals,

candidates who refuse to file campaign finance reports could face possible forfeiture of their funds.

- Seek subpoena power for the Bureau of Elections, with court approval, so staff could assist in campaign finance violation investigations.
- Launch an iPhone application currently in development would allow 24/7 access to state campaign finance data.
- Promoting vote turnout through a no-reason absentee ballot option and consolidating school election dates.

3. IMPROVE THE STATE'S POOR ORGAN DONOR REGISTRATION RATES -- through various procedure and policy changes. Michigan current ranks sixth from the bottom nationally in terms of registered donors.

Johnson, flanked by Secretary of State employees, supporters, organ donation leaders and business leaders, said the Department of State has made significant progress in the last three and a half months, including:

- Conducting a "Secret Shopper" program using volunteers from all walks of life to evaluate service and operations in the branch system. The survey found wait times of 1-3 hours at some of the Secretary of State's busiest branches. Johnson said she was pleased that results included largely positive feedback about Secretary of State staff who were called courteous, professional and helpful.
- Creating a new checklist, piloted in some branches, to help ensure customers have the documentation they need before they reach the counter to help reduce wait times.
- Requiring the department's top managers to attend ethics training.
- Launching a cash-handling task force to ensure the Secretary of State system uses best business practices in dealing with cash transactions.
- Meeting with top business and industry leaders and job providers across Michigan for input and suggestions on how government can get out of their way to assist them so they can get Michigan back to work.
- Cutting, within weeks of taking office, $2.6 million from the department's general fund budget which accounts for a nearly 20 percent reduction.
- Consolidating administrative office space to save as much as $150,000 annually. Additionally, talks are underway with the Michigan State Police to share office space and secure computer lines while saving tax dollars.
- Striving to give taxpayers the most value for their tax dollars by using up surplus stationery and envelopes with former Secretary of State Terri Lynn Land's name on them, saving nearly $50,000.
- Issuing an administrative order allowing local clerks to reduce the number of election ballot styles they use, which saved $160,000 in one county alone.
- Introducing more self-service kiosks and surpassing 34,000 transactions in March---the highest monthly total in the six-year history of the program.
- Putting plans in place to utilize new technologies, including social media, to connect with branch employees, customers and the public for their input.
- Launching an advisory council with physicians, lawmakers, Gift of Life Michigan, and Michigan Eye-Bank representatives to come up with innovative, cost-effective ways to improve organ donor registration participation. Many of their suggestions have been implemented.
- Establishing a new branch policy that would require employees, time permitting to ask customers if they are interested in joining the Michigan Organ Donor Registry.
- Developing a pilot project with libraries to promote online services for those Michigan families without a home computer Internet service.
- Launching a new driver's license to improve security and reduce fraud.

- Issuing a new administrative ruling that will make it easier for city and township clerks to send secure ballots to men and women serving their country overseas.

"We've accomplished a lot, but we have an ambitious agenda," said Johnson. "We are determined to do better. We'll report back next year so Michigan residents can gauge our progress in providing the best possible service at the lowest possible cost while safeguarding election integrity and promoting transparency. We owe them that. These are their tax dollars at work. This is their government."

For more information about the programs and initiatives of the Secretary of State's Office, visit its website (www.Michigan.gov/sos). Sign up for the official Twitter feed (www.twitter.com/Michsos) and Facebook updates (www.facebook.com/Michigansos).

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For media questions, please call Randall Thompson at (517) 373-2520.

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Secretary of State Ruth Johnson Unveils "ExpressSOS"

OCTOBER 19, 2011

More online options: Renew standard driver's license or ID, plates, registrations

LANSING, Mich. -- Michigan residents can now access the online, no-wait Secretary of State through a new tool available at ExpressSOS.com, Michigan Secretary of State Ruth Johnson announced today.

"By expanding online, we are able to transform the way we serve our customers," Johnson said. "This news means more convenience for our clients while alleviating lines at our branch offices so that our employees can provide even better service."

