



State of Michigan

Strategic Plan for the State

Fiscal Years 2027 to 2031

Pursuant to the requirements set forth in MCL 18.1363

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State of Michigan Fiscal Years 2027 - 2031

VALUES

Opportunity, Responsibility, Security

EXPECTATIONS

Commitment, Integrity, Respect, Positive Leadership, Inclusion

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

FOUNDATIONS

KEY GOALS

Infrastructure

Education

Workforce and Economic Development

Clean Energy and Environment

Health Care Outcomes and Affordability

Governmental Accountability

Public Safety

KEY STRATEGIES

Fix state and local roads, bridges, and transit to keep Michiganders safe, lower their costs, and improve the flow of commerce.

Ensure every child has a solid academic foundation for success with free, high-quality public education from pre-K through postsecondary education.

Train workers for good-paying, in-demand jobs, continue bringing supply chains home, and build up cities and towns to make them better places to live, work, and invest.

Protect Michigan's water, air, and land to improve quality of life today and ensure future generations benefit from these extraordinary natural resources.

Deliver access to quality, affordable health care to Michiganders in every region of the state, support health care providers, and improve outcomes.

Ensure state government provides consistent, high-quality services while using taxpayer resources efficiently.

Support first responders and public safety initiatives to reduce crime and improve quality of life in every community.

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.
- Universal FAFSA policy.
- Continue to lower cost of higher education and invest in outreach to students and families.
- Continued investment in post-secondary scholarship fund to ensure sustainability of investments.
- Invest in student success and the reduction of barriers to degree completion.

- 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, work, and to gain postsecondary credentials.
- 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.



Department of Agriculture and Rural Development

Fiscal Years 2027 - 2031



FOUNDATIONS

MISSION
Improve quality of life by protecting Michiganders from the pump to the plate, supporting farmers and producers who put food on the table and creating economic opportunities within the agriculture industry.

VISION
A vibrant agriculture industry that reinforces Michigan as a national leader in improving the lives of those we serve through effective government, upward economic mobility and diverse, healthy food production.

VALUES

- Accountability
- Integrity
- Problem Solving
- Opportunity
- Customer Service

KEY GOALS

Food Safety, Human and Animal Health

Environmental Sustainability

Economic Development

Efficient Effective Government

KEY STRATEGIES

Ensure Michiganders have access to safe food and protect the state from biosecurity and animal disease hazards through education-based enforcement and service delivery.

Protect Michigan farmland, those who work on it and the products it cultivates through conservation programming, invasive species and disease management and education-based enforcement, all rooted in the best available science.

Create economic development opportunities for producers and food and forestry businesses through grant investments, market access facilitation and education resources that keep Michigan's ag industry thriving.

Be seen as a leader in efficient and effective government through emergency management response, consumer protection efforts, laboratory services and data-driven solutions and opportunities that benefit customers and employees alike.

CORE OPERATING PROCESSES

- MDARD priorities embedded in all policy and programs:
 - Resiliency from climate change, extreme weather, and supply chain disruptions.
 - Diversity in agricultural production and access to the food system.
 - Economic prosperity across Michigan.
 - Making MDARD the best place to work through employee engagement, workforce recruitment, professional development, and career advancement.
- MDARD culture embedded in all approaches:
 - Diversity, Equity, and Inclusion – Sustainable strategic program that fosters an engaged workforce to better serve customers, stakeholders, and communities.
 - Employee Safety – Proactive approach to safety-related risks at the forefront of operations.
 - Lean Process Improvement – Continuous improvement methodology to ensure efficient processes and further develop the staff skills.
 - Professional Development – Training and education to develop new skills, stay apprised of current trends, advance careers, and develop departmental leadership.
- Fundamental maps – A visual representation of the organization's key goals, industry measures, metric ID numbers, outcome measures, owner, core processes, and process measures.
- Department scorecards and data warehouse – A detailed summary of progress toward achieving the outcome measures, along with the data needed to calculate status.
- Heat maps – An internal review of risk factors across each program in the department.
- Employee Engagement Survey – An external survey of staff intended to measure engagement, capture best practices, and identify areas for improvement.
- Intentional conversations – A practice of frequent communication between staff and their supervisor regarding expectations and impediments.
- Strategic Action Plans – Areas where additional resources and efforts will be focused to achieve a measurable breakthrough in priority areas.
- Standard Operating Procedures – Mechanisms that capture both required and best practices for completing all work related to department activities.
- Impediment Tracking and Resolution – Mechanism for collecting and addressing impediments as identified by staff.
- Multi-year implementation of 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.
- Internal communications that include routine correspondence, meetings and planning workshops:
 - Leadership team meetings covering high priority updates from department executive leaders, staff recognition, bureau/division hot topics, and strategic action plan updates.
 - All supervisor meetings for all MDARD supervisors, ensuring consistency in strategic approaches and departmental priority implementation.
 - Financial budget meetings with Division Directors to align division financial transactions with departmental fiscal budgets.
 - New supervisor training aimed at enhancing leadership skills of new supervisors.

KEY MEASURES

- Food establishment compliance
- Farm and facility compliance
- Disease control
- Inspection timeliness
- Local Health Department accreditations
- Pesticide misuse investigations
- Motor fuel vapor pressure

- Water quality monitoring
- Conservation practice adoption
- Right to Farm evaluations
- Plant pest and disease containment
- Bulk agrichemical storage inspections

- Grant dollars leveraged
- Job creation
- Company visits
- Expansion investments
- Export certification

- Department-wide FOIA compliance
- FEMA Incident Command System Training
- MiAg Grants user adoption
- Online license application and renewal adoption
- Consumer Protection, Laboratory, and Integrated Solutions metrics

Michigan Department of Civil Rights

Fiscal Years 2027 - 2031

FOUNDATIONS

MISSION
Eliminate discrimination through education, enforcement, engagement, and equity.



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

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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.). 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. • Strategic Initiatives and Public Information. • Development, Innovation, & Access (DIA) • Finance & Management Services Division 	<ul style="list-style-type: none"> • The Senior Leadership Team maintains the process flow for MDCR Performance Excellence Plan, Employee Engagement, and incorporation of racial equity within the Department. 	<ul style="list-style-type: none"> • Enforcement Division activities (complaint investigations, Mediation, Reconsideration, Investigation Settlement/Conciliation, Hearings, Legal Counsel). 	<ul style="list-style-type: none"> • Community Engagement and Education Division activities. • Development, Innovation, & Access (DIA) activities. • Enforcement Division activities (non-complaint investigations). • Strategic Initiatives and Public Information Division 	<ul style="list-style-type: none"> • MDCR Strategic Initiatives and Public Information Division oversees, manages, and maintains the MDCR communications operational engagement with earned, paid, and social media platforms.
KEY MEASURES	<ul style="list-style-type: none"> • 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 utilize the Civil Rights Information System (CRIS) data management system. 	<ul style="list-style-type: none"> • Employee Engagement Action Plan is in development to address issues raised during statewide 2024 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Update all MDCR materials including training, complaint process, development, innovation, & access (DIA), 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. 	<ul style="list-style-type: none"> • Engage and assess number of municipal governments sectors adopting racial equity and DIA 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.

Michigan Department of Corrections Fiscal Years 2027 - 2031

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.

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.

FOUNDATIONS

KEY GOALS

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 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 security threat group (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 Corrections

Fiscal Years 2027 - 2031

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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.

KEY GOALS

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

UPDATES TO 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.
- **UPDATE:** In 2018, the MDOC began an 18-month credit waiver program that allowed new corrections officers to begin their career with the department while pursuing the required college credits.
- The Recruitment Division also began conducting open houses at correctional facilities, implemented regional interview sites across the state to save potential employees travel time and expense, and encouraged facility involvement in the recruitment process, with participating facilities distributing recruitment cards for staff to share with job seekers in their communities.
- The MDOC Recruitment Division adopted effective communication channels. Candidates were able to track the status of their application as it went through the hiring process and recruitment team members reached out to potential recruits via phone or text as an alternative to the standard application system emails.
- A marketing contract was established that utilized social media, in addition to traditional advertising mediums, for a modern recruitment campaign.
- In 2021 a workgroup was created to explore how facilities can be more involved in the recruitment and hiring processes and assist the recruitment team.
- In September 2024, a Recruitment EPIC Team was established to find innovative ways to increase the applicant pool, discuss barriers to recruitment, identify ways to advertise, and discuss venues.

