State of Michigan

Strategic Plan for the State
Fiscal Years 2022 to 2026

Pursuant to the requirements set forth in MCL 18.1363

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MICHIGAN
2/11/2021

State of Michigan

Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

VALUES
Opportunity, Responsibility, Security

EXPECTATIONS
Commitment, Integrity, Respect, Positive Leadership, Inclusion

KEY GOALS	Infrastructure	Education	Workforce and Economic Development	Environmental Sustainability	Health Care Outcomes and Affordability	Governmental Accountability	Public Safety
KEY STRATEGY	Change pattern of infrastructure disinvestment and foster economic growth	60 X 30 – 60 percent of Michigan residents complete a postsecondary certificate or degree by the year 2030	Support initiatives to foster strong economic growth in Michigan	Improve and protect Michigan's natural resources	Ensure and expand access to health care statewide and address the physical and behavioral health needs of the public	Improve experiences and outcomes while interacting with SOM agencies and services	Provide and improve safety for all Michiganders
CORE OPERATING PROCESSES – TACTICS	• Implement Rebuilding Michigan and address on-going deferred maintenance in State assets • Maximize multimodal asset lifecycle strategies • Advance mobility alternatives • Connect more Michiganders to high-speed broadband 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 • Active climate change assessment and responses to climate-based infrastructure emergencies	• Expand access to and availability of funding for preschool programs • Prioritize funding for literacy coaches • Enhance teacher and classroom supports with funding for classroom supplies, teacher cadets, and teacher recruitment and retention programs • Address student food debt and end food debt shaming • Weighted Foundation Allowance • FAFSA Challenge • Michigan Reconnect adoption and implementation • Tuition Assistance for Veteran spouses	• Attract and retain talent and business • Expand access to childcare • Remove workforce barriers • Provide paid paternal leave to all SOM employees • Close economic inequity gap • Expand protections to LGTBQ persons by amendments to Elliot Larsen Act • Focus on attracting growth industries • Support development of affordable housing	• 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	• 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	• 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 to justice

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CORE OPERATING PROCESSES – TACTICS (continued)				• Maximize energy efficiency in state owned facilities • Ensure energy availability and affordability through continued statewide energy assessments, oversight of rates and provision of utility and energy producing services and products, and maintain integrated energy planning involving stakeholders	• Reduce opioid and other drug related deaths through education, training, screening, care coordination, and removal of barriers to treatment • Deploy Safety Assurance Facilitation Experts (SAFE) in various DHHS offices across the state • Engage key stakeholders to work collaboratively in closing gaps related to policy or capacity • Utilize data to help drive effective decision-making • Expand access to childcare		
KEY MEASURES	• Transportation System conditions • Number of households with access to high-speed internet • Number of new Trunkline Projects started • Reduce deferred maintenance deficit • Issuance of bonds for roads • Number of new school infrastructure grants	• Literacy rate • Percent of students in preschool • Percentage of minority teachers in each school district • Increased percentage of veterans utilizing tuition assistance • Numbers of high school students filing FAFSA forms • Enactment and implementation of Michigan Reconnect • Utilization of SOM student loan refinancing program	• Legislative passage of updated ELCRA protections • Development of mobility industry infrastructure • Implement parental leave program • Number of children in childcare programs • Unemployment rate • Number of affordable housing options • Median household income	• Health of The Great Lakes • Environmental policies in place that are national standards • SOM carbon footprint change from 2020 level • Number of invasive species found in Michigan • Recycling rate • Approved funding for Environmental Contamination Rapid Response • Prevention of climate change and high-water environmental impacts	• Infant and Maternal Mortality Rate • Number of enrollees in DHHS eligibility programs • Drug related mortality rate • Number of uninsured Michiganders • Employee retention rate • Legislative passage of ACA protections into state law • Number of physicians in rural communities • Reduction in lead poisoning	• Customer and employee satisfaction scores • Diversity and inclusion participation across SOM agencies • Compliance with ADA • Number of repeat OAG material findings • Amount of deferred maintenance of SOM owned facilities	• Crime rates • Trooper count • National rankings in cyber security • Number of subscribers to MPSCS

MDARD
1/12/2021

Department of Agriculture and Rural Development

Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

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

KEY GOALS

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

KEY STRATEGIES

1. Fundamental Maps – A visual representation of the organization's key goals, industry measures, metric ID numbers, outcome measures, owner, core processes, and process measures.
2. Department Scorecards and Data Warehouse – A detailed summary of progress toward achieving the outcome measures, along with the data needed to calculate status.
3. Heat Maps – An internal review of risk factors across each program in the department.
4. Employee Engagement Survey – An external survey of staff intended to measure engagement, capture best practices, and identify areas for improvement.
5. Intentional Conversations – A practice of frequent communication between staff and their supervisor regarding expectations and impediments.
6. Strategic Action Plans – Areas where additional resources and efforts will be focused over a period of 12-18 months to achieve a measurable breakthrough as deemed of the highest priority by the Leadership Team.
7. Department Team Meetings:
   - Leadership Team Meetings – Monthly meetings covering high priority updates from department executive leaders, staff recognition, division hot topics, and strategic action plan updates.
   - All Supervisor Meetings - Quarterly meetings for all MDARD supervisors developed by volunteer planning committees. The agenda varies by committee, with topics including general department updates, Human Resources updates, industry updates, and external keynote speakers.
8. Standard Operating Procedures – Mechanisms that capture both required and best practices for completing all work related to department activities.
9. Impediment Tracking and Resolution – Mechanism for collecting and addressing impediments as identified by staff.
10. Elevating Issues Procedure 29 – A mechanism that outlines the way to elevate time-sensitive and important issues throughout the organization to keep all necessary parties informed of critical issues.
11. MDARD Culture:
    - Employee Safety - A primary focus on the forefront of operations. A pro-active approach on safety related risks keeps the safety of our staff a high priority.
    - Customer Satisfaction Survey - A mechanism to repeatedly capture and measure efforts toward meeting the needs of our customers, identify best practices, and identify areas for improvement.
    - Lean Process Improvement - A continuous improvement methodology has been adopted by MDARD to become more efficient in our processes and further develop the skills of our staff.
    - Diversity, Equity, and Inclusion – Sustainable strategic program that fosters engagement through DEI activities in an effort to enhance our workforce.

CORE OPERATING PROCESSES	• Inspection • Industry Assistance • Document Processing • Project Management • Analysis	• Industry Assistance • Inspection • Outreach • Sample Collection	• Industry Assistance • Project Management • Inspection • Enrollment • Document Processing • Analysis	• Project Management • Document Processing • Training • Employee Engagement • Emergency Management Cycle • Budget Administration • Video Development
KEY MEASURES	• Food Establishment Compliance • Dairy Farm/Facility Compliance • Animal Feed Compliance	• MAEAP Verifications • Fuel Compliance with Reid Vapor Pressure Requirements	• Migrant Labor Housing Preparedness • Grant Dollars Leveraged • Weights & Measures Device Compliance	• Department wide FOIA compliance Rate • Intentional Conversation compliance Rate • FEMA's Incident Command System training compliance

Michigan Department of AGRICULTURE & Rural Development

MDCR
01/15/2021

Michigan Department of Civil Rights

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Eliminate discrimination through education, investigation and engagement.

VISION
Secure the full enjoyment of civil rights guaranteed by law and the constitution through the elimination of unlawful discrimination.

VALUES
Integrity, Customer Service, Protection, and Education

KEY GOALS	Provide outstanding customer service to all people seeking services	Provide a positive, productive work environment for all employees	Conduct thorough and effective investigations and provide timely resolutions	Expand training and educational activities	Expand public visibility and credibility
KEY STRATEGIES	• Offer more comprehensive employee training and identify additional training opportunities for employees in dealing with customers. • Use technology to better analyze the geography and characteristics of those requesting our services to identify areas of opportunity for targeted outreach, education and enforcement activities. • Improve community-based relationships and civil rights/racial equity knowledge across the State of Michigan.	• Continue efforts to strengthen internal communications including through staff meetings, work reviews and daily interactions to ensure effective communication between divisions, units, managers and direct reports. • Continue providing greater explanation and background on leadership decisions through internal newsletter and other communications means. • Identify and implement additional avenues of employee input in decision-making (i.e. use of focus groups, one-on-one meetings, surveys, etc.).	• Build internal capacity to create and sustain effective and efficient civil rights complaint investigations. • Conduct civil rights investigations in compliance with MDCR timelines, policies and procedures. • Provide additional training for investigators, including legal training, investigative techniques, report writing, negotiation skills, etc.	• Establish and build a team to update training activities and materials. • Hire additional community engagement staff and train staff in advanced/best practices. • Better use enforcement staff for outreach in and to marginalized communities by establishing a recurrent interim presence in community centers to build presence, educate, and initiate complaint investigations.	• Issue relevant, survey-based, hearing-based, or inventory-based reports, studies, guides, and/or model policies that address the needs and issues facing at-risk, underrepresented and/or vulnerable civil rights communities in Michigan or that address important civil rights questions faced by the State of Michigan. • Continue to focus on maximizing the use of social media to expand reach, communicate with partners, address pressing civil rights issues, etc. • Seek opportunities for regular column in mainstream and/or ethnic print media outlets, appearances on radio talk shows and TV news talk programming.
CORE OPERATING PROCESSES	• Enforcement activities (complaint investigation, information, referral, and outreach/education) • Public Affairs (Michigan Women's Commission (MWC), Division of Deaf, DeafBlind, and Hard of Hearing (DODDBHH), Michigan ADA Coordinator, Community Engagement Unit, Communications, Michigan Indian Tuition Waiver (MITW), Service Animal Registry, and Racial Equity Officer)	• Public Affairs maintains the process flow for MDCR Performance Excellence Plan, Employee Engagement, and incorporation of racial equity within the Department.	• Enforcement Division activities (complaint investigations) • Law & Policy Division (Reconsideration, Investigation Settlement/Conciliation, Hearings, Legal Counsel)	• Public Affairs Division activities • Enforcement Division activities (non-complaint investigations)	• MDCR Communications Unit oversees, manages, and maintains the MDCR communications operational engagement with earned, paid, and social media platforms.
KEY MEASURES	• Number of staff who successfully complete and implement advanced training on customer support, equity, and issues related to civil rights training, enforcement, and engagement. • Develop a train-the-trainer training module centered around advancing racial equity within local jurisdictions and organizations. • Provide staff with initial and ongoing training and support, tools, and resources necessary to implement the new (2019) Civil Rights Information System (CRIS) data management system.	• Employee Engagement Action Plan is completed and implemented to address issues raised during statewide 2018 Employee Engagement Survey and concerns/issues raised by staff. • Continue to assess and evaluate MDCR policies, procedures, and workflow processes to address racial equity, results-based accountability, individual development inventory, etc.	• Train dedicated staff as civil rights investigators 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 new data management platform (Civil Rights Investigation System – CRIS) by staff.	• Update all MDCR brochures and training materials including training on civil rights, complaint process, sexual harassment, cultural competency, diversity, equity and inclusion (DEI), disability, and other areas that emerge. • Develop a capacity building plan and organizational structure to support institutionalized equity and the number of institutions and communities that adopt such plans. • Train and support a core team of MDCR staff from each division and unit on civil rights equity.	• Engage municipal governments with intent they adopt a racial equity framework in their governance as measured by policies, procedures, and resolutions issued 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.

MDOC
01/15/2021

Michigan Department of Corrections

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
We create a safer Michigan by holding offenders accountable while promoting their success.

VISION
We will continue to be the leader in corrections by transforming lives through innovation and dedication.

VALUES
- INTEGRITY: Doing the right thing for the right reasons.
- TEAMWORK: Working together to get the job done.
- LEADERSHIP: Inspiring others to accomplish the mission.
- EXCELLENCE: Maintaining the highest standards in your professional and personal life.
- RESPECT: Treating others as you would like to be treated.
- LOYALTY: Demonstrating commitment and dedication to the organization and to each other.