Thousands more Michigan residents will now be able to complete many transactions online that previously required visiting a branch office, including:

- Renew or replace standard state driver's licenses and ID cards
- Change their address when they move
- Order multiple copies of vehicle registrations and titles

"The success of this effort can be largely attributed to the extremely strong partnership between departments," said Michigan Chief Information Officer David Behen, whose team at the Michigan Department of Technology, Management and Budget delivered the tool. "Secretary Johnson set very clear business goals, allowing us to develop a tool to meet the need, and I thank her and the entire SOS team for being great partners and strong supporters of technology."

Under Johnson's leadership, the department accelerated the rollout of this tool after sending "secret shoppers" into branch offices earlier this year. Long waits emerged as a consistent theme.

Every year, more than 10 million people visit their local Secretary of State office, Johnson explained. Of the 9 million license plate/tab renewals processed last year, 6.5 million were processed in the branch offices, she added.

"We saw people waiting in line for an hour just to submit an address change," Johnson said. "For that one service alone, nearly 700,000 people come into our branch offices every year and take a number. With ExpressSOS.com, most of them will be able to complete such transactions from their own homes, from their community library, or anywhere else that has an Internet connection. It's a citizen-centric solution."

Beyond the current services available on ExpressSOS.com, more online transactions are in the works. For example, residents with an enhanced license or ID card will be able to renew it or request a duplicate card online after heightened security measures associated with these documents are completed. Additionally, the Secretary of State plans a major upgrade involving computer software in branch offices, allowing staff to respond more effectively and rapidly to customers who chose to visit an office.

To date, over 100,000 online transactions have already been processed successfully during an early test launch of the ExpressSOS.com site. To encourage broader use and awareness, the Secretary of State rolled out a low-cost campaign with billboards, radio spots and, of course, online advertisements. The message: "ExpressSOS: The online, no-wait Secretary of State."

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Release Date: May 01, 2012
Last Update: May 01, 2012

ExpressSOS.com hits one million transactions

May 1, 2012

Johnson encourages more customers to use the online, no-wait Secretary of State

LANSING, Mich. - The new Secretary of State online services available at ExpressSOS.com now has topped one million transactions, meaning more Michigan residents are choosing to save time by going online, Secretary of State Ruth Johnson announced today.

"There's never a line online," Johnson said. "Many of our most popular transactions now can be done in minutes from the comfort of your own home or anywhere you have Internet access, so please visit ExpressSOS.com the next time you have Secretary of State business."

The new and improved transactions at ExpressSOS.com allow you to:

- Change your legal address
- Renew or replace a driver's license
- Order a replacement title
- Renew license plates
- Obtain a duplicate vehicle registration
- Renew or replace a state ID
- Renew watercraft registrations
- Sign up to the organ donor registry

Every year, more than 10 million people visit a Secretary of State office, but most customers are only required to visit in person once every eight years to have a new driver's license or state ID card photo taken. Of the nine million vehicle plate renewals processed in 2010, about 6.5 million were done in the offices, Johnson said. Nearly 700,000 people a year come into the offices just to change their address.

The online option also benefits customers who must visit an office by allowing clerks to devote more time to them. Customers can also continue to perform many transactions through the mail as well as renew their vehicle plate tabs at Self-Service Stations, many of which are available 24 hours a day at offices throughout the state.

Johnson said her office has received many compliments about ExpressSOS.com from customers and it is clear they like having such a convenient option. "I just wanted to tell you that I appreciate being able to complete my business online instead of having to go to an SOS office," wrote a customer from Sterling Heights. "What a time saver and it can be done 24/7. Keep up the good work! Thank you."

For more information about Secretary of State online services and other programs, visit www.Michigan.gov/sos. Sign up for the official Secretary of State Twitter feed at www.twitter.com/MichSOS and Facebook updates at www.facebook.com/MichiganSOS.

Customers also may call the Department of State Information Center to speak to a customer-service representative at 888-SOS-MICH (767-6424).

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For media questions, please call Gisgie Dávila Gendreau at 517-373-2520.

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