- **2.1:** Provide continuous case management from conviction through discharge with a target date of June 1, 2026.
- **UPDATE:** COMS Trust module went live October 2020.
- COMS Healthcare eMAR (electronic Medication Administration Record) began pilot in May 2021 and rollout began after January 2022 and is live.
- COMS Meal Tracking (part of Food Service module) went live in three phases and was fully live in June 2021.
- Field Operations and Parole Board aspects of the COMS Case Management module went through user acceptance testing. Problems with data quality in the legacy OMNI and OMS systems required new approach to data migration. New COMS system will have old OMNI/OMS data available as PDF documents for users to look up, but old data can't be auto loaded into COMS due to poor data quality. COMS Case Management installment for Field Operations and Parole Board went live on September 19, 2022. A second release occurred on August 14, 2023 with a final release on April 2, 2024.
- The pilot release of CFA Case Management functions was implemented on May 23, 2024, and released statewide on September 24, 2024.
- The second CFA release is anticipated to go live on August 17, 2026, which will close the COMS project.
- Following the COMS project closure, the Office of Research and Planning will resume implementation of CFA Manual Processes to provide full case management from conviction through discharge.

- **3.1:** Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of December 1, 2025.
- **UPDATE:** In February 2024, a Classification EPIC Team was established to create a program and security classification continuum to outline placement, from reception to parole.
- On November 21, 2025, the Classification EPIC Team presented their recommendations to Director Washington for approval.
- **3.2:** Align department resources with offenders' risks and needs with a target date of December 1, 2025.
- **UPDATE:** In February 2024, a Classification EPIC Team was established to create a program and security classification continuum to outline placement, from reception to parole.
- On November 21, 2025, the Classification EPIC Team presented their recommendations to Director Washington for approval.

- **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.
- **UPDATE:** Pending.
- **4.2:** Continue to safely reduce the use of segregation with a target date of November 1, 2025.
- **UPDATE:** The department has long believed in the reduced usage of segregation and the diversion of all seriously mentally ill prisoners from segregation.
- An EPIC Committee tasked with looking at the use of segregation created the Start Program, which was implemented at three facilities, Ionia Correctional Facility, Oaks Correctional Facility and Marquette Branch Prison.
- The Start Program is a therapeutic housing unit and program which teaches prisoners life and personal skills to help them avoid behaviors that require escalating security precautions, as well as address their overall mental health needs.
- Since inception, more than 150 segregation beds have been removed from the system and the number of seriously mentally ill prisoners in segregation has plummeted.
- CFA was looking at other facilities for the Start Program to continue building upon the success that was achieved thus far.
- There was continued tracking of those in segregation to make sure they were in for the right reasons and, if they should be removed, that it happens as soon as possible.
- Another segregation team was established and began meeting in March 2021. A number of team members visited segregation units throughout the state. A

- **5.1:** Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 1, 2026.
- **UPDATE:** Workgroup was established and co-chairs identified.
- **5.2:** Strengthen family reunification efforts with a target date of June 1, 2023.
- **UPDATE:** Established a formal Family Advisory Board, which meets on a monthly basis. The board has also hosted two public events (Lansing and Detroit) to allow the board and department to hear direct feedback from families.
- Changes have been made to the prisoner visiting policy in conjunction with this process and continues to explore other steps to create greater connections between those that are incarcerated and their families while improving interactions with the department.
- **5.3:** Increase programming opportunities for those serving life sentences with a target date of June 1, 2024.
- **UPDATE:** The core programming policy has been updated to grant access to core programming and additional educational opportunities to those serving life beginning in December 2024. Lifers have begun being enrolled in these programming opportunities, consistent with evidence-based practice and department policy. Program participation is being tracked by the department.



Michigan Department of Corrections

Fiscal Years 2027 - 2031

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FOUNDATIONS

KEY GOALS

Invest in our employees

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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

UPDATES TO KEY STRATEGIES

- *The department hired a recruitment and retention consultant (PFM) to help in identifying additional strategies in recruitment, along with recommendations for retaining staff, especially in targeted regions in the state. PFM will be conducting focus groups and studying demographics to draw conclusions and recommendations.*
- *To enhance recruitment efforts for corrections officers, the following steps were taken, in addition to available bonus programs:*
 - *Increased starting wages by eliminating the two lowest steps on the pay scale.*
 - *Modified the pay scale to reach the top step in three years instead of six years.*
 - *A new higher-paying step to the pay schedule has been requested.*
 - *Pay scale changes could increase state contributions to 401(k) retirement accounts or pension accruals.*
- *On September 5, 2025, and September 15, 2025, the Recruitment EPIC Team presented their recommendations to Director Washington. The team is working toward implementation of the approved recommendations and continuing to gather information for additional recommendations. The Team engaged with an outside consultant who has completed focus groups throughout our correctional facilities and is in the process of finalizing a report on their findings and recommendations.*
- **1.2:** Implement process for new employee focus groups and consultations with new hires with a target date of April 1, 2023.
- **UPDATE:** Pending.

- **2.2:** Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of June 1, 2026.
- **UPDATE:** COMS Trust module went live October 2020.
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- national survey was sent out to gather best practices. Wardens with segregation units were also surveyed on many recommendations to gather their input. A pilot was implemented at Oaks Correctional Facility for placement or prisoners into segregation. The pilot process required a three-step approval for placement of a prisoner in segregation (Classification Section, Assistant Deputy Director of Operations, and CFA Deputy Director). The pilot was expanded to Bellamy Creek Correctional Facility and Ionia Correctional Facility. The Team formulated recommendations to be discussed with the Director.*
- *December 12, 2022 – The Segregation EPIC Team established target dates for each recommendation.*
 - *Of the 27 recommendations, 17 are complete/no further action needed and 10 are working toward completion.*
 - **4.3:** Expand strategies to better and more consistently manage Security Threat Groups (STG) with a target date of August 1, 2024.
 - **UPDATE:** Pending a Security Threat Group (STG) EPIC Team.

- **5.4:** Expand college access for more prisoners with a target date of December 1, 2023.
- **UPDATE:** The department has partnered with 11 colleges/universities to offer classes and degrees within department facilities. Several additional colleges/universities are developing programs to partner with the department in the near future. Nearly 1,000 students are currently participating in these classes each semester.
- *Michigan has more prison-based programs approved for the Pell grant than any other state in the country and has begun planning for a new school building at the Thumb Correctional Facility. This school will likely be the largest correctional school in the country (by enrollment) once completed.*



Michigan Department of Corrections Fiscal Years 2027 - 2031

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.

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.

FOUNDATIONS

KEY GOALS

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

UPDATES TO KEY STRATEGIES

- **1.3:** Ensure diversity, equity and inclusion are foundational elements within all aspects of the department with a target date of October 1, 2023.
- **UPDATE:** DEI training has been incorporated into department required training modules for all staff. DEI communications and recognition of groups has been ongoing. The DEI Strategic Plan was created in 2023 with five objectives created with the primary goal of increasing Diversity, Equity, and Inclusion at the department.
- Objective 1: Ensure diversity, equity, and inclusion principles are at the core of all we do and who we serve by implementing this action plan and holding regular meetings, by reviewing and updating this plan every two years, by engaging staff members and implementation efforts. (Objective met and continuous).
- Objective 2: Foster an inclusive work environment for staff. We do this by reviewing the DEI related questions on our employee engagement survey and implementing the data for action planning creating employee resource groups and support, reviewing policy and programming regularly, ensure that there are no barriers based on protected classes regarding our recruitment and retention efforts. (objective met and continuous).
- Objective 3: Ensure equitable hiring, retention, and promotional practices. We do this by ensuring that all policies procedures and systems are free from bias and promote the MDOC as an equal opportunity employer. We ensure that staff working with recruitment and hiring receive training specific to those roles. (Objectives met and continuous).



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UPDATES TO KEY STRATEGIES

- *Objective 4: Support offender success. Enhance and review all programming and services for offenders, parolees, and probationers to include equity and inclusivity.*
 - *The MDOC has continuously worked to improve the quality of programming and services to benefit everyone placed under the MDOC's jurisdiction. Significant additional progress has been made regarding utilizing evidence-based curriculum and the MDOC has welcomed the use of those with lived experience to help foster success in areas such as peer recovery coaches. While the Department will maintain a focus on continuous process and program improvement, this objective is considered complete for the strategic plan period.*
- *Objective 5: Foster development and growth for our managers and leaders. We do this by specifically creating training for leadership roles and ensuring that managers and leaders lead with awareness to diversity, equity, and inclusion. Training completed with rollout for FY 2026. (Objective met and continuous).*



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UPDATES TO KEY STRATEGIES

- **1.4:** Establish a formalized mentoring program for staff with a target date of February 1, 2024.
- **UPDATE:** A Mentoring EPIC Team was created in January 2024 to establish a formalized mentoring program for staff to aid in personal development and positive growth. The Mentoring EPIC Team continues to meet and work toward this objective.
- The Mentoring EPIC Team is collaborating with the Leadership Academy EPIC Team to streamline recommendations from both teams. The Leadership Academy EPIC Team is scheduled to present their recommendations to Director Washington on December 18, 2025.
- **1.5:** Continue to become a trauma-informed department with a target date of August 1, 2026.
- **UPDATE:** Pending.



