State of Michigan
Strategic Plan for the State
Fiscal Years 2025 to 2029
Pursuant to the requirements set forth in MCL 18.1363

Contents

Updated 2/2/2024

State of Michigan
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
Complete work that will make a difference in people's lives right now and make Michigan the home for opportunity.

SHARED VISION
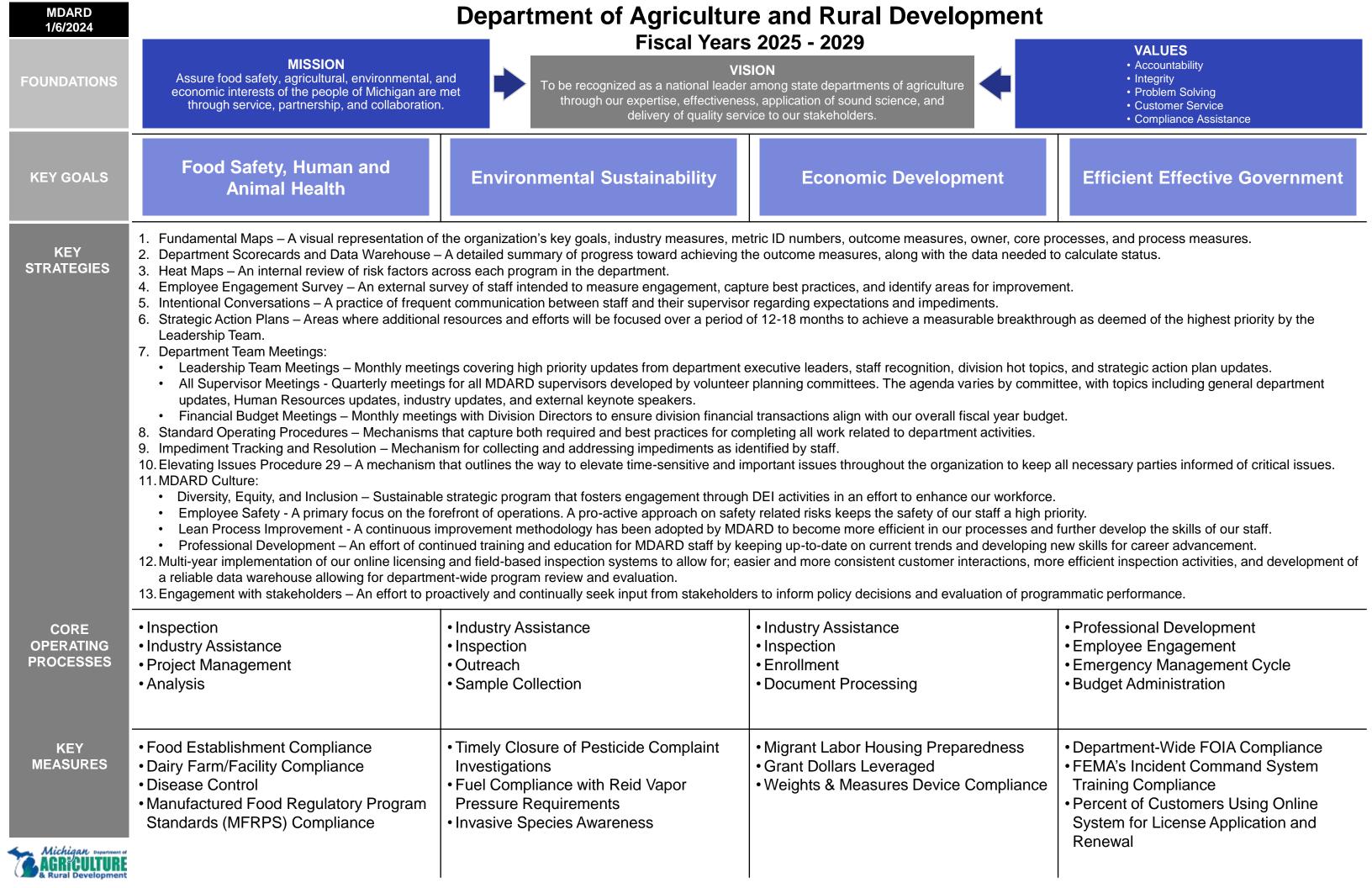Michigan is a successful state when we are a state of successful people

VALUES
Opportunity, Responsibility, Security

EXPECTATIONS
Commitment, Integrity, Respect, Positive Leadership, Inclusion

	Infrastructure	Education	Workforce and Economic Development	Clean Energy and Environment	Health Care Outcomes and Affordability	Governmental Accountability	Public Safety
KEY STRATEGIES	Change pattern of infrastructure disinvestment and foster economic growth	Sixty by 30 – 60 percent of Michigan residents complete a postsecondary certificate or degree by the year 2030	Support initiatives to foster strong economic growth in Michigan	Improve and protect Michigan's natural resources	Ensure and expand access to health care statewide and address the physical and behavioral health needs of the public	Improve experiences and outcomes while interacting with SOM agencies and services	Provide and improve safety for all Michiganders
CORE OPERATING PROCESSES	• Implement Rebuilding Michigan and address ongoing deferred maintenance in State assets. • Maximize the opportunity to leverage federal dollars to rebuild roads, bridges and rails, expand access to clean drinking water, ensure every Michigander has access to high-speed internet, and invest in communities. • Continue to invest in expanding on the nearly 20,000 lane miles of state-owned roads and 1,400 bridges that have been fixed, repaired, or replaced since Governor Whitmer took office. • Maximize multimodal asset lifecycle strategies. • Advance mobility alternatives. • Continue to invest in advanced mobility infrastructure. • Connect more Michiganders to highspeed internet. • Create a One Dig Asset Management Portal. • Maintain and improve outdoor recreational infrastructure. • Develop and fund plans and improvements to prevent and mitigate the impacts from climate change and high water. • Create school infrastructure grants to ensure schools provide healthy and safe learning environments.	• Expand access to and availability of funding for Pre-K for all. • Continued support for free school meals. • Continued investment in individual learning support. • Enhance teacher and classroom support with funding for classroom supplies, teacher cadets, and teacher recruitment and retention programs. • Continued investment in Weighted Foundation Allowance. • FAFSA Challenge. • Continue to lower cost of higher education. • Michigan Reconnect adoption and implementation. • Continued support of learning outside of K-12 (MiLEAP).	• Grow Michigan's economy. • Maintain great quality of life and good cost of living. • Attract and retain talent and business. •Lower barriers to entering the workforce. • Expand access to childcare. • Remove workforce barriers. • Continue advocating for paid paternal leave. • Close economic inequity gap. • Continue advancing inclusive policy to make Michigan a welcoming state to live and work. • Invest in revitalization and placemaking. • Invest in advanced manufacturing, research and development, and future technologies. • Support development of affordable housing.	• Continued implementation of the MI Healthy Climate Plan to reduce greenhouse gas emissions and transition toward economy-wide carbon neutrality. • Replace lead-service lines in every community. • Tackle historic contamination. • Establish safe environmental standards for air and water quality. • Create an Environmental Contamination Rapid Response Team to bolster abatement efforts at contaminated properties. • Develop and fund plans and improvements to prevent and mitigate the impacts from climate change and high water. • Decrease phosphorus runoff into lakes, streams, and habitats. • Encourage statewide participation in recycling and green building practices. • Expand and encourage the use of renewables (energy, products). • Combat invasive species. • Engage and inform the public on environmental conditions and efforts necessary to assure the protection of the environment and themselves.	• Ensure reproductive freedom. • Lower the cost of prescription drugs. • Continue to expand healthcare access. • Assure health equity and eliminate racial health disparities. • Develop and support maternal-infant health and reduce outcome disparities through the Healthy Moms, Healthy Babies program. • Simplify and streamline eligibility for benefits including enhancing long-term care services and support options counseling for seniors. • Seek federal approval and funds Michigan's Prevention Plan designed to keep families intact and prevent children from entering foster care or congregate care. • Increase number of physicians in rural communities. • Create access to low-cost lead remediation loans. • Transform and improve systems of behavioral health care delivery. • Develop programs with health care PR actioners, institutions and educational or training schools to recognize and prevent implicit bias.	• Maximize enterprise-wide solutions including single sign-in and website connectivity. • Reduce wait times for customers and processing times internally. • Act on results from SOM customer satisfaction and employee engagement surveys. • Improve training, mentoring, and diversity and inclusion programs within the SOM • Improve training related to harassment within state departments and agencies. • Train and foster the use of evidence-based solutions and measures. • Use data to guide efficient use of taxpayer dollars.	• Continue focus on reducing gun violence and saving lives through efforts such as Operation Safe Neighborhoods. • Continue to support funding for evidence-based solutions to tackle the root causes of violence such as the Community Violence Intervention Program. • Refine and further develop Michigan's emergency preparedness standards and procedures. • Be a nationwide leader and model for cybersecurity. • Improve, expand, and provide maintenance for the Michigan Public Safety Communications System. • Provide a steady and safe MSP trooper count with increased capabilities and connectivity. • Continue and expand programs to foster offender success, incarceration alternatives, and reintegration. • Implement and fund approved programs for indigent defense service, assuring equal access.

KEY GOALS

Department of Agriculture and Rural Development
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
Assure food safety, agricultural, environmental, and economic interests of the people of Michigan are met through service, partnership, and collaboration.

VISION
To be recognized as a national leader among state departments of agriculture through our expertise, effectiveness, application of sound science, and delivery of quality service to our stakeholders.

VALUES
- Accountability
- Integrity
- Problem Solving
- Customer Service
- Compliance Assistance

KEY GOALS

Food Safety, Human and Animal Health	Environmental Sustainability	Economic Development	Efficient Effective Government

KEY STRATEGIES

1. Fundamental Maps – A visual representation of the organization's key goals, industry measures, metric ID numbers, outcome measures, owner, core processes, and process measures.
2. Department Scorecards and Data Warehouse – A detailed summary of progress toward achieving the outcome measures, along with the data needed to calculate status.
3. Heat Maps – An internal review of risk factors across each program in the department.
4. Employee Engagement Survey – An external survey of staff intended to measure engagement, capture best practices, and identify areas for improvement.
5. Intentional Conversations – A practice of frequent communication between staff and their supervisor regarding expectations and impediments.
6. Strategic Action Plans – Areas where additional resources and efforts will be focused over a period of 12-18 months to achieve a measurable breakthrough as deemed of the highest priority by the Leadership Team.
7. Department Team Meetings:
   - Leadership Team Meetings – Monthly meetings covering high priority updates from department executive leaders, staff recognition, division hot topics, and strategic action plan updates.
   - All Supervisor Meetings - Quarterly meetings for all MDARD supervisors developed by volunteer planning committees. The agenda varies by committee, with topics including general department updates, Human Resources updates, industry updates, and external keynote speakers.
   - Financial Budget Meetings – Monthly meetings with Division Directors to ensure division financial transactions align with our overall fiscal year budget.
8. Standard Operating Procedures – Mechanisms that capture both required and best practices for completing all work related to department activities.
9. Impediment Tracking and Resolution – Mechanism for collecting and addressing impediments as identified by staff.
10. Elevating Issues Procedure 29 – A mechanism that outlines the way to elevate time-sensitive and important issues throughout the organization to keep all necessary parties informed of critical issues.
11. MDARD Culture:
    - Diversity, Equity, and Inclusion – Sustainable strategic program that fosters engagement through DEI activities in an effort to enhance our workforce.
    - Employee Safety - A primary focus on the forefront of operations. A pro-active approach on safety related risks keeps the safety of our staff a high priority.
    - Lean Process Improvement - A continuous improvement methodology has been adopted by MDARD to become more efficient in our processes and further develop the skills of our staff.
    - Professional Development – An effort of continued training and education for MDARD staff by keeping up-to-date on current trends and developing new skills for career advancement.
12. Multi-year implementation of our online licensing and field-based inspection systems to allow for; easier and more consistent customer interactions, more efficient inspection activities, and development of a reliable data warehouse allowing for department-wide program review and evaluation.
13. Engagement with stakeholders – An effort to proactively and continually seek input from stakeholders to inform policy decisions and evaluation of programmatic performance.

CORE OPERATING PROCESSES

Food Safety, Human and Animal Health	Environmental Sustainability	Economic Development	Efficient Effective Government
• Inspection • Industry Assistance • Project Management • Analysis	• Industry Assistance • Inspection • Outreach • Sample Collection	• Industry Assistance • Inspection • Enrollment • Document Processing	• Professional Development • Employee Engagement • Emergency Management Cycle • Budget Administration

KEY MEASURES

Food Safety, Human and Animal Health	Environmental Sustainability	Economic Development	Efficient Effective Government
• Food Establishment Compliance • Dairy Farm/Facility Compliance • Disease Control • Manufactured Food Regulatory Program Standards (MFRPS) Compliance	• Timely Closure of Pesticide Complaint Investigations • Fuel Compliance with Reid Vapor Pressure Requirements • Invasive Species Awareness	• Migrant Labor Housing Preparedness • Grant Dollars Leveraged • Weights & Measures Device Compliance	• Department-Wide FOIA Compliance • FEMA's Incident Command System Training Compliance • Percent of Customers Using Online System for License Application and Renewal

Michigan Department of AGRICULTURE & Rural Development

Michigan Department of Civil Rights
Fiscal Years 2025 - 2029

FOUNDATIONS			
MISSION Eliminate discrimination through education, enforcement and engagement	**VISION** Secure the full enjoyment of civil rights guaranteed by law and the constitution through the elimination of unlawful discrimination		**VALUES** Integrity, Customer Service, Protection, and Education

	Provide outstanding customer service to all people seeking services	Provide a positive, productive work environment for all employees	Conduct thorough and effective investigations and provide timely resolutions	Expand training and educational activities	Expand public visibility and credibility
KEY GOALS	Provide outstanding customer service to all people seeking services	Provide a positive, productive work environment for all employees	Conduct thorough and effective investigations and provide timely resolutions	Expand training and educational activities	Expand public visibility and credibility
KEY STRATEGIES	• Offer more comprehensive employee training and identify additional training opportunities. for employees in dealing with customers. • Use technology to better analyze the geography and characteristics of those requesting our services to identify areas of opportunity for targeted outreach, education and enforcement activities. • Improve community-based relationships and civil rights/racial equity and cultural competency across the State of Michigan.	• Continue efforts to strengthen internal communications including through staff meetings, work reviews and daily interactions to ensure effective communication between divisions, units, managers and direct reports. • Continue providing greater explanation and background on leadership decisions through internal newsletter and other communications means. • Identify and implement additional avenues of employee input in decision-making (i.e., use of focus groups, one-on-one meetings, surveys, diagonal slice, Director's kitchen table talk, etc.).	• Build internal capacity to create and sustain effective and efficient civil rights complaint investigations. • Conduct civil rights investigations in compliance with MDCR timelines, policies and procedures. • Provide additional training for investigators, including legal training, investigative techniques, report writing, negotiation skills, etc.	• Continue to expand training and educational offerings, materials and programs. • Hire additional community engagement and education staff and train staff in advanced/best practices. • Better use of staff for outreach in and to marginalized communities by establishing a recurrent interim presence in community centers to build presence, educate, and initiate complaint investigations.	• Issue relevant, survey-based, hearing-based, or inventory-based reports, studies, guides, and/or model policies that address the needs and issues facing at-risk, underrepresented and/or vulnerable civil rights communities in Michigan or that address important civil rights questions faced by the State of Michigan. • Continue to focus on maximizing the use of social media to expand reach, communicate with partners, address pressing civil rights issues, etc. • Seek opportunities for regular column in mainstream and/or ethnic print media outlets, appearances on radio talk shows and TV news talk programming.
CORE OPERATING PROCESSES	• Enforcement activities (complaint investigation, information, referral, and outreach/education). • Disability Rights and Compliance Division [ADA Compliance Division, Service Animal Registry, Division of Deaf, DeafBlind, and Hard of Hearing (DODDBHH), Contract Compliance and FOIA]. • Community Engagement and Education Division. • Communications. • Diversity Equity and Inclusion (DEI), Michigan Indian Tuition Waiver (MITW).	• The Senior Leadership Team maintains the process flow for MDCR Performance Excellence Plan, Employee Engagement, and incorporation of racial equity within the Department.	• Enforcement Division activities (complaint investigations, Mediation, Reconsideration, Investigation Settlement/Conciliation, Hearings, Legal Counsel).	• Community Engagement and Education Division activities. • Diversity, Equity and Inclusion (DEI) activities. • Enforcement Division activities (non-complaint investigations).	• MDCR Communications Division oversees, manages, and maintains the MDCR communications operational engagement with earned, paid, and social media platforms.
KEY MEASURES	• Number of completed civil rights investigations. • Number of staff who successfully complete and implement advanced training on customer support, equity, and issues related to civil rights training, enforcement, and engagement. • Develop a train-the-trainer training module centered around advancing racial equity within local jurisdictions and organizations. • Provide staff with initial and ongoing training and support, tools, and resources necessary to implement the Civil Rights Information System (CRIS) data management system.	• Employee Engagement Action Plan is in development to address issues raised during statewide 2022 Employee Engagement Survey and concerns/issues raised by staff. • Continue to assess and evaluate MDCR policies, procedures, and workflow processes to address racial equity, results-based accountability, individual development inventory, etc.	• Train dedicated staff within the Enforcement Division. • The mean average of all completed complaint investigations is within the 180-day timeline, and where appropriate within the federal contracts for EEOC duly filed employment complaint investigations and HUD for duly filed housing complaint investigations. • Full training, implementation and use of data management platform (Civil Rights Investigation System – CRIS) by staff.	• Update all MDCR materials including training, complaint process, diversity, equity and inclusion (DEI), disability, and other areas that emerge. • Through a dedicated group - MDCR core team continue to develop a capacity building plan and organizational structure to establish templates, solutions, and strategies to operationalize equity across institutions and communities that adopt such plans. • Train and support a core team of MDCR staff from each division and unit on civil rights equity.	• Engage and assess number of municipal governments sectors adopting racial equity and DEI frameworks in their governance as measured by their respective governing bodies and key leadership. • The number and frequency of media appearances, mentions, and social media posts, penetration and reach. • Number and type of reports, studies, guides, and/or model policies that address the needs and issues facing at-risk, underrepresented and/or vulnerable civil rights communities in Michigan and/or civil rights issues facing the State.

