



# State of Michigan

## Strategic Plan for the State

### Fiscal Years 2026 to 2030

Pursuant to the requirements set forth in MCL 18.1363

## Contents

- [State of Michigan](#)
- [Agriculture & Rural Development \(MDARD\)](#) \*
- [Civil Rights \(MDCR\)](#)
- [Corrections \(MDOC\)](#)
- [Education \(MDE\)](#)
- [Environment, Great Lakes and Energy \(EGLE\)](#)
- [Health and Human Services \(MDHHS\)](#)
- [Insurance and Financial Service \(DIFS\)](#)
- [Labor and Economic Opportunity \(LEO\)](#)
- [Licensing and Regulatory Affairs \(LARA\)](#)
- [Lifelong Education, Advancement, and Potential](#)
- [Public Service Commission \(MPSC\)](#)
- [Military and Veteran Affairs \(DMVA\)](#)
- [Natural Resources \(DNR\)](#)
- [State Police \(MSP\)](#)
- [Technology, Management & Budget \(DTMB\)](#)
- [Office of the Child Advocate \(OCA\)](#)
- [Office of State Employer \(OSE\)](#)
- [State Budget Office \(SBO\)](#)
- [Transportation \(MDOT\)](#)
- [Treasury](#)
- [Lottery \(MSL\)](#)
- [Gaming Control Board \(MGCB\)](#)

# State of Michigan Fiscal Years 2026 - 2030

## VALUES

Opportunity, Responsibility, Security

## EXPECTATIONS

Commitment, Integrity, Respect, Positive Leadership, Inclusion

## MISSION

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

## SHARED VISION

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

### FOUNDATIONS

### KEY GOALS

#### Infrastructure

#### Education

#### Workforce and Economic Development

#### Clean Energy and Environment

#### Health Care Outcomes and Affordability

#### Governmental Accountability

#### Public Safety

### KEY STRATEGIES

Change pattern of infrastructure disinvestment and foster economic growth

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

Support initiatives to foster strong economic growth in Michigan

Improve and protect Michigan's natural resources

Ensure and expand access to health care statewide and address the physical and behavioral health needs of the public

Improve experiences and outcomes while interacting with SOM agencies and services

Provide and improve safety for all Michiganders

### CORE OPERATING PROCESSES

- Implement Rebuilding Michigan and address ongoing deferred maintenance in State assets.
- Maximize the opportunity to leverage federal dollars to rebuild roads, bridges and rails, expand access to clean drinking water, ensure every Michigander has access to high-speed internet, and invest in communities.
- Continue to invest in expanding on the nearly 20,000 lane miles of state-owned roads and 1,400 bridges that have been fixed, repaired, or replaced since Governor Whitmer took office.
- Maximize multimodal asset lifecycle strategies.
- Advance mobility alternatives.
- Continue to invest in advanced mobility infrastructure.
- Connect more Michiganders to highspeed internet.
- Create a One Dig Asset Management Portal.
- Maintain and improve outdoor recreational infrastructure.
- Develop and fund plans and improvements to prevent and mitigate the impacts from climate change and high water.
- Create school infrastructure grants to ensure schools provide healthy and safe learning environments.

- Expand access to and availability of funding for Pre-K for all.
- Continued support for free school meals.
- Continued investment in individual learning support.
- Enhance teacher and classroom support with funding for classroom supplies, teacher cadets, and teacher recruitment and retention programs.
- Continued investment in Weighted Foundation Allowance.
- FAFSA Challenge.
- Continue to lower cost of higher education.
- Michigan Reconnect adoption and implementation.
- Continued support of learning outside of K-12 (MiLEAP).

- Grow Michigan's economy.
- Maintain great quality of life and good cost of living.
- Attract and retain talent and business.
- Lower barriers to entering the workforce.
- Expand access to childcare.
- Remove workforce barriers.
- Continue advocating for paid paternal leave.
- Close economic inequity gap.
- Continue advancing inclusive policy to make Michigan a welcoming state to live and work.
- Invest in revitalization and placemaking.
- Invest in advanced manufacturing, research and development, and future technologies.
- Support development of affordable housing.