KEY GOALS	Invest in our employees.	Promote a culture that fosters success for everyone.	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.	Enhance field supervision strategies.
KEY STRATEGIES	• **1.1:** Enhance recruitment strategies and incentives to attract and retain quality staff with a target date of September 30, 2019. • **1.2:** Establish a Wellness Unit to address overall employee well-being with a target date of June 30, 2019. • **1.3:** Establish a new employee academy for non-custody employees with a target date of December 31, 2019. • **1.4:** Establish a formalized mentoring program for staff with a target date of March 31, 2020.	• **2.1:** Establish a coaching model to improve interactions with offenders with a target date of December 31, 2020. • **2.2**: Become a trauma-informed department with a target date of June 30, 2020. • **2.3:** Explore ways to refine the department's employee disciplinary process with a target date of December 31, 2019. • **2.4:** Define a team and process for ongoing technology review that will enhance staff and offender success with a target date of March 1, 2020.	• **3.1:** Provide continuous case management from conviction through discharge with a target date of December 31, 2022. • **3.2:** Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of December 31, 2022. • **3.3:** Redefine the roles and responsibilities of staff pertaining to mentoring, care and case management of offenders with a target date of December 31, 2019.	• **4.1:** Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of September 30, 2022. • **4.2:** Align department resources with offenders' risks and needs with a target date of September 30, 2022. • **4.3:** Re-evaluate and employ assessment instruments with a focus on reducing offender risk with a target date of September 30, 2020.	• **5.1:** Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender population with a target date of September 30, 2021. • **5.2:** Continue to safely reduce the use of segregation with a target date of June 30, 2019. • **5.3**: Expand strategies to better and more consistently manage Security Threat Groups with a target date of March 31, 2021. • **5.4:** Further develop strategies to manage the transgender population with a target date of December 31, 2020. • **5.5:** Implement the Women's Huron Valley strategic plan with a target date of December 31, 2022.	• **6.1**: Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 31, 2022. • **6.2:** Develop and implement a Medication Assisted Treatment program with a target date of June 30, 2020. • **6.3**: Expand the opportunities to foster offender success with a target date of September 30, 2019.	• **7.1:** Establish a mentoring program for parolees with a target date of September 30, 2020. • **7.2:** Further develop risk-based strategies to guide recommendations, supervision and resources with a target date of December 31, 2021. • **7.3:** Expand investment in female offender programs with a target date of June 30, 2020. • **7.4:** Apply the offender success model to probation with a target date of March 31, 2021.
CORE OPERATING PROCESSES	• Recruiting, developing and retaining employees. • Budgeting and investing in core MDOC operations.	• Providing appropriate training to staff. • Managing organizational performance.	• Manage organizational performance. • Recruiting, developing, and training employees.	• Managing organizational performance. • Operating correctional facilities.	• Operating correctional facilities. • Providing prisoners with effective healthcare.	• Providing prisoners with effective programming.	• Performing parole and probation services. • Providing offenders with effective programming.
KEY MEASURES	• Percentage of positions filled for challenging job classifications. • Percentage of staff served by the newly created Wellness Unit. • Percentage of staff participating in a formal mentoring program.	• Percentage of staff that have completed Motivational Interviewing training. • Percentage of programs that have been reviewed to determine if they are trauma-informed.	• Percentage of prisoners who receive active case management while incarcerated. • Percentage of MDOC operations supported by the new COMS IT system.	• Percentage of prisoners that complete core programming prior to their parole consideration date. • Number of prisoners that are waived or departed to a different custody level due to a lack of bed space.	• Number of prisoners housed in administrative segregation. • Number of Security Threat Group incidents reported by facilities.	• Percentage of eligible prisoners offered the opportunity to participate in Medication Assisted Treatment programs. • Percentage of prisoners participating in adult basic education, career and technical education, or post-secondary college programs.	• Percentage of offenders with an assigned mentor while under supervision. • Number of female offenders participating in gender-responsive programming.

MDOC
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Michigan Department of Corrections

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KEY GOALS

UPDATES TO KEY STRATEGIES

Invest in our employees.

1.1: Enhance recruitment strategies and incentives to attract and retain quality staff with a target date of September 30, 2019

UPDATE:
- In 2018, the MDOC began an 18-month credit waiver program that allows 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 has also adopted effective communication channels. Candidates can now track the status of their application as it goes through the hiring process and recruitment team members reach out to potential recruits via phone or text as an alternative to the standard application system emails.
- They have also established a marketing contract that utilizes social media, in addition to traditional advertising mediums, for a modern recruitment campaign.
- In 2021 a work group has been setup to explore how facilities can be more involved in the recruitment and hiring processes and assist the recruitment team.

Promote a culture that fosters success for everyone.

2.1: Become a trauma-informed department with a target date of June 30, 2020.

UPDATE:
- Received a NIC Technical Assistance grant to implement this. Created an Advisory Committee and a state workgroup comprised of CFA, FOA, BOA and OS staff. Kick off meeting was held 1/11/2021.

2.3: Explore ways to refine the department's employee disciplinary process with a target date of December 31, 2019.

UPDATE:
- Established an EPIC Team comprised of employees in various classifications, tasked with reviewing and recommending changes to the department disciplinary process.
- Recommendations for change were made based on the team's collective knowledge/experience, input from employee unions, and responses from employee surveys. Recommendations were reviewed and approved by the Director.
- Team constructed a list of conduct historically handled as work rule violations, which will now be handled as performance and addressed through discussion and counseling.
- An expedited investigation process has been drafted for implementation.
- Employee's will have the ability to accept responsibility for certain types of conduct to shorten the investigation and expedite bringing closure to the discipline process.
- Wardens and administrators will be given additional latitude and authority at the local level to address certain conduct.

Improve communication and collaboration in offender management and care.

3.1: Provide continuous case management from conviction through discharge with a target date of December 31, 2022.

UPDATE:
- COMS FOA and Parole Board Case Management continue to be customized.

3.2: Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of December 31, 2022.

UPDATE:
- COMS Food Service and Healthcare are live and facilitating collaboration between prisoner diets and food service menus, replacing the previously manual process.

3.3: Redefine the roles and responsibilities of staff pertaining to mentoring, care and case management of offenders with a target date of December 31, 2019.

UPDATE:
- In February 2019, an EPIC team was established to create a plan to modernize the role of staff, including Prison Counselors, Assistant Resident Unit Supervisors, and Resident Unit Managers, to emphasize the case management of offenders. This focus on case management will help better align resources to set offenders on a long-term path to success.
- A case management pilot was launched in August 2019 at four correctional facilities.

Transform the offender classification systems to align risk, placement and program needs.

No updates for this goal.

Develop and implement strategies to effectively manage special populations.

5.2: Continue to safely reduce the use of segregation with a target date of June 30, 2019.

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 which had been tasked with looking at the use of segregation came up with the Start program, which has now been implemented at three facilities, Ionia and Oaks Correctional facilities and the Marquette Branch Prison.
- Start 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 this process began, more than 150 segregation beds have been removed from the system and the number of seriously mentally ill prisoners in segregation has plummeted.
- CFA is looking at other facilities to bring the Start program to, in order to continue building upon the success that's been achieved so far.
- There will be continued tracking of those in segregation to make sure they are in for the right reasons, and if they should be removed, that it happens as soon as possible.

Expand opportunities to achieve offender success for long-term public safety.

6.1: Evaluate the effectiveness of offender programs and supervision strategies with a target date of 3/31/2022.

Update:
- Workgroup will be established. Co-Chairs have been identified.

6.2. Develop and implement a Medication Assisted Treatment program with a target date of June 30. 2020.

UPDATE:
- A proposal was developed and four pilot locations identified. Training was provided. Policies, procedures, protocols and offender paperwork were developed along with a training module. Refining process for referral and treatment.

6.3: Expand the opportunities to foster offender success with a target date of September 30, 2019.

UPDATE:
- MDOC's Offender Success Administration has made great strides in expanding opportunities for offenders both pre- and post-release through a combination of groundbreaking educational opportunities and key programming focused on cultivating a positive support structure for returning citizens.
- Construction of the Vocational Village site at Women's Huron Valley Correctional ramped up in 2019 and the new 44,000-square-foot facility is expected to be completed in early 2020.
- The village will offer training and certifications in cosmetology, 3D printing, robotics, carpentry, commercial truck driving, forklift operation, computer coding, horticulture, and food technology and hospitality management.

Enhance field supervision strategies.

7.1: Establish a mentoring program for parolees with a target date of September 30,2020.

UPDATE:
- A workgroup comprised of FOA and OS staff was created. Together they worked to develop a Michigan Mentoring Model, comprised of three categories (1) The Core Mentoring Model, (2) Mentor Program Forms, and (3) Mentor Training. This workgroup presented their proposed program to Director Washington on 1/4/2021. Once approved, messaging will be coordinated with the Public Information Office. Long term planning would include coordinating mentoring activities in CFA facilities to ensure a seamless transition of the offender back into the community.

7.4: Apply the offender success model to probation with a target date of 3/31/2021.

Update:
- Workgroup will be established. Co-Chairs have been identified.

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UPDATES TO KEY STRATEGIES	UPDATE CONTINUED: **1.2: Establish a Wellness Unit to address overall employee well-being with a target date of June 30, 2019.** • The Department created the MDOC Wellness Program to provide confidential assistance and resources to employees, retirees and their eligible family members. • The Wellness team includes a chaplain and licensed mental health professionals dedicated to employee well-being. • An additional wellness coordinator will also be joining the team. • As the MDOC Wellness Program develops, it will also include formal Peer Support and Chaplains' Programs. Update 12/31/2020: The peer support manual has been completed, the application period has closed and we are beginning the interviews and the selection for peer supports across the department. The chaplain program manual is in the final review stages and will start accepting applications for that program in 2021. • The Wellness team is available 24/7 for confidential consultation, crisis management, and other support services for employees. • The team was in contact with more than 650 employees, retirees or eligible family members in its first six months. • In 2020, the Wellness Unit was in contact with 3,584 employees, with 10% of contact calls being received afterhours.	UPDATE CONTINUED: 2.3: • The Employee Handbook and Attachment A of PD 02.03.100 "Employee Discipline" have been reviewed and will have many forthcoming changes. • The department will continue addressing needs in training and educating all employees to better address employee conduct. 2.4 the Technology team has been meeting March 18, 2020. This is an ongoing team and will continue to look at how technology (products/systems) will improve the work done within the department. The team sent a Return to Normal Work survey to all staff on what could how technology would help staff do their jobs. In addition with COVID additional technology products were added that need to be evaluated. Sub teams were established to review different products. This includes market research, best practices and if approved the recommendations will be made to the Director in early 2021.	UPDATE CONTINUED: 3.3: • During the pilot, staff in PC, ARUS and RUM positions focused on case management during a prisoner's incarceration with the intention to follow it through parole and discharge. • Team collected feedback on the initial pilot and adjusted and expanded it in late 2019 to include two additional facilities. The expanded pilot will run through March 1, 2020. • The goal of the pilot is to examine the impact of these changes on staff, the offender population, the overall operations of facilities, and the communication between facilities and field offices. • When the pilot ends, the Correctional Facilities and Field Operations administrations and the EPIC team will review results and make final determinations on position descriptions, training and case management supervision standards before the plan is gradually rolled out to other facilities. • Additional facilities were added to the pilot. Timeline established for continued roll-out of remaining facilities. Case Management Measurables were established. Rollout plan was put on hold due to COVID.			**UPDATE CONTINUED**: 6.3: • Post-secondary educational opportunities also grew in 2019, with the addition of three new Pell sites; Lakeland, Gus Harrison, and Central Michigan Correctional Facilities. • Sienna Heights University and Calvin University were awarded federal Pell grants to support prisoner post-secondary education which they can begin using in 2021. • The Department is completing work on a "Reentering Learner's" Model to support the Governor's 60 by '30 pledge. • The Offender Success Administration is exploring additional programming related to citizenship and life skills, including the use of virtual reality. • The MTU schoolhouse will open in March of 2021, expanding programming at the original vocational village. • The MDOC has expanded the use of Fidelity Bonding to support offender hiring. • The MDOC is exploring a major partnership in relation to a new diesel mechanic career and technical education program.	

MDOC
01/15/2021

Michigan Department of Corrections
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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.

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.