MDCR

Michigan Department of Corrections
Fiscal Years 2025 - 2029

FOUNDATIONS				
MISSION We create a safer Michigan by holding offenders accountable while promoting their success	**VISION** We will continue to be the leader in corrections by transforming lives through innovation and dedication.		**VALUES** • INTEGRITY: Doing the right thing for the right reasons. • TEAMWORK: Working together to get the job done. • LEADERSHIP: Inspiring others to accomplish the mission. • EXCELLENCE: Maintaining the highest standards in your professional and personal life. • RESPECT: Treating others as you would like to be treated. • LOYALTY: Demonstrating commitment and dedication to the organization and to each other.	

	Invest in our employees	Improve communication and collaboration in offender management and care	Transform the offender classification systems to align risk, placement and program needs	Develop and implement strategies to effectively manage special populations	Expand opportunities to achieve offender success for long-term public safety
KEY GOALS					
KEY STRATEGIES	• **1.1:** Continue to enhance recruitment strategies and incentives to attract and retain quality staff with a target date of January 1, 2023. This is an ongoing initiative of the Department and efforts will continue throughout the time period of this Strategic Plan. • **1.2:** Implement process for new employee focus groups and consultations with new hires with a target date of April 1, 2023. • **1.3:** Ensure diversity, equity and inclusion are foundational elements within all aspects of the department with a target date of October 1, 2023. • **1.4:** Establish a formalized mentoring program for staff with a target date of February 1, 2024. • **1.5:** Continue to become a trauma-informed department with a target date of August 1, 2026.	• **2.1:** Provide continuous case management from conviction through discharge with a target date of June 1, 2026. • **2.2**: Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of June 1, 2026.	• **3.1:** Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of December 1, 2025. • **3.2:** Align department resources with offenders' risks and needs with a target date of December 1, 2025.	• **4.1:** Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender populations with a target date of October 1, 2025. • **4.2:** Continue to safely reduce the use of segregation with a target date of November 1, 2025. • **4.3:** Expand strategies to better and more consistently manage Security Threat Groups with a target date of August 1, 2024	• **5.1:** Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 1, 2026. • **5.2:** Strengthen family reunification efforts with a target date of June 1, 2023. • **5.3**: Increase programming opportunities for those serving life sentences with a target date of June 1, 2024. • **5.4:** Expand college access for more prisoners with a target date of December 1, 2023.
CORE OPERATING PROCESSES	• Recruiting, developing and retaining employees. • Budgeting and investing in core MDOC operations.	• Providing appropriate training to staff. • Managing organizational performance.	• Review security and program classification practices. • Development of a model that fits resources to the needs of prisoners.	• Managing organizational performance. • Operating correctional facilities.	• Operating correctional facilities. • Providing prisoners with effective healthcare.
KEY MEASURES	• Percentage of positions filled for challenging job classifications. • Number of staff utilizing services from the MDOC Wellness Unit. • Number of staff participating in a formal mentoring program.	• Percentage of offenders that have had case management services while on probation, parole, or while incarcerated.	• Percentage of prisoners who have security classification waivers or departures. • Percentage of prisoners who are classified in a manner that prevents required programming or other services.	• Number of prisoners served by a comprehensive action plan for specialized populations. • Daily average census of prisoners in segregation. • Number of suspected STG related critical incidents.	• Percentage of prisoners who have completed core programming prior to parole consideration, including in lifer cases. • Number of prisoners actively enrolled in post-secondary programs.

Michigan Department of Education
Fiscal Years 2025 - 2029

Guiding Principles

1. All Students have access to high-quality instruction regardless of their gender, sexual orientation, ethnicity, race, economic status, native language, or physical, emotional, and cognitive abilities to close the student achievement and opportunity gaps that currently exist.
2. All educators are encouraged to be creative and innovative. All educators are adequately compensated and respected for their professionalism, and have the resources, support, and training needed to educate students.
3. All students are encouraged to express their creativity, have voice in their own learning, feel connected to their schools, and have authentic, meaningful relationships with educators.
4. All students are provided every opportunity to achieve the broadest range of life dreams.
5. Families and communities are essential partners of teachers, support staff, and administrators in the education of students.
6. In support of students and their achievement, the Michigan Department of Education is coordinated, aligned, and properly resourced, and collaborates with school districts and a wide range of partners and stakeholders.

FOUNDATIONS

MISSION
Support learning and learners

VISION
Every learner in Michigan's public schools will have an inspiring, engaging, and caring learning environment that fosters creative and critical thinkers who believe in their ability to positively influence Michigan and the world beyond.

KEY GOALS

| Expand Early Learning Opportunities | Improve Early Literacy Achievement | Improve the Health, Safety, and Wellness of All Learners | Expand Secondary Learning Opportunities for All Students | Increase the Percentage of Students Who Graduate From High School | Increase the Percentage of Adults With a Post-Secondary Credential | Increase the Numbers of Certified Teachers in Areas of Shortage | Provide Adequate and Equitable School Funding |

KEY MEASURES

Expand Early Learning Opportunities	Improve Early Literacy Achievement	Improve the Health, Safety, and Wellness of All Learners	Expand Secondary Learning Opportunities for All Students	Increase the Percentage of Students Who Graduate From High School	Increase the Percentage of Adults With a Post-Secondary Credential	Increase the Numbers of Certified Teachers in Areas of Shortage	Provide Adequate and Equitable School Funding

- Number and percent of children served in Great Start Readiness Program (GSRP)*.
- Number of children eligible for GSRP.
- NIEER (National Institute for Early Education Research, Rutgers) annual yearbook rating for state-funded PK programs.

*Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities, students without disabilities, English learners/non-English learners).

Percent proficient:
- M-STEP – 3rd grade ELA
- NAEP – 4th grade reading
- Benchmarks – 3rd grade ELA

Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities/students without disabilities, economically disadvantaged/non-economically disadvantaged, English learners/non-English learners).

- Number and percent of daily student participation in school breakfast programs.
- Number and percent of students who have on-track attendance.
- Percent of students who were physically active for a total of at least 60 minutes per day on five or more of the past seven days.
- Percent of students who used tobacco products and/or electronic vapor products during the past 30 days.
- Number of students who received school mental health and support services.
- Percent of students who have been bullied on school property in the past 12 months.
- Percent of students who felt sad or hopeless almost every day for two weeks or more in a row during the past 12 months.
- Percent of students who seriously considered attempting suicide during the past 12 months.
- Percent who were ever told by a doctor that they had asthma.
- Percent of children ages 0-17 years who currently have asthma.
- Percent of children tested for lead Percent of children who had high lead levels.

Career and Technical Education (CTE)
- Number and percent of and percent of CTE completers based on students enrolled in CTE programs.
- Number and percent of CTE students enrolled in CTE programs based on overall student population.
- Number of students received a high school diploma or credential.

Advanced Placement (AP)
- Number and percent of students enrolled compared to the total population.
- Number and percent of:
  - tests taken
  - students earning credit from AP tests

Early Middle College (EMC)
- Number and percent of students enrolled in an EMC program.
- Number and percent of students who successfully obtained their high school diploma and/or earned at least one of the following EMC outcomes: 60 transferable college credits, associate's degree, professional certification, Michigan Early Middle College Association (MEMCA) certificate, or acceptance into a registered apprenticeship.
- Number and percent of students who enrolled in an EMC program, did not complete the program, and exited the program to attend college or some other postsecondary education or training.

- 4-, 5-, and 6-year graduation rates

Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities/students without disabilities, economically disadvantaged/non-economically disadvantaged, English learners/non-English learners).

- Number of adults with a certificate or degree (post-secondary credential).

- Number of endorsements in critical shortage areas.
- Number and percent of positions filled by appropriately certified educators assigned to subject areas listed within the critical shortage list*.
- Retention rate of appropriately certified educators assigned to subject areas listed within the critical shortage list.
- Number and percent of positions on the critical shortage list that are reported as vacant*.
- Percent of teachers by ethnicity compared to percent of students by ethnicity.

* These data are currently undergoing a shift in reporting standards, which may result in a change of trends.

Is there a weighted formula for poverty? Yes or no
Does the weighted formula match the School Finance Research Collaborative (SFRC) recommendation? Yes or no
What is the difference between the current funding formula and the SFRC recommendation?

Is there a weighted formula for English learners? Yes or no
Does the weighted formula match the SFRC recommendation? Yes or no
What is the difference between the current funding formula and the SFRC recommendation?

Is there a weighted formula for students with disabilities? Yes or no
Does the weighted formula match the SFRC recommendation? Yes or no
What is the difference between the current funding formula and the SFRC recommendation?

Is there a weighted formula for career and technical education? Yes or no
Does the weighted formula match the SFRC recommendation? Yes or no
What is the difference between the current funding formula and the SFRC recommendation?

MICHIGAN Department of Education

Michigan Department of Education
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
Support learning and learners

VISION
Every learner in Michigan's public schools will have an inspiring, engaging, and caring learning environment that fosters creative and critical thinkers who believe in their ability to positively influence Michigan and the world beyond.

KEY GOALS

Expand Early Learning Opportunities	Improve Early Literacy Achievement	Improve the Health, Safety, and Wellness of All Learners	Expand Secondary Learning Opportunities for All Students	Increase the Percentage of Student Who Graduate From High School	Increase the Percentage of Adults With a Post-Secondary Credential	Increase the Numbers of Certified Teachers in Areas of Shortage	Provide Adequate and Equitable School Funding

KEY MEASURES (continued)

Expand Early Learning Opportunities	Improve Early Literacy Achievement	Improve the Health, Safety, and Wellness of All Learners	Expand Secondary Learning Opportunities for All Students	Increase the Percentage of Student Who Graduate From High School	Increase the Percentage of Adults With a Post-Secondary Credential	Increase the Numbers of Certified Teachers in Areas of Shortage	Provide Adequate and Equitable School Funding
		Michigan's national rank for overall child well-being • Economic well-being rank • Education rank • Health rank • Family and community rank	Dual Enrollment • Number of students enrolled • Average college credits earned during high school International Baccalaureate (IB) • Number of students enrolled • Number of students earning credit from IB tests Number and percent of youth ages 16 and above with an Individualized Education Program (IEP) that meet the necessary federal reporting requirements. Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities/students without disabilities, economically disadvantaged/non-economically disadvantaged, English learners/non-English learners).				Is there a dedicated funding amount per child for GSRP? Yes or no Does the dedicated funding amount match the SFRC recommendation? Yes or no What is the difference between the current funding formula and the SFRC recommendation? Does the state provide funding for transportation? Yes or no Does the funding for transportation match the SFRC recommendation? Yes or no What is the difference between the current funding and the SFRC recommendation?

MICHIGAN Department of Education

Environment, Great Lakes, and Energy
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
To protect Michigan's environment and public health by managing air, water, land, and energy resources.

VISION
Michigan is an enduring national leader in environmental protection.

VALUES
- Security
- Opportunity
- Responsibility
- Reasoned Decision Making
- Public Service
- Communication, Collaboration and Engagement
- Strategic Leadership
- Teamwork and Staff Development

	Establish Michigan as a leader across priority environmental areas, including land, air, water, climate, and energy resources	Sustainably support community and economic growth	Engage and communicate with stakeholders to build trust in EGLE	Responsibly spend state and federal dollars to expand EGLE's impact	Make EGLE a top-tier, "best place to work" in the public sector
KEY GOALS					
KEY STRATEGIES	• Reduce risks to Michigan residents caused by air toxics. • Reduce greenhouse gas emissions and reach MI Healthy Climate goals. • Ensure public water systems provide quality drinking water. • Minimize and manage material waste and put recycled materials to highest use. • Oversee the responsible use of Michigan's mineral and other resources. • Clean up, manage, and support reuse of contaminated sites. • Protect and restore surface water, groundwater, and wetlands. • Increase the compliance rate of locations regulated by EGLE.	• Apply environmental justice considerations in department decision-making. • Issue permits that do not sacrifice environmental protection standards. • Eliminate permitting backlogs to under 10%. • Reduce permit wait times, increase transparency, and improve the permitting process. • Eliminate permits that are no longer needed.	• Improve public access to EGLE records, publications, and other resources. • Increase stakeholder engagement in the decision-making process. • Fulfill 100% of FOIA requests within statutory timelines. • Advance environmental justice throughout the state.	• Secure priority budget investments. • Be in the top 3 states to receive federal grant dollars. • Across all funding sources, ensure we: issue funds appropriately, quickly, and within statutory requirements; fund projects and programs that reinforce our mission and go to those that need it most, following Justice 40 principles.	• Ensure EGLE is a leader among state departments on key employee measures. • Achieve no more than a 5% vacancy rate of authorized, unfilled positions.
CORE OPERATING PROCESSES	• Establish environmental standards. • Inspect regulated facilities. • Provide compliance assistance. • Pursue enforcement actions. • Deploy monitoring/measuring technologies. • Test samples and report results. • Investigate contaminant sources/pathways. • Respond to emergencies.	• Implement Lean Process and Operational Excellence initiatives. • Invest in staff professional development. • Maximize information technology systems/capacities.	• Scan all incoming documents and complete the processing of historical documents. • Implement inclusive engagement programs. • Communicate with the public. • Maximize information technology systems/capacities. • Invest in staff professional development.	• Implement financial controls and best management practices. • Implement Lean Process and Operational Excellence initiatives.	• Invest in staff professional development. • Improve recruitment, retention, and employee satisfaction. • Implement Lean Process and Operational Excellence initiatives. • Leverage information technology systems/capacities.
KEY MEASURES	• Attainment status for National Ambient Air Quality Standards. • Greenhouse gas emissions. • Rate of renewable energy generation. • Percent of lead service lines removed from drinking water systems. • Volume of solid waste, food waste, and hazardous waste generated; recycling rate. • Number of orphan wells, orphaned cleanups, and wells that vent methane. • Number of contaminated site cleanups completed. • Wetland acreage, nutrient load in surface/groundwater. • PFAS-related public health risks identified and addressed. • Number of onsite inspections.	• Applications received, decisions issued, time per review. • Staff trained on public participation/Environmental Justice/Tribal engagement policies.	• Number of documents/datasets made publicly available. • Number of FOIA requests processed. • Staff trained on public participation/Environmental Justice/Tribal engagement policies. • Interactions with Michigan residents under new public participation policy. • Number of online followers.	• Annual Fund Balance. • Grant dollars awarded. • Applications received, decisions issued, time per review.	• Retention Rate • Vacancy Rate • Annual employee engagement survey results. • Percentage of timely performance plan and evaluation submissions.

EGLE
MICHIGAN DEPARTMENT OF
ENVIRONMENT, GREAT LAKES, AND ENERGY

Michigan Department of Health and Human Services
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
The Michigan Department of Health and Human Services provides opportunities, services, and programs that promote a healthy, safe, and stable environment for residents to be self-sufficient.

VISION
Deliver health and opportunity to all Michiganders, reducing intergenerational poverty and promoting health equity.