- Continued implementation of the MI Healthy Climate Plan to reduce greenhouse gas emissions and transition toward economy-wide carbon neutrality.
- Replace lead-service lines in every community.
- Tackle historic contamination.
- Establish safe environmental standards for air and water quality.
- Create an Environmental Contamination Rapid Response Team to bolster abatement efforts at contaminated properties.
- Develop and fund plans and improvements to prevent and mitigate the impacts from climate change and high water.
- Decrease phosphorus runoff into lakes, streams, and habitats.
- Encourage statewide participation in recycling and green building practices.
- Expand and encourage the use of renewables (energy, products).
- Combat invasive species.
- Engage and inform the public on environmental conditions and efforts necessary to assure the protection of the environment and themselves.

- Ensure reproductive freedom.
- Lower the cost of prescription drugs.
- Continue to expand healthcare access.
- Assure health equity and eliminate racial health disparities.
- Develop and support maternal-infant health and reduce outcome disparities through the Healthy Moms, Healthy Babies program.
- Simplify and streamline eligibility for benefits including enhancing long-term care services and support options counseling for seniors.
- Seek federal approval and funds Michigan's Prevention Plan designed to keep families intact and prevent children from entering foster care or congregate care.
- Increase number of physicians in rural communities.
- Create access to low-cost lead remediation loans.
- Transform and improve systems of behavioral health care delivery.
- Develop programs with health care PR actioners, institutions and educational or training schools to recognize and prevent implicit bias.

- Maximize enterprise-wide solutions including single sign-in and website connectivity.
- Reduce wait times for customers and processing times internally.
- Act on results from SOM customer satisfaction and employee engagement surveys.
- Improve training, mentoring, and diversity and inclusion programs within the SOM
- Improve training related to harassment within state departments and agencies.
- Train and foster the use of evidence-based solutions and measures.
- Use data to guide efficient use of taxpayer dollars.

- Continue focus on reducing gun violence and saving lives through efforts such as Operation Safe Neighborhoods.
- Continue to support funding for evidence-based solutions to tackle the root causes of violence such as the Community Violence Intervention Program.
- Refine and further develop Michigan's emergency preparedness standards and procedures.
- Be a nationwide leader and model for cybersecurity.
- Improve, expand, and provide maintenance for the Michigan Public Safety Communications System.
- Provide a steady and safe MSP trooper count with increased capabilities and connectivity.
- Continue and expand programs to foster offender success, incarceration alternatives, and reintegration.
- Implement and fund approved programs for indigent defense service, assuring equal access.