Michigan Department of Education Fiscal Years 2027 - 2031

Guiding Principles

- 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.
- 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.
- 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.
- All students are provided every opportunity to achieve the broadest range of life dreams.
- Families and communities are essential partners of teachers, support staff, and administrators in the education of students.
- 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 (continued)

- 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 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 Fiscal Years 2027 - 2031

Guiding Principles

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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

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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.

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Increase the Numbers of Certified Teachers in Areas of Shortage

Provide Adequate and Equitable School Funding

KEY MEASURES (continued)

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?

Environment, Great Lakes, and Energy Fiscal Years 2027 - 2031

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

KEY GOALS

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 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, manage wastewater to protect our surface and groundwater, and become more resilient to rainfall events.
- 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 regulated entities.

- 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.
- Invest in local infrastructure.
- Oversee and conduct contaminated site cleanup.
- 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.
- Engage with climate tech and circular economy businesses.

- 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.
- 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.

Michigan Department of Health and Human Services

Fiscal Years 2027 - 2031

FOUNDATIONS

MISSION

MDHHS provides services and administers programs to improve the health, safety, and prosperity of the residents of the state of Michigan.

VISION

Deliver health and opportunity to the people of Michigan, 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 GOAL

Keep Kids Safe

KEY STRATEGIES

1. Expand support for youth and families with serious emotional disturbance.
2. Reduce the rate of maltreatment and recurrent maltreatment for children in foster care.
3. Work in partnership with the State Court Administrative Office and local courts to address rates of permanency within 12 months.
4. Expand and support the use of Family Impact Teams to be used when Children’s Protective Services involvement is not warranted.
5. Continue design and implementation of the Children’s Services Administration (CSA) teaming model.
6. Quickly identify families at-risk of removal due to Substance Use Disorder (SUD) usage and provide appropriate resources.
7. Continue pursuing an expansion of the adoption subsidy program with the federal government.
8. Expand community-based behavioral health and juvenile justice services with a focus on quality assurance, diversion, peer-delivered supports, improved screening, and comprehensive reentry programs that ensure continuity of care and successful transitions.
9. Encourage juvenile justice facilities to comply with reporting of bed availability to better serve youth and communities within the state.

CORE OPERATING PROCESSES

1. Prioritize and facilitate family team meetings and necessary collaboration to reduce maltreatment in care.
2. Implement rigorous and continuous quality improvement reviews.
3. Expand use of the (SUD) priority notification form.
4. Continue statewide ChildStat.
5. Work with key partners to implement identified improvements for placement criteria and residential facilities.

KEY MEASURES

1. Rate of permanency in 12 months.
2. Rate of maltreatment and recurrent maltreatment in care.
3. Number of counties using CSA teaming model.
4. Statewide use of bed management tool by juvenile justice facilities.
5. Rate of SUD priority notification form.

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KEY GOAL

Build Strong and Healthy Families and Communities

KEY STRATEGIES

1. Expand the number of Family Resource Specialists available at local offices to reduce conflating poverty with neglect.
2. Ensure accuracy in the delivery of benefits.
3. Prioritize chronic disease prevention programming and investments that improve access to healthy food, physical activity, quality health care, safe and healthy environments, and reduce the root causes of persistent health disparities.
4. Ensure fair access and planning, expand independent advocacy, and improve accountability through tracking of services and outcomes.

CORE OPERATING PROCESSES

1. Provide public assistance benefits in a timely and efficient fashion to eligible individuals.
2. Identify and implement best practices to reduce the Supplemental Nutrition Assistance Program (SNAP) payment error rate.
3. Improve access to safety net services for low-income households at risk of essential utility shut-off.
4. Expand access to reproductive and prenatal care, culturally-responsive supports, safe sleep initiatives, and home visiting programs while reducing barriers and addressing harmful behaviors.

KEY MEASURES

1. Percent of individuals receiving more than one benefit program from the department.
2. Churn rate (percent of recipients who fall off for administrative reasons and reapply in three months) for benefits programs.
3. Average number of days to eligibility determination and redetermination for FIP and SNAP.
4. Percent of children ages 5 and under who are cross enrolled in Women, Infants, and Children (WIC), Medicaid, SNAP, and SER.
5. Number of SER households receiving Michigan Energy Assistance Program (MEAP) self-sufficiency dollars.
6. Burden of chronic disease and disparities (percent of population diagnosed with obesity, hypertension, diabetes, cancer, etc.).

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KEY GOAL

Expand Access to Behavioral Health Services

KEY STRATEGIES

1. Increase access to Substance Use Disorder (SUD) and behavioral health services statewide.
2. Expand SUD and behavioral health services through early intervention and prevention through managed care plans.
3. Collaborate with external organizations to train and support internal/external partners and systems providers to implement a family-driven and youth-guided approach to the development and delivery of behavioral health services for children, youth, and families.
4. Improve behavioral health service system access through the expansion of key existing services and streamline access and coverage to these services.
5. Maintain the Community Transition and Support Team to guide effective and timely discharge planning for youth in congregate care settings.
6. Continue development and implement the improvement and expansion of data collection and monitoring of children's behavioral health services, including public-facing access to targeted information.

CORE OPERATING PROCESSES

1. Pursue opportunities to expand public awareness of available SUD services.
2. Work with key partners (health plans, families, youth, and advocates) to address gaps in policy or capacity.
3. Implement a new streamlined, person-centered approach to mental health coverage.
4. Maintain and expand SUD map throughout MDHHS applications (ex. MiBridges) and identify opportunities to share the resource.

KEY MEASURES

1. Reduction of emergency department overstay.
2. Improved discharge data reported for youth in congregate care settings.
3. Number of unique visits to SUD map website.
4. Promotion of available SUD services

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KEY GOAL

Improve Customer and Employee Experience

KEY STRATEGIES

1. Employ a diverse workforce that reflects a diverse population.
2. Expand leadership development throughout the department.
3. Emphasize fair and accountable leadership, workplace belonging, and equal opportunity to succeed.
4. Empower diverse talent, enhance organizational effectiveness, and foster innovation.
5. Promote improved access to resources, employment opportunities, and culturally responsive supports that empower individuals.

CORE OPERATING PROCESSES

1. Implement a flexible staffing model for the Economic Stability Administration (ESA) that allows for processing outside of standard work hours.
2. Revise metrics and evaluation process for ESA local office employees.
3. Improve navigation of internal and external resources and expand the usage of the MDHHS MiQ&A (AI Chatbot) to address user issues and answer questions.
4. Ensure MDHHS employment opportunities are posted on various platforms to recruit diverse populations.
5. Evaluate all funding sources for opportunities for innovation, inefficiencies, or reallocation.

KEY MEASURES

1. Average employee turnover percentage.
2. Usage of the MDHHS AI Chatbot.
3. Implementation of revised evaluation process for ESA.
4. Percentage of MDHHS leaders attending leadership development opportunities.

Department of Insurance & Financial Services

Fiscal Years 2027 - 2031

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.

FOUNDATIONS

KEY GOALS

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 STRATEGIES

- Educate Michigan consumers on emerging issues impacting their insurance and financial services.
- Amplify financial empowerment and education efforts.
- Decrease the underbanked population.
- Promote ACA Marketplace Enrollment.
- Maintain and expand insurance and financial sectors in the State of Michigan.

- Implement fair and effective regulatory practices that protect Michigan consumers.
- Improve customer service access and speed.
- Provide ongoing auto insurance outreach and support.
- Support efforts to make health insurance more accessible and affordable.
- Support access to safe and sound financial services.
- Increase outreach and education efforts with consumers, licensees, and financial and insurance services industries.

- Provide continuing education for managers and training for new managers.
- Cross train employees to assist similar functions especially where workloads are cyclical.
- Expand recruitment and retention efforts.
- Create office-specific onboarding resources.
- Increase awareness of career opportunities within insurance and financial services industries in Michigan.

- Replace antiquated software, create online systems to better serve DIFS employees, consumers, and licensees.
- Maximize electronic storage and maintenance of records.
- Partner with the Legislature and serve as a resource to policymakers to update statutes to better serve consumers and modernize regulatory practices.
- Review and update policies and procedures to promote standardization across DIFS' offices.
- Review and update IT examination programs.
- Research and assess risks and benefits associated with emerging technologies.
- Prepare and respond to program accreditation matters.

CORE OPERATING PROCESSES - TACTICS

- Build DIFS-specific consumer education efforts using various communication channels.
- Expand engagement with stakeholder and community groups.
- Communicate with Michiganders about the ACA Marketplace open enrollment period to increase enrollment.
- Expand the Michigan Open Accounts Coalition (MOAC) to increase access to financial services.
- Promote financial education during Financial Literacy Month in April 2026 and other opportunities throughout the year.

- Expand procedures to identify and address industry violations and detect fraud.
- Use survey feedback to streamline compiling information and reducing response times to complaints.
- Continue providing auto insurance education and research.
- Increase communication with industry on topics related to current and emerging issues.
- 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.
- Conduct knowledge sharing sessions among DIFS staff.
- Identify and support opportunities that foster employee growth and prepare entry-level staff for long-term careers within DIFS.
- Partner with colleges, universities and other institutions to develop a pipeline of students for financial services and insurance careers.
- Encourage professional designations and certifications as part of career development and department-wide operational efficiencies.
- Promote Insurance Careers Month in February 2026.