KEY GOALS	Invest in our employees.	Promote a culture that fosters success for everyone.	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.	Enhance field supervision strategies.
UPDATES TO KEY STRATEGIES	UPDATE CONTINUED: **1.3: Establish a new employee academy for non-custody employees with a target date of December 31, 2019.** UPDATE: • Our dedicated team of corrections professionals is our greatest asset. That's why it is imperative that we establish classroom-based training to properly prepare all new employees for working in a corrections environment. • Based on the work of a 2018 Effective Process Improvement and Communications (EPIC) team, which built upon recommendations from a 2017 Lean Process Improvement work group, the Training Division developed a Non-Custody New Employee Training (NCNET) curriculum that will allow new non-custody departmental employees to receive all established training while also providing instructor-driven courses and opportunities for each employee to interact face-to-face with experienced corrections professionals. • Training will be delivered in a hybrid format that includes both an in-class component and computer-based training programs. • New non-custody employees will be categorized based on specific training needs and their level of contact with offenders. • The new employee academy staff have developed curriculum for the academy that will soon be reviewed and approved by leadership. The goal is to have a non custody academy start in June 2021.						

MDOC
01/15/2021

Michigan Department of Corrections

Fiscal Years 2022 - 2026

FOUNDATIONS

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UPDATES TO KEY STRATEGIES	UPDATE CONTINUED: 1.4: Establish a formalized mentoring program for staff with a target date of March 31, 2020. The members of the EPIC team are being identified. This goal needs to have the target date moved back to March 31, 2022.						

MDE
01/15/2021

Michigan Department of Education
Fiscal Years 2022 - 2026

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.

Guiding Principles

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

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

KEY MEASURES	• 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 (DATA PENDING)
			• Percent of children who had high lead levels (DATA PENDING)
				Career and Technical Education (CTE)
				• Number and percent of and percent of CTE completers based on students enrolled in CTE programs
				• Number and percent of CTE students enrolled in CTE programs based on overall student population
				• Number of students received a high school diploma or credential
				
				Advanced Placement (AP)
				• Number and percent of students enrolled compared to the total population
				• Number and percent of:
				  • tests taken
				  • students earning credit from AP tests
				
				International Baccalaureate (IB)
				• Number of students enrolled
				• Number of students earning credit from IB tests
					• 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

MDE
01/15/2021

Michigan Department of Education
Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Support learning and learners

VISION
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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.

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

MICHIGAN Department of Education

EGLE
01/06/2021

Environment, Great Lakes, and Energy

Fiscal Years 2022 - 2026

FOUNDATIONS

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

VISION
A Michigan that respects people, treasures natural resources, and fosters thriving communities throughout our two peninsulas.

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

	Protect natural resources and reduce public-health risks	Strengthen public participation and trust in EGLE's work	Invest in EGLE
KEY STRATEGIES	• Ensure public water systems provide quality drinking water • Protect and restore surface water and groundwater • Preserve and enhance air quality • Clean up, manage, and support reuse of contaminated sites • Reduce greenhouse gas emissions and implement climate resilience strategies • Minimize and manage material waste and put recycled materials to highest use • Oversee the responsible use of Michigan's mineral and other resources	• Demonstrate the highest standards of responsible fiscal management • Meet statutory and other timeframes governing EGLE's work • Promote consistent and efficient operations across the agency • Improve public access to EGLE records, publications, and other resources • Increase the volume and quality of public engagement in EGLE's work • Integrate Environmental Justice and Tribal engagement into EGLE culture and programs • Communicate proactively and strategically with diverse audiences	• Instill a strong culture of workplace safety • Assure hiring, classification, compensation processes serve EGLE and staff needs • Ensure staff understand roles/responsibilities and receive timely feedback • Optimize professional development programs and investments • Implement effective internal communications and staff recognition programs • Promote employee wellness and work-life balance
CORE OPERATING PROCESSES	• Establish environmental standards • Issue permits and authorizations • Inspect regulated facilities • Provide compliance assistance • Pursue enforcement actions • Deploy monitoring/measuring technologies • Test samples and report results • Investigate contaminant sources/pathways • Promote environmental stewardship • Provide financial assistance (grants and loans) • Respond to emergencies	• Implement inclusive engagement programs • Communicate with the public • Implement financial controls and best management practices • Maximize information technology systems/capacities • Implement Lean Process and Operational Excellence initiatives • Invest in staff professional development	• Implement robust workplace safety programs • Recruit and retain high-quality staff • Invest in staff professional development • Enhance staff engagement • Implement Lean Process and Operational Excellence initiatives • Leverage information technology systems/capacities
KEY MEASURES	• Percentage of households with drinking water meeting health-based standards • PFAS-related public health risks identified and addressed • Lake acres/stream miles meeting designated uses • Invasive species control acres • Emissions of criteria air pollutants • Contaminated site cleanups completed • Greenhouse gas emissions • Tons of material landfilled • Statewide recycling rate • Oil, gas, and minerals production	• Documents/datasets made publicly accessible • 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 • Applications received, decisions issued, time per review • Annual Fund Balance • Number of audit findings and open findings	• Reportable workplace safety incidents • Legacy IT systems • Position reclassifications • Percentage of timely performance plan and evaluation submissions • Annual employee engagement survey results • Staff completing training curricula

EGLE
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY

MDHHS
1/15/21

Michigan Department of Health and Human Services

Fiscal Years 2022 - 2026

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 all Michiganders, reducing intergenerational poverty and promoting health equity.

VALUES

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

KEY GOALS	Public Health Investment	Racial Equity	Protect the gains of the Healthy Michigan Plan	Address food and nutrition, housing, and other social determinants of health	Integrate services, including physical and behavioral health, and medical care with long-term support services
KEY STRATEGIES	• Assess short and long-term budgetary consequences of COVID-19 and the community level impact • Identify gaps in local and state public health response to develop mitigation strategies • Strengthen local public health infrastructure and integration with state-wide responses • Utilize existing evidence-based local health department programs that interact with clients to address the social determinants of health and other factors that exacerbate COVID-19 impacts • Continue ongoing protection of essential workers and other at-risk populations • Develop and implement workforce retention and development plan	• Normalize Racial Diversity, Equity, and Inclusion work across state government • Adopt a department-wide Equity Impact Assessment process to embed equity considerations in the decision-making process across the department • Increase and standardize Race, Ethnicity, Abilities, Language, and Disability (REALD) data collection across the department • Provide support to increase the capacity of our agency and our community partners to advance racial equity diversity and inclusion • Increase contractors owned by members of historically marginalized communities • Address racial wealth inequities and work with underserved populations on financial literacy • Integrate racial equity into department leadership, operations, programs, policies, and practices • Develop a communication plan for internal and external communications that includes DEI accountability/transparency reporting both regarding accomplishments and challenges/opportunities • Improved reporting of Racial Diversity, Equity, and Inclusion engagement • Provide support, technical assistance, and consultation to up to 10 work areas within MDHHS on establishing goals and implementing actions to reduce racial and ethnic disparities • Assess the ability of various areas within MDHHS to adequately respond to COVID-19 and identify ongoing infrastructure needs to reduce racial and ethnic disparate outcomes due to crises or natural disasters	• Ensure that as many individuals stay on HMP coverage as possible, consistent with current state and federal law • Continue to conduct outreach to expand coverage of HMP, particularly during the COVID-19 pandemic	• Adopt a department-wide Health in All Policies approach to embed health considerations in the decision-making process across the department • Support priorities that are community directed and address upstream social determinants of health issues • Integrate and utilize data from across the department to draw insights on inequity and better target interventions • Audit health and human services programs using a health equity lens to remove systemic barriers to reduce disparities and improve health outcomes • Strengthen home visiting programs ability to screen, provide closed loop referrals, and enroll individuals in food assistance programs • Work collaboratively with the Department of Labor and Economic Opportunity to ensure strategic priorities on housing are aligned	• Shore up and strengthen the existing PIHP/Community Mental Health system with specific governance and financial management reforms • Improve behavioral health outcomes overall and for specific populations (like children and those in the justice system) by identifying and implementing targeted, tactical improvements in access, quality, coordination, integration, affordability, and ease of navigation • Develop, present, shepherd through adoption, and implement long-term system transformation for the public behavioral health system • Create a long-term plan for improving integration of long-term supports and services with physical health
CORE OPERATING PROCESSES	• Evaluate all funding sources for opportunities for innovation, inefficiencies or reallocation • Assure COVID-19 response activities are appropriately documented and organized	• In development	• Leveraging data to make decisions • Identifying and monitoring risks to children in the child welfare system • Managing organizational performance	• Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan • Simplify processes for clients / customers • Conduct outreach to inform residents about their benefits	• Provide individuals subject to requirements under Michigan State Law every opportunity to comply • Work with community partners to conduct outreach to beneficiaries • Provide access to Medicaid to those who qualify within the state of Michigan
KEY MEASURES	• Public health spending re: COVID-19 response and recovery • Number of funding streams tied to COVID-19 efforts • Number of new funding opportunities secured for COVID-19 recovery • Average employee turnover % • Employee engagement	• In development	• Rate of maltreatment in care for children in foster care • Rate of maltreatment in care when children are placed with relative providers • Rate of maltreatment in care when children are placed/returned to parents	• Percent of children ages 5 and under who are cross-enrolled in WIC, Medicaid, SNAP, and SER • Churn rate for benefits programs (FAP, FIP, CDC, SER, Medicaid) (% of recipients who fall off for admin reasons and reapply in 3 months) • Average number of days to eligibility determination and redetermination for FIP and FAP • Number of SER households receiving MEAP self-sufficiency dollars	• Number of individuals with coverage under the Healthy Michigan Plan (HMP) • Percent of HMP beneficiaries who are subject to monthly reporting requirements • Percent of HMP beneficiaries subject to work requirements who maintain coverage

MDHHS
Michigan Department of Health & Human Services

MDHHS
1/8/2021

Michigan Department of Health and Human Services

Fiscal Years 2022 - 2026

FOUNDATIONS

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- Perseverance: Meet needs and solve problems with innovation and grit
- Ease: Simplify everything we do as much as possible

KEY GOALS	Improve maternal-infant health and reduce outcome disparities	Reduce lead exposure for children	Reduce maltreatment and improve permanency in foster care	Expand and simplify safety net access	Reduce opioid and drug related deaths	Ensure all administrations are managing to outcomes and investing in evidence-based solutions
KEY STRATEGIES	• Promote intended pregnancies • Address challenges associated with perinatal substance abuse • Identify and decrease barriers of early entry into prenatal care to boost overall access to prenatal care • Promote infants sleeping through a range of programmatic efforts and improved community messaging	• Review feasibility of Pay for Success (PFS) and alternative funding models for reduction of lead hazards • Strengthen compliance monitoring and enforcement of lead environmental regulations in homes • Build local workforce capacity to safely and effectively abate lead hazards • Improve the availability of data for local communities to respond to lead exposure risk factors • Increase identification of children exposed to lead and linkage to recommended services	• Reduce the rate of maltreatment in care for children in foster care through improved data sharing, rigorous review of complaints, improved centralized intake, and stronger data-driven decision-making • Reduce maltreatment in care when children are placed with relative providers through increased relative safety assessment, improved quality assurance, and the deployment of Safety Assurance Facilitation Experts (SAFE) in select offices • Reduce maltreatment in care when children are placed/returned to parents through use of SAFE staff (see strategy #2), improved data quality, and strengthened partnerships with judicial officials	• Increase cross-enrollment in public assistance programs for eligible beneficiaries • Determine program eligibility in one day by simplifying and streamlining verification process for assets and income when determining eligibility for benefits programs; Improve and simplify the eligibility redetermination form • Reduce average days to eligibility determination and redetermination for the Family Independence Program (FIP) and Food Assistance Program (FAP) • Increase number of State Emergency Relief (SER) households receiving Michigan Energy Assistance Program (MEAP) dollars	• Prevent misuse of opioids using primary prevention strategies, promoting appropriate use of prescription opioids, and educating the public of the risks of opioids • Promote screening, care coordination, and improved use of data to improve early identification of an opioid use disorder • Increase access to quality medication assisted treatment by removing barriers to treatment, expanding training for providers on MAT, and offering incentives and support for providers to appropriately use medication to treat OUD • Increase access to naloxone and other harm reduction strategies • Enhance data sharing, coordination of care, and medication assisted treatment for justice-system involved patients • Improve services for pregnant women and new mothers by increasing provider trainings, increasing screenings for substance use, reducing out of home placements for child welfare, and increasing access to treatment services	• Conduct a review of departmental spending to identify areas of opportunity for improved evidence-based investment and policymaking • Build an evidence/data lens into the budget process, as well as into grants and contracting • Direct broad funds to highest ROI programs and populations in the context of outcomes the department is seeking to achieve • Direct specific discretionary funds towards programs that demonstrate evidence, ROI and align with strategic priorities • Develop robust performance management tools and processes across all administrations.
CORE OPERATING PROCESSES	• Investing in local public health capacity • Communicating key public health messages to members of the general public • Work with key stakeholders (e.g., hospitals) to address gaps in policy or capacity	• Testing innovative financing models • Building local capacity to respond to public health challenges • Work with other agencies on cross-cutting challenges (e.g., regulation / enforcement)	• Leveraging data to make decisions • Identifying and monitoring risks to children in the child welfare system • Managing organizational performance	• Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan • Simplify processes for clients/customers • Conduct outreach to inform residents about their benefits	• Use the programmatic tools of the Department to increase access to care • Strengthen and leverage data to make decisions • Communicate on key public health issues with members of the public	• Manage organizational performance • Strengthen and leverage data and evidence to make decisions
KEY MEASURES	• Infant mortality rate • Birth rate percentage • Maternal morbidity and mortality rates	• Number of children with elevated blood levels • Number of providers screening for lead • Estimated number of housing units with hazards remediated/abated	• Rate of maltreatment in care for children in foster care • Rate of maltreatment in care when children are placed with relative providers • Rate of maltreatment in care when children are placed/returned to parents	• Percent of children ages 5 and under who are cross-enrolled in WIC, Medicaid, SNAP, and SER • Churn rate for benefits programs (FAP, FIP, CDC, SER, Medicaid) (% of recipients who fall off for admin reasons and reapply in 3 months) • Average number of days to eligibility determination and redetermination for FIP and FAP • Number of SER households receiving MEAP self-sufficiency dollars	• Number of fatal opioid overdoses annually • Number of nonfatal overdoses annually • Number of opioid prescriptions written annually	• Number of administrations employing performance management tools • $ directed specifically toward evidence-based solutions