# Department of Agriculture and Rural Development

## Fiscal Years 2026 - 2030



FOUNDATIONS

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

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

**VALUES**

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

KEY GOALS

**Food Safety, Human and Animal Health**

**Environmental Sustainability**

**Economic Development**

**Efficient Effective Government**

KEY STRATEGIES

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

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

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

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

CORE OPERATING PROCESSES

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

KEY MEASURES

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

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

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

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

# Michigan Department of Civil Rights

## Fiscal Years 2026 - 2030

FOUNDATIONS

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

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

**VALUES**  
Integrity, Customer Service, Protection, and Education

KEY GOALS	Provide outstanding customer service to all people seeking services	Provide a positive, productive work environment for all employees	Conduct thorough and effective investigations and provide timely resolutions	Expand training and educational activities	Expand public visibility and credibility
KEY STRATEGIES	<ul style="list-style-type: none"> <li>• Offer more comprehensive employee training and identify additional training opportunities for employees in dealing with customers.</li> <li>• 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.</li> <li>• Improve community-based relationships and civil rights/racial equity and cultural competency across the State of Michigan.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Continue providing greater explanation and background on leadership decisions through internal newsletter and other communications means.</li> <li>• Identify and implement additional avenues of employee input in decision-making (i.e., use of focus groups, one-on-one meetings, surveys, diagonal slice, Director’s kitchen table talk, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Build internal capacity to create and sustain effective and efficient civil rights complaint investigations.</li> <li>• Conduct civil rights investigations in compliance with MDCR timelines, policies, and procedures.</li> <li>• Provide additional training for investigators including, legal training, investigative techniques, report writing, negotiation skills, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to expand training and educational offerings, materials and programs.</li> <li>• Hire additional community engagement and education staff and train staff in advanced/best practices.</li> <li>• Better use of staff for outreach in and to marginalized communities by establishing a recurrent interim presence in community centers to build presence, educate, and initiate complaint investigations.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Continue to focus on maximizing the use of social media to expand reach, communicate with partners, address pressing civil rights issues, etc.</li> <li>• Seek opportunities for regular column in mainstream and/or ethnic print media outlets, appearances on radio talk shows and TV news talk programming.</li> </ul>
CORE OPERATING PROCESSES	<ul style="list-style-type: none"> <li>• Enforcement activities (complaint investigation, information, referral, and outreach/education).</li> <li>• Disability Rights and Compliance Division, [ADA Compliance Division, Service Animal Registry, Division of Deaf, DeafBlind, and Hard of Hearing (DODDBHH), Contract Compliance and FOIA].</li> <li>• Community Engagement and Education Division.</li> <li>• Strategic Initiatives and Public Information.</li> <li>• Diversity Equity and Inclusion (DEI)</li> <li>• Finance &amp; Management Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• The Senior Leadership Team maintains the process flow for MDCR Performance Excellence Plan, Employee Engagement, and incorporation of racial equity within the Department.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement Division activities (complaint investigations, Mediation, Reconsideration, Investigation Settlement/Conciliation, Hearings, Legal Counsel).</li> </ul>	<ul style="list-style-type: none"> <li>• Community Engagement and Education Division activities.</li> <li>• Diversity, Equity and Inclusion (DEI) activities.</li> <li>• Enforcement Division activities (non-complaint investigations).</li> <li>• Strategic Initiatives and Public Information Division</li> </ul>	<ul style="list-style-type: none"> <li>• MDCR Strategic Initiatives and Public Information Division oversees, manages, and maintains the MDCR communications operational engagement with earned, paid, and social media platforms.</li> </ul>
KEY MEASURES	<ul style="list-style-type: none"> <li>• Number of completed civil rights investigations.</li> <li>• Number of staff who successfully complete and implement advanced training on customer support, equity, and issues related to civil rights training, enforcement, and engagement.</li> <li>• Develop a train-the-trainer training module centered around advancing racial equity within local jurisdictions and organizations.</li> <li>• Provide staff with initial and ongoing training and support, tools, and resources necessary to utilize the Civil Rights Information System (CRIS) data management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Engagement Action Plan is in development to address issues raised during statewide 2024 Employee Engagement Survey and concerns/issues raised by staff.</li> <li>• Continue to assess and evaluate MDCR policies, procedures, and workflow processes to address racial equity, results-based accountability, individual development inventory, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Train dedicated staff within the Enforcement Division.</li> <li>• 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.</li> <li>• Full training, implementation and use of data management platform (Civil Rights Investigation System – CRIS) by staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Update all MDCR materials including training, complaint process, diversity, equity and inclusion (DEI), disability, and other areas that emerge.</li> <li>• Through a dedicated group - MDCR core team continue to develop a capacity building plan and organizational structure to establish templates, solutions, and strategies to operationalize equity across institutions and communities that adopt such plans.</li> <li>• Train and support a core team of MDCR staff from each division and unit on civil rights equity.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage and assess number of municipal governments sectors adopting racial equity and DEI frameworks in their governance as measured by their respective governing bodies and key leadership.</li> <li>• The number and frequency of media appearances, mentions, and social media posts, penetration and reach.</li> <li>• 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.</li> </ul>

# Michigan Department of Corrections

## Fiscal Years 2026 - 2030

### VALUES

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

### MISSION

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

### VISION

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

### FOUNDATIONS

### KEY GOALS

Invest in our employees

Improve communication and collaboration in offender management and care

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

Develop and implement strategies to effectively manage special populations

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

### KEY STRATEGIES

- **1.1:** Continue to enhance recruitment strategies and incentives to attract and retain quality staff with a target date of January 1, 2023. This is an ongoing initiative of the Department and efforts will continue throughout the time period of this Strategic Plan.
- **1.2:** Implement process for new employee focus groups and consultations with new hires with a target date of April 1, 2023.
- **1.3:** Ensure diversity, equity and inclusion are foundational elements within all aspects of the department with a target date of October 1, 2023.
- **1.4:** Establish a formalized mentoring program for staff with a target date of February 1, 2024.
- **1.5:** Continue to become a trauma-informed department with a target date of August 1, 2026.