VALUES
- Human Dignity: Show empathy, kindness, and respect for those we serve and for one another.
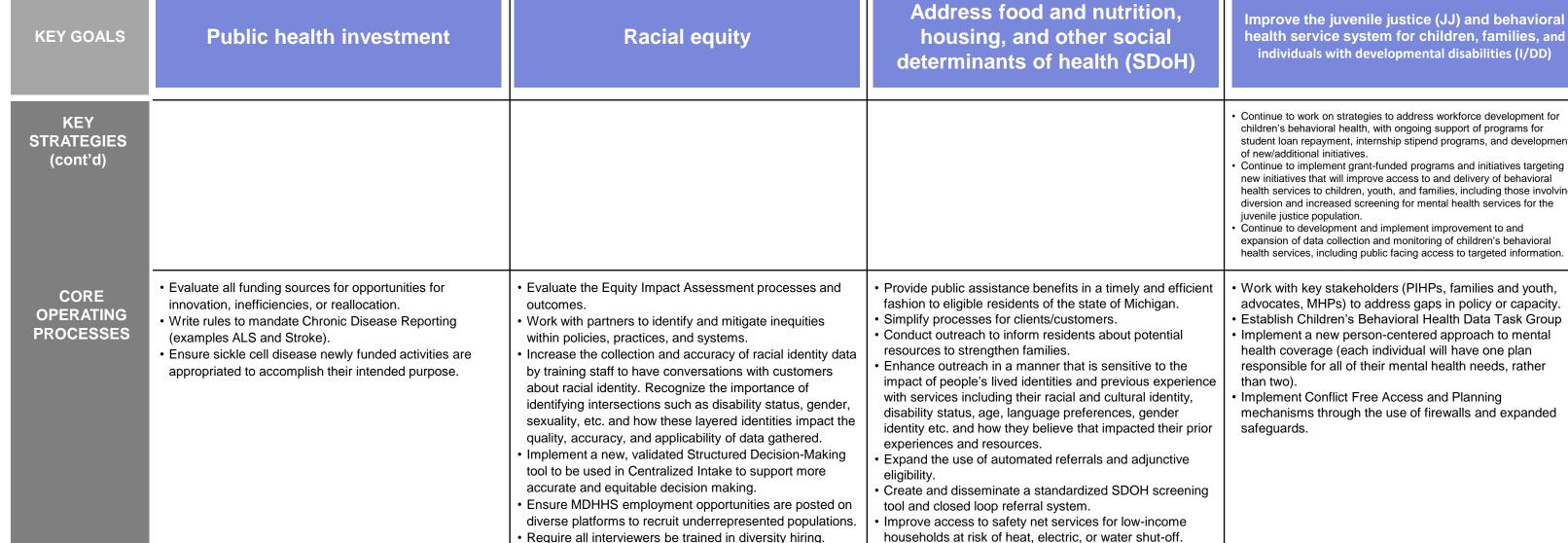- Opportunity: Offer all residents, regardless of background, tools to realize their potential.
- Perseverance: Meet needs and solve problems with innovation and grit.
- Ease: Simplify everything we do as much as possible.

KEY GOALS

Public health investment	Racial equity	Address food and nutrition, housing, and other social determinants of health (SDoH)	Improve the juvenile justice (JJ) and behavioral health service system for children, families, and individuals with developmental disabilities (I/DD)

KEY STRATEGIES

Public health investment	Racial equity	Address food and nutrition, housing, and other social determinants of health (SDoH)	Improve the juvenile justice (JJ) and behavioral health service system for children, families, and individuals with developmental disabilities (I/DD)

• Develop and implement the Community Violence Intervention Program.
• Strengthen local public health infrastructure and integration with state-wide responses.
• Strengthen collaboration between state agencies with responsibilities under the Public Health Code.
• Identify gaps in local and state public health response to develop mitigation strategies.
• Develop communication strategies to strengthen relationships with stakeholders and promote public health services.
• Increase investment in chronic disease prevention through interventions that improve access to healthy food, physical activity, and reduce root causes of disparities in COVID-19 morbidity and mortality.
• Increase investment in communicable disease prevention and response at state and local levels.
• Assess short and long-term budgetary consequences and community impact of one-time and limited public health investments due to COVID-19. Utilize existing evidence-based local health department programs that interact with clients to address the social determinants of health and other factors.
• Develop and implement a workforce retention and development plan.
• Ensure the public health workforce in all disciplines has crosscutting skills and competencies in communication, program planning, collaboration, and emergency preparedness/response.
• Collaborate with stakeholder organizations to increase capacity for staff onboarding during times of crisis and surge.
• Strengthen resources available to the physical, mental, and behavioral health workforce to maintain a strong public workforce and provide optimum services to internal and external partners.
• Facilitate access to quality reproductive healthcare through public health initiatives.
• Support programs and collaborations intended to restore trust in the public health system.
• Develop new communication strategies to meet communities where they are, including building partnerships with trusted community messengers and using public platforms like social media.
• Improve communication and data exchange between all levels of public health and health care to better connect systems.
• Raise awareness among local, state, and federally elected officials around the importance of public health.
• Improve and increase investments in state public health laboratory capacity.
	• Normalize Racial Diversity, Equity, and Inclusion work across state government.
	• Achieve a diverse workforce to best serve a diverse population.
	• Complete the Equity Impact Assessment Demonstration Project and Pilot to embed equity within decision-making processes across the department.
	• Increase and standardize gender identity as well as Race, Ethnicity, Abilities, Language, and Disability (REALD) data collection across the department.
	• Provide support to increase the capacity of our agency and our community partners to advance racial equity, diversity, and inclusion.
	• Increase the number of companies we work with that are run by members of historically marginalized communities.
	• Address racial wealth inequities and work with underserved populations on financial literacy
	• Address racial inequities within the disability community broadly and within the intellectual and developmental disability community including programming to improve resource access and provision, employment opportunities, and supports for self-directed choice that are culturally and ethnically inclusive and appropriate.
	• Integrate racial equity into department leadership, operations, programs, policies, and practices.
	• Develop a communication plan (internal/external) that fosters DEI accountability and transparent reporting of accomplishments, challenges, and opportunities.
	• Provide support, technical assistance, and consultation to up to 10 work areas within MDHHS to establish goals and implement actions that reduce racial and ethnic disparities.
	• Assess the ability of various areas within MDHHS to adequately respond to epidemic level threats and identify ongoing infrastructure needs to reduce racial and ethnic disparate outcomes due to crises or natural disasters.
	• Through Social Determinants of Health (SDoH) strategy, develop and implement strategies that support health equity by addressing barriers to social and health services for our most vulnerable populations. Utilize a layered strategy when engaging with SDoH models that emphasizes the exponential increase in health disparities when additional marginalization's co-occur alongside a racial disparity including gender, gender identity, sexual orientation, age, disability status, income, etc.
	• Reduce the overrepresentation of children of color in the child welfare system.
	• Increase language access for the MDHHS workforce and those we serve.
	• Utilize data to drive strategic direction.
	• Identify key MDHHS system DEI improvements through the Digital Equity & Inclusion Committee and create associated action plans.
		• Adopt a department-wide Health in All Policies approach to embed health considerations in decision-making processes across the department.
		• Align efforts by partnering with state agencies and other stakeholder groups on existing SDoH initiatives and collaborate for greater impact in communities.
		• Collaborate with the Department of Labor and Economic Opportunity (LEO) and MI State Housing Development Authority (MSHDA) to ensure strategic priorities on housing are aligned.
		• Support development of affordable, adaptable housing and increase the voucher pool to improve access to existing stock of adaptable and accessible housing.
		• Support priorities that are community-directed and address upstream social determinants of health issues.
		• Integrate and utilize data from across the department to draw insights on inequity and better target interventions.
		• Assess health and human services programs using a health equity lens to remove systemic barriers, reduce disparities, and improve health outcomes.
		• Strengthen home visiting programs' ability to screen, provide closed loop referrals, and enroll individuals in food assistance programs and lead services.
		• Improve food access and affordability for individuals in urban, suburban, rural, and tribal communities/territories.
		• Support physical activity by making it easier for people to be physically active, ensuring everyone can access safe places to be active, increasing awareness of physical activity's benefits, and researching/measuring physical activity.
		• Leverage financial support for community Family Resource Centers to improve SDoH based on community-driven needs.
		• Develop and implement a statewide strategy to support community health worker (CHW) sustainability as a mechanism to improve health equity and address SDoH.
		• Develop and implement a statewide strategy to support the recruitment and retention of a direct care workforce as a mechanism to improve health equity and address SDoH especially within the aging population and for individuals with disabilities.
		• Develop and implement Chronic Disease Plan to reduce the social drivers that influence chronic conditions through multisector partnerships and community-driven solutions.
		• Develop a food and nutrition services In Lieu of Services (ILOS) program in Medicaid Managed Care to support nutrition security.
			• Implement changes in the childcare fund to prioritize community-based services over detention.
			• Improve behavioral health service system access through the expansion of key existing services and streamlining access and coverage to these services.
			• Assess capacity to expand coverage of new service types.
			• Implement a Continual Quality Improvement (CQI) benchmark process including strategic goals to improve the BHS system requiring movement on the core indicator data already being collected and reported.
			• Support continuous quality improvement through information technology system enhancements, system investments, and staff capacity development.
			• Expand the Certified Community Behavioral Health Clinic (CCBHC) initiative to improve access to coordinated comprehensive behavioral health care for children and families.
			• Focus on persons with I/DD served within the behavioral health system to improve home and community-based outcomes for individuals with intellectual and developmental disabilities.
			• Improving BHS systems by implementing outcomes targets such as:
			  1. Performance targets
			  2. Withholds
			  3. Require outcome targets to receive full funding.
			  4. Encourage Pay For Performance (P4P) efforts that incentivize increased outcomes.
			• Fully implement Employment First in Michigan.
			• Working with Behavioral and Physical Health and Aging Services Administration (BPHASA) to advocate for policies that would provide for greater access to respite care for primary caregivers of children and youth with special health care needs.
			• Advancing the concept of peer mentors for children and youth with special health care needs with parents, schools, and physicians to assist in preparing for the transition from pediatric to adult services and systems of care.
			• Implement the identified standardized tool for screening and supporting determination for eligibility and medically necessary services for children, youth, and families.
			• Expand and strengthen partnership with child welfare systems including the Children's Services Administration (CSA), relative to improving access to services for children and youth involved in the child welfare system.
			• To improve access to medically necessary services and supports, partner with the Behavioral and Physical Health and Aging Administration to ensure needed changes to PHIP contracts and Medicaid policies are developed and implemented.
			• Collaborate with the Children's Services Administration and Community Mental Health (CMH) organizations to implement a series of regionally held cross system learning events for CSA and CMH staff.
			• Train and support internal and external partners and systems providers to implement a family driven and youth guided approach to development and delivery of behavioral health services for children, youth, and families.
			• Implement changes to and provide guidance on policy and requirements for the children and youth with autism.
			• Develop, contract, and implement a crisis peer training curriculum for parent peers and youth/young adults peers.
			• Expand departmental clinical support and service navigation provided to children, youth, and families; and the systems and providers working with them.

MDHHS
Michigan Department of Health and Human Services

Michigan Department of Health and Human Services
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
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VISION
Deliver health and opportunity to all Michiganders, reducing intergenerational poverty and promoting health equity.

VALUES
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	Public health investment	Racial equity	Address food and nutrition, housing, and other social determinants of health (SDoH)	Improve the juvenile justice (JJ) and behavioral health service system for children, families, and individuals with developmental disabilities (I/DD)
KEY GOALS				
KEY STRATEGIES (cont'd)				• Continue to work on strategies to address workforce development for children's behavioral health, with ongoing support of programs for student loan repayment, internship stipend programs, and development of new/additional initiatives. • Continue to implement grant-funded programs and initiatives targeting new initiatives that will improve access to and delivery of behavioral health services to children, youth, and families, including those involving diversion and increased screening for mental health services for the juvenile justice population. • Continue to development and implement improvement to and expansion of data collection and monitoring of children's behavioral health services, including public facing access to targeted information.
CORE OPERATING PROCESSES	• Evaluate all funding sources for opportunities for innovation, inefficiencies, or reallocation. • Write rules to mandate Chronic Disease Reporting (examples ALS and Stroke). • Ensure sickle cell disease newly funded activities are appropriated to accomplish their intended purpose.	• Evaluate the Equity Impact Assessment processes and outcomes. • Work with partners to identify and mitigate inequities within policies, practices, and systems. • Increase the collection and accuracy of racial identity data by training staff to have conversations with customers about racial identity. Recognize the importance of identifying intersections such as disability status, gender, sexuality, etc. and how these layered identities impact the quality, accuracy, and applicability of data gathered. • Implement a new, validated Structured Decision-Making tool to be used in Centralized Intake to support more accurate and equitable decision making. • Ensure MDHHS employment opportunities are posted on diverse platforms to recruit underrepresented populations. • Require all interviewers be trained in diversity hiring. • Ensure any new technology projects include a Digital Equity and Inclusion review.	• Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan. • Simplify processes for clients/customers. • Conduct outreach to inform residents about potential resources to strengthen families. • Enhance outreach in a manner that is sensitive to the impact of people's lived identities and previous experience with services including their racial and cultural identity, disability status, age, language preferences, gender identity etc. and how they believe that impacted their prior experiences and resources. • Expand the use of automated referrals and adjunctive eligibility. • Create and disseminate a standardized SDOH screening tool and closed loop referral system. • Improve access to safety net services for low-income households at risk of heat, electric, or water shut-off. • Launch new Medicaid Health Plan contracts with a strong emphasis on addressing social determinants of health demonstrated by investment and engagement with community-based organizations.	• Work with key stakeholders (PIHPs, families and youth, advocates, MHPs) to address gaps in policy or capacity. • Establish Children's Behavioral Health Data Task Group • Implement a new person-centered approach to mental health coverage (each individual will have one plan responsible for all of their mental health needs, rather than two). • Implement Conflict Free Access and Planning mechanisms through the use of firewalls and expanded safeguards.
KEY MEASURES	• Average employee turnover percentage. • Employee engagement. • Burden of chronic disease and disparities (percent of population diagnosed with obesity, hypertension, diabetes, cancer, etc.). • Public health spending on chronic disease, injury, and violence prevention.	• Number of positive responses to employee engagement DEI questions. • Number of discriminatory harassment complaints. • Improved Employee performance. • Diversity of MDHHS staff, contractors, and suppliers relative to the Michigan population. • Reduction in the rate of disproportionality of children of color in out of home care. • Number of areas that have completed an Equity Impact Assessment. • Ensure that when Press Releases on crucial public health matters like recalls or rabies are disseminated that they are released in Spanish and Arabic minimally.	• Percent of individuals receiving more than one benefit program from MDHHS. • Number of Michiganders receiving services that support key SDoH among communities experiencing inequities, including access to culturally responsive health care and safe, affordable housing. • Churn rate for benefits programs including FAP, FIP, CDC, SER, and Medicaid (percent of recipients who fall off for administrative reasons and reapply in 3 months). • Average number of days to eligibility determination for FAP. • Number of individuals 60 and older who participate in Older American Act funded nutrition programs. • Number of Medicaid Health Plans adopting an ILOS program.	• Number of children receiving CCBHC services. • Implementation of firewalls to ensure the provision of conflict free access and planning. • Demonstrated increase in the use of supports coordinators/case managers, independent advocates, supports brokers, and independent facilitators.

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KEY GOALS	Improve maternal infant health by addressing root causes, including inequities, resulting in outcome disparities	Reduce lead exposure	Reduce child maltreatment and improve rate of permanency within 12 months	Fully implement the Families First Preservation Services Act (FFPSA) State Plan
KEY STRATEGIES	• Ensure access to reproductive health services. • Support families recovering from Perinatal Substance Use Disorder (PUSD). • Identify and decrease barriers of early entry into prenatal care to boost overall access to prenatal care. • Increase the number of infants safely sleeping by collaborating with local partners and elevating the voices of families. • Promote available lead services, including blood lead testing, home environmental investigation, and lead abatement, to pregnant and nursing individuals. • Promote breastfeeding initiation, duration, and equity through partnerships and inclusive messaging. • Expand Michigan Alliance for Innovation (MI-AIM) safety bundle implementation in clinics and communities through strengthened relationships with Regional Perinatal Quality Collaboratives. • Provide health care access for Medicaid eligible pregnant individuals in the postpartum period. • Restore traditional birth and infant feeding ways among Indigenous and Black families and communities. • Partner with Children Trust Michigan to secure funding and provide the "Period of Purple Crying" program to parents as a prevention strategy to reduce infant mortality. • Increase access to doula services. • Increase the enrollment of pregnant persons and infants in evidence-based home visiting programs. • Improve the alignment of home visiting programs to ensure that all eligible families can choose the right program, at the right time, in the right place. • Address SDoH and seek health equity through public health interventions. • Addressing the inequities in accessing specialized health care for children of marginalized populations to help ensure that identified barriers to health care are removed and there is equitable access to all supports and services. • Engaging with health professional training institutions to ensure that adult health care providers are prepared to care for young adults with complex pediatric conditions and have appropriate referrals for both maternal and child supports regarding complex care needs. • Advancing the concept of peer mentors for parents of children with special health care needs to help address the variety of ways special health care needs, disabilities, and other complex health needs may impact other support resources and programs offered including breast feeding, post-birth recovery, depression, and other issues.	• Review the feasibility of utilizing the Lead Prevention Fund Pay for Success (PFS) and alternative funding models to reduce lead hazards. • Strengthen compliance monitoring and enforcement of lead environmental regulations in homes, including support for state delegation of the US Environmental Protection Agency Repair, Renovate and Paint program. • Strengthen collaboration between health and human services programs to better link citizens to lead services. • Build local workforce capacity to abate lead hazards safely and effectively. • Increase the identification of lead hazards in homes for primary prevention through partnership with MI State Housing Development Authority (MSHDA) and other state departments. • Increase public education around lead exposures, including the Get Ahead of Lead strategy. • Improve the availability of data for local communities to respond to lead exposure risk factors. • Implement universal lead testing for children and inspections for pre-1978 housing to identify lead exposures and improve links to recommended services, including resources to aid families experiencing trauma from living in communities with lead exposures. • Review the public health code and state rules, in partnership with local health departments, to identify and implement improvements that reduce lead exposure through drinking water and other environmental sources.	• Reduce the rate of maltreatment and recurrent maltreatment for children in foster care through rigorous continuous quality improvement reviews. • Create a division focused on prevention (primary, secondary, and tertiary) of child maltreatment through family strengthening. • Work in partnership with the State Court Administration Office and local courts to address rates of permanency in 12 months. • Decrease the percent of children in Congregate Care settings through the utilization of current community-based supports and new community-based settings made available under the Families First Prevention Services Act.	• Create a pathway to prevention and community-based services to be used when CSA involvement is not necessary or warranted. • Create a resource that mandatory reporters and community partners can access to assist families or direct families to community resources that will meet their needs.