MDHHS
Michigan Department of Health & Human Services

DIFS
01/14/2021

Department of Insurance & Financial Services

Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

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

KEY GOALS	Financial Literacy and ACA Marketplace Awareness	Consumer Protections through Effective and Fair Regulatory Actions	Workforce Talent Recruitment, Training and Retention	Modernization of Systems, Procedures and Statutes	Innovation and Economic Development	Improve Diversity, Inclusion and Access within DIFS and the Industries DIFS Regulates
KEY STRATEGIES	• Provide awareness of consumer service functions to Michigan consumers. • Create and maintain responsive relationships with licensees. • Improve and increase the information available to consumers and industry. • Provide the public with financial literacy education via outreach and communication efforts. • Continue educating public about auto no-fault changes.	• Monitor and improve customer service to Michigan consumers. • Enforce existing regulatory statutes. • Implement new statutes, such as Public Acts 21 and 22 of 2019 (No-Fault Reform). • Expand current initiatives, such as the anti-fraud efforts.	• Recruit, develop, and retain talent for the Department. • Plan for succession of critical areas of the department. • Train current and future managers to better reward and improve staff and procedures.	• Streamline and modernize processes and IT systems. • Look for opportunities to update and modernize outdated statutes.	• Ensure sustainability of Michigan's insurance and financial services industries. • Foster economic and talent growth for the insurance and financial services industries.	• DIFS will create policies to improve inclusion and acceptance within DIFS and create a workforce that reflects the diversity of the State. • DIFS will facilitate efforts to diversify the leadership and staff of the industries we regulate and expand access to services to all communities.
CORE OPERATING PROCESSES	• Direct contact with the media, external communications including social and digital media. • Provide consumer education through direct events, online events, documents and other financial literacy plans. • Provide consumer education and outreach through paid media where resources are available. • Manage internal department communication.	• Manage consumer information, inquiries, and complaints. • Oversee the communication center, which serves as the initial point of contact for all incoming calls and visitors. • Manage the supervision, regulation and examination of state-chartered banks, credit unions, and individuals doing business under various Michigan consumer finance statues. • Examine business and industrial development companies (BIDCOs). • Manage all aspects of monitoring and regulating the financial condition of risk bearing insurance entities. • Oversee the licensing, monitoring and examination of captive insurers. • Oversee the licensing of individuals in insurance a financial services. • Oversee market conduct examinations of insurers, investigations and audits of insurance agents/entities, and monitoring of all surplus lines tax filings and payments.	• Oversee human resources functions including recruiting, hiring, developing, training, empowering and retaining Department staff.	• Provide IT, telephone, smart device, internal control and building administrative function services. • Oversee budget development, projections, revenue collections, employee expense reimbursements, procurement of goods and services and process improvement projects. • Create, research, and advance the legislative agenda of the Department.	• Host the Department's Insurance Innovation Hotline and dedicated email address. • Host the Department's Industry Intern Program. • Meet with industry stakeholder groups and with colleges that offer insurance and financial services fields of study. • Pursue legislation to support innovative products and industries.	• Provide recommendations and implement changes to HR and other practices to improve the diversity and working conditions at DIFS. • Identify and assist in the implementation of industry-wide policies to improve diversity in financial and insurance industries and expand services and affordability in underserved communities.

DIFS
DEPARTMENT OF INSURANCE AND FINANCIAL SERVICES

DIFS
01/14/2021

Department of Insurance & Financial Services

Fiscal Years 2022 - 2026

FOUNDATIONS

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KEY GOALS	Financial Literacy and ACA Marketplace Awareness	Consumer Protections through Effective and Fair Regulatory Actions	Workforce Talent Recruitment, Training and Retention	Modernization of Systems, Procedures and Statutes	Innovation and Economic Development	Improve Diversity, Inclusion and Access within DIFS and the Industries DIFS Regulates
CORE OPERATING PROCESSES (continued)		• Oversee the review of rates and forms submitted by insurance companies and other licensed entities, including all filings. • Provide consumers and providers independent review of their denied health insurance claim. (PRIRA) • Finalize implementation of the Utilization Review provisions within the Auto Insurance Reform law. • Implement the 2020 Surprise Billing legislation.				

KEY MEASURES	• Increase social media following across platforms by 10% for the calendar year.
	• Participate in at least 20 banking and credit union events per year.
	• Implement financial literacy program.
	• Auto no-fault education to continue through December 2021, with monthly town halls, additional advertising, and earned media to raise awareness of amnesty period.
	• Increase number of people purchasing coverage through the ACA Marketplace.
	• Raise awareness of availability of subsidies and tax credits on Marketplace plans.
		• Answer consumer/licensee calls to the Communication Center within 90 seconds.
		• Open new complaints in a timely fashion – 5 days or less for paper complaints and 2 days or less for online complaints.
		• Issue insurance company examination reports within 60 days after field work completion
		• Deliver mortgage company reports to the company within 60 days of the exam exit date.
		• Deliver credit union examination reports to institutions not more than 24 business days from the examination exit date.
		• Deliver independent and joint bank examination reports to institutions not more than 42 days from the examination exit date.
		• PRIRA order issued on time, 90% of time.
		• By end of year, Surprise Billing program will be operational.
		• Begin accepting provider appeals and insurance certifications on internal utilization review plans.
			• Conduct four Director's Forums per year to engage staff in the department's goals and current initiatives.
			• Post a new Director's corner message monthly.
			• Provide at least 28 hours of formal training to each banking examiner every year.
			• Each credit union examiner will participate in at least two training or development sessions annually.
			• Provide quarterly peer to peer training for managers.
			• Implementation of 2020 hiring policies.
			• Increased applicants for all posting.
			• Establish and hire department-wide resource in IT-related financial examinations
				• Complete at least one process improvement project annually.
				• Recommend at least three statutory updates biennially to the legislature.
				• Pass first phase of DCBS (OBASE Replacement) design and set target for 24 -month implantation.
				• Obtain sponsor for the Motor Vehicle Sales Finance Act.
					• Attend at least one training session per year on industry innovation initiatives or the future of the insurance or financial services industries.
					• InsurTech/FinTech Sandbox Legislation –discuss concepts with legislators and stakeholders.
					• Cryptocurrency Regulation – review other states' regulations and identify regulatory best practices.
					• Captive Insurance Modernization – meet with legislators and stakeholders to discuss modernizing Michigan's captive laws.
						• Internal workgroup to make recommendations to Director by spring 2021. Implementation targets to come after.
						• External workgroup to make recommendation by summer 2021.
						• Potential Implementation Targets:
						  • Increased diversity across DIFS workforce, including management positions.
						  • Increase number of diverse, qualified applicants to DIFS positions.
						  • Increased diversity within state-appointed boards.
						  • Increased access to banks and other institutions in Detroit and other underserved communicates.

DIFS
DEPARTMENT OF INSURANCE AND FINANCIAL SERVICES

LEO
01/15/2021

Department of Labor and Economic Opportunity

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Expand economic opportunity and prosperity for all

VISION
Make Michigan a place where all people, businesses, and communities have the educational and economic means to reach their full potential

VALUES
- Data- and evidence-based promotion of opportunity
- Collaboration to achieve unity of purpose and effort
- Commitment to equity
- Customer focus

KEY GOALS	Invest in the closure of equity gaps	Protect health, safety, and economic security for workers	Remove barriers to employment	Build equitable pathways to high-wage careers	Grow skills / credentials to meet current / future employer needs and expand upward mobility	Enable Michigan's businesses to grow and thrive	Promote economic sector diversity	Catalyze small business and entrepreneurship	Develop vibrant communities	Make and market Michigan as a state for all to live, work, and play
KEY STRATEGIES	• Remove barriers to employment based on licensing, disability, and returning citizen status • Increase access to affordable housing, childcare, and mobility solutions • Better workplaces for returning employees, with a focus on fairness and improved benefits. • Increase homeownership rates among historically-disadvantaged groups in Michigan	• Combat wage theft, misclassification, non-compete clauses, on-call shifts, binding arbitration waivers, and union retaliation • Increase recipiency / take-up of unemployment insurance benefits and improve amount and duration of benefits • Continue increasing workplace health and safety by engaging workers through outreach and employers via partner programs to drive down incident and fatality rates • Improve operations at UIA to deliver better customer service while reducing fraud exposure • Educate workers on their right to organize and bargain collectively • Target workforce programming to address workers impacted by automation and a changing economy • Expand access to the state's social safety net and ensure that more of the state's dollars are spent helping low-income residents become self-sufficient	• Increase the availability of affordable rental housing and expand homeownership opportunities for the state's residents by leveraging public and private dollars in new ways • Expand access to quality childcare, particularly for workers disproportionately impacted by COVID • Enhance workplace protections and remove other non-financial barriers to employment, particularly for those with disabilities and other vulnerable populations • Encourage more accessible and equitable mobility solutions.	• Drive attainment of postsecondary credentials from 45% to 60% by 2030 by increasing enrollment, college completion, and availability of industry-backed credentials • Fund employer training for workers via Going Pro Talent Fund to drive placement in good and promising jobs as measured by wage and benefit trajectory • Administer demand-driven, locally responsive, and community-oriented programs via Michigan Works! to drive placement in good / promising jobs • Increase the number of Michiganders in active pre-apprenticeship and registered apprenticeship programs, with a focus on underrepresented populations • Increase the number of UI recipients enrolled in worker training programs • Develop more pipelines into manufacturing jobs of tomorrow.	• Administer demand-driven, locally responsive, and community-oriented programs via Michigan Works! to drive placement in good and promising jobs • Increase academic capacity and retention of STEM and in-demand grads (particularly computer science and healthcare) to fill supply gaps • Increase in-migration, particularly skilled workers, among both New Americans and neighboring states • Expand access to post-secondary education/training and credentials, particularly for adult learners without a high school diploma or equivalent. • Increase post-graduate talent retention by providing assistance to technology companies and small business exporters to retain and/or attract Michigan students through impactful internships and apprenticeships.	• Use public incentives to pull forward incremental private investment and job creation, with emphasis on good and promising jobs • Uncover new opportunities from site selectors that result in new in-state expansion projects and job creation • Develop a new pipeline of opportunities working in tandem with internal and external partners that generate jobs and new investment	• Diversify the economy against impacts of recession and automation • Focus investment in measures that create "good" and "promising" jobs as defined by wage and benefit trajectory (i.e., likelihood of promotion into a "good" job) • Invest in "strategic" sectors, based on job quality, likely employment growth, recession / automation exposure, and Michigan's distinct competitive advantages • Implement an ecosystem-, talent-, and infrastructure-driven strategy to expanding Michigan's share of the future mobility sector and retaining an evolving manufacturing core • Partner with leading industry experts to provide technical assistance and regional programming to support Michigan's manufacturers preparedness for Industry 4.0 technologies.	• Leverage / support the entrepreneurial ecosystem to create new innovation-based business starts (tech transfer rate) • Leverage and support the entrepreneurial ecosystem to increase products commercialized • Leverage and support the entrepreneurial ecosystem to increase follow-on funding for early-stage companies • Drive new technology commercialization and public-private partnerships through the Office of Future Mobility and Electrification. • Support place-based small businesses through technical assistance, notably businesses impacted by the coronavirus pandemic, through partnerships with local and regional economic development organizations. • Increase the availability of capital for small and micro businesses through partnerships with banks and other financial organizations.	• Increase the availability of affordable rental housing and expand homeownership opportunities for the state's residents by leveraging public and private dollars in new ways • Increase the supply of affordable and workforce housing in areas of economic opportunity • Support infrastructure and other priority projects for rural and underserved areas. • Increase quality of housing supply, especially with respect to safety critical maintenance and repair (e.g., lead) • Invest in placemaking, or the vibrancy of public spaces that contribute to quality of life in our communities • Drive measurable decreases in homelessness by increasing linkages to employment and training programs and unique housing solutions • Support impactful and/or innovative place-based or historic preservation projects through financial or technical assistance.	• Encourage more skilled workers and the companies that employ them to come to Michigan • Establish Michigan as an ideal "second headquarters" destination for companies that operate in high cost-of-living markets • Market Michigan as a great place to live, particularly for remote workers