- **2.1:** Provide continuous case management from conviction through discharge with a target date of June 1, 2026.
- **2.2:** Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of June 1, 2026.

- **3.1:** Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of December 1, 2025.
- **3.2:** Align department resources with offenders' risks and needs with a target date of December 1, 2025.

- **4.1:** Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender populations with a target date of October 1, 2025.
- **4.2:** Continue to safely reduce the use of segregation with a target date of November 1, 2025.
- **4.3:** Expand strategies to better and more consistently manage Security Threat Groups with a target date of August 1, 2024.

- **5.1:** Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 1, 2026.
- **5.2:** Strengthen family reunification efforts with a target date of June 1, 2023.
- **5.3:** Increase programming opportunities for those serving life sentences with a target date of June 1, 2024.
- **5.4:** Expand college access for more prisoners with a target date of December 1, 2023.

### CORE OPERATING PROCESSES

- Recruiting, developing and retaining employees.
- Budgeting and investing in core MDOC operations.

- Providing appropriate training to staff.
- Managing organizational performance.

- Review security and program classification practices.
- Development of a model that fits resources to the needs of prisoners.

- Managing organizational performance.
- Operating correctional facilities.

- Operating correctional facilities.
- Providing prisoners with effective healthcare.

### KEY MEASURES

- Percentage of positions filled for challenging job classifications.
- Number of staff utilizing services from the MDOC Wellness Unit.
- Number of staff participating in a formal mentoring program.

- Percentage of offenders that have had case management services while on probation, parole, or while incarcerated.

- Percentage of prisoners who have security classification waivers or departures.
- Percentage of prisoners who are classified in a manner that prevents required programming or other services.

- Number of prisoners served by a comprehensive action plan for specialized populations.
- Daily average census of prisoners in segregation.
- Number of suspected security threat group (STG)-related critical incidents.

- Percentage of prisoners who have completed core programming prior to parole consideration, including in lifer cases.
- Number of prisoners actively enrolled in post-secondary programs.



# Michigan Department of Corrections

## Fiscal Years 2026 - 2030

### VALUES

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

### MISSION

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

### VISION

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

### FOUNDATIONS

### KEY GOALS

Invest in our employees

Improve communication and collaboration in offender management and care

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

Develop and implement strategies to effectively manage special populations

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

### UPDATES TO KEY STRATEGIES

- **1.1:** Continue to enhance recruitment strategies and incentives to attract and retain quality staff with a target date of January 1, 2023. This is an ongoing initiative of the Department and efforts will continue throughout the time period of this Strategic Plan.
- **UPDATE:** In 2018, the MDOC began an 18-month credit waiver program that allowed new corrections officers to begin their career with the department while pursuing the required college credits.
- The Recruitment Division also began conducting open houses at correctional facilities, implemented regional interview sites across the state to save potential employees travel time and expense, and encouraged facility involvement in the recruitment process, with participating facilities distributing recruitment cards for staff to share with job seekers in their communities.
- The MDOC Recruitment Division adopted effective communication channels. Candidates were able to track the status of their application as it went through the hiring process and recruitment team members reached out to potential recruits via phone or text as an alternative to the standard application system emails.
- A marketing contract was established that utilized social media, in addition to traditional advertising mediums, for a modern recruitment campaign.
- In 2021 a workgroup was created to explore how facilities can be more involved in the recruitment and hiring processes and assist the recruitment team.
- In September 2024, a Recruitment EPIC Team was established to find innovative ways to increase the applicant pool, discuss barriers to recruitment, identify ways to advertise, and discuss venues.