- Work with DTMB to modernize DIFS' software and capabilities.
- Review, clean, and reorganize electronic records.
- Continue to review Michigan's consumer finance statutes with an eye toward modernization.
- Continue to pursue modernizations to the captive insurance statute.
- Continue to monitor and analyze artificial intelligence and its impact on the financial services and insurance industries.
- Identify areas requiring attention and develop and implement new or improved processes.

KEY MEASURES

- Number of outreach events and attendance.
- Number of press releases issued.
- Website analytics (e.g., traffic).
- Social media analytics (e.g., engagement).
- Number of MI Open Accounts and participating institutions.
- Number of Michiganders enrolled during the ACA Health Insurance Marketplace open enrollment period.

- Number of examinations completed for banks, credit unions, consumer finance entities, mortgage licensees, and insurance licensees.
- Number of consumer calls received.
- Number of complaints received.
- Amount of consumer recoveries.
- Number of Patient's Right to Independent Review Act (PRIRA) cases.
- Number of Utilization Review (UR) appeals.

- Number of recruitment events and attendance.
- Department retention rate.
- Employee participation in State of Michigan Learning Center trainings.
- Manager participation in *Managing the Workforce of the Future* program.

- Compliance with accreditation standards.
- Number of bulletins issued.
- Compliance with deadlines and requirements set in new state laws.
- Number of department legislative priorities introduced in the legislature.

Department of Labor and Economic Opportunity

Fiscal Years 2027 – 2031

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

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

KEY GOALS

Close Opportunity 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 and Welcoming Communities

KEY STRATEGIES

Prioritize Assistance:

1. Maintain at least 65% of assistance in geographically disadvantaged areas. Boost procurement to firms in disadvantaged areas to 20%.
2. Overall reduction in homeless by 1%.
3. Support more than 280,000 participants per year for LEO-E&T programs, which are intended for, but not limited to, underrepresented populations and individuals with barriers to employment.

Close Wage Gaps:

4. Support the creation of 12,000 Children’s Savings Accounts.
5. MiSTEM will reduce opportunity gaps and serve 10,000 under-served or underrepresented educators, administrators, and students.
6. Boost wages for Going PRO Talent Fund participants by 6.5% and 25% for LEO-E&T training participants.
7. Maintain the amount of assistance to diverse businesses of at least 35% of assistance being provided to businesses with diverse ownership.

Close Employment Gaps:

8. Increase awareness of agency programs and services and drive participants toward LEO-E&T programs.
9. Grow and diversify the network of vendors and service providers that hire or support the placement of individuals with disabilities.

Increase Opportunity:

10. The Office of Global Michigan (OGM) will lead processes and development of language access plans and language access implementation for all SOM departments.

1. Increase awareness of labor and wage protections, as well as safe working conditions as part of job quality principles, through enhanced outreach promoting the Workplace Rights one-stop site and the LARA small business one-stop emphasizing responsibilities, rights, compliance, and regulations; by contacting 34,000 people to increase web traffic.
2. Ensure effective responsiveness of housing, health & safety, wage, complaints/apparent violations, and workers compensation claims filed to 85% within targeted timelines.
3. Develop a transformational approach to worker health and safety.
4. Pay unemployment benefits to 87% of eligible applicants within 21 days of their first compensable week while maintaining an improper payment rate of less than 10%.

1. Lift 40,000 Michigan families out of poverty by the end of FY27.
2. Increase co-enrollment across LEO-E&T programs to connect dual customers with additional services that lead to positive outcomes for credentials and employment.
3. Secure additional funding sources to support LEO-E&T programs and services.
4. Increase the implementation of project-, problem-, and place-based (3P) education-based instruction in K-12 schools in Michigan and expose 100,000 students to STEM careers.

Create Better Jobs

1. Secure competitive business growth opportunities which result in more than 3,500 total jobs that are either above the ALICE1 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 26,100 small businesses through contracts with small business service providers as well as direct finance assistance to small businesses.
3. Provide business support services and funding to help launch 2,175 new businesses in FY2026.
4. Deploy grants and loans to assist small businesses with accessing an additional \$525.5 million in capital in FY2026.
5. Facilitate matching and other contract bidding opportunities for small businesses to increase their revenue by \$1.91 billion in FY26.

Address Talent Shortcomings

6. Provide internship placement opportunities to 600 graduates in STEM-related fields within the State of Michigan in FY2026.

Broadband

1. Boost high-speed internet adoption to 76% and availability to 93%.

Housing

2. Increase the stock and quality of homes, financing 28,000 Housing Units by end of FY27.

Placemaking

3. Catalyze the investment of \$1.8 billion of Private Investment in Michigan communities in FY2026.
4. Create vibrant communities through reactivating 2.3 million square feet of publicly owned property.

Community Support Systems

5. Generating \$116 million in economic impact through supporting the increase in volunteerism in Michigan.
6. Supporting community centers and other organizations receiving capacity building services to stabilize them and improve their services for the ALICE population.

Build Welcoming Communities

7. Become a top 10 state for net talent migration by promoting Michigan as a place of opportunity for all people.
8. ORP will support rural resiliency by offering programs that build rural capacity and prepare communities to capitalize on opportunity.
9. The Office of Rural Prosperity’s Rural Readiness Grant Program will build capacity for underserved rural communities by funding collaborative planning, capacity-building projects, and readiness initiatives that position communities to access state, federal and philanthropic investment.
10. Support community resiliency by strengthening community capacity to respond, plan, and grow.



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Create Better Jobs and Support Small Businesses

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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, CWETO

KEY MEASURES

LABOR FORCE GROWTH

- % of LEO-E&T participants employed.
- Post-Secondary Credentials.
- Secondary credentials.
- Number of returning citizens placed/hired for jobs.
- State Incented Housing Units.
- Leveraged Placemaking Investment.
- Public space reactivated.
- High-Speed Internet Availability.
- Protection and Safety Outreach Contacts.
- Percent of LEO-E&T participants maintaining employment (2nd and 4th quarters after completion of services).
- Percent of LEO-E&T participants retained with the same employer (2nd and 4th quarters after completion of services).
- Interns Placed.
- Number of communities with economic resilience strategies.
- Number of employers and MWA staff trained on attracting workers to Michigan to fill labor force gaps.
- Number of identified priority vital documents that will be translated.

ORGANIZATIONAL PERFORMANCE

- Budget deployed.
- % of procurement to geographically disadvantaged businesses.
- Constituent satisfaction.
- Employee engagement score.
- Active ERG members.
- Internal communications interactions.
- Timeliness of response to Labor Agency complaints/notices.
- % of claimants first UI payments made within 21 days.
- % of audited claims with valid eligibility determinations.
- % of nonmonetary determinations made within 21 days.
- Improper payment rate.

HOUSEHOLD INCOME

- Pathway jobs.
- % increase in wages for LEO-E&T participants who receive training.
- % increase in wages – Going Pro Talent Fund participants.
- Number of apprentices who completed their registered apprenticeship
- Number of businesses served through LEO-E&T
- Students exposed to STEM careers
- Small business jobs created.
- Facilitated revenue for small business.
- Small businesses assisted.
- New business starts
- Capitol formation
- % of assistance to diverse businesses.
- Number of under-served or underrepresented educators, admins, and students served.

ALICE RATE

- Number of ALICE families served
- Number of organizations receiving capacity building services
- Number of households served through VITA program
- Economic impact of volunteerism
- % assistance in geographically disadvantaged areas
- High-speed internet adoption
- Number of children with new savings accounts
- Homelessness reduced
- % of Total Targeted Rural Prosperity Participants Achieved
- Number of participants in LEO-E&T programs
- Number of apprentices from underserved populations
- Number of youth participants served
- Number of youth participating in registered apprenticeships
- Number of individuals with disabilities served
- Number of Justice Involved Individuals served
- Number of customers enrolled in more than one LEO-E&T program
- New funding secured in support
- Number of new funding sources for LEO-E&T programs and services



Department of Licensing and Regulatory Affairs

Fiscal Years 2027-2031

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
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KEY STRATEGIES

- Research best practices across other states to assist in proposing/developing/recommending licensing and regulatory changes.
- Streamline licensing and regulatory processes by leveraging team analysis, Lean Process Improvement efforts, enterprise solutions, and advanced technologies.
- Provide ongoing staff training and other resources to improve department services, regulatory compliance, and the overall customer experience.
- Create and distribute enhanced educational resources to a wide variety of licensees, stakeholders, customers, and the public.
- Recommend statutory and administrative rule changes to improve licensing and regulatory processes.
- Ensure a user-friendly process for filing complaints.
- Foster partnerships through continued engagement with national boards, national accreditation bodies, state agencies, educational institutions, and other stakeholders.
- Advance and sustain organizational governance and leadership that promotes equity and inclusion.