LEO

LEO
01/15/2021

Department of Labor and Economic Opportunity

Fiscal Years 2022 - 2026

FOUNDATIONS

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Expand economic opportunity and prosperity for all

VISION
Make Michigan a place where all people, businesses, and communities have the educational and economic means to reach their full potential

VALUES
- Data- and evidence-based promotion of opportunity
- Collaboration to achieve unity of purpose and effort
- Commitment to equity
- Customer focus

KEY GOALS

- Invest in the closure of equity gaps
- Protect health, safety, and economic security for workers
- Remove barriers to employment
- Build equitable pathways to high-wage careers
- Grow skills / credentials to meet current / future employer needs and expand upward mobility
- Enable Michigan's businesses to grow and thrive
- Promote economic sector diversity
- Catalyze small business and entrepreneurship
- Develop vibrant communities
- Make and market Michigan as a state for all to live, work, and play

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
- Legislative Affairs
- Communications
- Human Resources / Talent Development

KEY MEASURES

Invest in the closure of equity gaps	Protect health, safety, and economic security for workers	Remove barriers to employment	Build equitable pathways to high-wage careers	Grow skills / credentials to meet current / future employer needs and expand upward mobility	Enable Michigan's businesses to grow and thrive	Promote economic sector diversity	Catalyze small business and entrepreneurship	Develop vibrant communities	Make and market Michigan as a state for all to live, work, and play
• Employment gap (race, gender, geographic location) • Income gap – (race, gender, geographic location) • Wage gap – (race, gender, geographic location) • Educational attainment gap – (race, gender, geographic location)	• Median household income • Poverty / ALICE rate • Wage recovery • Recipiency rate and benefit amount compared to national average • Workplace fatality / incident rates	• Access to affordable, reliable transportation • Access to affordable childcare • Homelessness rate • Access to affordable housing in areas of economic opportunity • Rate of successful placement of individuals into employment	• Going Pro Talent Fund – number of workers upskilled • MiWorks! agencies – employment rate, median wage above threshold • Increase the number of eligible individuals enrolled in WIOA funded worker trainings • Progress towards 60x30 goal, including educational attainment rate, college completion rate, rate of in-demand credentials issued, and in-state retention of recent graduates • Number of individuals enrolled in pre-apprenticeship and registered apprenticeship programs	• Supply / demand gap • STEM degree supply / demand gap, number of vacancies, number of graduates, Percentage of annual increase in the number of HS diplomas/equivalents earned by adult learners in E&T programs. • Percentage of annual increase in the number of post-secondary education training and credentials for adult learners without an HSD/E participating in E&T programs.	• Real GDP growth • Productivity growth • Export growth • Investment – private investment, foreign direct investment, new business starts • Competitiveness – infrastructure quality, cost of doing business • Amount of public and private sector investment in new mobility and electrification infrastructure	• Strategic job growth – Mobility, Advanced manufacturing, Life sciences, Technology, Professional services • Sector – Recession resilient share of economy, % of total job creation that is strategic • Region – Number of regions experiencing job growth, number of regions experiencing income growth	• Research and development % of GDP – academic, business, state agency • Commercialization – Patents per 1M people, patents applied per disclosure • Startup – rate of new entrepreneurs, startup density, startups formed per patent, angel investment as a % of GDP • Growth – established small business density, high growth company density, startup survival rate, venture capital as a % of GDP • Small business survival rate	• Homeownership rate • Third party "quality of life" indices, including walkability, population density, social connectivity, public facilities, traffic safety, congestion, aesthetic perception, and public safety • Public space reactivated / Density of parks and public spaces	• Attraction / Retention (net migration) among international students at Michigan universities • Attraction / Retention (net migration) among skilled immigrants / new Americans • Attraction / Retention (net migration) among refugees and world citizens in need • Incremental new trips / Tourism Growth % • New "second headquarters" business prospects

LEO

LARA
01/04/2021

Department of Licensing and Regulatory Affairs

Fiscal Years 2022 - 2026

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 professional licensure.	Provide consistent regulatory and enforcement processes.	Improve the inspection processes across all licensure types.	Create a consistent and user-friendly process for filing complaints to the department.	Streamline the licensing and regulatory processes by modernizing key IT systems.
KEY STRATEGIES	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers and the general public. • Recommend statutory and administrative rule changes to make necessary changes that could facilitate consistent processes. • Research best practices across other states to assist in licensing and regulatory changes at the legislative, policy and process levels. • Form Partnerships with national boards, national accreditation bodies or other state agencies, education institutions, and other stakeholders. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policy, practices, and allocated resources.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers and the general public. • Recommend statutory and administrative rule changes to make necessary changes that could facilitate consistent processes. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policy, practices, and allocated resources.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers and the general public. • Recommend statutory and administrative rule changes to make necessary changes that could facilitate consistent processes. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policy, practices, and allocated resources.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Create and distribute enhanced educational resources to a wide variety of stakeholders, customers and the general public. • Consider enterprise solutions and leverage advanced processes and technologies. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policy, practices, and allocated resources.	• Leverage team analysis and Lean Process Improvement efforts to review processes. • Consider enterprise solutions and leverage advanced processes and technologies. • Research best practices across other states to assist in licensing and regulatory changes at the legislative, policy, process and automation avenues. • Advance and sustain organizational governance and leadership that promotes equity and inclusion through policy, practices, and allocated resources.
CORE OPERATING PROCESSES	• Initial application/licensing process.	• Enforcement processes. • Reporting and resolution processes. • Investigation processes.	• Post-licensure inspection processes. • Pre-licensure inspection processes.	• Complaint intake processes.	• Licensing and renewal processes. • Enforcement and complaint processes. • Inspection processes.
KEY MEASURES	• Total (# of) licensed professionals by license type.	• Timely enforcement resolution or action.	• Timely pre licensure inspections. • Timely complaint or post licensure inspections. • Completed pre, post, and complaint inspections.	• Timely complaint processing.	• Timely processing of “completed” applications received. • Eliminate legacy systems.

LARA

MPSC
01/12/21

Michigan Public Service Commission

Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

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

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

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 – Green Button Connect • Promote Connect Michigan broadband expansion • Collaborate with other state departments and stakeholders • Develop energy and technology pilots	• Implement recommendations from the Statewide Energy Assessment • Regularly review / update administrative rules • Engage stakeholders in MI Power Grid initiative • Issue a Telecommunications Assessment • 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 • Define roles for telecommunications outage monitoring • Investigate performance-based ratemaking • Support the transition to IP-911	• Assess low-income program options, design and accessibility • Participate in low-income workgroup initiatives • Examine role in addressing systemic racism's impact on energy and telecom programs • Encourage customer protections in emergency conditions • Support Connected Nation • Administer and promote customer programs • Continue targeted energy waste reduction programs • Better integrate Customer Assistance Division into rate cases • Enable transparent and accessible processes	• Maintain website with accurate and unbiased information • Evaluate Listserv messaging and external newsletter • Establish and encourage virtual stakeholder participation in workgroups and proceedings • Expand social media presence • Engage partners on informational webinars/forums • Evaluate communication and outreach programs and efforts • Maintain branding standards and guidelines
CORE OPERATING PROCESSES	• MPSC communications plan process • Outreach process • MI Power Grid Initiative • Stakeholder workgroup processes • Participation in partnerships	• Statewide Energy Assessment planning • Rulemaking processes • MI Power Grid Initiative • Rate case and plan case processes • Audit and Investigation processes • Emergency planning processes	• Low-Income EWR Workgroup planning • DEI Team processes • Participation in partnerships • Gas and electric customer choice programs administration • MEAP program and grants administration • MPSC website administration • Rate case process	• MPSC website administration • E-Dockets process • Listserv administration • Communications protocols and processes • Stakeholder surveys and workgroups • MI Power Grid Initiative • Public comments processes
KEY MEASURES	• Complaint processing time • Voluntary green pricing participation • Utility demand response program participation • Utility distributed generation program participation	• Electricity outages – Michigan weighted SAIFI • Natural gas pipeline inspections • Regulatory case processing • IP 911 implementation	• Average electric and natural gas bill ranking within the US (residential) • Michigan electricity price ranking among other US states • MEAP self-sufficiency participation	• Average #/days to close complaints • Number of Listserv subscribers

MPSC
Michigan Public Service Commission

DMVA
01/15/2021

Department of Military and Veterans Affairs

Fiscal Years 2022 - 2026

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.

VALUES
- **Exceptional Service-a** team committed to its mission, continuous improvement, and solving future challenges.
- **Innovative Leadership-**a thought leader, piloting future capabilities, providing unrivaled training opportunities leveraging Michigan's geography, people, and technology-based industry.
- **Michigan Community Cornerstone-**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.
- **Performance Excellence-**providing ever-improving value to its stakeholders and achieves sustained organizational effectiveness

KEY GOALS	Achieve Performance Excellence	Market Michigan's DMVA	Develop Meaningful Advocates and Partners	Cultivate a Workplace of Choice	Strengthen Interoperability	Pursue Strategic Initiatives
KEY STRATEGIES	• Strengthen readiness of the Michigan National Guard to top 1/3 in the nation, resulting in growth of modern force structure and mission sets. • Strengthen Michigan DMVA programs to increase availability and utilization by veterans and their families. • Implement a master plan for the Michigan's State Veterans Home (MSVH) system that enables provision of nation-leading quality of care and expansion of services to meet the capacity and service needs of Michigan's veterans and their families. • Modernize and expand DMVA's facilities through coordinated resourcing priorities, multi-use efficiencies, and increased state, federal, and private support.	• Modernize and brand Michigan's training areas as the premier location for Multi-Domain Operations (MDO) innovation and training. • Position Michigan as the ideal location for veterans and their families to choose to live, work, raise a family, and retire. • Partner with the Michigan Defense Center (MDC) to market DMVA assets, obtain new missions, and obtain additional resources. • Obtain enduring resourcing for Northern Strike as the primary multi-domain readiness building collective training event for the reserve component.	• Improve recruiting for DMVA programs by increasing partnerships and advocacy in Michigan schools. • Improve service and expand support to veterans and their families by aligning efforts across the State to improve Michigan's "no wrong door" culture through inter-organizational partnerships. • Expand postsecondary education, employment, and entrepreneurial opportunities for MING members and veterans to the top 1/3 in the Nation. • Expand partnerships that enhance DMVA's ability to provide ready and responsive domestic operations capabilities to Michigan and partner states. • Build mutual readiness through a strategic and whole-of-state approach to MING's partnership with Latvia, Liberia, and the US Virgin Islands.	• Create branch-specific hiring and management policies to cultivate a positive workplace culture of respect, inclusion, and diversity across all branches. • Create talent management programs that invest in DMVA's talent through staff and leadership development, performance accountability and recognition, and a culture of exceptional customer service. • Empower leaders to set policy that values employee wellness and healthy work / life balance, attracting and retaining DMVA team members.	• Create DMVA-wide departmental understanding, collaboration, and synchronization between all branches. • Transparently and efficiently resource DMVA initiatives through department-wide collaboration and innovative funding solutions. • Establish DMVA themes, messages, images, and engagements in support of departmental Strategic Objectives.	• Protect Michigan's environment through responsible conservation of natural resources, energy resilient facilities, and commitment to clean water. • Grow DMVA's influence in Michigan's Defense and Homeland Security Enterprise. • Leverage DMVA's capabilities, emerging technologies, and defense initiatives to obtain future DoD and defense related mission sets.