- **2.1:** Provide continuous case management from conviction through discharge with a target date of June 1, 2026.
- **UPDATE:** COMS Trust module went live October 2020.
- COMS Healthcare eMAR (electronic Medication Administration Record) began pilot in May 2021 and rollout began after January 2022 and is live.
- COMS Meal Tracking (part of Food Service module) went live in three phases and was fully live in June 2021.
- Field Operations and Parole Board aspects of the COMS Case Management module went through user acceptance testing. Problems with data quality in the legacy OMNI and OMS systems required new approach to data migration. New COMS system will have old OMNI/OMS data available as PDF documents for users to look up, but old data can't be auto loaded into COMS due to poor data quality. COMS Case Management installment for Field Operations and Parole Board went live in late 2022. Some users are performing work in all three offender systems (OMNI/OMS and COMS).
- Revised target date to August 2025 due to project expansion.
- The first release of CFA case management functions was implemented in April 2024. The final release of CFA case management is in development and testing. Anticipated go live date is April 2026 which will provide full case management from conviction through discharge eliminating OMNI and OMS.

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

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

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



# Michigan Department of Corrections

## Fiscal Years 2026 - 2030

### VALUES

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

### MISSION

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

### VISION

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

### FOUNDATIONS

### KEY GOALS

Invest in our employees

Improve communication and collaboration in offender management and care

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

Develop and implement strategies to effectively manage special populations

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

### UPDATES TO KEY STRATEGIES

- *The department hired a recruitment and retention consultant (PFM) to help in identifying additional strategies in recruitment, along with recommendations for retaining staff, especially in targeted regions in the state. PFM will be conducting focus groups and studying demographics to draw conclusions and recommendations.*
- *To enhance recruitment efforts for corrections officers, the following steps were taken, in addition to available bonus programs:*
  - *Increased starting wages by eliminating the two lowest steps on the pay scale.*
  - *Modified the pay scale to reach the top step in three years instead of six years.*
  - *A new higher-paying step to the pay schedule has been requested.*
  - *Pay scale changes could increase state contributions to 401(k) retirement accounts or pension accruals.*
- **1.2:** Implement process for new employee focus groups and consultations with new hires with a target date of April 1, 2023.
- **UPDATE:** Pending.
- **1.3:** Ensure diversity, equity and inclusion are foundational elements within all aspects of the department with a target date of October 1, 2023.
- **UPDATE:** DEI training has been incorporated into department required training modules for all staff. DEI communications and recognition of groups has been ongoing. The DEI Strategic Plan was created in 2023 with five objectives created with the primary goal of increasing Diversity, Equity, and Inclusion at the department.

- **2.2:** Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of June 1, 2026.
- **UPDATE:** COMS Trust module went live October 2020.
- COMS Healthcare eMAR (electronic Medication Administration Record) began pilot in May 2021 and rollout began after January 2022 and is live.
- COMS Meal Tracking (part of Food Service module) went live in three phases and was fully live in June 2021.
- Field Operations and Parole Board aspects of the COMS Case Management module went through user acceptance testing. Problems with data quality in the legacy OMNI and OMS systems required new approach to data migration. New COMS system will have old OMNI/OMS data available as PDF documents for users to look up, but old data can't be auto loaded into COMS due to poor data quality. COMS Case Management installment for Field Operations and Parole Board went live in late 2022. Some users are performing work in all three offender systems (OMNI/OMS and COMS).
- Revised target date to August 2025 due to project expansion.
- The first release of CFA case management functions was implemented in April 2024. The final release of CFA case management is in development and testing. Anticipated go live date is April 2026 which will provide full case management from conviction through discharge eliminating OMNI and OMS.

- national survey was sent out to gather best practices. Wardens with segregation units were also surveyed on many recommendations to gather their input. A pilot was implemented at Oaks Correctional Facility for placement or prisoners into segregation. The pilot process required a three-step approval for placement of a prisoner in segregation (Classification Section, Assistant Deputy Director of Operations, and CFA Deputy Director). The pilot was expanded to Bellamy Creek Correctional Facility and Ionia Correctional Facility. The Team formulated recommendations to be discussed with the Director.*
- *12/20/22 – The Segregation EPIC Team established target dates for each recommendation.*
  - *Additional steps pending.*
  - **4.3:** Expand strategies to better and more consistently manage Security Threat Groups with a target date of August 1, 2024.
  - **UPDATE:** Pending.