CORE OPERATING PROCESSES

- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none"> Application and licensing processes. Systematic review of regulatory requirements. Systematic review of technology modernization. | <ul style="list-style-type: none"> Enforcement processes. Investigation and inspection processes. Reporting and resolution processes (focused on compliance and regulatory issues). | <ul style="list-style-type: none"> Performance management processes. Complaint intake processes. Reporting and resolution processes (focused on service efficiency and timeliness). | <ul style="list-style-type: none"> Effective communication with licensees and stakeholders. Complaint resolution processes. Customer feedback and satisfaction tracking processes. |
|---|--|--|---|

KEY MEASURES

- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none"> 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. | <ul style="list-style-type: none"> Evaluate compliance rates by license type. Evaluate bureau/department stakeholder outreach and public engagement efforts. | <ul style="list-style-type: none"> Timely resolution and/or completion of enforcement actions. Consistent, timely, and effective fulfillment of statutory requirements. Timely application processing. | <ul style="list-style-type: none"> 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. |
|--|--|---|---|



Michigan Department of Lifelong Education, Advancement, and Potential

Fiscal Years 2027 - 2031

FOUNDATIONS

MISSION

To improve outcomes from birth to postsecondary so all people can succeed with a path to a high-demand, high-paying career right here in Michigan.

Vision

To Achieve Equitable Lifelong Education, Advancement, and Potential for All Michiganders

VALUES

- Michigander-focused. Customer Service. Excellence. Integrity. Teamwork. Engagement. Equity.

KEY GOALS

Sixty by 30 – 60 percent of Michigan residents complete a postsecondary certificate or degree by the year 2030

Expand access to and availability of funding for Early Learning and especially PreK For All.

Continue to lower cost of higher education.

Expand access to and availability of funding for Out of School Time activities

KEY STRATEGIES

- Assess, report on, and promote the value of earning a skill certificate or degree.
- Increase momentum for college-going for high school students and adults, including administering FAFSA completion strategies and promoting early credit opportunities.
- Lower the cost of college through state scholarships and grants, including Michigan Reconnect, the Community College Guarantee, and Michigan Achievement Scholarship.
- Identify and scale what works in partnership with institutions to increase student success and eliminate barriers, including administering College Success Grants and convening the Basic Needs Taskforce.
- Grow community and employer partnerships and alignment in support of education and workforce goals, including retaining recent graduates in Michigan and connecting them with good paying jobs.

- Promote the value of high-quality early learning by articulating the impact for children, families, and the economy.
- Connect directly with families to drive enrollment.
- Lower the cost of childcare with childcare scholarship and tri share.
- Increase access to childcare by increasing childcare providers state-wide and in targeted areas.
- Increase talent pool for early educators through targeted post secondary and credentialing initiatives.
- Remove barriers for providers of early learning and for families.
- Connect and grow cross sector collaboration between economic development, early learning, and local and statewide partners.
- Innovate workforce strategies to make early learning an attractive career.

- Administer state student financial aid including Michigan Reconnect, the Community College Guarantee, and Michigan Achievement Scholarship.
- Lead statewide outreach efforts to build awareness of state programs and eliminate perceptions that college is financially out of reach.
- Promote completion of the Free Application for Federal Student Aid (FAFSA) to increase use of federal scholarships and grants and build awareness of the true cost of college.

- Provide support for in-person before-school, after-school, before-and-after-school, and/or summer programming to children and youth in any of grades K-12.
- Award grants through a competitive application process under [Michigan Public Act \(P.A.\) 120 of 2024, Section 32n](#).
- Connect Tribal organizations, governments, and community leaders to support with access and information.
- Administer 21st Century Community Learning Centers (21st CCLC) program as authorized under Title IV, Part B, of the Elementary and Secondary Education Act (ESEA) of 1965 as amended by the, Every Student Succeeds Act (ESSA) of 2015.
- Adjust grant language to specifically list “Indigenous/Tribal Organizations and Community Centers” as eligible applicants for grant programs.
- Provide technical assistance through in-person roadshow events and virtual sessions.

CORE OPERATING PROCESSES

- Scholarship and grant administration for recent high school graduates and adult learners.
- Communications and outreach for students, families, educators, colleges/universities, and partners.
- Data collection, management, and analysis.
- Partnerships with stakeholders.

- Administration of early learning funds.
- Communications and outreach for families, educators, providers, and partners.
- Data collection, management, and analysis.
- Partnerships with stakeholders.

- Scholarship and grant administration for recent high school graduates and adult learners.
- Communications and outreach for students, families, educators, colleges/universities, and partners.
- Maintenance of consumer information resources.
- Data collection, management, and analysis.

- Administration of funds.
- Communications and outreach for families, educators, providers, partners, community-based organizations and Intermediate School Districts.
- Data collection, management, and analysis.
- Partnerships with stakeholders.

KEY MEASURES

- Student persistence, transfer, and graduation rates.
- Degrees and certificates earned.
- Statewide attainment rates and progress toward sixty by 30.

- Children enrolled in a PreK for All program.
- Licensed childcare facilities states wide.
- Children receiving childcare scholarship or utilizing Tri-Share.
- Children served in other early learning opportunities, such as Early On, Early Childhood Special Education.

- FAFSA completion.
- High school and adult college going rates.
- Participation in state scholarship and grant programs.

- Community-based organizations and intermediate school districts for program capacity.
- Number of after-school, before-school and summer camp providers.

Michigan Public Service Commission

Fiscal Years 2027 - 2031

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

- Public Interest First
- Evidence-based
- Transparent & Accountable
- Equity-oriented
- Inclusive & Engaging
- Collaborative & Innovative

EXPECTATIONS

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

KEY GOALS

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 interested parties.
- Evaluate energy and technology pilots expeditiously.
- Support utility infrastructure investments to enable customer adoption of distributed energy resources and electrification as appropriate.
- Identify key drivers for the development of customer-based energy solutions and develop related metrics through the U-21400 financial incentives and disincentives proceeding.

- Implement procedures for IRP and clean energy plans, renewable energy and energy waste reduction plans, and renewable energy siting.
- Regularly review and 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 and support resilience for critical facilities.
- Support the transition to IP-911.
- Continue to implement strategies to incorporate the recommendations from the third-party utility audit in rate cases and distribution plans.
- Conduct natural gas pipeline safety inspections.
- Use information campaigns and enforcement actions to reduce the number of damages to infrastructure.
- Maximize the opportunity to leverage federal dollars to invest in utility infrastructure.

- **Facilitate the development of** plans for low-income energy waste reduction programs.
- Engage interested parties in the establishment of procedures for the review of **affordability, public health, and** environmental justice.
- **Implement improvements to the rate case process for efficiency.**
- Assess low-income program options, design and accessibility.
- **Lead** low-income workgroup initiatives.
- **Address** disparities in access to resources and other barriers that limit full participation in energy and telecom programs.
- Encourage customer protections in emergency conditions.
- Administer and promote customer programs.
- Continue to **integrate** Customer Assistance Division, the community, advisors, and key staff into rate cases.
- Enable transparent and accessible processes **through increased data accessibility and streamlined participation in proceedings.**

- Continue to implement opportunities for expanding public engagement.
- Cultivate and maintain a community partner network to engage with local communities.
- Hold public meetings across the state.
- 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.
- MPSC Behind the Meter Podcast.

CORE OPERATING PROCESSES

- Utility customer choice programs administration
- Expedited pilot process
- MPSC communications plan process
- Outreach process
- Workgroup processes
- Participation in partnerships

- Case No. U-21227 process to track investments utilizing federal funds
- Renewable Energy Storage Siting case processes.
- Rulemaking processes
- Rate case and plan case processes
- Audit and Investigation processes
- Emergency planning processes

- Low-Income EWR Workgroup planning
- Assessments of social impact and disparities
- Participation in partnerships
- 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.
- Public comments processes.
- Community Partner Network

KEY MEASURES

- Complaint processing time
- Voluntary green pricing participation
- Utility demand response program and distributed generation program participation
- Aggregated DR participation
- Customer choice program participation

- Reliability measures identified in the U-21400 financial incentives and disincentives proceeding
- Natural gas pipeline inspections
- MISS DIG calls
- Excavation damages to intrastate pipelines
- 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
- Vulnerable households served (MEAP)
- APP enrollment

- Average #/days to close complaints
- Social media metrics: followers on X, Facebook, Instagram, and LinkedIn, reach of social media posts
- Podcast views and downloads
- Public hearings held and attendance

Department of Military and Veterans Affairs

Fiscal Years 2027 - 2031

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

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.