DMVA
01/15/2021

Department of Military and Veterans Affairs

Fiscal Years 2022 - 2026

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KEY GOALS	Achieve Performance Excellence	Market Michigan's DMVA	Develop Meaningful Advocates and Partners	Cultivate a Workplace of Choice	Strengthen Interoperability	Pursue Strategic Initiatives
KEY MEASURES	• DMVA achieves rapid modernization at Michigan's training installations through innovative resourcing, advocacy, and Public-Private-Partnerships (P3). • DMVA resources maintenance of facilities and physical security improvements at installations. • DMVA capitalizes on dual-use infrastructure to increase efficiency and reduce redundant resource requirements. • By 2022, complete a system-wide scalable master plan related to MVH services and partner organizations capable of adapting by location to meet the needs of the community. • By 2022 MIARNG analyzes, requests, and secures consistent annual funding in Michigan's state budget for maintenance and modernization of MIARNG facilities. • By 2023, Michigan Veterans Affairs Agency (MVAA) regions recognize and establish a network of the top five most requested services and possess the capability to meet a veteran's needs within 24 hours of the request. • By 2024, establish all MVH facilities as a premier long-term care location for veterans and their family members. • By 2025, maximize federal funding regarding ongoing operations and capital investments for all MVH skilled nursing facilities.	• By 2021, DMVA in partnership with the Michigan Defense Center, connects Michigan's elected officials, advocates, and professional military organizations to achieve shared understanding and collaboration. • By 2022, receive Army Joint National Training Capability Exercise Certification, Camp Grayling Maneuver Training Center (GMTC) Joint Certification, and Army National Guard Exercise re-Certification. • By 2022, Identify requirements and develop a Joint manning, equipping, and training solution for an enduring Operations Control Group. • By 2023, complete execution of Northern Strike within synchronized ARNG and ANG training strategies. • By 2023, DMVA sets conditions to increase defense spending during the DoD modernization process. DMVA nests current military capabilities within the Defense and Homeland Security Enterprise (DHSE) and expands complimentary defense industry mission sets to set conditions for increased defense spending with MING. • By 2023, maximize Michigan's state legislature and congressional delegation's influence and support for the DMVA.	• By 2022, DMVA partners with MSP to increase emergency preparedness in Michigan. • By 2022, DMVA increases DOMOPS resource visibility among partners within the department, state, and nation. • By 2022, DMVA refines partnership priorities, identifies partner requirements outside of MING core functions, and develops opportunities to increase state participation in each program. • By 2022, DMVA establishes habitual unit alignments and develops multinational broadening opportunities that foster relationships and enhance mutual readiness building events. • By 2022, refine MING support to Liberia's development of capabilities associated with responding to infectious disease control, engineering, peacekeeping (to include women in defense), and internal professional development. • By 2022, refine support to Latvia's development of capabilities associated with branch specific training, designated marksman, airfield certification, cyber, Joint Tactical Air Controller/Joint Forward Observer sustainment, and Critical Combat Skills Development (CCSD).	• By 2023, DMVA team-members define the workplace environment as safe, respectful, and inclusive as measured by employee surveys. • By 2023, DMVA achieves a culture that provides a healthy work/life balance for team-members, as defined by employee surveys. • By 2025, DMVA increases diversity at all levels within branches to closely match local communities and Michigan demographics. • By 2025, DMVA branches initiate and execute talent management plans that foster career management and recognition as a function of performance. • By 2025, DMVA achieves a safety-conscious culture that provides a safe and healthy work environment across the department.	• By April 2021, DMVA establishes a Department Executive Staff (DES) to synchronize and coordinate branch and functional area initiatives. • By end of 2021, DMVA has a collective understanding of department-wide information technology, privacy, and security requirements as well as established procedures for increased external transparency with DMVA partners and the public. • By 2021, DMVA strategic communication capacity built. • By 2021 branches synchronize and execute department wide Strategic Messaging. • By 2025, DMVA achieves and sustains additional annual resourcing through P3 or grants to fund strategic goals.	• By 2021 Create an enduring process to evaluate and gain new mission sets in MING. • By 2022, add a Total Force Integration (TFI) association to the MI ANG. • By 2022, establish Selfridge Air National Guard Base as the premiere training location for partner national 5th Generation Aircraft. • By 2022, DMVA establishes partnerships with INDO-PACOM Combatant Command and their supporting organizations. • By 2023, establish the Gray Eagle-Extended Range (GE-ER) Stationing • By 2023, DMVA sets conditions in Michigan to increase defense spending during the DoD modernization process. DMVA nests current military capabilities with DHSE and expands complimentary defense mission sets to set conditions for increased defense spending. • By 2024, integrate within the Michigan Launch Initiative, including establishing a co-use launch control center. • By 2025, establish the National All-Domain Warfighting Center (NADWC) and the Kelly Johnson Joint All-Domain Innovation Center (KJJADIC) as the premiere and innovative training centers for Joint All Domain training and research.

DMVA
01/15/2021

Department of Military and Veterans Affairs
Fiscal Years 2022 - 2026

FOUNDATIONS

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VISION
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VALUES
- **Exceptional Service-a** team committed to its mission, continuous improvement, and solving future challenges.
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- **Workplace of Choice-**values its team members, demonstrates commitment to individual and organizational development, and generates loyalty and pride across the team.
- **Performance Excellence-**providing ever-improving value to its stakeholders and achieves sustained organizational effectiveness

KEY GOALS	Achieve Performance Excellence	Market Michigan's DMVA	Develop Meaningful Advocates and Partners	Cultivate a Workplace of Choice	Strengthen Interoperability	Pursue Strategic Initiatives
KEY MEASURES (continued)	• By 2028, improve and sustain readiness as measured by total manning and readiness ratings leading to selection for future mission sets. • By 2028, improve and sustain "top 1/3" readiness leading to selection for modern force structure growth. • By 2028, Michigan connects veterans and their dependents to the benefits they have earned at a rate equal to or higher than the top 1/3 of all states as reported by the US Department of Veterans Affairs • By 2028, establish and leverage pathways that maximize community and other non-governmental support, including the expansion of the MVH geographic footprint and the menu of services offered by MVH or partners. • By 2033, DMVA creates a financially sustainable and community-based MVH system by expanding the MSVH footprint so that 95% of Michigan residents live within 75 miles of a home.	• By 2024, Camp Grayling becomes a preferred training location for armor and field artillery due to pooled equipment at the Maneuver Area Training Equipment Site significantly reducing transportation costs for training units. • By 2024, expand Northern Strike's capacity to replicate Joint All Domain Operations by addressing emergent requirements connected to DoD modernization efforts. • By 2025, DMVA invests State resources to enhance DMVA facilities and Defense missions. • By 2026, MING airspace becomes the most capable in the nation and includes capabilities to train manned and unmanned aircraft in a contested environment with electronic warfare and satellite operations. • By 2026, MING training areas accurately replicate the Future Operating Environment (FOE). • By 2026, DMVA establishes global branding of MING's network of training areas establishing Michigan as the first choice for Joint All Domain Operations training and innovation. • By 2026, Michigan establishes a program to attract veterans and transitioning service-members to Michigan. • By 2028, modernize Graying Army Airfield to support training up to an Expeditionary Combat Aviation Brigade (-) and strategic airlift/power projection. • By 2027, move Northern Strike through the Department of the Army's requirement validation process leading to funding provided in the Army's Program Objective Memorandum (POM) (FY23-27).	• By 2024, the Virgin Islands National Guard (VING) sustains an institutionalized DOMOPS capability and proficient rotary wing aviation program. • By 2025, DMVA establishes outreach programs in schools to expand advocacy and achieve 110% personnel strength and 100% entry level recruiting. • By 2027, a veteran that reaches out to MVAA has access to all veteran benefits/services (for which he/she qualifies) available within the state. • By 2029, Veterans, MING members, Reservists, and their spouses and/or dependents have access to comprehensive educational opportunities in Michigan. • By 2030, Michigan has clear pathways to employment for veterans, MING members, Reservists, and their spouses. • By 2030, Michigan has a robust military and veteran entrepreneurship program.			• By 2027, compete for Space Force mission sets, including a Defense Space Control Squadron, Space Intel Squadron, and a space Group. • By 2029, build and sustain a nationally recognized MING environmental protection program, with emphasis on protecting Michigan's water and conserving natural resources. • By 2030, achieve utility resilience of all MING training installations to reduce operating costs while increasing emergency response capability and protecting the environment.

DNR
01/10/2021

Department of Natural Resources

Fiscal Years 2022 - 2026

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.

VALUES

Governor's Current Values:
- Opportunity
- Responsibility
- Security

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

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

MSP
12/28/2020

Michigan State Police
Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

VALUES
- **Opportunity** – that each Michigander be granted the greatest chance to succeed and advance
- **Responsibility** – that there is an expectation and duty to embrace opportunity to the best of each person's capability and situation
- **Security** – that protections are essential for those experiencing unforeseeable or unmanageable circumstances and to create a foundation upon which the benefits of opportunity can be achieved
- **Service** – that Michiganders receive from the Michigan State Police the highest quality law enforcement and public safety services
- **Integrity** – that the actions of the Michigan State Police reflect fairness and instill the trust and confidence of our department members, the public, and our stakeholders
- **Inclusion** – that the Michigan State Police fosters a culture and mindset where the unique contributions of each department member and community member are valued and celebrated

KEY GOALS	**Provide the highest quality law enforcement and public safety services by maximizing existing strengths and assets and by forging authentic community connections.**	**Support our department members by creating an environment that fosters engagement and encourages personal growth and future success.**	**Build a department culture that values trust, transparency, and individual contributions that will inspire the confidence of department members, the public, and our stakeholders.**
KEY STRATEGIES	• 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. • Provide a seamless in-car mobile environment that reduces administrative time for troopers by 10 percent by pursuing technology solutions, including single sign-on capability, enhanced connectivity, and dictation software by Dec. 31, 2022. • Reduce crime and improve traffic safety by developing and implementing annual district-level plans, comprised of post and section plans, based on data and best practices that focus on crime and traffic initiatives where department resources can make a positive impact by December 31. • Assess the department's current service delivery model to ensure it meets today's needs, including reviewing work sites, department fleet, and the assigned vehicle program by Dec. 31, 2022. • Improve throughput for forensic examinations to better serve our partners in the pursuit of criminal justice by Dec. 31, 2022. • Empower work sites with the resources and latitude to tailor their annual community outreach plan to meet the unique needs of the residents and stakeholders they serve through Dec. 31, 2022. • Develop an after-action procedure that is implemented following a critical incident to identify lessons learned and opportunities for improvement through Dec. 31, 2022.	• Launch an internal mobile app that will enhance employee communication and engagement by Dec. 31, 2021. • Establish a department-wide employee mentor program to encourage personal growth and future success by Dec. 31, 2021. • Establish a civilian onboarding program that will foster employee inclusion and improve retention by Dec. 31, 2022. • Make training more accessible for department members and our public safety partners by utilizing virtual-reality and modern video-based learning methods and by seeking alternate training locations by Dec. 31, 2022.	• Expand opportunities that foster employee inclusion and provide a platform for open dialogue from diverse perspectives through Dec. 31, 2022. • Institute recruiting practices that reduce barriers to employment in order to increase the trooper minority applicant pool and female applicant pool by Dec. 31, 2022. • Review the impact and intent of the department's current youth mentoring and cadet programs with the goal of attracting and building a pipeline for entering recruit school by Dec. 31, 2022. • Capitalize on new and existing partnerships with community members that will provide department members with diverse perspectives, cultural awareness, and customer feedback by Dec. 31, 2022.
CORE OPERATING PROCESSES	• Delivering law enforcement services statewide • Investigating crime and enforcing laws • Protecting people and businesses	• Fostering employee engagement and inclusion • Developing and retaining talent • Modernizing training	• Fostering diversity, equity, and inclusion • Attracting and retaining a diverse workforce • Seeking diverse perspectives
KEY MEASURES	• 2,000 total enlisted member strength • 10 percent reduction of time spent by troopers on administrative duties • 65-day average turnaround time for cases submitted to the Forensic Science DNA Unit	• 79% or higher agree score for the Employee Survey question "I get the information I need to be productive in my job" • 100% of new civilian employees assigned a mentor within 30 days • 20% of training offered virtually	• 80% or higher agree score for the Employee Survey question "My work group has a climate in which diverse perspectives are encouraged and valued" • 25% of trooper applicant pool identifies as a racial minority • 20% of trooper applicant pool identifies as female

DTMB
12/18/2020

Department of Technology, Management & Budget

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Optimize enterprise-wide business, financial, and technical services to enable a government that works.