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	KEY GOALS			
	Improve maternal infant health by addressing root causes, including inequities, resulting in outcome disparities	**Reduce lead exposure**	**Reduce child maltreatment and improve rate of permanency within 12 months**	**Fully implement the Families First Preservation Services Act (FFPSA) State Plan**
CORE OPERATING PROCESSES	• Invest in local public health capacity. • Communicate key public health messages that have been created in partnership with and informed by the public. • Authentically collaborate with maternal, infant, and family health stakeholders, as well as safety net providers, to address gaps in policy and capacity. • Train and monitor Family Planning Programs around the provision of client-centered contraceptive care. • Implement supportive substance use identification and recovery programming, such as Rooming In for substance exposed infants as well as the High-Tech High Touch screening and support linkage model. • Identify and deliver safe sleep resources including sleep sacks, cribs, pack and play, and bassinets to communities most at risk of sleep-related deaths. • Provide reproductive justice training to health providers statewide. • Certify Michigan doulas for the Michigan Doula Registry and enroll qualified doulas in Medicaid to increase access to families. • Create and implement the next iteration of the Mother Infant Health and Equity Improvement Plan in partnership with communities and families. • Increase investment for Peer Navigators to connect families impacted by substance use special health care needs, and developmental disabilities with home visiting and other supportive services.	• Test innovative financing models. • Build local capacity to respond to public health challenges. • Work with other agencies on cross-cutting challenges (e.g., regulation / enforcement). • Build a centralized intake model to ensure families receive appropriate links to lead services. • Implement lead online learning module for home visitors.	• Prioritize and facilitate family team meetings (FTMs) with board engagement to reduce Maltreatment in Care. • Continue state-wide ChildStat.	• Collaborate with key stakeholders, families with lived experience, tribal governments, and community partners. • Train mandatory reporters and community partners about new resources and identifying families who are candidates for these resources.
KEY MEASURES	• Infant mortality rate (overall/disaggregated by race and ethnicity). • Preterm birth percentage (overall/disaggregated by race and ethnicity). • Number of sleep-related deaths. • Sudden Unexpected Infant Death (SUID) rate (overall/disaggregated by race and ethnicity). • Low birth weight percentage (overall/disaggregated by race and ethnicity). • Maternal morbidity and mortality rates (overall/disaggregated by race and ethnicity). • Number of individuals served by evidence-based home visiting programs. • Number of infants permitted to "room in" at birthing hospitals utilizing the Rooming In model. • Number of individuals screened with HT2. • Number of clients served by the Family Planning Program (FPAR) Breastfeeding rates. • Number of program enrolled individuals receiving expanded postpartum Medicaid coverage. • Percent of program enrolled individuals attending a postpartum visit with their health care provider.	• Number of children with elevated blood lead levels. • Percent of children under age six who received a blood lead test who had an elevated blood lead level. • Number of providers screening for lead. • Number of homes receiving environmental investigations. • Number of homes with identified lead in dust, paint, soil, and water hazards. • Estimated number of housing units with lead hazards remediated or abated.	• Rate of permanency in 12 months. • Rate of maltreatment in care. • Rate of recurrent maltreatment. • Rate of adoptions within 12 months of permanent wardship.	• Number of referrals to community-based services in unsubstantiated CPS investigations. • Number of unassigned Centralized Intake calls. • Number of subsequent Centralized Intake calls made on a family after a referral is made to a prevention or community-based service within 12 months of the first Centralized Intake.

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KEY GOALS	Expand and simplify safety net access	Reduce drug overdose related deaths	Ensure all administrations are managing to outcomes, investing in evidence-based solutions, and ensuring program accuracy in benefit issuances	Develop a long-term IT strategic plan in alignment with the overall MDHHS Strategic Plan
KEY STRATEGIES	• Increase cross-enrollment in public assistance programs for eligible beneficiaries. • Determine program eligibility by utilizing the "One Day Model" in one day by simplifying and streamlining the verification process for assets and income when determining eligibility for benefits programs. • Reduce average days to eligibility determination and redetermination for the Family Independence Program (FIP) and Food Assistance Program (FAP). • Increase the number of State Emergency Relief (SER) households receiving Michigan Energy Assistance Program (MEAP) dollars. • Assess housing stability across safety net systems • Improve systems capacity and increase the accessibility for staff to process benefits more efficiently.	• Prevent misuse of opioids and other drugs by using primary prevention strategies, promoting the appropriate use of prescription opioids and other drugs, and educating the public of the risks of opioids and other drugs. • Promote screening, care coordination, and improved use of data to improve early identification of an opioid use disorder (OUD). • Increase access to quality MOUD (medication for opioid use disorder) by removing barriers to treatment, expanding training for providers on MOUD, and offering incentives and support for providers to appropriately use medication to treat OUD. • Increase access to naloxone, EMS leave behind programs, and other innovative harm reduction strategies (i.e., vending machines). • Enhance data sharing, data integration, coordination of care, and MOUD for justice-system involved patients. • Improve services for pregnant women and new mothers by increasing provider trainings, increasing screenings for substance use, reducing out of home placements for child welfare, and increasing access to treatment services. • Reduce inequities in substance use treatment access and disparities in outcomes and mortality for Black, Indigenous, and People of Color (BIPOC) communities. • Promote recovery and increase support for recovery services. • Promote syringe service programs and other harm reduction programs to link to treatment, reduce overdose, and reduce infectious disease impacts of drug use. • Utilize the High-Risk Medicaid Unit within OIG to determine opioid abuse by Medicaid Beneficiaries. • Improve timeliness and quality of data.	• Conduct a review of departmental spending to identify areas of opportunity for improved evidence-based investment and policymaking including attaching standards regarding funding for promising practices, evidence-based practices, and culturally informed or other practice-based that are evidence-supported. • Build an evidence/data lens into the budget process, as well as into grants and contracting. • Build an equity and inclusion lens into the budget process, as well as into grants and contracting. • Direct broad funds to highest ROI programs and populations in the context of outcomes the department is seeking to achieve. • Direct specific discretionary funds towards programs that demonstrate evidence, ROI, and align with strategic priorities. • Develop robust performance management tools and processes across all administrations. • Identify fraud, waste, and abuse in agency programs to maintain integrity and accountability.	• Establish a 3-to-5-year systems strategy. • Establish a 3-to-5-year data strategy. • Enhance data governance and IT governance strategies. • Improve data quality, sharing, and interoperability with internal and external stakeholders. • Increase data modernization proficiency, competency, and capacity, to maintain industry standards across MDHHS.

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KEY GOALS	Expand and simplify safety net access	Reduce drug overdose related deaths	Ensure all administrations are managing to outcomes, investing in evidence-based solutions, and ensuring program accuracy in benefit issuances	Develop a long-term IT strategic plan in alignment with the overall MDHHS Strategic Plan
CORE OPERATING PROCESSES	• Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan. • Simplify processes for clients/customers. • Conduct outreach to inform residents about their benefits. • Ensure accuracy in the delivery of benefits.	• Use the programmatic tools of the Department to increase access to care. • Strengthen and leverage data to make decisions. • Communicate on key public health issues with members of the public. • Facilitate data sharing to create a more coordinated and collaborative system. • Strengthen partnerships with individuals with lived experience and leverage partnerships in decision-making. • Invest in upstream prevention strategies that strengthen protective factors for youth and families to mitigate further risk of substance use/misuse. • Build capacity for community-driven approaches to opioid use/misuse and overdose. • Strengthen partnerships between public health and public safety systems to improve opioid response efforts within communities. • Promote community response efforts by utilizing multi-disciplinary approaches, including quick response teams (QRT), overdose fatality review teams, and other systems of care models.	• Manage organizational performance. • Strengthen and leverage data and evidence to make decisions. • Fund and implement routine oversampling to identify trends and disparities within geographical, racial, and ethnic groups, including intersectional data (i.e., disability and race).	• Conduct visioning and road mapping sessions with each Administration. • Collaborate with vendors and other state partners to learn from their experiences. • Continue to engage with federal partners to align with their systems roadmaps. • Coordinate infrastructure, workforce, and funding for core systems. • Establish a formal data/informatics structure to support shared services and consistent system development across program areas. • Facilitate and maintain a centralized framework for documenting and sharing policies, processes, procedures, and systems across the organization. • Identify and engage stakeholders in a process to define data strategy and standards, as well as IT governance roles and responsibilities. • Establish and sustain a formalized governance and system modernization framework. • Communicate and collaborate on system development, prioritization, and resource sharing. • Develop a shared tool used as a central repository for data standards, policy and protocol documentation, meta-data, and shared services. • Provide training and development opportunities to bolster workforce capacity with respect to data and informatics.
KEY MEASURES	• Percent of children ages 5 and under who are cross-enrolled in WIC, Medicaid, SNAP, and SER. • Churn rate for benefits programs (FAP, FIP, CDC, SER, Medicaid) (percent of recipients who fall off for admin reasons and reapply in 3 months). • Average number of days to eligibility determination and redetermination for FIP and FAP. • Number of SER households receiving MEAP self-sufficiency dollars.	• Number and percent change from last year of fatal opioid overdoses annually. • Number and percent change from last year of non-fatal all-drug overdoses annually. • Number and percent change from last year of fatal all-drug overdoses annually. • Number of people in publicly funded treatment. • Reduce disparities in overdose deaths.	• Number of administrations employing performance management tools. • Money directed specifically toward evidence-based solutions.	• Number of visioning and road mapping sessions completed. • Number of Administration-specific IT systems and data plans. • Published data governance and IT governance roles and responsibilities. • Identification of data strategy definitions and common standards, with a clear process for setting, evaluating, and changing them. • Development, socialization, and implementation of processes and procedures that guide IT enhancement. • Amount of state and federal funding allocated to support core data system modernization, interoperability, and maintenance. • Number of connected systems that are sharing and receiving data from other systems. • Number of systems that have adopted best practice data standards.

MDHHS
Michigan Department of Health and Human Services

Department of Insurance & Financial Services
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
To ensure access to safe and secure insurance and financial services fundamental for the opportunity, security and success of Michigan residents, while fostering economic growth and sustainability in both industries.

VISION
All Michigan consumers will have access to insurance and financial services provided by companies that treat them fairly and are safe, sound, and entitled to public confidence.

VALUES
We believe that access to insurance and financial services creates pathways to opportunity and success. We strive to promote the availability of sound and secure insurance and financial services through fair and effective regulation and to serve with respect, professionalism, and accountability.

	Expand Financial and Insurance Access for Residents of Michigan	Expand Consumer Protection and Customer Service to Improve Opportunity and Success for Residents of Michigan	Train and Build a Strong and Diverse Workforce Reflecting Michigan	Modernize and Create Innovative Systems, Statutes, and Processes
KEY GOALS				
KEY STRATEGIES	• Build Financial Empowerment/Education Efforts. • Educate Michigan consumers on emerging issues. • Promote ACA Marketplace Enrollment. • Decrease Underbanked Population. • Expand access to financial and insurance services. • Maintain and expand insurance and financial sectors in the State of Michigan. • Support efforts to reduce the cost of prescription drugs.	• Create fair and effective regulatory practices that protect Michigan's consumers. • Improve customer service access and speed. • Provide ongoing auto insurance outreach and support. • Support health insurance policy efforts. • Increase outreach and education efforts with licensees, industry, and consumers. • Enhance network adequacy reviews. • Ensure market conduct compliance related to health and auto insurance.	• Develop actionable items to improve and sustain a culture of equity and inclusion within DIFS and the industries we regulate. • Provide continuing education for managers and training for new managers. • Cross train employees to assist similar functions especially where workloads are cyclical. • Develop programs and opportunities to support a strong financial and insurance workforce in the state of Michigan. • Expand recruitment and retention efforts. • Create office specific onboarding resources. • Develop a mentoring program for DIFS employees. • Expand DIFS student assistant program. • Improve and enhance department employee engagement. • Promote Insurance Careers Month in February 2024.	• Replace antiquated software, create online systems to better serve DIFS employees, consumers and licensees. • Update statutes to better serve consumers and modernize regulatory practices. • Review and update policies and procedures and ensure standardization across offices. • Review and update IT examination programs. • Research and assess risks associated with emerging technologies. • Address Conference of State Bank Supervisors (CSBS) accreditation recommendations.
CORE OPERATING PROCESSES - TACTICS	• Engage in state-wide financial empowerment efforts. • Build DIFS-specific education efforts using various communication channels. • Expand engagement with stakeholder and community groups. • Work with MDHHS to support Michiganders through the end of the Medicaid eligibility redetermination process in 2024. • Communicate with Michiganders about the Marketplace open enrollment period to increase enrollment. • Expand the Michigan Open Accounts Coalition (MOAC) to increase access to financial services. • Partner with other state departments and stakeholders to identify options to lower the cost of prescription drugs.	• Expand procedures to identify and address industry violations and detect fraud. • Use complaint form feedback with efforts to streamline compiling information and reducing response times to complaints. • Continue providing auto insurance education and research. • Conduct a survey of health insurers related to claims, preventive health, and/or provider network accuracy. • Increase enforcement efforts through greater collaboration and coordination with DIFS' offices.	• Identify training opportunities for all DIFS staff including manager-specific training and specialty areas. • Find opportunities for employee growth within DIFS. • Conduct knowledge sharing sessions. • Prepare student assistants for a path to a long-term career at DIFS through creation of a mentoring program. • Find opportunities to partner with colleges, universities and other institutions to develop a pipeline of students for banking, credit unions and insurance careers. • Encourage professional designations and certifications as part of career development and department-wide operational efficiencies.	• Work with DTMB to modernize DIFS' software and capabilities. • Continue to review Michigan's consumer finance statutes with an eye toward modernization. • Seek captive insurance statute update. • Establish a "memo bank" to ensure department matters are handled accurately and consistently. • Seek ways to learn more about artificial intelligence and its impact on the financial services and insurance industries. • Identify areas requiring attention and develop and implement new or improved processes.

DIFS
DEPARTMENT OF INSURANCE AND FINANCIAL SERVICES

Department of Labor and Economic Opportunity
Fiscal Years 2025 – 2029

FOUNDATIONS

MISSION
Expand economic opportunity and prosperity for all

VISION
Make Michigan a place where all PEOPLE, BUSINESSES AND COMMUNITIES have the economic means and personal freedoms to reach their full potential

VALUES
- Commitment to equity
- People-centered approach
- Collaboration to achieve unity of purpose and greater success
- Data- and evidence-based promotion of opportunity

KEY GOALS	Promote Inclusion and Close Equity Gaps	Protect and Enhance Health, Safety, and Economic Security	Educate Michiganders and Grow the Middle Class	Create Better Jobs and Support Small Businesses	Build Strong Communities

KEY STRATEGIES

Promote Inclusion and Close Equity Gaps

Prioritize Assistance:
1. Increase the amount of assistance in geographically disadvantaged areas to 65% of assistance. Boost procurement to firms in disadvantaged areas to 20%.
2. Reduce homelessness for 2,000 people.

Close Wage Gaps:
3. Support the creation of 10,000 Children's Savings Accounts.
4. MiSTEM will serve 20,000 under-served, underrepresented educators, administrators, and students.
5. Boost wages for Going PRO Talent Fund participants.
6. Increase the amount of assistance to diverse businesses to at least 35% of assistance being provided to businesses with diverse ownership.

Close Employment Gaps:
7. Support more than 200,000 participants in E&T programs, which are intended for, but not limited to, underrepresented populations and individuals with barriers to employment.

Increase Equity and Inclusion:
8. The Office of Global Michigan will lead processes and development of language access plans and language access implementation for all SOM departments.
9. Boost high-speed internet adoption to 72% and availability to 90%.
10. Educate 1,600 people about racial equity and inclusion to decrease discrimination, harassment and bias in workplaces and improve decision-making by increasing diverse representation on boards and commissions.

Protect and Enhance Health, Safety, and Economic Security

1. Increase awareness of labor and wage protections, as well as safe working conditions through enhanced outreach promoting the Workplace Rights one-stop site emphasizing responsibilities, rights, compliance, and regulations; by contacting 13,000 people.
2. Ensure effective responsiveness of housing, health & safety, wage, complaints/apparent violations, and workers compensation claims filed to 85% within targeted timelines.
3. Pay unemployment benefits to 87% of eligible applicants within 21 days of their unemployment claim being filed.