KEY GOALS

Enhance Mission Readiness and Modernize Capabilities Across All Domains

Develop and Retain a Future-Ready Workforce

Deliver World-Class Veteran Services

Establish NADWC as a Premier Platform for Joint All-Domain Training, Innovation, and Strategic Readiness

Cultivate a Cohesive, Transparent, and Responsive Communication Culture

Invest in Michigan's Future Through Youth Development and Career Readiness

KEY STRATEGIES

- Transform Army National Guard Readiness and Lethality.
- Recapitalize the Fighter and Tanker mission at Selfridge ANGB and achieve initial operational capability by FY2032.
- Secure a Next-Generation mission for Battle Creek ANGB by FY2030.

- Refine and Update Force Development and Talent Management Strategies
- Enhance Force Development, Recruiting, and Retention (MIANG)
- Enhance Joint Leadership Development (MIARNG / MIANG)
- (Civilian) Enhance Recruitment and Onboarding Processes
- Enhance Performance Management and Recognition Systems
- Improve Employee Retention (MVAA)
- Cultivate a Workplace of Choice (MVH)
- Strengthen Talent Management and Organizational Support (State Operations)

- Increase the Number of Veterans Connected to Benefits
- Expand Veteran Burial Access Through State-Operated Cemeteries
- Expand postsecondary education, employment, and entrepreneurial opportunities for MING members and veterans.
- Make Michigan the Nation's Leading State for Veteran Opportunity
- Deliver High Quality, Member-Centric, Skilled Nursing Care
- Advance Financial Sustainability for MVH
- Maintain an Effective MVH Business Process Framework
- Ensure Viable Veteran Infrastructure
- Build Community Awareness and Support for MVH

- Modernize NADWC Infrastructure to Enable Persistent Multi-Domain Training
- Sustain and Grow Exercise Northern Strike as DoW's Premier Distributed Training Event
- Establish KJJADIC as a DoW Innovation Laboratory and Air Domain Awareness Center of Excellence
- Expand Strategic Partnerships to Enhance NADWC's National Impact
- Develop NADWC as a Hub for Joint Force Concept and Capability Validation

- Develop and Implement a Comprehensive DMVA Communication Strategy
- Establish a DMVA-wide Communication Council
- Standardize Communication Training for Leaders and Staff
- Preserve and Communicate DMVA History and Heritage

- Establish a Consolidated Youth and Job Challenge Campus at Fort Custer
- Increase STARBASE Influence and Capabilities



Department of Military and Veterans Affairs

Fiscal Years 2027 - 2031

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Invest in Michigan's Future Through Youth Development and Career Readiness

KEY MEASURES

- Authorized end strength grows to 8,500 with at least 110 percent manning by FY29.
- Secure appropriate state/federal maintenance funding to sustain armory modernization
- Mission Training Complex (MTC) at Camp Grayling reaches full operational capability by FY29.
- Secure funding to construct motor vehicle storage facilities at Kalamazoo, Calumet, Taylor, and Jackson West by 2030
- Electronic warfare training area established at Camp Grayling by FY30 to replicate contested spectrum conditions.
- Resolve Selfridge Runway Encroachment non airfield portion by FY28; Airfield portion by FY2030.
- Achieve F-15EX personnel readiness and certification by FY31

- MVAA implements merit-based hiring and employee survey system by FY26
- Reduce time-to-hire by 30 days by FY27
- Reduce attrition loss rates to less than 10% annually across the MVAA by FY28.
- Achieve an overall 90% in employee satisfaction scores (as measured by employee surveys) by FY29.
- Attract and Retain Talent Through Enhanced Soldier Benefits (MIARNG) by 2030
- Enhance Force Development and Talent Management (Army National Guard) by 2030

- Increase the number of veteran benefit claims filed annually by 10% by FY27
- Michigan's first state-operated veterans cemetery in Crawford County is fully operational by 2030.
- Achieve and maintain ≥4-star CMS rating at all homes by FY27
- Complete construction of Marquette replacement facility by 3QFY28
- Increase community partner engagement by 50% by FY28

- Establish full 365-day staffing model at CGJMTC and Alpena CRTC for year-round JADO training by FY27.
- Complete MTC, SCIF, and 5G modernization at Camp Grayling by FY27.
- Install electronic warfare and ADA test environments across NADWC by FY28.
- Modernize Grayling Army Airfield (GAAF) to support ECAB(-) operations and strategic airlift by FY30.
- Secure Army POM funding for Northern Strike by FY27
- Formalize partnerships with three universities and one national lab by FY27.
- Expand support to include one homeland defense and one civil support partner by FY29.

- Operate within a fully integrated communication ecosystem by 2030.
- Develop enterprise-wide oral history collection program by FY27, capturing interviews across MIARNG, MIANG, MVAA, MVH, and State Operations.
- Integrate historical products into communication campaigns, recruiting content, and museum displays by FY28.

- Secure Public-Private Partnership (P3) funding for a Youth Challenge Campus construction by FY27.
- Operate in new MYCA facility by FY30
- Develop and implement a STARBASE Funding Diversification Plan by Q1 FY27 that secures at least three distinct funding streams (e.g., federal grants, private-sector sponsorships, philanthropic contributions, educational partnerships)



Department of Natural Resources

Fiscal Years 2027 – 2031

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 | DNR Additional Values |
| <ul style="list-style-type: none"> • Opportunity • Responsibility • Security | <ul style="list-style-type: none"> • Planning • Aligning • Measuring • Leading • Transparency |

KEY GOALS

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
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KEY STRATEGIES

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
<ul style="list-style-type: none"> • 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 • Effectively maintain or remove dams • Sustainable funding 	<ul style="list-style-type: none"> • Maintain and improve outdoor recreational infrastructure • Expand and improve trail network • Engage next-generation recreational users • Sustainably manage Michigan's public lands • Pursuit of traditional and non-traditional sustainable funding options, including federal 	<ul style="list-style-type: none"> • 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 • Administer gas, oil, and mineral leasing programs • Explore opportunities for leasing DNR-managed public lands for carbon sequestration and storage, and geologic hydrogen • Explore emerging markets like capturing carbon and hydrogen as a fuel source 	<ul style="list-style-type: none"> • Increase outreach and education networks • Strengthen marketing efforts to broader audiences • Provide statewide public safety through partnerships with other law enforcement agencies • Expand and improve tribal relationships • Implement the Public Land strategy • Grow venison donation program • Maintain and create new collaborations around history interpretations and programs 	<ul style="list-style-type: none"> • Leverage technology • Expand use of renewables and climate smart initiatives • Effectively engage employees • Expand continuous process improvement efforts • Diversify the workforce and our customer base • Effectively manage and maintain assets

CORE OPERATING PROCESSES

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
<ul style="list-style-type: none"> • 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 • Dam management sprint team • Stakeholder and public engagement • Refresh existing exhibits, and new sites • Regular archaeological reviews and continuous care of archaeology collections 	<ul style="list-style-type: none"> • 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 • Add heritage/cultural interpretation to trails 	<ul style="list-style-type: none"> • Forest compartment reviews • Campaigns to target audiences • Habitat development and fish rearing • Timber market development • Maintain a collaborative and productive relationship with the Office of Outdoor Recreation Industry • Work with industry and decision makers to research feasibility of new markets • Established program to recognize and promote Heritage Trail experiences 	<ul style="list-style-type: none"> • Managing state parks in urban areas • Natural and cultural resource education programs for K-12 schools • Providing grants to stakeholders • Negotiate consent decrees • Outreach and information sharing with elected officials and stakeholders • Provide exceptional customer service • Build partnerships and support with food security networks, farmers, hunting community, legislatures, etc. • Consultation, joint projects and willing NAGPRA Collections compliance with tribal partners • New MOUs for collaborative management of history museums and programs 	<ul style="list-style-type: none"> • DNR technology governance board • Energy Transition and Climate Core Teams • Employee engagement sprint team • Implement asset management systems and processes • Provide early archaeological review of projects to minimize disruption while maintaining protection of historic and indigenous sites

KEY MEASURES

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
<ul style="list-style-type: none"> • Reduce the prevalence and spread of fish and wildlife disease • Prevent introduction of new invasive species, especially invasive carp • Implement adapted resource management climate change plans • Reduce phosphorus in the Lake Erie Basin • Decrease recreation safety incidents • Minimize wildfire destruction • Funding for dam repair/removal and number of dam failures • Increased materials for teachers • Improved care of archaeology collections 	<ul style="list-style-type: none"> • Reduce the backlog of department infrastructure projects • Provide experiences that attract more recreational users • Increase miles of trails 	<ul style="list-style-type: none"> • 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 • Provide impact statements and statistics across economic sectors 	<ul style="list-style-type: none"> • Increase and broaden participation in DNR education programs • Broaden customer base to reflect a diverse state population • Improve implementation of consent decrees • Increased and improved relationships with elected officials and stakeholders • Increased number of pounds of donated venison to pantry shelves, lower cost per pound of venison donated over time • Increased and broader participations in historic interpretation and programs 	<ul style="list-style-type: none"> • Replaced legacy IT systems • Increased number of DNR facilities powered by renewable energy and foster the sale of carbon credits • More diverse workforce that is engaged as champions • Increased and more diverse customer base • Decrease emergency repairs



Michigan State Police

Fiscal Years 2027 - 2031

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

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.