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



# Michigan Department of Corrections Fiscal Years 2026 - 2030

## VALUES

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

## MISSION

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

## VISION

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

## FOUNDATIONS

## KEY GOALS

Invest in our employees

Improve communication and collaboration in offender management and care

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

Develop and implement strategies to effectively manage special populations

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

## UPDATES TO KEY STRATEGIES

- *Objective 1: Ensure diversity equity and inclusion principles are at the core of all we do and who we serve by implementing this action plan and holding regular meetings, by reviewing and updating this plan every two years, by engaging staff members and implementation efforts. (Objective met and continuous).*
- *Objective 2: Foster an inclusive work environment for staff. We do this by reviewing the DEI related questions on our employee engagement survey and implementing the data for action planning creating employee resource groups and support, reviewing policy and programming regularly, ensure that there are no barriers based on protected classes regarding our recruitment and retention efforts. (objective met and continuous).*
- *Objective 3: Ensure equitable hiring, retention, and promotional practices. We do this by ensuring that all policies procedures and systems are free from bias and promote the MDOC as an equal opportunity employer. We ensure that staff working with recruitment and hiring receive training specific to those roles. (Objectives met and continuous).*
- *Objective 4: Support offender success. Enhance and review all programming and services for offenders, parolees, and probationers to include equity and inclusivity. (Target date June 2025).*
- *Objective 5: Foster development and growth for our managers and leaders. We do this by specifically creating training for leadership roles and ensuring that managers and leaders lead with awareness to diversity, equity, and inclusion. Training completed with rollout for FY 2026. (Objective met and continuous).*



# Michigan Department of Corrections Fiscal Years 2026 - 2030

## VALUES

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

## MISSION

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

## VISION

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

### FOUNDATIONS

### KEY GOALS

Invest in our employees

Improve communication and collaboration in offender management and care

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

Develop and implement strategies to effectively manage special populations

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

### UPDATES TO KEY STRATEGIES

- **1.4:** Establish a formalized mentoring program for staff with a target date of February 1, 2024.
- **UPDATE:** A Mentoring EPIC Team was created in January 2024 to establish a formalized mentoring program for staff to aid in personal development and positive growth. The Mentoring EPIC Team continues to meet and work toward this objective.
- **1.5:** Continue to become a trauma-informed department with a target date of August 1, 2026.
- **UPDATE:** Pending.



# Michigan Department of Education Fiscal Years 2026 - 2030

## Guiding Principles

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

## FOUNDATIONS

**MISSION**  
Support learning and learners

## VISION

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

## KEY GOALS

Expand Early Learning Opportunities

Improve Early Literacy Achievement

Improve the Health, Safety, and Wellness of All Learners

Expand Secondary Learning Opportunities for All Students

Increase the Percentage of Students Who Graduate From High School

Increase the Percentage of Adults With a Post-Secondary Credential

Increase the Numbers of Certified Teachers in Areas of Shortage

Provide Adequate and Equitable School Funding

## KEY MEASURES

- 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 – 3<sup>rd</sup> grade ELA
  - NAEP – 4<sup>th</sup> grade reading
  - Benchmarks – 3<sup>rd</sup> grade ELA
- Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities/students without disabilities, economically disadvantaged/non-economically disadvantaged, English learners/non-English learners).

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

- Career and Technical Education (CTE)
- Number and percent of and percent of CTE completers based on students enrolled in CTE programs.
  - Number and percent of CTE students enrolled in CTE programs based on overall student population.
  - Number of students received a high school diploma or credential.
- Advanced Placement (AP)
- Number and percent of students enrolled compared to the total population.
  - Number and percent of:
    - tests taken
    - students earning credit from AP tests
- Early Middle College (EMC)
- Number and percent of students enrolled in an EMC program.
  - Number and percent of students who successfully obtained their high school diploma and/or earned at least one of the following EMC outcomes: 60 transferable college credits, associate's degree, professional certification, Michigan Early Middle College Association (MEMCA) certificate, or acceptance into a registered apprenticeship.
  - Number and percent of students who enrolled in an EMC program, did not complete the program, and exited the program to attend college or some other postsecondary education or training.

- 4-, 5-, and 6-year graduation rates
- Collect/report, as available, for all students and all groups of students (gender, race/ethnicity, students with disabilities/students without disabilities, economically disadvantaged/non-economically disadvantaged, English learners/non-English learners).