Educate Michiganders
1. To expand talent within the state of Michigan by upskilling and reskilling Michiganders and leveraging resources that lead to 4,800 post-secondary credentials (e.g., degrees, certificates) and 3,800 secondary credentials.
2. Increase the implementation of project-, problem-, and place-based (3P) education-based instruction in K-12 schools in Michigan and expose 200,000 students to STEM careers

Grow the Middle Class
3. Lift 20,000 Michigan families out of poverty.

Create Better Jobs
1. Secure competitive business growth opportunities which result in more than 7,500 total jobs that are either above the ALICE2 threshold or have a pathway to a job that is above the ALICE threshold and provide other pathway job opportunities to Michiganders through training programs targeting in-demand careers and industry-recognized credentials.

Support Small Business
2. Provide support to 12,000 small businesses through contracts with small business service providers as well as direct finance assistance to small businesses.
3. Fund small business coaching that will help 450 small businesses launch in Michigan in FY2024
4. Deploy $50M in grants and loans to assist small businesses with accessing capital in FY2024.
5. Facilitate matching and other contract bidding opportunities for small businesses to increase their revenue by $1.8B in FY2024.
6. Leverage and support Michigan's entrepreneurial ecosystem to help 175 innovation business starts and secure $200M in private investment from angel investors, venture capitalist or other equity investment sources.

Address Talent Shortcomings
7. Cultivate, attract, and retain talent in Michigan to address key employer needs in industry-specific sectors, including through awarding 350 scholarships, placing 500 interns, and addressing the hiring needs of 2,800 people.
8. Proactively engage external stakeholders, including employers, post-secondary education, workforce, and economic development organizations, to create customized, targeted solutions that leverage the power of collective problem solving to meet employer workforce needs.

Broadband
1. Boost high-speed internet adoption to 72% and availability to 90%.

Housing
2. Increase the stock and quality of homes, financing 15,000 Housing Units.

Placemaking
3. Catalyze the investment of $1.0 billion of Private Investment in Michigan communities.
4. Create vibrant communities through reactivating a million square feet of publicly owned property.

Community Support Systems
5. Generating $240 million in economic impact through supporting the increase in volunteerism in Michigan.
6. Supporting 24 number of community centers in receiving financial assistance to stabilize them financially and improve their services for the ALICE population.

Build Welcoming Communities
7. Grow Michigan's population by promoting Michigan as a place of opportunity for all people.

LEO

Department of Labor and Economic Opportunity
Fiscal Years 2025 - 2029

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VALUES
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• People-centered approach
• Collaboration to achieve unity of purpose and greater success
• Data- and evidence-based promotion of opportunity

KEY GOALS

Promote Inclusion and Close Equity Gaps	Protect and Enhance Health, Safety, and Economic Security	Educate Michiganders and Grow the Middle Class	Create Better Jobs and Support Small Businesses	Build Strong Communities

CORE OPERATING PROCESSES

• Labor – Workers' Disability Compensation, Occupational Safety and Health, Employment Relations, Wage & Hour enforcement
• Unemployment insurance – Appeal, Agency Services, Finance / Reporting, Investigations, Internal Controls, Tax / Employer Services
• Employment & Training – Bureau of Services for Blind Persons, Michigan Rehabilitation Services, Workforce Development
• Prosperity – Postsecondary attainment, Immigration / Migration, Refugee Services, Community Service, Ethnic Commissions
• Administrative Services – Budget / Finance, Internal Controls, Facilities, IT Services, Grants / Acquisitions
• LEO Executive Office – Legislative Affairs/Communications, Human Resources/Talent Development
• MEDC, MSHDA, MI State Landbank, OFME, MIHI

KEY MEASURES

LABOR FORCE GROWTH
• Percent of E&T participants employed.
• Post-Secondary Credentials.
• Number of High School Diplomas or Equivalents earned.
• Number of returning citizens placed/hired for jobs.
• State Incented Housing Units.
• Placemaking Private Investment.
• Public space reactivated.
• High-Speed Internet Availability.
• Protection and Safety Outreach Contacts.
• Interns Placed.
• Percent of Language Access Plans.

ORGANIZATIONAL PERFORMANCE
• Budget deployed.
• Percent of procurement to geographically disadvantaged businesses.
• Constituent satisfaction.
• Percent of programs measuring constituent experience.
• Employee engagement score.
• Number of engagement recommendations implemented.
• Membership of Self-care and Wellness ERG.
• Number of people educated about racial equity and inclusion.
• Internal communications interactions.
• Percent of claimants first UI payments made within 21 days.
• Percent of audited claims with valid eligibility determinations.
• Timeliness of response to Labor Agency complaints/notices.

HOUSEHOLD INCOME
• Pathway jobs.
• Percent increase in wages for E&T participants who receive training.
• Percent increase in wages – Going Pro Talent Fund participants.
• Percent of apprentices who completed their apprenticeship.
• Small business jobs created.
• Facilitated revenue for small business.
• Small businesses assisted.
• Innovation businesses started.
• Follow-on funding for startups.
• Percent of assistance to diverse businesses.
• Number of under-served or underrepresented educators, admins, and students served.

ALICE RATE
• Number of community centers assisted.
• Economic impact of volunteerism.
• Percent assistance in geographically disadvantaged areas.
• High-Speed Internet Adoption.
• Number of children with new savings accounts.
• Homelessness reduced.
• Number of participants in E&T programs.
• Percent of youth participants in E&T programs.
• Percent of E&T participants with disabilities.
• Average percent of underrepresented populations in apprenticeships.

LEO

Department of Licensing and Regulatory Affairs
Fiscal Years 2025 - 2029

LARA 12/08/2023

FOUNDATIONS			
MISSION — We protect people and promote business in Michigan through transparent and accessible regulatory solutions.	**VISION** — To be national leaders that partner with people and businesses to improve the lives of Michigan residents through an engaged and inclusive workforce.		**VALUES** — Public Service, Accessibility, Responsibility, Transparency, LARA Workforce

KEY GOALS	Reduce barriers to licensure	Improve regulatory compliance through education and consultation	Provide efficient, effective, and timely services	Enhance the customer experience across all programs
KEY STRATEGIES	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers, and the general public. • Recommend statutory and administrative rule changes to facilitate consistent processes. • Research best practices across other states to assist in licensing and regulatory changes at the legislative, policy, and process levels. • Foster partnerships, through continued engagement with national boards, national accreditation bodies, state agencies, education institutions, and other stakeholders. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policies, practices, and allocated resources.	• Create and distribute enhanced educational resources to a wide variety of stakeholders, customers, and the general public. • Recommend statutory and administrative rule changes to facilitate education, consultation, and consistent processes. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policies, practices, and allocated resources. • Provide ongoing staff training and other resources to improve regulatory compliance.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers, and the general public. • Recommend statutory and administrative rule changes to facilitate consistent processes. • Provide ongoing staff training and other resources to improve department services.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Ensure a user-friendly process for filing complaints. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers, and the general public. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policies, practices, and allocated resources. • Research best practices across other states to assist in licensing and regulatory changes at the legislative, policy, process, and automation avenues. • Streamline licensing and regulatory processes by leveraging enterprise solutions and advanced technologies. • Provide ongoing staff training and other resources to improve the customer experience.
CORE OPERATING PROCESSES	• Application and licensing processes. • Systematic review of regulatory requirements. • Effective communication with licensees and stakeholders.	• Enforcement processes. • Reporting and resolution processes. • Investigation and inspection processes. • Effective communication with licensees and stakeholders.	• Enforcement processes. • Reporting and resolution processes. • Investigation and inspection processes. • Performance management processes. • Effective communication with licensees and stakeholders.	• Application and licensing processes. • Complaint intake processes. • Reporting and resolution processes. • Investigation and inspection processes. • Systematic review of technology modernization. • Effective communication with licensees and stakeholders.
KEY MEASURES	• Timely application processing. • Analyze growth by license type. • Identify and implement modifications for 20% of license types on an annual basis. • Review regulatory requirements for all license types every five years.	• Evaluate compliance rates by license type. • Evaluate bureau/department stakeholder outreach and public engagement efforts.	• Timely resolution and/or completion of enforcement actions. • Consistent, timely, and effective fulfillment of statutory requirements. • Timely application processing.	• Timely complaint processing. • Timely resolution and/or completion of enforcement actions. • Identify and prioritize the modernization of outdated technologies and IT systems with the greatest maintenance needs.

LARA

Michigan Public Service Commission
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
To serve the public by ensuring safe, reliable, and accessible energy and telecommunications services at reasonable rates.

VISION
We will be a best-in-class commission by:
- Making well-informed decisions at every level of the organization;
- Meaningfully engaging the public;
- Enabling innovation for the future.

VALUES
- Evidence-based
- Opportunity
- Responsibility
- Security
- Transparency

EXPECTATIONS
- Engagement
- Integrity
- Service
- Excellence
- Teamwork
- Respect

	Empower customers to make informed utility choices	Assure safe, secure, and reliable utility services and infrastructure	Assure accessible and affordable utility services through regulatory oversight	Cultivate open and diverse communication and education
KEY STRATEGIES	• Publish accurate information on energy and telecommunications programs. • Support customer data access. • Promote broadband expansion. • Collaborate with other state departments and stakeholders. • Evaluate energy and technology pilots expeditiously. • Support utility infrastructure investments to enable customer adoption of distributed energy resources and electrification as appropriate.	• Maximize the opportunity to leverage federal dollars to invest in utility infrastructure. • Engage interested parties in the establishment of new and revised procedures for clean energy plans, integrated resource plans, renewable energy plans, energy waste reduction plans, electricity storage and renewable energy siting. • Perform a study on implementing the clean energy standard in the Upper Peninsula. • Regularly review / update administrative rules • Plan and execute audits and investigations for rules and complaints. • Track compliance with Commission orders. • Maintain emergency action plans and preparedness measures. • Conduct after action reviews of emergencies. • Improve reliability through performance-based ratemaking. • Support the transition to IP-911. • Explore opportunities to incorporate equity into utility procurement practices.	• Continue to review plans for low-income energy waste reduction programs. • Engage interested parties in the establishment of procedures for the review of environmental justice impacts in integrated resource plans. • Conduct a proceeding on improving the rate case process. • Assess low-income program options, design and accessibility. • Participate in low-income workgroup initiatives. • Examine role in addressing systemic racism's impact on energy and telecom programs. • Encourage customer protections in emergency conditions. • Administer and promote customer programs. • Continue targeted energy waste reduction programs. • Continue to build on integration of Customer Assistance Division and DEI officer into rate cases. • Enable transparent and accessible processes.	• Conduct a proceeding on expanding opportunities for public engagement. • Maintain website with accurate and unbiased information. • Evaluate Listserv messaging and external newsletter. • Establish and encourage virtual participation in workgroups and proceedings. • Expand social media presence. • Engage partners on informational webinars/forums. • Evaluate communication and outreach programs and efforts. • Maintain branding standards and guidelines.
CORE OPERATING PROCESSES	• Expedited pilot process. • MPSC communications plan process. • Outreach process. • MI Power Grid Initiative. • Workgroup processes. • Participation in partnerships.	• Case No. U-21227 process to track investments utilizing IIJA/IRA funds. • Renewable Energy and Energy Storage Siting case processes. • Rulemaking processes. • MI Power Grid Initiative. • Rate case and plan case processes. • Audit and Investigation processes. • Emergency planning processes.	• Low-Income EWR Workgroup planning. • DEI Team processes. • Participation in partnerships. • Gas and electric customer choice programs administration. • MEAP program and grants administration. • MPSC website administration. • Rate case process.	• MPSC website administration. • E-Dockets process. • Listserv administration. • Communications protocols and processes. • Surveys and workgroups. • MI Power Grid Initiative. • Public comments processes.
KEY MEASURES	• Complaint processing time. • Voluntary green pricing participation. • Utility demand response program participation. • Utility distributed generation program participation.	• Electricity outages – Michigan weighted SAIFI. • Natural gas pipeline inspections. • Regulatory case processing. • IP 911 implementation.	• Average electric and natural gas bill ranking within the US (residential). • Michigan electricity price ranking among other US states. • MEAP self-sufficiency participation.	• Average #/days to close complaints. • Number of Listserv subscribers.

MPSC
Michigan Public Service Commission

Department of Military and Veterans Affairs
Fiscal Years 2025 - 2029

FOUNDATIONS	MISSION	VISION	VALUES
	The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.	Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.	• **Provider of Exceptional Service**-a team committed to its mission, continuous improvement, and solving future challenges. • **Leader in Innovative Solutions**-a thought leader, piloting future capabilities, providing unrivaled training opportunities leveraging Michigan's geography, people, and technology-based industry. • **Cornerstone of Michigan Communities**-dedicated citizens invested as life-long partners building thriving communities. • **Workplace of Choice**-values its team members, demonstrates commitment to individual and organizational development, and generates loyalty and pride across the team. • **Center of Performance Excellence**-providing ever-improving value to its stakeholders and achieves sustained organizational effectiveness.

KEY GOALS	Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
KEY STRATEGIES	• Strengthen readiness of the Michigan National Guard to top 1/3 in the nation, resulting in growth of modern force structure and mission sets. • Strengthen Michigan DMVA programs to increase availability and utilization by veterans and their families. • Implement a master plan for the Michigan's State Veterans Home (MSVH) system that enables provision of nation-leading quality of care and expansion of services to meet the capacity and service needs of Michigan's veterans and their families. • Modernize and expand DMVA's facilities through coordinated resourcing priorities, multi-use efficiencies, and increased state, federal, and private support. • Position Michigan as the ideal location to live, work, raise a family, and retire.	• Create branch-specific hiring and management policies to cultivate a positive workplace culture of respect, inclusion, and diversity across all branches. • Create talent management programs that invest in DMVA's talent through staff and leadership development, performance accountability and recognition, and a culture of exceptional customer service. • Empower leaders to set policy that values employee wellness and healthy work/life balance, attracting and retaining DMVA team members. • Improve communication across the DMVA to ensure consistent messaging and employee engagement to improve overall performance. • Listen to Employees. • Employer of Choice.	• Improve recruiting for DMVA programs by increasing partnerships and advocacy in Michigan schools. • Improve service and expand support to veterans and their families by aligning efforts across the State to improve Michigan's "no wrong door" culture through inter-organizational partnerships. • Expand postsecondary education, employment, and entrepreneurial opportunities for MING members and veterans. • Expand partnerships that enhance DMVA's ability to provide ready and responsive domestic operations capabilities to Michigan and partner states. • Build mutual readiness through a whole-of-state approach to MING's partnership with Latvia, Liberia, Taiwan, and the US Virgin Islands. • Partner with MDC to market DMVA assets, obtain new missions, and obtain additional resources	• Modernize training areas to allow Joint All-Domain Operations with the manning and equipment to support increased usage, enhanced infrastructure, short and long-term funding that align with the STRATCOM and Legislative focus. • Michigan exercises continually achieve joint certification while focusing on integration into a fully contestable environment that is tailorable at echelon. • National All Domain Warfighting Center engages and hosts strategic, operational, and tactical experimentation and demonstration of new equipment, capabilities, and doctrine. • The NADWC and the Kelly Johnson All Domain Innovation Center (KJADIC) markets and engages DoD, Industry, and Academia to synchronize and maximize joint innovative initiatives.	• Create DMVA-wide departmental understanding, collaboration, and synchronization between all branches. • Transparently and efficiently resource DMVA initiatives through department-wide collaboration and innovative funding solutions. • Establish DMVA themes, messages, images, and engagements in support of departmental Strategic Objectives.	• Grow DMVA's influence in Michigan's Defense and Homeland Security Enterprise. • Obtain future DoD and defense-related mission sets. • State Partnership Program Innovation Network (SPPIN). • DMVA Executes Innovation Initiatives. • Leverage DMVA's capabilities, emerging technologies, and defense initiatives to obtain future DoD and defense related mission sets.	• Protect Michigan's environment through responsible conservation of natural resources, energy resilient facilities, and commitment to clean water. • Train and Equip a climate-ready force by anticipating, training, and equipment for evolving operational environment. • Enhance Adaptation and Resilience Through Collaboration instituting effective and efficient climate adaptation over the range of DOD missions, operations, and infrastructure requires leveraging all relevant information, methods, technologies, and approaches.

Department of Military and Veterans Affairs
Fiscal Years 2025 - 2029

VALUES
- **Provider of Exceptional Service-**a team committed to its mission, continuous improvement, and solving future challenges.
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FOUNDATIONS	MISSION The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.	VISION Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

KEY GOALS	Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
KEY STRATEGIES				• The DMVA develops and markets a cyberspace operations and electromagnetic warfare training capability able to integrate joint, interagency, inter-governmental, and multinational cyberspace operations and electromagnetic activities into all five domains of warfare in a live and virtual training environment. • Obtain enduring resourcing for Northern Strike as the exercise arm of the National All – Domain Warfighting Center (NADWC) building collective training event for the Department of Defense.			