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

- Utilize the department's Mentor Program to foster the personal and professional growth of our employees through Dec. 31, 2030.
- Establish a civilian onboarding program that will foster employee inclusion and improve retention by Dec. 31, 2026.
- 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, 2030.
- Seek new and modern approaches and partnerships to attract qualified and diverse applicants for all job openings, including utilization of the trooper recruit school preparation program through Dec. 31, 2030.
- Establish wellness resources that support a workforce that is well, resilient, and fulfilled through Dec. 31, 2030.

- 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.
- Utilize data and education to reduce traffic crashes and prevent crime, including exploring emerging techniques and reviewing the effectiveness of current initiatives and programs through Dec. 31, 2030.
- Modernize department technology and data systems, processes, and analytics capabilities to equip our members and external stakeholders with timely, accurate, and actionable information through Dec. 31, 2030.

- Develop and foster constructive relationships and mutual understanding between our department and communities by engaging stakeholders in supporting key department programs through Dec. 31, 2030.
- Ensure department processes, directives, and training align with modern policing practices that foster trust, transparency, and collaboration with the communities we serve through Dec. 31, 2030.
- Engage employee resource groups in advocacy of and tailored recruiting and outreach initiatives related to their respective mission through Dec. 31, 2030.

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 communities statewide.

- 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 % 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.

- Continue the Troopers on Tour community engagement initiative and other innovative outreach efforts.
- Increase number of community outreach programs and trainings.
- 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 2027 - 2031

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

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 operating costs.

- Managing communication expectations and guidelines.
- Communicating with coworkers and customers.

KEY MEASURES

- Service level expectations have been established for all DTMB services.
- Service metrics are capable of being reported for all DTMB services.
- All defined DTMB services are directly aligned to cost of service information.

- Employee engagement action plan is approved, current and visible to employees.
- Employee engagement scores are maintained or increased.
- Number of employees participating in the DTMB mentoring program.
- New employee orientation feedback score on usefulness of information.

- Overall Satisfaction - % of customers satisfied with product/service.
- Experience - % of customers who feel they had a positive experience when engaging with DTMB.
- Accessibility - % of customers who feel they can easily locate and access DTMB information or services to support them and/or their agency.

- Ability to verify existence of value measurements for DTMB expenditures.
- DTMB operates within its approved annual spend plan.

- Formal communications guidance exists in DTMB policy
- Host 6 communications-related “office hours” presentations for DTMB staff to engage with, and better understand, all that DTMB Comms offers.
- Execute comprehensive rollout plan of new DTMB brand guidelines that includes how compliance will be monitored and addressed in cases where deviations from the guidelines arise.

Michigan Office of the Child Advocate

Fiscal Years 2027 - 2031

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.

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.

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.

- Develop, maintain and enhance relationships with stakeholders 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 to uncover facts.

- 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 and progressive change in law, policy, and practice.

- Compile and issue an annual report describing the OCA's activities during the fiscal year.
- Provide education to partners and the communities we serve.

- 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.

Michigan Office of the State Employer

Fiscal Years 2027 - 2031

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.

VALUES

Opportunity
Security
Respect
Responsibility
Communication
Knowledge

FOUNDATIONS

VISION

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

KEY GOALS

Provide enhanced training opportunities

Support the betterment of workplace health & safety

Make OSE programs work for state employees

Foster internal employee satisfaction

KEY STRATEGIES

- Annually update and enhance training modules currently being offered.
- Implement alternative methods of training (e.g., webinars, videos, narrated PowerPoint, etc.).
- Develop/administer 2-3 new training modules per year.
- Meet annually with the ad hoc committee of departmental labor reps to identify additional training needs.
- Meet annually with the ad hoc committee to identify additional workplace health and safety training needs.
- Provide one-on-one consultation and training to improve the quality of department-level grievance answers.
- Continue to seek participant evaluation for each training session offered and follow-up with attendees on a periodic basis.
- Continue the next phase of the Managing the Workforce of the Future (MWF) core training program components.
- Promote the recommended course completion syllabus for new labor relations employees.
- Create a coaching/mentoring training module.

- Advertise/promote statewide safety resources available for all employees on the OSE SharePoint site.
- Provide Ergo & WorkSmart Assessments to all employees upon request.
- Provide safety 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 promoting the WIIPP with state agencies to prevent workplace injuries, protect employees, promote safety, reduce Workers' Compensation costs, and stay compliant with safety regulations. The WIIPP focuses on key principles: identifying hazards, training staff, promoting safe practices, investigating incidents, supporting safety leadership, and ongoing improvement.
- Provide continuous safety consultation and training to departments & agencies to reduce workers' compensation claims and provide a safer work environment.
- Promote the new NARCAN Training available to all departments and employees.
- Advertise the DTMB statewide contract for CPR/Defibrillator Training.
- Promote awareness of the Pregnant Workers Fairness Act by providing education, training, and technical assistance to reasonable accommodation coordinators across departments & agencies.

- Advertise/promote and educate employees on OSE programs: Professional Development Funding, Ergo/WorkSmart, Stay at Work/Return to Work (S@W/RTW), Workplace Injury and Illness Prevention Program (WIIPP), annual leave donation.
- Provide information to all departments to share with employees and post information on the OSE SharePoint site.
- Engage in cross-training for all staff to ensure efficient and effective customer service.
- Make OSE internet and intranet websites more user-friendly ensuring language accessibility.
- Foster effective communication between departments and unions to promote positive labor-management (L-M) relations.
- Utilize OSE mediation processes to help decrease grievances arbitrated.
- Provide one-on-one consultation to Labor Relations on grievance settlements.
- 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.
- Support the 60 by 30 initiative by expanding PDF 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.
- Continue the next phase of the MWF to support management standards across state government as part of overall state retention strategy.
- Analyze MWF impact survey results to identify additional training needs

- Require staff to attend at least 2 types of training per year.
- Hold monthly team building events rotating staff to host.
- Continue staff recognition activities.
- Annually review and update internal processes for efficiencies and effectiveness.
- Model 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; Driver's Safety; Hazard Communication; Office Ergonomics; Portable Fire Extinguishers; Workers' Compensation; Accident Investigation.

- Ergonomic assessments; Drug & Alcohol administration; ALD administration; ADA Title I administration; SAW/RTW Program administration; Workers' Compensation (WC) administration; Family Medical Leave administration; Driver's Safety; Hazard Communication; Office Ergonomics; Portable Fire Extinguishers; Workers' Compensation; Workplace Safety resources.

- PDF program administration; WC program administration; Negotiate & administer the collective bargaining agreements; Maintain communication with dept staff, DMO and Civil Service; Managing the Workforce of the Future; Implementing WIIPP Phase 4; Improve labor relations in the workplace.

- 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.

Michigan State Budget Office

Fiscal Years 2027 - 2031

VALUES

- Agile
- Integrity
- Expertise
- Continuous improvement
- Results-oriented
- Problem-solving
- Transparency

MISSION

To empower and provide opportunity to all Michiganders through investments that make a difference in people's lives.

VISION

Working together toward an equitable future for all Michiganders.

FOUNDATIONS

KEY GOALS

Propose, negotiate and implement a balanced and fiscally responsible budget that improves the lives of all Michiganders

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 and Cabinet to ensure budget decisions align with goals and core values
- Collaborate with Legislature and stakeholders regarding budgetary needs, priorities, and risks
- Communicate with the public about what the budget means for Michiganders with story telling and transparency
- Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives align with the office's mission and goals

- Work in close collaboration with the Governor's office to ensure alignment with 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 align 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 align 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 align 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 align 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
- Present executive recommendation to Legislature, meeting all statutory requirements
- Collaborate with the Legislature during budget negotiations to reach budget agreement
- Review enrolled budget bills thoroughly to ensure funds are appropriated for valid public purposes and boilerplate language is consistent with constitutional principles
- Meet regularly with Executive Branch partners to collaborate, problem solve, and advance the Governor's goals
- Collaborate with state agencies to monitor spending

- Establish and maintain standardized accounting, payroll and tax reporting policies and procedures
- Accurately and timely file federal, state and local payroll returns and payments
- 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 Statewide Risk Committee (SRC)
- Support continued improvements to the Michigan Security Accreditation Process by completing audit plan engagements, and consulting with DTMB and agencies on key activities
- Complete key activities and implement improvements to Internal Control Evaluation (ICE) related processes through greater utilization of the GRC Keylight information system, 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
- Provide value-added Internal Audit Services to all principal executive branch departments in accordance with professional standards

Michigan State Budget Office

Fiscal Years 2027 - 2031

MISSION

To empower and provide opportunity to all Michiganders through investments that make a difference in people's lives.

VALUES

- Agile
- Integrity
- Expertise
- Continuous improvement
- Results-oriented
- Problem-solving
- Transparency

VISION

Working together toward an equitable future for all Michiganders.