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

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

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

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

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

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

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

# Michigan Department of Education Fiscal Years 2026 - 2030

## Guiding Principles

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

## FOUNDATIONS

**MISSION**  
Support learning and learners

## VISION

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

## KEY GOALS

Expand Early Learning Opportunities

Improve Early Literacy Achievement

Improve the Health, Safety, and Wellness of All Learners

Expand Secondary Learning Opportunities for All Students

Increase the Percentage of 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

Dual Enrollment

- Number of students enrolled
- Average college credits earned during high school

International Baccalaureate (IB)

- Number of students enrolled
- Number of students earning credit from IB tests

Number and percent of youth ages 16 and above with an Individualized Education Program (IEP) that meet the necessary federal reporting requirements.

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

Is there a dedicated funding amount per child for GSRP? Yes or no  
Does the dedicated funding amount match the SFRC recommendation? Yes or no  
What is the difference between the current funding formula and the SFRC recommendation?

Does the state provide funding for transportation? Yes or no  
Does the funding for transportation match the SFRC recommendation? Yes or no  
What is the difference between the current funding and the SFRC recommendation?

# Environment, Great Lakes, and Energy

Fiscal Years 2026 - 2030

## VALUES

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

## FOUNDATIONS

### MISSION

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

### VISION

Michigan is an enduring national leader in environmental protection.

## KEY GOALS

Establish Michigan as a leader across priority environmental areas, including land, air, water, climate, and energy resources

Sustainably support community and economic growth

Engage and communicate with stakeholders to build trust in EGLE

Responsibly spend state and federal dollars to expand EGLE's impact

Make EGLE a top-tier, "best place to work" in the public sector

## KEY STRATEGIES

- Reduce risks to Michigan residents caused by air toxics.
- Reduce greenhouse gas emissions and reach MI Healthy Climate goals.
- Ensure public water systems provide quality drinking water, manage wastewater to protect our surface and groundwater, and become more resilient to rainfall events.
- Minimize and manage material waste and put recycled materials to highest use.
- Oversee the responsible use of Michigan's mineral and other resources.
- Clean up, manage, and support reuse of contaminated sites.
- Protect and restore surface water, groundwater, and wetlands.
- Increase the compliance rate of regulated entities.

- Apply environmental justice considerations in department decision-making.
- Issue permits that do not sacrifice environmental protection standards.
- Eliminate permitting backlogs to under 10%.
- Reduce permit wait times, increase transparency, and improve the permitting process.
- Eliminate permits that are no longer needed.

- Improve public access to EGLE records, publications, and other resources.
- Increase stakeholder engagement in the decision-making process.
- Fulfill 100% of FOIA requests within statutory timelines.
- Advance environmental justice throughout the state.

- Secure priority budget investments.
- Be in the top 3 states to receive federal grant dollars.
- Across all funding sources, ensure we: issue funds appropriately, quickly, and within statutory requirements; fund projects and programs that reinforce our mission and go to those that need it most, following Justice 40 principles.

- Ensure EGLE is a leader among state departments on key employee measures.
- Achieve no more than a 5% vacancy rate of authorized, unfilled positions.

## CORE OPERATING PROCESSES

- Establish environmental standards.
- Inspect regulated facilities.
- Invest in local infrastructure.
- Oversee and conduct contaminated site cleanup.
- Provide compliance assistance.
- Pursue enforcement actions.
- Deploy monitoring/measuring technologies.
- Test samples and report results.
- Investigate contaminant sources/pathways.
- Respond to emergencies.

- Implement Lean Process and Operational Excellence initiatives.
- Invest in staff professional development.
- Maximize information technology systems/capacities.
- Engage with climate tech and circular economy businesses.

- Scan all incoming documents and complete the processing of historical documents.
- Implement inclusive engagement programs.
- Communicate with the public.
- Maximize information technology systems/capacities.
- Invest in staff professional development.

- Implement financial controls and best management practices.
- Implement Lean Process and Operational Excellence initiatives.

- Invest in staff professional development.
- Improve recruitment, retention, and employee satisfaction.
- Implement Lean Process and Operational Excellence initiatives.
- Leverage information technology systems/capacities.