Department of Military and Veterans Affairs
Fiscal Years 2025 - 2029

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KEY MEASURES	• By 2025, maximize federal funding regarding ongoing operations and capital investments for all MVH skilled nursing facilities. • By 2026, Michigan connects veterans and their dependents to the benefits they have earned and considered a highly desired state for veterans. • MVAA continues to implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and the families. • DMVA capitalizes on dual-use infrastructure to increase efficiency and reduce redundant resource requirements.	• By 2025, DMVA increases diversity at all levels within branches to closely match local communities and Michigan demographics. • By 2025, DMVA branches initiate and execute talent management plans that foster career management and recognition as a function of performance. • By 2025, DMVA achieves a safety-conscious culture that provides a safe and healthy work environment across the department. • Engagement, support, and trust across the organization.	• By 2025, the Taiwan Armed Forces builds and trains a Combined Arms Battalion to participate in Northern Strike. Pursue a formal State Partnership Program between Taiwan and the Michigan National Guard. • By 2025, DMVA invests State resources to enhance DMVA facilities and Defense missions.	• By 2025, DMVA invests in infrastructure that promotes JADO training. • By 2025, DMVA invests in instrumentation to advance capability of JADO training during exercises. • By 2025, establish the National All-Domain Warfighting Center (NADWC) and the Kelly Johnson Joint All-Domain Innovation Center (KJADIC) as the premiere and innovative training centers for Joint All Domain training and research. • By 2025, DMVA incorporates cyberspace defensive operations into Michigan hosted exercises. • By 2026, DMVA incorporates Electronic Protection (EP), Electronic Surveillance (ES), and electronic Attack (EA) into Michigan hosted exercises. • By 2026, DMVA incorporates cyberspace offensive operations into Michigan hosted exercises.	• By 2025, DMVA achieves and sustains additional annual resourcing through P3 or grants to fund strategic goals. • DMVA strategic communication built through entire department workgroup branch public affairs, communications, recruiting and retention, and marketing/branding teams (as applicable) and operationalize the 126 Press Camp to execute Communication's Plan. • DMVA published Strategic Communication Plan and updates it annually. Communicate departmental messages in the strategic communication plan.	• By 2025, DMVA establishes a long-range precision fires range to enable multi-domain forces to penetrate and neutralize enemy A2/AD capabilities while ensuring military overmatch at every echelon. • By 2027, compete for Space Force mission sets. • By 2028, Michigan attracts additional military missions and defense contracts, with DMVA nationally recognized as the key agency shaping Michigan's proposed public-private-partnerships in the defense community.	• By 2029, build and sustain a nationally recognized MING environmental protection program, with emphasis on protecting Michigan's water and conserving natural resources. • By 2030, achieve utility resilience of all MING training installations to reduce operating costs while increasing emergency response capability and protecting the environment based on the Army "Net Zero Strategy" and Air Force "Energy Flight Plan". • By 2030, Train Safely in Extreme Conditions Review and modify existing training programs to safely develop the ability of service members to operate in extreme conditions. • By 2030, MING partners with industry to test equipment for climate effects ensuring all equipment experimentation realistically incorporates expected environmental conditions with industry.

Department of Military and Veterans Affairs
Fiscal Years 2025 - 2029

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	The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.	Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

KEY GOALS	Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
KEY MEASURES	• By 2026, Michigan connects veterans and their dependents to the benefits they have earned and considered a highly desired state for veterans. • By 2026, Michigan establishes a program to attract veterans and transitioning service-members to Michigan. • By 2028, improve and sustain readiness as measured by total manning and readiness ratings leading to selection for future mission sets. • By 2028, improve and sustain "top 1/3" readiness leading to selection for modern force structure growth. • By 2028, Michigan connects veterans and their dependents to the benefits they have earned at a rate equal to or higher than the top 1/3 of all states as reported by the US Department of Veterans Affairs. • By 2028, establish and leverage pathways that maximize community and other non-governmental support, including the expansion of the MVH geographic footprint and the menu of services offered by MVH or partners.	• By 2025, DMVA increases the employee life cycle that employees experience including how the department views the employees and how the employees view the department. • Create talent-focused individual career paths for every member of the DMVA team. Select DMVA employees for new or specialized work based upon their demonstrated and assessed talents, regardless of pay grade or time in service. • Provide targeted Holistic Health and Fitness (H2F) support to ensure the wellness of our department workforces. Focus on both work risks (i.e., occupational hazards) and individual risk factors (e.g., tobacco use, diet) to improve overall physical and mental resiliency.	• By 2025, DMVA establishes outreach programs in schools to expand advocacy and achieve 110% personnel strength and 100% entry level recruiting. • By 2025, Veterans, MING members, Reservists, and their spouses and dependents have access to comprehensive educational opportunities in Michigan. • By 2027, a veteran that reaches out to MVAA has access to all veteran benefits/services (for which he/she qualifies) available within the state. • By 2030, Michigan has clear pathways to employment for veterans, MING members, Reservists, and their spouses. • By 2030, Michigan has a robust military and veteran entrepreneurship program.	• By 2026, MING airspace becomes the most capable in the nation and includes capabilities to train manned and unmanned aircraft in a contested environment with electronic warfare and satellite operations. • By 2027, modernize NADWC capability to support JADO experimentation and demonstration for DoD, industry, and academia. • By 2027, move Northern Strike through the HQDA requirement validation process leading to funding provided in the Army POM. • By 2030, modernize GAAF to support training up to an eCAB(-) and strategic airlift/power projection. • By 2027, modernize NADWC equipment to support JADO training and readiness build up to a Division Headquarters echelon. • By 2027, MIANG Alpena Combat Readiness Training Center (ACRTC) and Camp Grayling Joint Maneuver Training Center (CGJMTC) are staffed to preform and conduct JADO training 365 days a year.			• By 2030, MING partners with industry to test equipment for climate effects ensuring all equipment experimentation realistically incorporates expected environmental conditions with industry. • By 2030, Installation Resilience Engage all DMVA facilities in a comprehensive facility assessment and resilience planning activity incorporating outcomes into facility resilience plans. • By 2030, DMVA preserve experimentation and training space climate-informed natural resource plans to better protect test and training. • By 2030, DMVA engages and works with communities in a wide array of interagency and intergovernmental forums with specific attention given to research and collaboration on new technologies, and regional-based land-use planning to adapt shared resilient ecosystems to climate impacts. • By 2030, Build partner nation capacity to respond to climate change related hazards.

Department of Military and Veterans Affairs
Fiscal Years 2025 - 2029

VALUES
- **Provider of Exceptional Service**-a team committed to its mission, continuous improvement, and solving future challenges.
- **Leader in Innovative Solutions**-a thought leader, piloting future capabilities, providing unrivaled training opportunities leveraging Michigan's geography, people, and technology-based industry.
- **Cornerstone of Michigan Communities**-dedicated citizens invested as life-long partners building thriving communities.
- **Workplace of Choice**-values its team members, demonstrates commitment to individual and organizational development, and generates loyalty and pride across the team.
- **Center of Performance Excellence**-providing ever-improving value to its stakeholders and achieves sustained organizational effectiveness.

FOUNDATIONS	MISSION	VISION
	The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.	Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

KEY GOALS	Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
KEY MEASURES	• By 2033, DMVA creates a financially sustainable and community-based MVH system by expanding the MSVH footprint so that 95% of Michigan residents live within 75 miles of a home. • DMVA resources maintenance of facilities and physical security improvements at installations. • MVAA continues to implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and the families. • MIARNG increases strength by building/modernizing readiness centers in locations based on strong recruiting demographics.	• Build upon the positive and powerful aspects of current Army culture, creating a people-focused Army culture that destroys harmful behaviors and builds trust across our formations. Amplify the positive behaviors that align with our vision of cohesive teams: civility and positive relationships; diversity, equity, and inclusion; honor and respect; empathy; and care for Soldier and Civilian well-being.					

Department of Natural Resources
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the state's natural and cultural resources for current and future generations

VISION
The Michigan Department of Natural Resources strives to be a nationally recognized leader in protecting natural and cultural resources, ensuring sustainable recreation use and enjoyment, enabling strong natural resource-based economies, improving and building strong relationships and partnerships, and fostering effective business practices and good governance

Governor's Current Values
- Opportunity
- Responsibility
- Security

DNR Additional Values
- Planning
- Aligning
- Measuring
- Leading
- Transparency

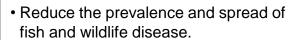|	Improve and Protect Natural and Cultural Resources	Ensure Sustainable Recreation Use and Enjoyment	Enable Strong Natural Resource-Based Economies	Improve and Build Strong Relationships and Partnerships	Foster Effective Business Practices and Good Governance
KEY STRATEGIES	• Promote fish and wildlife health. • Combat invasive species. • Manage resources for climate change. • Ensure water quality on state lands and associated water bodies. • Discover, preserve and share the stories of Michigan's history. • Protect resources and promote health and safety of citizens and visitors through education, law enforcement, and fire suppression. • Sustainable funding.	• Maintain and improve outdoor recreational infrastructure. • Expand and improve trail network. • Engage next-generation recreational users. • Sustainably manage Michigan's public lands.	• Sustainably manage state forests for timber harvest and promote construction use via mass timber. • Support natural resource and heritage tourism. • Maintain and improve forest roads, bridges, and culverts.. • Increase public access to outdoor recreation.	• Increase outreach and education networks. • Strengthen marketing efforts to broader audiences. • Provide leadership in managing public records. • Provide statewide public safety through partnerships with other law enforcement agencies. • Expand and improve tribal affairs.	• Leverage technology. • Expand use of renewables and climate smart initiatives. • Effectively engage employees. • Expand continuous process improvement efforts. • Diversify the workforce.
CORE OPERATING PROCESSES	• Sound science. • System for issuing hunting, fishing, and trapping licenses. • Surveillance activities for fish and wildlife diseases. • Invasive species collaboration and grant program. • Wetland development initiatives in partnership with key stakeholders. • Safety education classes. • Wildfire detection and response. • Stakeholder and public engagement.	• Asset management and prioritization. • Systems to manage campground and harbor reservations, park day visitors, snowmobile, ORV permits, and recreation passport sales. • Partnership with Secretary of State to promote recreation passport sales.	• Forest compartment reviews. • Campaigns to target audiences. • Habitat development and fish rearing. • Timber market development.	• Managing state parks in urban areas. • Natural and cultural resource education programs for K-12 schools. • Providing grants to stakeholders. • Negotiate consent decrees.	• DNR technology governance board. • Renewable energy and climate change sprint teams. • Employee engagement sprint team. • Government document management systems.
KEY MEASURES	• Reduce the prevalence and spread of fish and wildlife disease. • Prevent introduction of new invasive species, especially invasive carp. • Implement adapted resource management plans for climate change. • Reduce phosphorus in the Lake Erie Basin. • Decrease recreation safety incidents. • Minimize wildfire destruction.	• Reduce the backlog of state park infrastructure projects. • Provide experiences that attract more recreational users. • Increase miles of trails.	• Maintain dual certification of state forests. • Increase hunters and fishers. • Increase visitors to state parks and museums, especially out-of-state. • Increase carbon storage through the use of mass timber buildings.	• Increase and broaden participation in DNR education programs. • Broaden customer base to reflect a diverse state population. • Increase partnerships with local government record managers. • Improve implementation of consent decrees.	• Replace legacy IT systems. • Increase the number of DNR facilities powered by renewable energy and foster the sale of carbon credits. • Develop a more diverse workforce that is engaged as champions.

DEPARTMENT OF NATURAL RESOURCES · DNR · MICHIGAN

Michigan State Police
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
Provide the highest quality law enforcement and public safety services throughout Michigan.

VISION
Be a leader and partner in law enforcement and public safety, with a highly trained, full-service state police force that is mobile, flexible, and responsive to emerging public safety needs across Michigan.

VALUES
- Treat everyone with dignity and respect
- Exercise Patience and Empathy
- Take Care of Yourself and Others
- Develop Meaningful Connections
- Be Responsive and Communicate Clearly
- Embrace Learning and Growth Opportunities
- Be an Advocate for Change

KEY GOALS	Foster a superior work environment and culture where our members are well, resilient, and fulfilled. Attract the highest caliber talent to join our inclusive team, where we challenge the status quo and each other in pursuit of the public's safety.	Pursue new opportunities to provide the highest quality policing and public safety services, improve traffic safety and prevent crime.	Establish authentic community connections built on reimagining customer service and a commitment to serving others before self.
KEY STRATEGIES	• Institute an annual department Mentor Program to foster the personal and professional growth of our employees through Dec. 31, 2028. • Establish a civilian onboarding program that will foster employee inclusion and improve retention by Dec. 31, 2024. • Make training more accessible for department members and our public safety partners by utilizing virtual-reality and modern video-based learning methods and by seeking alternate training locations by Dec. 31, 2024. • Institute recruiting practices that reduce barriers to applying for trooper recruit school and increase the trooper minority applicant pool and female applicant pool through Dec. 31, 2028. • Review the impact and intent of the department's current youth mentoring efforts, including the explorer and cadet programs, with the goal of attracting and building a pipeline for entering recruit school by Dec. 31, 2024.	• Maintain trooper strength and capabilities by conducting a one-for-one replacement for all enlisted attrition, in order to maintain a minimum staffing of 2,000 enlisted members annually by December 31. • Reduce crime and improve traffic safety by developing and implementing annual district-level plans, comprised of post and section plans, based on data and best practices that focus on crime and traffic initiatives where department resources can make a positive impact through Dec. 31, 2028. • Empower worksites with the resources and latitude to tailor their annual community outreach plan to meet the unique needs of the residents and stakeholders they serve through Dec. 31, 2028.	• Capitalize on new and existing partnerships with community organizations that will increase recruiting opportunities through Dec. 31, 2028. • Build reciprocal relationships with educational institutions to foster continuous outreach and opportunities for students to engage with the MSP through Dec. 31, 2028. • Implement a customer engagement technology tool at all MSP posts to increase transparency and communication with the public, determine the effectiveness of our service delivery model, and increase engagement and trust with our customers by Dec. 31, 2025. • Engage employee resource groups in advocacy of and tailored recruiting and outreach initiatives related to their respective mission through Dec. 31, 2028.
CORE OPERATING PROCESSES	• Attracting and retaining a diverse workforce. • Fostering employee engagement and inclusion. • Developing and retaining talent. • Modernizing training.	• Delivering policing and public safety services statewide. • Investigating crime and enforcing laws. • Protecting people and businesses.	• Building community trust and partnerships. • Fostering diversity, equity, and inclusion. • Seeking diverse perspectives.
KEY MEASURES	• Increase agree score for the Employee Survey question "I am aware of the efforts my department is taking to make its employees' work experience better". • Increase percent of training offered virtually or utilizes virtual-reality. • Increase % of trooper applicant pool that identifies as a racial minority • Increase % of trooper applicant pool that identifies as female	• Increase total enlisted member strength. • Implement crime reduction and traffic safety plans. • Implement community outreach plans.	• Increase number of established partnerships with community organizations and educational institutions. • Implement customer engagement technology tool at MSP posts. • Increase agree score for the Employee Survey question "My work group has a climate in which diverse perspectives are encouraged and valued".

Department of Technology, Management & Budget
Fiscal Years 2025 - 2029

FOUNDATIONS				
MISSION DTMB drives efficiency, connects customers to services, and delivers solutions that enable government to serve the residents, visitors, and businesses of Michigan.	**VISION** To empower our employees and partners to achieve success, while being a best-in-class model for effective public services.			**VALUES** • Belonging – Embrace diversity and foster collaboration. • Customer Service – Deliver value while being understanding and professional. • Engagement – Be present and a positive influence. • Excellence - Always do your best. • Integrity - Always do what is right. • Teamwork – Work together to meet our goals.

	KEY GOALS				
KEY GOALS	**Service Delivery: Advance performance of services that we provide to our customers.**	**Employee Engagement: Foster a workplace culture rooted in equity and inclusion that encourages employees to thrive.**	**Customer Relationships: Strengthen strategic partnerships with our customers and stakeholders.**	**Cost-Effectiveness: Ensure a clear and measurable value for expenditures.**	**Communication: Apply consistent practices and expectations for communication internally and with those we serve.**
KEY STRATEGIES	• Apply a universally applicable service measurement methodology. • Establish a method to adjust services to meet acceptable service levels and evaluate opportunities for advancements.	• Develop and implement engagement action plans that are based on each employee engagement survey. • Develop and implement strategies to support employee well-being and whole health. • Develop and administer department processes for retaining, promoting, and recruiting for diverse talent at all levels. • Implement a new manager mentorship component within the DTMB mentorship program.	• Ensure cost-value analysis is clearly communicated to customer representatives and advise on operational impacts. • Seek customer feedback on service delivery and develop and implement action plans. • Ensure documentation of the customer experience for high-value customer facing DTMB services and identify areas for improvement.	• Develop consistent cost reporting, projections, and forecasting for services offered. • Define business value and acceptable service-level for each DTMB service offering.	• Identify DTMB's criteria for effective communication internally and with customers. • Create comprehensive communication guidelines that will be accessible to all employees. • Implement training programs for employees aligned to communication guidelines. • Establish methods to monitor compliance with communication guidelines. Use findings to make data-driven improvements to communication practices.
CORE OPERATING PROCESSES	• Monitoring delivery of DTMB core services. • Reporting on performance.	• Engaging employees through various channels. • Providing training and resources to managers related to engagement and diversity in recruitment.	• Managing customer relationships. • Collecting customer feedback. • Documenting customer journeys.	• Financial analysis and reporting total cost of services. • Managing DTMB's budget.	• Managing communication expectations and guidelines. • Communicating with coworkers and customers.
KEY MEASURES	• Service level expectations and agreement are being met. • Customer satisfaction scores are maintained or increased. • Projects are within scope, on time and on budget. • Year-end closing is completed on-time and without disruptions.	• Employee engagement scores are maintained or increased. • Increased applications from other public sector organizations. • Improved retention rate. • Decreased number of job re-postings. • Positive exit survey results.	• Reduction in negative customer feedback. • Customer satisfaction scores are maintained or increased. • Increased utilization of DTMB services. • Increased proactive interactions with customers. • Products and services are human centered.	• Ability to verify existence of value measurements for DTMB expenditures. • DTMB operates within its annual budget.	• Customer satisfaction scores related to communication questions are maintained or increased. • Employee engagement scores related to communication are maintained or increased. • Compliance with the practices and expectations for communication.