VISION
Help drive efficiency. Connect customers to services. Deliver solutions.

VALUES
- **Engagement** - Be a positive influence. Embrace diversity and inclusion.
- **Integrity** - Always do what is right.
- **Customer Service** - Understand your customer. Be understood. Deliver solutions.
- **Excellence** - Always do your best. Take pride in your role.
- **Teamwork** - Collaborate to meet our goals.

KEY GOALS	**Improve customer satisfaction for stakeholders receiving DTMB services by implementing data-driven action plans to improve quality of service**	**Responsible use of taxpayer revenue through benchmarking and best in class methodology**	**Reduce repeat material audit findings for the enterprise by reviewing open audits and creating remediation action plans that include comprehensive communication and training**	**Maximize employee performance by ensuring that people with the right skills are in the right jobs**	**Improve engagement for DTMB employees by creating and implementing employee engagement action plans**
KEY STRATEGIES	• Establish a standard approach to customer satisfaction action planning. • Develop and implement customer satisfaction action plans.	• Establish core responsibilities that should be implemented as an enterprise standard. • Establish a consistent and transparent model for management decision-making to improve financial reporting and forecasting. • Establish benchmarks as validation of operational efficiencies for DTMB enterprise standards. • Meet operational benchmarks by applying corrective actions and ensuring compliance with best practices.	• Establish OAG, federal and self-identified audits as the source of truth for material audit findings to be remediated. • Establish prioritization matrix based on risk/cost/benefit to define order of work. • Develop list of OIAS recommendations (or other risk assessment services/self-identified) in prioritized format, including resolution metrics. • Establish, document and maintain standard auditable procedures at the program level.	• Validate Position Descriptions no less than every two years. • Develop and implement a process to effectively identify and address gaps between the knowledge, skills and abilities required to do the job and those held by employees. • Create and implement a departmental plan to attract qualified applicants for positions.	• Implement a department level action plan after each employee survey. • Senior staff will conduct strategic vision discussions for their area by December 31 of each year. • Act on recommendations from DTMB Diversity and Inclusion Committee.
CORE OPERATING PROCESSES	• Customer relationship management • Monitor delivery of DTMB core services	• Financial analysis and reporting • Leveraging enterprise solutions	• Managing and reporting on performance • Managing and mitigating risk	• Attracting and recruiting talent • Managing employee performance including developing and retaining employees	• Engaging employees • Training managers
KEY MEASURES	• Increase percentage of DTMB service areas with customer satisfaction score at or above benchmark • Percentage of business units with approved customer service action plans • Percentage of low scoring business units with action plans on track for completion	• Cost-effectiveness of DTMB operations • Percentage of DTMB business units with identified value-stream aligned to core responsibilities • Financial reporting and forecasting model completed and approved • Percentage of DTMB operations with an established benchmark to target • Percentage of selected critical operations demonstrating improved cost-effectiveness	• Decrease number of repeat material audit findings • OIAS baselines and maintains active portfolio of material findings and reports quarterly to DTMB • List of material findings to be addressed in priority format, including resolution metrics • Percentage of program areas that have created and maintained standard operating procedures	• Percentage of operational performance metrics meeting or exceeding targets • Percentage of Position Descriptions validated biennially • Percentage of areas with updated staffing plans annually • Decreased number of job re-postings	• Increase DTMB employee engagement measurements • Percentage of action plan items completed or on track for completion • Percentage of vision discussions completed annually

DTMB
Technology, Management & Budget

OCO
01/14/2021

Michigan Office of Children's Ombudsman

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Helping to improve Michigan's child welfare system through awareness, advocacy, public education, review and recommendation.

VISION
To advocate for children by transforming the office to better accomplish influence within Michigan's child welfare system.

VALUES
- Function as an independent and impartial agency while maintaining confidentiality accomplished through credible review processes.
- Continue to foster an organization that promotes diversity, equity and inclusion internally, externally and within the children welfare system.

KEY GOALS	To conduct independent, impartial investigations	Make impactful recommendations in order to change and/or update statute, policy, or administrative rules that have a positive impact on the child welfare system	To promote transparency in the child welfare system
KEY STRATEGIES	• Provide training opportunities to the OCO staff allowing to enhance their investigation skills and techniques. • Have an effective Memorandum of Understanding with MDHHS that allows the OCO to conduct independent impartial investigations. • Provide the OCO staff with the ability, tools, and resources to conduct independent impartial investigations.	• Enhance relationships with stakeholders in order to improve communication, allowing the OCO to address issues and concerns that impact child welfare. • Support employee involvement and engagement with committees and community partners. • As a result of investigations conducted provide insight into global trends that affect child welfare.	• Propose legislative recommendations on a continual basis to improve child welfare. • Update the OCO website to highlight ongoing trends that affect child welfare and align with the current executive order involving transparency. • Expand the annual report to reflect current trends within and/or affecting the child welfare system.
CORE OPERATING PROCESSES	Independently obtain documents, statements, evidence, and analysis pertaining to each case investigated.	Influence policy and legislation.	Disseminate to the public and applicable individuals or entities information within the boundaries of state and federal law.
KEY MEASURES	Complete and respond to complainants within 6 months of opening a full investigation on complainant cases and 12 months on death cases.	Compile and issue an annual report describing the OCO's activities during the fiscal year.	• Respond to complainants by telephone within 10 business days . • Participate in ongoing events with partners to engage those partners while supporting the Office of Children's Ombudsman's strategic plan.

OCO
Office of Children's Ombudsman

OSE
1/07/2021

Michigan Office of the State Employer

Fiscal Years 2022 - 2026

FOUNDATIONS

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

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

VALUES
- Opportunity
- Responsibility
- Security
- Communication
- Respect
- Knowledge

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	• Review on a regular basis and, if necessary, update and enhance training modules currently being offered. • Research alternative methods of training (e.g., webinars, videos, narrated PowerPoint, etc.). • Develop/administer 2-3 new training modules per year. • Form an ad hoc committee with departmental labor reps to identify additional training needs. • Form an ad hoc committee to identify additional workplace health and safety training needs. • Provide training to improve the quality of department-level grievance answers. • Establish and implement a process for participant evaluation for each training session offered and a method to follow-up with attendees on a periodic basis.	• Advertise/promote the OSE Disability Management Stay-at-Work/Return-to-Work (RTW) Program. • Advertise/promote statewide safety resources; Provide Ergo & WorkSmart Assessments to all employees upon request. • Provide training to all departments & agencies upon request. • Form an ad hoc committee with departmental safety coordinators to identify areas of need. • Provide MIOSHA General Industry Level I and Level II Safety Certification training to departmental Safety Coordinators and others.	• Advertise/promote and educate employees on OSE programs; Provide info to all departments to share with employees. • Engage in cross-training for all staff to ensure efficient and effective customer service. • Make internet and intranet websites more user-friendly. • Foster effective communication between departments and unions to promote positive labor-management (L-M) relations. • Utilize OSE mediation processes to help decrease grievances arbitrated. • Provide training to improve the quality of department-level grievance answers.	• Require staff to attend at least 2 types of training per year. • Establish an internal employee engagement committee. • Establish and continuously review and improve internal processes for efficiencies and effectiveness. • Encourage staff members to treat each other and OSE customers with professionalism, courtesy and respect. • Implement 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); Ergonomics 101; Drug & Alcohol; ALD training; Secondary Negotiations; Bargaining 101; CMVO/CDL; Office Safety; Hazard Communication; Accident Investigation.	• Ergonomic assessments; Drug & Alcohol administration; ALD administration; ADA Title I administration; DMSAW/RTW Program administration; Workers' Compensation (WC) administration; Family Medical Leave administration; workplace safety resources.	• PDF program administration; WC program administration; Negotiate & administer the collective bargaining agreements; Maintain communication with dept staff, DMO and Civil Service; Continue efforts for improvement of L-M relations.	• Staff recognition; staff updates; seminar/conference overview.
KEY MEASURES	• Number of training sessions offered. • Variety of training delivery methods offered. • Solicit and review feedback, make changes if appropriate.	• Number of employees reached with training about Disability Management Stay-at-Work/Return-to-Work Program. • Solicit and review feedback on workplace health and safety programs and training, make changes if appropriate.	• Analytics (for website traffic). • Number of employees utilizing PDF. • Number of employees trained.	• Promote enhanced communication. • Number of engagement activities.

OSE
Office of the State Employer

SBO
12/14/2020

Michigan State Budget Office

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
To recommend, implement, maintain, and oversee a balanced state budget.

VISION
To meet the needs of the residents of the state in a cost-effective, efficient, and transparent manner with a focus on long-term fiscal responsibility.

VALUES
- **Integrity-Conduct the state's financial operations**
- **Teamwork-Create and support a team that works to meet common goals**
- **Accuracy-Provide accurate and timely information and data to stakeholders and residents**

KEY GOALS	Recommend the executive budget and work to enact a final budget that most effectively and efficiently meets the needs of the state's residents.	Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Comprehensive Annual Financial Report (CAFR).	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 STRATEGIES	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain open channels of communication with members of the Legislature regarding budgetary needs, priorities, and risks. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.	• Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision. • Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office. • Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives are aligned with the office's mission and goals.
CORE OPERATING PROCESSES	• Collect and rank investment requests from agencies in a systematic manner based on the priorities established by the governor and the health and safety needs of the state's residents. • Review and prioritize investment requests with executive office for inclusion in the budget recommendation. • Collaborate with the Legislature during budget negotiations to reach budget agreement.	• Establish and maintain standardized accounting policies and procedures. • Publish year-end closing schedule to be followed by the departments. • Provide information and applicable training related to new or revised accounting standards.	• 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 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.	• Amend the Financial Management Guide to simplify and clarify guidance on risk assessments, service organizations, and IT. • Review and revise training courses and develop e-training for select courses. • Work with departments to obtain and review audit reports (SOC reports) on controls at service organizations critical to financial reporting, creating inventory and dashboards to report status of internal control audits and facilitating meetings with department internal control leadership and service organization owners. • Work with departments to complete their security assessment plans for all 183 critical IT applications supporting ICE programs by creating dashboards and facilitating regular meetings with IT, department application owned and key internal control leaders. • Manage design and initial deployment of the GRC tool (Key light) for the management of risk and controls for the non-IT ICE risks and controls.

SBO State Budget Office

SBO
12/14/2020

Michigan State Budget Office

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
To recommend, implement, maintain, and oversee a balanced state budget.

VISION
To meet the needs of the residents of the state in a cost-effective, efficient, and transparent manner with a focus on long-term fiscal responsibility.