FOUNDATIONS

KEY GOALS

Propose, negotiate and implement a balanced and fiscally responsible budget that improves the lives of all Michiganders

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

- Ensure allocation of resources aligns with top administrative priorities:
 - Clean Water
 - Safe Roads
 - Literacy
 - Skilled Workforce
 - Healthy People
 - Government that Works
- Evaluate 100% of executive recommendation requests with equity screen
- 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
- Conduct expenditure reviews for each agency quarterly
- Budget is in structural balance

- 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/credentialing, entity/directory, and unique education identity systems (through 2027), then will shift to student systems (through 2030)
- 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
- 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 SLAs with the vendor)
- Reduce the inventory of outstanding Production Work Requests (PWR items) by at least 10% each fiscal year
- 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

- Initiate and project manage ERM initiatives for SRC. Completion of initiatives is anticipated by January 2026
- Provide support to agencies and certify agency results during completion of ICE through May 1, 2025
- Work closely with agencies to implement and monitor corrective actions for known deficiencies
- Perform central monitoring and continue to consult with agency program managers on managing risks associated with service organizations
- Support budget office in efforts to utilize funds for FRF programs at-risk of not meeting Dec. 31, 2026, spending deadline
- Complete quarterly reporting to US Treasury, central risk assessment and monitoring of COVID-19 federal stimulus funds by September 2025
- By August 2025, conduct Internal Audit service level discussions with select agency and SBO executives
- Implement new IA professional standards (by October 2025): a) gap analysis, b) communicate essentials to SBO Director, and c) internal training
- Execute and achieve target performance as outlined in OIAS performance plan (assess at end of FY2025)

Michigan Department of Transportation Fiscal Years 2027 - 2031

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
- ❖ Character and Integrity

KEY GOALS	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 STRATEGIES	<ul style="list-style-type: none"> Strengthen MDOT's asset management program and advance investment decisions that are data informed and performance driven. Further integrate asset management into other related business processes and cross-disciplines. Strategically pursue alternative and non-formula funding and strengthen partnership opportunities to maximize investments and minimize disruption. 	<ul style="list-style-type: none"> Support and implement principles to ensure the network is safe, accessible and efficient for all users. Evaluate new technologies to improve systems management and operations. Strategically deploy and maintain advanced technologies to improve system performance. Support MI Future Mobility and Electrification Initiatives. 	<ul style="list-style-type: none"> Promote a safety-first mindset for all users, workers and operators of the transportation network. Implement the Safe System Approach (SSA) principles and practices to design, build and operate safer roads. Evaluate and implement proven safety countermeasures in work zones. Leverage data and technology. 	<ul style="list-style-type: none"> Support strategy implementation and goal achievement with SMART objectives. Strengthen leadership and accountability. Invest in talent development. Enhance internal and external communication and collaboration. Cultivate community and stakeholder engagement and strategic partnerships. 	<ul style="list-style-type: none"> 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, architecture, and analytics.
CORE OPERATING PROCESSES	<ul style="list-style-type: none"> Modernize pavement and bridge management systems and analysis tools to optimize life cycle management. Further integrate performance, asset and risk management in investment decision-making. Deliver local bridge bundling program and ensure local bridge inspections and load ratings are completed. Coordinate effective implementation of IIJA, including partnership and stakeholder engagement, and strategically pursue non-formula funding opportunities that advance infrastructure priorities for Michigan. 	<ul style="list-style-type: none"> Update Complete Streets guidance in alignment with the 2025 updated commission adopted policy. Strategically advance centrally controlled traffic signal active management to include pursuing partnership opportunities. Effectively deploy, maintain and integrate advanced technologies to improve transportation network efficiency, security and safety. Promote and support mobility-as-a-service options. 	<ul style="list-style-type: none"> Serve the GTSAC in developing and implementing the 2027-2030 Strategic Highway Safety Plan. Advance SSA by incorporating proven safety countermeasures into design standards and construction practices. Deploy smart work zone technologies, best practices, and safety protocol training. Enhance safety oversight and compliance monitoring of public transportation modes. Provide advance response training and readiness for safe, quick incident management and clearance. 	<p>Supporting Initiatives:</p> <ul style="list-style-type: none"> Cascade measurable objectives to align individual and team efforts with strategic priorities. Update position descriptions to ensure roles, responsibilities and expectations are clearly defined. Promote and recognize innovative processes and practices. Develop leadership capabilities in coaching, mentoring and change management. Establish cross-disciplinary communities of learning. Advance data visualization to monitor and evaluate SMART performance indicators and measurement and inform decision-making. 	<p>Supporting Initiatives:</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. Miles of major arterials equipped by vehicle-to-infrastructure technology. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Promote transparent communication of department goals, progress, and challenges. Advance best practices of early and frequent stakeholder and community engagement. 	

Michigan Department of Treasury

5-Year Strategic Plan

Fiscal Years 2027 - 2031

**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

KEY GOALS

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

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 State Lottery

Fiscal Years 2027 - 2031

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.
- Instant-Ticket Growth.
- Online Instant Game Growth.
- Online Account Acquisition.
- Cashless Acceptance.

- Daily, Weekly, Monthly and Annual Financial Reports.
- Uncollectable Debt.
- Semi-Annual Financial Audits.

- Charitable Gaming Portal.
- iLottery System Replacement.
- Modernize Lottery Operations.

- 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 instant 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 instant 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 Game Growth. 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, weekly, 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. Transition to a new contract for the iLottery platform and related services.
- Modernize Lottery Operations. Promote communication with retailers via Retailer Wizard; implement document management and workflow management tools to improve operational efficiency; implement an online portal for submission of lottery retailer applications, supporting documents, and payments.

- Compulsive Gambling Helpline. Marketing Standard Guide reviewed by RG manager; bureau policy; review of game specifications.
- Retailer RG Awareness. Preparation of licensee materials; addition of confirmation to licensing agreement; review by RG manager.
- Online RG 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 RG Emails. Monitoring email delivery; review of reports showing number of opens; reviewing and updating content as needed.



Michigan State Lottery

Fiscal Years 2027 - 2031

FOUNDATIONS

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- 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

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- Responsibility
- Security
- Innovation
- Integrity

KEY GOALS

Increase School Aid Fund contributions

Control costs

Implement Technology Systems Updates

Provide responsible gaming resources

KEY MEASURES

- 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 until 40 facings are reached.
- Early New Game Activation. Measured as the average number of retail locations that activate a new instant 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 about 50 games a year. Approximately 250 new games will be 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.

- 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.
- 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.

- Charitable Gaming Portal. Measured as completing each milestone on or before a specific date assuming no unplanned project changes. Testing complete by Q1 of calendar year 2026. Internal transition and training complete by Q1 of calendar year 2026 (Internal Go-Live). Customer portal go-live complete by end of calendar year 2026.
- 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.
- Modernize Lottery Operations. Measured as completing each milestone on or before specific dates. Implement workflow management and Document business needs for Online Appointment Scheduling and:
 - Engage with retailers in new ways utilizing the Retailer Wizard tool via ongoing updates to retailer contact information.
 - Implement a bureau wide document management solution. Issue RFP by January 30, 2026. Evaluate solution offerings and determine next steps by March 30, 2026. Implement new document management solution by September 30, 2026.

- 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 RG 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 RG 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 Gaming Control Board

Fiscal Years 2027 - 2031

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).

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.

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

KEY STRATEGIES

- Review and submit at least one set of draft administrative rule revisions to the Michigan Office of Administrative Hearings and Rules annually by February 28.
- Develop and deploy an updated agency Strategic Plan that is actionable, measurable, and aligns with MGCB's mission, vision, and goals.

- Advise all employees of available job-related training, continuing education, or certification annually by October 31.

- 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 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, 2026.
- In partnership with the Department of Technology, Management, & Budget, develop and deploy a new agency-aligned IT Strategic Plan to refresh MGCB's IT/Digital business strategy.

- Update and disseminate the agency's business continuity plan to management annually by December 31.
- Each section will update step-by-step manuals for the core functions within their section 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 annually by June 30.

CORE OPERATING PROCESSES

- Communication.
- Rulemaking processes.
- Regulatory processes.

- Employee training.
- Employee professional development.
- Managing organizational performance.
- Communication.

- IT modernization.
- Customer service.
- Licensing processes.
- Industry/Stakeholder engagement.

- Managing organizational performance.
- Emergency planning.
- Records retention processes.
- Document management.
- Lean process improvements.

KEY MEASURES

- Number of promulgated rules.
- Metrics showing progress toward goals and objectives.

- Percentage of employees participating in training, continuing education, or certification activities.

- Percentage of stakeholders using portal.
- Percentage of paper documents received.
- Metrics showing progress toward goals and objectives.

- Decrease risks impacting agency operations.
- Number of safeguards and policies in place to mitigate risk.
- Percentage of process improvement recommendations.
- Increased efficiency of business processes.