DTMB
Technology, Management & Budget

Michigan Office of the Child Advocate
Fiscal Years 2025 - 2029

OCA
12/15/2023

FOUNDATIONS		
MISSION To improve Michigan's child welfare system by raising awareness, advocating for changes, educating the public, and conducting thorough reviews to make recommendations for improvement.	**VISION** To support and speak on behalf of children, with the aim of making a positive impact on Michigan's child welfare system.	**VALUES** • Our agency will function as an independent and impartial entity by implementing credible review processes that prioritize confidentiality. • We are dedicated to promoting diversity, equity, and inclusion both internally and externally, and commit to cultural competency to make a difference and improve outcomes for children.

KEY GOALS	To conduct independent, impartial investigations	Make impactful recommendations that will have a positive impact on the child welfare system, raise awareness, and advocate for children.	To promote transparency in the child welfare system
KEY STRATEGIES	• Provide training opportunities to the OCA staff allowing them to enhance their investigation skills and techniques. • Have an effective Memorandum of Understanding with MDHHS that allows the OCA to conduct independent impartial investigations. • Provide the OCA staff with the ability, tools, and resources to conduct independent impartial, culturally competent investigations.	• Enhance relationships with stakeholders in order to improve communication, allowing the OCA to address issues and concerns that impact child welfare. • Support employee involvement and engagement with committees and community partners. • As a result of investigations and research conducted provide insight into local, regional, or statewide trends that affect child welfare.	• Propose legislative recommendations on a continual basis to improve child welfare. • Update the OCA website to promote transparency and highlight ongoing trends within the child welfare system. • Expand the annual report to reflect current trends within and/or affecting the child welfare system.
CORE OPERATING PROCESSES	Independently obtain documents, statements, evidence, and analysis pertaining to each case investigated.	Influence policy and practice both formally and informally. Pursue legislative advocacy in the best interests of children.	Act as a resource for information about the general functions of Michigan's child welfare system. Disseminate to the public and applicable individuals or entities, information within the boundaries of state and federal law.
KEY MEASURES	Use investigative findings to facilitate positive forward change in law, policy, and practice.	Compile and issue an annual report describing the OCA's activities during the fiscal year.	• Respond to complainants by telephone within 10 business days. • Participate in ongoing events with partners to engage those partners while supporting the Office of the Child Advocate's strategic plan.

OCA
Office of the Child Advocate

Michigan Office of the State Employer
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
On behalf of the Governor, the Office of the State Employer directs and develops statewide labor relations policy to foster fair and equitable treatment of all State of Michigan employees, negotiates and administers collective bargaining agreements, provides guidance and training, and delivers programs that cultivate employee success.

VISION
The Office of the State Employer will be the model for high quality, responsive, customer-focused service to advance effective labor-management relations.

VALUES

Opportunity	Responsibility
Security	Communication
Respect	Knowledge

	Provide enhanced training opportunities	Support the betterment of workplace health & safety	Make OSE programs work for state employees	Foster internal employee satisfaction
KEY GOALS				
KEY STRATEGIES	• Review on a regular basis and, if necessary, update and enhance training modules currently being offered. • Research alternative methods of training (e.g., webinars, videos, narrated PowerPoint, etc.). • Develop/administer 2-3 new training modules per year. • Form an ad hoc committee with departmental labor reps to identify additional training needs. • Form an ad hoc committee to identify additional workplace health and safety training needs. • Provide training to improve the quality of department-level grievance answers. • Establish and implement a process for participant evaluation for each training session offered and a method to follow-up with attendees on a periodic basis. • Implement DOJ/Treasury settlement. • Develop a new training program Managing the Workforce of the Future. • Develop a recommended course completion description for new labor relations employees.	• Advertise/promote the OSE Disability Management SAW/RTW Program. • Advertise/promote statewide safety resources; Provide Ergo & WorkSmart Assessments to all employees upon request. • Provide training to all departments & agencies upon request. • Provide MIOSHA General Industry Level I and Level II Safety Certification training to departmental Safety Coordinators and others. • Continue to work with departments & agencies reviewing their workers' compensation claims and monitor their progress with reducing claims through trend analysis and training. • Provide continuous safety consultation and training to departments & agencies to reduce workers' compensation claims and provide a safer work environment. • Ad hoc Committee discuss/develop NARCAN Training available to all departments and employees. • Explore a possible statewide contract for CPR/Defibrator Training.	• Advertise/promote and educate employees on OSE programs; Provide info to all departments to share with employees. • Engage in cross-training for all staff to ensure efficient and effective customer service. • Make internet and intranet websites more user-friendly. • Foster effective communication between departments and unions to promote positive labor-management (L-M) relations. • Utilize OSE mediation processes to help decrease grievances arbitrated. • Evaluation of grievances received by departments categorized for review and determine training opportunities for to lower number of grievances filed. • Provide training to improve the quality of department-level grievance answers. • Review/update PDF guidelines and eligibility to meet future state workforce needs. • Significantly increase OSE's leadership role with departments & agencies regarding labor relations activities to foster better outcomes and consistency across state government. • Aggressively pursue management training and standards across state government as part of overall state retention strategy. • Review OSE websites for language accessibility and implement required or necessary changes.	• Require staff to attend at least 2 types of training per year. • Establish an internal employee engagement committee. • Continuously review and improve internal processes for efficiencies and effectiveness. • Encourage staff members to treat each other and OSE customers with professionalism, courtesy, and respect. • Continue to adhere to the principles of equity and inclusion throughout OSE as outlined in Executive Directives 2019-09 and 2020-09.
CORE OPERATING PROCESSES	• Conduct training on the following: Basic Labor Relations Training, Grievance Handling; Arbitration Advocacy; ADA Title I; Investigation (Intro & Advanced); Discriminatory Harassment; Ergonomics 101; Drug & Alcohol; ALD training; Secondary Negotiations; Bargaining 101; CMVO/CDL; Office Safety; Hazard Communication; Accident Investigation. • Monitor training requirements set by DOJ settlement and provide documentation to DOJ.	• Ergonomic assessments; Drug & Alcohol administration; ALD administration; ADA Title I administration; SAW/RTW Program administration; Workers' Compensation (WC) administration; Family Medical Leave administration; workplace safety resources.	• PDF program administration; WC program administration; Negotiate & administer the collective bargaining agreements; Maintain communication with dept staff, DMO and Civil Service; Continue efforts for improvement of L-M relations.	• Staff recognition; staff updates; seminar/conference overview.
KEY MEASURES	• Number of training sessions offered. • Variety of training delivery methods offered. • Solicit and review feedback, make changes if appropriate.	• Number of employees reached with training about Disability Management Stay-at-Work/Return-to-Work Program. • Solicit and review feedback on workplace health and safety programs and training, make changes if appropriate.	• Analytics (for website traffic). • Number of employees utilizing PDF. • Number of employees trained.	• Promote enhanced communication. • Number of engagement activities.

OSE
Office of the State Employer

Michigan State Budget Office
Fiscal Years 2025 - 2029

FOUNDATIONS	MISSION	VISION	VALUES
	To recommend, implement, maintain, and oversee a balanced state budget that benefits all Michiganders.	To meet the needs of state residents in a cost-effective, efficient, and transparent manner with a focus on long-term fiscal responsibility.	• **Integrity** - Conduct the state's financial operations. • **Teamwork** - Create and support a team that works to meet common goals. • **Accuracy** - Provide accurate and timely information and data to stakeholders and residents. • Ensure proposed investments and initiatives are viewed through a lens of diversity, equity and inclusion.

	KEY GOALS				
KEY GOALS	Develop the Governor's Executive Budget Recommendation and work to enact a final budget that makes a difference in the lives of Michigan residents in an effective and efficient manner	Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Annual Comprehensive Financial Report (ACFR), payroll processing and tax reporting	Modernize the State Longitudinal Data System (SLDS) within CEPI	Maintain a supportable, upgradeable, and technically current statewide ERP system leveraging the Commercial-Off-The-Shelf solution. Ensure standardization and continued use/expansion of available functionality for maximum efficiencies	Improve the efficiency and effectiveness of the statewide risk management process (i.e. Internal Control Evaluation program) supported by the Office of Internal Audit Services
KEY STRATEGIES	• Closely collaborate with the Governor's office to ensure budget decisions align with the executive office's vision. • Maintain open channels of communication with members of the Legislature regarding budgetary needs, priorities, and risks. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Participate in Executive Team meetings to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Participate in SBO Executive Team meetings to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals. • Lead, participate in, and facilitate strategic meetings with each of SIGMA's stakeholder groups (budget, financial management, procurement, and human resources).	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.
CORE OPERATING PROCESSES	• Collect and rank investment requests from agencies in a systematic manner based on the priorities established by the governor, and the needs of the state's residents. • Review and prioritize investment requests with executive office for inclusion in the budget recommendation. • Collaborate with the Legislature during budget negotiations to reach budget agreement.	• Establish and maintain standardized accounting, payroll and tax reporting policies and procedures. • Publish year-end closing schedule to be followed by the departments. • Provide information and applicable training related to new or revised accounting standards or payroll processes. • Thoroughly test HR, Benefits, and Payroll system changes to ensure they do not adversely affect accuracy of payroll calculations.	• Ensure that the state data system supporting public education is based on national standards and becomes interoperable with other systems and agencies in support of public education thus making it more efficient and effective in meeting its purpose. • CEPI will work with its systems to provide a more seamless data experience for stakeholders, ensuring that the focus can remain on educating kids instead of focusing on transforming data into useful information.	• Establish, maintain, and strive to exceed customer support standards throughout the SIGMA operations and support organization. • Address continuous improvements through structured agile processes and engagement with business owners, stakeholders, and end users. • Adhere to state information technology standards, project management methodologies, and strong internal controls throughout all work efforts.	• Support operations and information support for the Statewide Risk Committee. • Support continued improvements to the Michigan Security Accreditation Program (MiSAP) by completing audit plan engagements, and consulting with DTMB and agencies on key activities. • Complete key activities and implement improvements to ICE related processes through greater utilization of GRC Keylight, improved reporting of deficiencies, and improved central monitoring of service organization controls. • Support efforts to assist statewide and agency compliance and accountability for programs funded with COVID-19 federal stimulus funds. Facilitate program mobilization, execution, reporting and compliance with applicable laws, rules and regulations.

SBO
State Budget Office

Michigan State Budget Office
Fiscal Years 2025 - 2029

FOUNDATIONS				
MISSION — To recommend, implement, maintain, and oversee a balanced state budget.	**VISION** — To meet the needs of the residents of the state in a cost-effective, efficient, and transparent manner with a focus on long-term fiscal responsibility.	**VALUES** — • Integrity - Conduct the state's financial operations. • Teamwork - Create and support a team that works to meet common goals. • Accuracy - Provide accurate and timely information and data to stakeholders and residents.		

KEY GOALS	Recommend the executive budget and work to enact a final budget that most effectively and efficiently meets the needs of the state's residents	Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Annual Comprehensive Financial Report (ACFR), payroll processing and tax reporting	Modernize the State Longitudinal Data System (SLDS) within CEPI	Maintain a supportable, upgradeable, and technically current Commercial-Off-The-Shelf applications for the statewide ERP system through continued minimizing of customization (SIGMA)	Improve the efficiency and effectiveness of the statewide risk management process (i.e., Internal Control Evaluation program) supported by the Office of Internal Audit Services

KEY MEASURES	• Present Executive Recommendation to Legislature, meeting all statutory requirements for information provided in conjunction with the recommendation.
	• Enrolled budget bills are reviewed thoroughly to ensure funds are appropriated for valid public purposes and boilerplate language is consistent with constitutional principles.
	• Improve the accuracy of the budget process by reducing the difference between budgeted and actual caseload-driven costs for DHHS and K-12 pupil counts.
		• Issue the ACFR as soon as possible, no later than 120 days of fiscal year-end.
		• Receive an unmodified audit opinion for the ACFR.
		• Receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the ACFR.
		• Process payroll every two weeks and ensure State of Michigan HR, Benefits, and Payroll system is available for users during business hours\meet tax deposit and tax reporting deadlines and avoiding penalties and interest.
			• Modernize operational data systems leveraging standards-based integrated systems technologies. Efforts will center around education staffing/credentialling, entity/directory, and unique education identity systems (through 2026), then will shift to student systems (through 2028)
			• Design a service-oriented architecture to facilitate and manage data exchanges. Move toward technical tool identification and implementation plan by late 2026
			• Continue to expand the architecture and design of entity, student and public education personnel data domains using the nationally recognized Common Education Data Standards (CEDS)
			• Create and maintain an expanded set of self-service data visualization tools and information data sets for use by SOM stakeholders who directly access the SLDS data sets either through the MI School Data portal or via direct data table connection. The goal is expanding access opportunities that reduce the time and effort stakeholders exert to obtain answers to key questions
				• End User Support addresses customer needs in a timely manner as follows:
				  • 90% same day resolution for calls not subject to fraud-prevention procedures.
				    • At least 75% first call resolution
				  • Ensure timely response to email requests with coverage from 7 a.m. to 5 p.m. on business days.
				• Fraud Prevention Controls are addressed in a timely manner:
				  • Same day resolution (validated change or locked account) of high-risk changes.
				  • 5 business day resolution (validated change or locked account) of low-risk changes.
				• Adjust training approach and methodology to meet the changing needs of an experienced user-base and in support of the SIGMA Upgrade efforts and develop and measure new key success factors and measurements as part of the SIGMA Upgrade Project.
				• Tier 2 ticket and issue resolution for resolution on newly identified issues that are not software defects is 10 business days or less. (Software defects are managed in accordance with our SLA's with the vendor).
				• Prior to the SIGMA Upgrade, the inventory of post-go-live work requests (PWR items) is reduced by at least 10%. Following the upgrade, the inventory post-go-live work requests (PWR items) is reduced by at least 10% each fiscal year.
				• SIGMA is upgraded to the latest release (4.0 plus appropriate feature sets available within the upgrade project timeline) in 2024 upon completion of the ACFR.
				• Beyond the upgrade to the latest Advantage 4 feature, SIGMA Operations and Support will remain current by testing and deploying each available feature set that is delivered in alignment with CGI's delivery model.
				• Continue to improve employee engagement through proactive completion and revision (as needed) of the SIGMA Employee Engagement Action Plan.
				• Actively engage in improving DEI within SIGMA Operations and Support through participation in Statewide and SBO events/activities. Develop and act upon SIGMA Specific DEI initiatives.
					• Conduct 6 statewide risk committee meetings by September 2023.
					• Coordinate completion of the Risk Profile project (risk profiles for select agencies, and issue statement guidance) completion by April 2024.
					• By March 2024, issue revisions to FMG related to ICE.
					• By July 2024, finalize enhanced ICE training, and commence delivery of training to occur July 2024 through February 2025.
					• Deliver at least one training session before March 2024 on deficiency management process.
					• Work closely with DTMB to educate managers on deficiency management, evaluate status of corrective action plans, and perform validation of CAP implementations for select deficiencies. This work will spread over the entire fiscal year 2024.
					• To enhance central monitoring of service organization controls, complete two related engagements included on the OIAS annual engagement plan by September 2024.
					• By December 2024, complete program mobilization for new FRF programs appropriated.
					• Support budget office in efforts to utilize funds by Dec. 31, 2024, for FRF programs at-risk of not meeting Dec. 31, 2024, obligation deadline or Dec. 31, 2026, spending deadline.
					• By September 2024, complete FRF quarterly reporting (for four periods through June 2023), launch and maintain remaining program dashboards during FY24 and issue FRF annual report by August 2024.
					• Complete central risk assessment and monitoring of COVID-19 federal stimulus funds by September 2024
					• Complete monitoring on all programs that ended September 2023. Commence or continue monitoring for programs that end after September 2023.

Michigan Department of Transportation
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
Serving and connecting people, communities, and the economy through transportation.
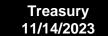
VISION
To provide people with a safe, future-driven, interconnected multimodal transportation network that ensures equitable options.