VALUES
- **Integrity-Conduct the state's financial operations**
- **Teamwork-Create and support a team that works to meet common goals**
- **Accuracy-Provide accurate and timely information and data to stakeholders and residents**

KEY GOALS	Recommend the executive budget and work to enact a final budget that most effectively and efficiently meets the needs of the state's residents.	Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Comprehensive Annual Financial Report (CAFR).	Modernize the State Longitudinal Data System (SLDS) within CEPI.	Maintain a supportable, upgradeable, and technically current Commercial-Off-The-Shelf applications for the statewide ERP system through continued minimizing of customization (SIGMA).	Improve the efficiency and effectiveness of the statewide risk management process (i.e. Internal Control Evaluation program) supported by the Office of Internal Audit Services.
KEY MEASURES	• Present Executive Recommendation to Legislature, meeting all statutory requirements for information provided in conjunction with the recommendation • Enrolled budget bills are reviewed thoroughly to ensure funds are appropriated for valid public purposes and boilerplate language is consistent with constitutional principles. • Improve the accuracy of the budget process by reducing the difference between budgeted and actual caseload-driven costs for DHHS and K-12 pupil counts.	• Issue the CAFR within 120 days of fiscal year-end • Receive an unmodified audit opinion for the CAFR • Receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the CAFR	• Architect the design of entity and student data domains using the nationally recognized Common Education Data Standards (CEDS). • Using the established SLDS Toolbox, create a set of self-service data visualization tools for use by SOM stakeholders who directly access the SLDS data sets.	• End User Support achieves 90% same day resolution • Improve first call resolution rate by at least 5% each fiscal year until we achieve at least 75% first call and retain at least 75% first call resolution thereafter. • Respond to email requests for support within 4 business hours of receipt. • Average at least a 4 in all categories (on a 5-point scale) on survey results for all SIGMA training delivered by End User Support. • Tier 2 ticket and issue resolution timeframe improves by at least 5% compared to the first 2 years of operations in FY 2020 and then by at least 5% year over year thereafter until the average timeframe for resolution on newly identified issues is 10 business days or less. • Prior to the SIGMA Upgrade, the inventory of post-go-live work requests (PWR items) is reduced by at least 10%. Following the upgrade, the inventory post-go-live work requests (PWR items) is reduced by at least 10% each fiscal year. • SIGMA is upgraded to the latest release (4.0 plus appropriate featuresets available within the upgrade project timeline) by the end of Fiscal Year 2022. • Beyond the upgrade to the latest 4.0 featureset within the upgrade project, SIGMA Operations and Support will remain current by testing and deploying each available patchset and featureset that is delivered in alignment with CGI's delivery model.	• Launch the Governance, Risks and Compliance (GRC) Technology (Keylight) for utilization by the 2020 ICE Process. • Implement a streamlined progress reporting process for material weaknesses included in the GRC repository, for use by executive branch leaders and the risk committee. • Support agency completion of risk assessments by September 30, 2020 and most control effectiveness evaluation conclusions by December 2020.

SBO State Budget Office

MDOT
01/14/2021

Michigan Department of Transportation

Fiscal Years 2022 - 2026

FOUNDATIONS

MISSION
Providing the highest quality integrated transportation services for economic benefit and improved quality of life

VISION
MDOT will be recognized as a progressive and innovative agency with an exceptional workforce that inspires public confidence

VALUES
Quality: Achieving our best within our resources
Teamwork: Effective involvement of people
Customer Orientation: Knowing our customers and understanding their needs
Integrity: Doing the right thing
Pride: In MDOT and the importance of our work

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	• Prioritize preservation and maintenance of network systems • Integrate an asset management approach including life cycle cost evaluation and decision-making across all modes • Strengthen partnerships with emphasis on collaboration and coordination to maximize investment and minimize disruption • Issue bonds approved by STC for the Rebuilding Michigan plan	• Improve system reliability across the network for passengers and freight • Improve system capacity through application of new technologies and strategies • Provide viable and equitable multimodal choices	• Promote safety first for all users, workers, and operations of the transportation network • Promote safe driving behavior through advanced public communication campaigns • Prioritize infrastructure and facility improvements with proven safety benefits • Support and implement technology safety solutions	• Implement an Equity, Inclusion and Diversity Plan • Advance MDOTs workforce and succession planning strategies and measures	• Align MDOT data strategic plan to support business needs alongside industry trends. • Collaborate with business and IT to develop and execute an enterprise data analytics and warehousing solution. • Continue building key skillsets to facilitate good data management, data architecture, and data analytics
CORE OPERATING PROCESSES	• Implement and maintain Transportation and Transit Asset Management Plans • Maximize multimodal asset lifecycle strategies in conjunction with system performance considerations • Enhance condition forecasting models • Pilot local agency bridge bundling • Track bond issuance implementation progress and milestone accomplishments	• Implement central control of traffic signal active management • Advance signal phase and timing (SPaT) to maximize corridor throughput • Integrate reliability factors into the Call for Projects scoring process • Focus coordination/collaboration efforts to improve connectivity and access to passenger transportation options	• Promote safety awareness programs for all modes including non-motorized • Expand V2I network on arterial roadways • Expand safety analysis using a context sensitive solution approach • Enhance safety oversight and compliance monitoring of public transportation modes • Advance response training and readiness for safe, quick incident clearance	Supporting Initiatives: • In collaboration with EEOC, OSE, CSD, and DTMB, identify and develop milestone accomplishments and a cultural metric/measurement system to support the MDOT Equity, Inclusion and Diversity Plan development and implementation. • Expand MDOT talent review process to the section level. • Develop and implement improved agency communication and collaboration using new tools and technology • Ongoing implementation of employee lifecycle strategies to include recruitment, performance management, mentoring, and talent development.	Supporting Initiatives: • Plan and implement an enterprise analytics solution with phased execution across different work areas. • Recruit key positions to strengthen Data Management, Architecture and Analytics/Warehousing • Identify and catalog key datasets and provide access to users and other systems in accordance with data sharing guidelines • Incorporate the goals of good data management and architecture into the IT project execution process • Lead the planning, definition, and execution of key data management practices, including Data Quality, Master Data, Meta Data, and Data Privacy and Security
KEY MEASURES	• Percent of trunkline pavement with 3+ years Remaining Service Life (RSL) • Percent of National Highway System pavement in Good condition • Percent of trunkline bridges in Good or Fair condition • Percent of Tier 1 airport primary pavement condition in Good or Fair condition • Percent of transit facilities rated >3 • Percent of bond financed projects completed by 2025	• Percent of person-miles traveled on the National Highway System (NHS) that are reliable • Truck Travel Time Reliability Index • Percent of freeway incidents cleared within target timeframe • Level of Access: National intercity bus service • Level of Access: Local bus service • Amtrak annual ridership	• Number of fatalities and serious injuries involving vehicle crash • Rate of fatalities per 100 million vehicle miles traveled • Number of non-motorized fatalities and serious injuries • Number of fatalities and serious injuries in work zones • Number of fatalities, serious injuries, and safety events involving transit modes of travel • Miles of major arterials equipped by vehicle-to-infrastructure (V2I) technology		

MDOT
Michigan Department of Transportation

Michigan Department of TREASURY

Michigan Department of Treasury

5 Year Strategic Plan

Fiscal Years 2022 - 2026

Updated: 01/15/21

FOUNDATIONS

MISSION
Providing 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
We are the innovative and inclusive resource provider of exceptional financial services for a better Michigan.

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

Treasury Foundation	Employee Engagement	Culture of Service	Continuous Improvement
CORE OPERATING PROCESSES	• Collecting, disbursing, and investing all state monies • Providing equality of access to student financial resources and information	• Advising the Governor on all tax and revenue policy • Safeguarding the credit of the state • Investing the State and school employees' retirement funds	• Collecting and administering state taxes • Monitoring the fiscal health of Michigan's local governments and schools

KEY GOALS	Plan for Michigan's short- and long-term financial opportunities and challenges	Securely and efficiently process quality Treasury data	Define and improve satisfaction for all customer groups	Enhance recruitment and increase retention of engaged employees by making Treasury a great place to work
OUTCOME METRICS	• Business plans which implement, promote and evaluate the identified strategies	• Instances of redundant/duplicate data collection • Instances of unauthorized access to data	• Attendance at outreach events • Customer satisfaction on call center and MTO surveys • Employee engagement survey results	• Number of qualified applicants for job postings • 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 our state • Review current tax laws and their impact on current and future revenue, as a resource for policymakers. • Coordinate and provide access to financial literacy resources and tools for all Michiganders • Consistently update and implement business continuity plans and risk assessments to mitigate financial and organizational risk	• Implement data governance framework • Establish data maps which reflect the flow of Treasury data • Ensure accurate posting of data	• Improve our website and materials to be more accessible and customer-focused • Evaluate opportunities to provide more interactive tools and real-time solutions for assisting taxpayers • Provide consistent customer service expectations and training across the department	• Develop plan to become more attractive as an employer • Develop administrators, managers and supervisors as leaders • Provide expectations, resources and support for our employees
KEY PERFORMANCE INDICATORS	• Reduction in unmitigated risks as determined by our internal control evaluations and audits • Attendance at financial literacy forums • Use of website for access to materials and tools • MI Financial Literacy Website – Increase in Traffic (Clicks) (https://www.michigan.gov/finlit/)	• Number document types converted to electronic non-paper processes • Percent increase in paper documents received in mail operations, converted to imaged documents • Percent adjustments after month-end (consider dollars and materiality) • Percent reduction in audit findings around appropriate access to data • Percent of business areas having adopted the Treasury business glossary	• Measure web traffic to gauge efficiency and effectiveness • Percent of consistent employee responses to customer inquiries, following customer service-based training (e.g., random daily soft skill and hard skill QA score reviews)	• Percent seats filled across available courses • Number of courses available to supervisors and managers, and attendance • Number of applicants for Treasury positions • Number of voluntary separations from Treasury (lateral) • 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." • Percent success rate in attracting new employees from among university programs and/or industry professional groups

Lottery
01/15/2021

Michigan State Lottery
Fiscal Years 2022 - 2026

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

MICHIGAN LOTTERY™

Lottery
01/15/2021

Michigan State Lottery
Fiscal Years 2022 - 2026

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 Statewide Equipment Update	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 14% over five years. • Retail Instant-Ticket Facings. Measured as the average number of unique instant tickets visibly displayed to players at sales locations statewide with a target of increasing 1 a year to an average of 38 facings at the end of five years. • Early New Game Activation. Measured as the average number of retail locations that activate a new scratch game within 3 days of receipt with a target of reaching and maintaining a statewide average of 98% over the next five years. • New Online Instant Games. Measured as number of new online instant games introduced annually with a target of at least 20 games a year for a total of 100 new games released over the next five years. • Online Account Acquisition. Measured as a percentage of total Michigan population with a target of a 3% increase over the current 10% 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% 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. • Uncollectable Debt. Measured as a dollar amount with a target of keeping uncollectable debt at or below $500,000 a year for an average of $500,000 or less in uncollectable debt over the course of five years. • Semi-Annual Financial Audits. Measured as reported performance with a target of completing all semi-annual audits without a finding of material weakness over the course of five years.	• Central Gaming System. Measured as completing each milestone on or before a specific date. User acceptance testing begins on or before July 1, 2020 and is complete before January 1, 2022. CGS migration begins on or before January 1, 2021 and conversion is complete on or before September 1, 2022. • Retailer Terminals. Measured as completing each milestone on or before a specific date. User acceptance testing begins on or before July 1, 2020 and is complete before January 1, 2022. Statewide replacement begins on or before January 1, 2021 and is complete on or before September 1, 2022.	• Compulsive Gambling Helpline. Measured as a percentage of tickets and printed advertisements that include the compulsive-gambling helpline with a target of 100% of tickets and printed advertisement including the helpline over the course of five years. • Retailer Awareness. Measured as a percentage of licensed sales agents that have confirmed awareness of responsible-gaming resources with a target of 100% of licensees having confirmed awareness as part of the licensing process. • Self-Exclusion Program. Measured as the availability of self-exclusion to registered account holders with a target of 100% availability when the sales platform is in operation and accepting wagers, for an average of 100% availability over the course of five years. • Online Resource Page. Measured as the availability of the resource page on the website with a target of 100% availability when the website is active for an average of 100% availability of the course of five years. • Responsible-Gaming Emails. Measured as the number of monthly responsible-gaming emails sent to active account holders with a target of 12 emails a year for a total of 60 emails over the course of five years.

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