VALUES
- ❖ Visionary
- ❖ Ensuring Positive Outcomes
- ❖ People First
- ❖ Professional Excellence
- ❖ Diversity, Equity and Inclusion
- ❖ Character and Integrity

	Preserve transportation system investments	Modernize and enhance the transportation network to improve mobility, connectivity, and accessibility	Provide and support a safe transportation network for all users and workers	Advance Organizational Performance	Effectively Manage and Leverage Data Assets
KEY GOALS					
KEY STRATEGIES	• Optimize asset lifecycle management processes to better inform investment tradeoff decisions and risk management. • Strengthen partnerships with emphasis on collaboration and coordination to maximize investments and minimize disruptions. • Issue bonds approved by STC for the Rebuilding Michigan plan.	• Explore and advance technologies and services that improve travel time reliability across modes. • Evaluate new technologies to improve systems management and operations. • Support MI Future Mobility Plan goals and strategies. • Support expanded electric vehicle adoption.	• Promote safety first for all users, workers, and operators of the transportation network. • Incorporate the Safe System Approach (SSA) into department processes and activities to eliminate fatalities and serious injuries on Michigan roadways.	• Implement an MDOT Equity, Inclusion and Diversity Plan. • Advance MDOTs workforce and succession planning strategies and measures. • Foster solution-oriented partnerships with a focus on social justice, equity, and inclusion. • Cultivate strategic partnerships.	• Leverage data and technology advancement to drive efficiency and support innovation. • Optimize transportation system performance by utilizing new technology. • Continue building key skillsets to facilitate good data management, data architecture, and data analytics.
CORE OPERATING PROCESSES	• Use knowledge management strategies to expand the multi-disciplined MDOT asset management community. • Align department pavement management processes and implement new pavement monitoring technology. • Deliver local bridge bundling program. • Implement Carbon Reduction and Resilience Improvement Plans. • Issue Rebuilding Michigan approved bonds and track milestones.	• Evaluate/update the 2012 Complete Streets policy. • Implement central control of traffic signal active management. • Advance signal phase and timing (SPaT) to maximize corridor throughput. • Promote and support mobility-as-a-service options. • Implement National Electric Vehicle Infrastructure Formula program funding.	• Promote safety awareness programs for all modes including non-motorized. • Expand Vehicle to Infrastructure (V2I) on arterial roadways. • Advance SSA Safer Road strategies into program development. • Enhance safety oversight and compliance monitoring of public transportation modes. • Provide advance response training and readiness for safe, quick incident clearance.	Supporting Initiatives: • Coordinate effective implementation of IIJA, including partnership and stakeholder engagement, and support, pursue and secure non-formula funding opportunities that advance infrastructure priorities for Michigan. • Develop and implement improved agency communication and collaboration using new tools and technology. • Ongoing implementation and improvement of employee lifecycle strategies. • Continued focus on expanding knowledge management opportunities and advancing role assessment and talent review processes. • Cultivate partnerships and stakeholder engagement to achieve statewide and community goals with a focus on social justice, equity and inclusion.	Supporting Initiatives: • Embrace digital transformation of work processes. • Evaluate MDOT applications using a strategic approach to maximize business value and inform long-term IT investment decisions. • Design long-term data integration strategy including a data warehouse. • Incorporate the goals of good data management and architecture into the IT project execution process. • Recruit and cultivate people with the aptitude and skillsets to strengthen data governance, architecture and analytics.
KEY MEASURES	• Percent of trunkline pavement with 3+ years Remaining Service Life (RSL). • Percent of National Highway System pavement in Good condition. • Percent of trunkline bridges in Good and Fair condition. • Percent of Tier 1 airport primary pavement condition in Good and Fair condition. • Percent of transit facilities rated >3. • Percent of bond financed projects completed by 2025.	• Percent of person-miles traveled on the National Highway System (NHS) that are reliable. • Truck Travel Time Reliability Index. • Level of Access: National and local bus service. • Complete node buildout of alternate fuel corridors.	• Number and rate (per 100M VMT) of fatalities and serious injuries involving vehicle crash. • Number of non-motorized fatalities and serious injuries involving crash. • Number of fatalities and serious injuries in work zones. • Number of fatalities, serious injuries, and safety events involving transit modes of travel. • Miles of major arterials equipped by vehicle-to-infrastructure (V2I) technology.		

MDOT
Michigan Department of Transportation

Michigan Department of Treasury
5-Year Strategic Plan
Fiscal Years 2025 - 2029

Mission Vision Values

MISSION
The Department of Treasury provides fair and efficient financial services on behalf of taxpayers, governments, students, and all Michiganders for the long-term fiscal health and stability of our state.

VISION
Exceptional financial services for a better Michigan.

VALUES
- Integrity
- Inclusion & Diversity
- Innovation
- Public Service

Treasury Foundations

Employee Engagement	Culture of Service	Continuous Improvement

	Plan for Michigan's Short- and Long-term Financial Opportunities and Challenges	Implement Secure and Efficient Processes and Technology Solutions to Ensure Accurate Treasury Data	Define and Improve Customer Service for All Customers	Enhance Recruitment and Increase Retention of Engaged Employees by Making Treasury an Attractive and Great Place to Work
KEY GOALS				
OUTCOME METRICS	• Achieve 90% or more of the established goals for all financial stability metrics within business area plans.	• Achieve 90% or more of the established goals for all business process and technology metrics within business area plans.	• Achieve 90% or more of the established goals for all customer service metrics within business area plans.	• Turnover of staff. • Percentage of Treasury staff identified as "Champions" on the statewide employee survey.
KEY STRATEGIES	• Create a roadmap to provide financial stability for the state. • Review current tax laws and their impact on current and future revenue as a resource for policymakers. • Serve as a trusted resource providing financial technical assistance to policy makers, school districts, and local units of government. • Coordinate and provide access to financial empowerment resources and tools for all Michiganders. • Proactively mitigate financial and organizational risk.	• Use technology and tools that result in accurate and useful data. • Manage Treasury data effectively to aid in making data- driven decisions across the department. • Increase efficiency and consolidate IT systems by leveraging appropriate technology and improved processes. • Protect citizen privacy by transparently collecting only essential data, stored for only the required time, with limited required disclosure.	• Define customer service using customer input and develop benchmarks for excellence. • Enhance customer experience through interactive tools and real time solutions. • Offer regular and consistent customer service training across Treasury. • Map business processes to understand interdependencies and gaps in the internal and external customer experience.	• Provide clear expectations, resources, support, and professional development for all levels of staff. • Develop and implement a plan to become more attractive as an employer. • Continue to implement and advance best practices to further promote diversity, equity, and inclusion within Treasury.
KEY PERFORMANCE INDICATORS	• Accuracy of Treasury spend plans. • Accuracy of revenue estimates and tracking. • Timeliness of revenue sharing payments to local government units. • Meeting or exceeding targets for investments.	• Ensure key security measures meet or exceed target benchmarks. • Increase electronic services for customers. • Reduce IT project delays and ensure effective utilization of IT resources.	• Percent of Individual Income, Business, and City Taxes processed within same year. • Timely customer assistance. • Quality of customer/stakeholder interactions. • Timely financial and accounting services.	• Attrition Rates. • Increase Treasury staff "Champions" percentage. • Percent "Agree" score for the statewide Employee Engagement Survey question, "I intend to stay with the State of Michigan for at least another 12 months.".

Michigan Department of TREASURY

Michigan State Lottery
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
- To maximize net revenues to supplement state K-12 public education programs.
- To provide fun and entertaining games of chance.
- To operate all games and bureau functions with nothing less than total integrity.

VISION
To exceed $1 billion in annual contributions to Michigan schools through responsible growth, innovation, and customer service.

VALUES
- Opportunity
- Responsibility
- Security
- Innovation
- Integrity

KEY GOALS	Increase School Aid Fund contributions	Control costs	Implement Technology Systems Updates	Provide responsible gaming resources
KEY STRATEGIES	• Research and Development. • Scratch-Ticket Growth. • Online Instant Game Growth. • Online Account Acquisition. • Cashless Acceptance.	• Weekly and Monthly Reports. • Uncollectable Debt. • Semi-Annual Financial Audits.	• Charitable Gaming Portal. • iLottery System Replacement.	• Compulsive Gambling Helpline. • Retailer awareness. • Online tools. • Online resources.
CORE OPERATING PROCESSES	• Research and Development. Qualitative and quantitative research including focus groups and online surveys; monthly printed product meetings to review scratch and pull tab game performance; quarterly printed product meetings to review performance highlights in other jurisdictions; conferences to discuss successful games and view new products; A/B testing online to determine player preferences. • Instant-Ticket Growth. Monthly printed product meetings to review scratch and pull tab game performance; game launch schedule optimization; prize structure optimization; setting quarterly incentive bonuses for sales representatives that meet sales goals; retail incentives for meeting sales goals; monthly regional staff meetings to review performance. • Online Instant Games. Portfolio modification aligned with market research; development and maintenance of annual road map to track and ensure targets are met; review of sales reports; comparison of game performance against similar games. • Online Account Acquisition. Optimization of owned assets such as the website, mobile apps, and retail integrations; effective use of affiliate partners and external media supported by the advertising budget to increase brand awareness; promotional offers and incentives. • Cashless Acceptance. Retail incentive for accepting cashless; regional staff meetings to review performance; signage at retail locations; increased number of self-service machines accepting cashless; cashless activity reporting to track growth.	• Financial Reports. Daily, monthly, and annual financial data reconciliations; budget development and monitoring; weekly and monthly reports; monitoring of internal controls for effectiveness. • Uncollectable Debt. Credit check process; retailer account monitoring; use of bonds, inventory reduction, terminal deactivation and other liability controls; communication with assigned district sales representative regarding account; direct communication with licensee. • Semi-Annual Financial Audits. Effective application of internal controls; remediation of any identified concerns; one-on-one interviews with auditors and leadership.	• Charitable Gaming Portal. Transition to a new electronic data management system that includes a customer facing web portal for Charitable Gaming. • iLottery System Replacement. Rebid and transition to a new contract for the iLottery platform and related services.	• Compulsive Gambling Helpline. Marketing Standard Guide reviewed by RG manager; bureau policy; review of game specifications. • Retailer Awareness. Preparation of licensee materials; addition of confirmation to licensing agreement; review by RG manager. • Online Tools. Monitoring reports showing use of tools; communication with vendor and call center; customer feedback. • Online Resource Page. Monitoring of page availability; checking links to confirm active; review and update of resource information as needed. • Monthly Emails. Monitoring email delivery; review of reports showing number of opens; reviewing and updating content as needed.

MICHIGAN LOTTERY

Michigan State Lottery
Fiscal Years 2025 - 2029

FOUNDATIONS

MISSION
- To maximize net revenues to supplement state K-12 public education programs.
- To provide fun and entertaining games of chance.
- To operate all games and bureau functions with nothing less than total integrity.

VISION
To exceed $1 billion in annual contributions to Michigan schools through responsible growth, innovation, and customer service.

VALUES
- Opportunity
- Responsibility
- Security
- Innovation
- Integrity

KEY GOALS

Increase School Aid Fund contributions	Control costs	Implement Technology Systems Updates	Provide responsible gaming resources

KEY MEASURES

Increase School Aid Fund contributions
- Annual Increase. Measured as contribution for the current fiscal year compared to the prior fiscal year with a target of 3% increase per year for a total of 15.9% over five years.
- Retail Instant-Ticket Facings. Measured as the average number of unique instant tickets visibly displayed to players at sales locations statewide with a target of increasing 1 a year to an average of 40 facings at the end of five years.
- Early New Game Activation. Measured as the average number of retail locations that activate a new scratch game within 3 days of receipt with a target of reaching and maintaining a statewide average of 98% over the next five years.
- New Online Instant Games. Measured as number of new online instant games introduced annually with a target of at least 30 games a year for a total of 150 new games released over the next five years.
- Online Account Acquisition. Measured as a percentage of total Michigan population with a target of a 3% increase over the current 20% coverage, over the next five years.
- Cashless Acceptance. Measured as number of cashless transactions in the current fiscal year compared to the prior fiscal year with a target increase of 2% a year for a total increase of 10.4% over the next five years.

Control costs
- Annual Operating Costs. Measured as a percentage of net annual operating revenue with a target of keeping operating costs at or below 3% of net operating revenue each year for an average of 3% or less over the course of five years.
- Uncollectable Debt. Measured as a dollar amount with a target of keeping uncollectable debt at or below $500,000 a year for an average of $500,000 or less in uncollectable debt over the course of five years.
- Semi-Annual Financial Audits. Measured as reported performance with a target of completing all semi-annual audits without a finding of material weakness over the course of five years.

Implement Technology Systems Updates
- Charitable Gaming Portal. Measured as completing each milestone on or before a specific date assuming no unplanned project changes. Testing Complete by June 30, 2024. Internal transition and training complete by September 2, 2024. Customer portal go live complete by September 3, 2024.
- iLottery System Replacement. Measured as completing each milestone in time for a complete conversion and new system go-live (if needed) by July 1, 2026, assuming no unplanned project changes. Bid submission were due on November 29, 2023. Review of bid submissions, proposal scoring, and draft award recommendation complete by second quarter of 2024 to enable a new contract start date of August 2024.

Provide responsible gaming resources
- Compulsive Gambling Helpline. Measured as a percentage of tickets and printed advertisements that include the compulsive-gambling helpline with a target of 100% of tickets and printed advertisement including the helpline over the course of five years.
- Retailer Awareness. Measured as a percentage of licensed sales agents that have confirmed awareness of responsible-gaming resources with a target of 100% of licensees having confirmed awareness as part of the licensing process.
- Self-Exclusion Program. Measured as the availability of self-exclusion to registered account holders with a target of 100% availability when the sales platform is in operation and accepting wagers, for an average of 100% availability over the course of five years.
- Online Resource Page. Measured as the availability of the resource page on the website with a target of 100% availability when the website is active for an average of 100% availability of the course of five years.
- Responsible-Gaming Emails. Measured as the number of monthly responsible-gaming emails sent to active account holders with a target of 12 emails a year for a total of 60 emails over the course of five years.

MICHIGAN LOTTERY

Michigan Gaming Control Board
Fiscal Years 2025 - 2029

| FOUNDATIONS | MISSION
Ensure the conduct of fair and honest gaming to protect the interests of the citizens of the State of Michigan. | → | VISION
To be a premier gaming and horse racing regulatory agency through the effective application of laws and regulations in a reasonable, consistent, and efficient manner. | ← | VALUES
• Integrity (be guided by a high sense of ethics and accountability).
• Effectiveness (focus on results by following best practices)
• Initiative (self-empowered).
• Innovation (think outside the box).
• Respect (treat others how they would want to be treated). |

KEY GOALS	Align and Change for the Future	Engage, Develop, and Invest in Our People	Plan, Prepare, and Invest in Technology and Infrastructure	Implement and Maintain Continuous Internal Improvement	Create Collaboration and Maximize Resources
KEY STRATEGIES	• Create a responsible gaming outreach plan to include social media, community presentations, and advertising to achieve the maximum number of media spots possible per month by September 30, 2024. • Develop an annual report analyzing and forecasting changes impacting the gaming industry with the first report published by December 31, 2023. • Review and submit at least one set of draft administrative rule revisions to the Michigan Office of Administrative Hearings and Rules in 2024 and annually, by February 28.	• Advise all employees of available job-related training, continuing education, or certification annually by October 31. • Establish a method for all employees to recommend employee engagement initiatives and improvements by September 30, 2024.	• Infrastructure, Security, and Special Projects will consult with the Department of Technology, Management, and Budget to identify all agency computer software systems that are approaching end of life support in 2024 and annually, by December 31. • Develop and implement an agency portal solution to streamline and automate business processes for both internal and external stakeholders by December 31, 2025. • Redesign and implement a user-friendly website to share relevant information with the public by December 31, 2024.	• Update and disseminate the agency's business continuity plan to management in 2024 and annually, by December 31. • Each section will create/update a step-by-step manual for the core functions within their section in 2024 and annually, by December 31. • All managers and supervisors will review internal business processes within their section and report identified potential improvements to their Deputy Director in 2024 and annually, by June 30. • Ensure all agency official records are stored and maintained electronically in the agency's document management systems by September 30, 2024.	• Create a multi-state task force who will meet periodically and discuss online gaming changes, trends, and goals by June 30, 2024.
CORE OPERATING PROCESSES	• Outreach • Communication • Rulemaking processes. • Regulatory processes.	• Employee training. • Employee professional development. • Managing organizational performance. • Outreach • Employee engagement/Workplace culture. • Communication	• IT modernization. • Customer service. • Licensing processes.	• Managing organizational performance. • Emergency planning. • Records retention processes. • Document management. • Lean process improvements.	• Industry/Stakeholder engagement. • Outreach
KEY MEASURES	• Number of media spots. • Social media analytics (number of clicks). • Number of community presentations. • Number of promulgated rules.	• Percentage of employees participating in DEI activities. • Percentage of Champions from the statewide Employee Engagement survey.	• Percentage of stakeholders using portal. • Percentage of paper documents received. • Website analytics (number of clicks). • Percentage of customers satisfaction surveys.	• Decrease risks impacting agency operations. • Number of safeguards and policies in place to mitigate risk. • Number of paper records stored. • Percentage of process improvement recommendations. • Increased efficiency of business processes.	• Number of meetings to increase visibility to stakeholders.