## KEY MEASURES

- Attainment status for National Ambient Air Quality Standards.
- Greenhouse gas emissions.
- Rate of renewable energy generation.
- Percent of lead service lines removed.
- Volume of solid waste, food waste, and hazardous waste generated; recycling rate.
- Number of orphan wells, orphaned cleanups, and wells that vent methane.
- Number of contaminated site cleanups completed.
- Wetland acreage, nutrient load in surface/groundwater.
- PFAS-related public health risks identified and addressed.
- Number of onsite inspections.

- Applications received, decisions issued, time per review.
- Staff trained on public participation/Environmental Justice/Tribal engagement policies.

- Number of documents/datasets made publicly available.
- Number of FOIA requests processed.
- Staff trained on public participation/Environmental Justice/Tribal engagement policies.
- Interactions with Michigan residents under new public participation policy.
- Number of online followers.

- Annual Fund Balance.
- Grant dollars awarded.
- Applications received, decisions issued, time per review.

- Retention Rate.
- Vacancy Rate.
- Annual employee engagement survey results.
- Percentage of timely performance plan and evaluation submissions.

# Michigan Department of Health and Human Services

Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**VISION**

Deliver health and opportunity to the people of Michigan, reducing intergenerational poverty and promoting health equity.

**VALUES**

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

KEY GOALS

**Keep Kids Safe**

**Build strong and healthy families and communities**

KEY STRATEGIES

**Child Welfare**

- Expand support for youth and families with Serious Emotional Disturbance (SED)
- Expand and fund Family Resource Centers whose non-governmental, community-based services are driven by local families to minimize barriers and increase access to services.
- Reduce the rate of maltreatment and recurrent maltreatment for children in foster care through rigorous continuous quality improvement reviews.
- Work in partnership with the State Court Administration Office and local courts to address rates of permanency in 12 months.
- Decrease the percent of children in Congregate Care settings through the utilization of current community-based supports and new community-based settings.
- Expand and support the use of Family Impact Teams to be used when Child Service Agency (CSA) involvement is not necessary or warranted.
- Create a resource that mandatory reporters and community partners can access to assist families or direct families to community resources that will meet their needs.
- Streamline and improve CSA training at local level.

**Maternal and Infant Health**

- Ensure access to reproductive health services.
- Support families in recovering of Perinatal Substance Use Disorder (PSUD).
- Identify and decrease barriers of early entry into prenatal care to boost overall access to prenatal care.
- Increase the number of infants safely sleeping by collaborating with local partners and elevating the voices of families.
- Restore traditional birth and infant feeding ways among Indigenous and Black families and communities.
- Increase access to doula services.
- Increase the enrollment of pregnant persons and infants in evidence-based home visiting programs.
- Reduce congenital syphilis incidence via multi-sector collaboration.

**Juvenile Justice**

- Implement changes in the childcare fund to prioritize evidence-based community-based services over detention.
- Implement Employment First in Michigan.
- Increase capacity for peer delivered services to support youth and families with empowerment, advocacy for services, and transitions from child to adult service systems of care.
- Pursue opportunities to expand implementation of the identified standardized tool for screening and supporting determination for eligibility and medically necessary services for children, youth, and families.
- Ensure justice involved youth receive health care services made available under the CAA and Medicaid 1115 demonstration waiver to support reentry into the community and improve quality of care in JJ facilities.
- Develop, contract, and implement a crisis peer training curriculum for parent peers and youth/young adults peers.
- Centralize efforts to ensure placement in residential and shelter facilities are necessary and appropriate; implement strategies to support timely discharge.
- Continue to implement grant-funded programs and initiatives targeting new initiatives that will improve access to and delivery of behavioral health services to children, youth, and families, including those involving diversion and increased screening for mental health services for the juvenile justice population.
- Improve JJ facilities by implementing enhanced JJ Facility placement criteria, implementing new initiatives for JJ Facilities, and by using performance measures for quality assurance.
- Continue to improve access to residential treatment beds for justice involved youth.

**Public Health/Social Determinants of Health (SDOH)**

- Implement the Community Violence Intervention Program.
- Prioritize chronic disease prevention programming and investment that improve access to healthy food, physical activity, quality healthcare, safe and healthy environments, and reduce the root causes of persistent health disparities.
- Facilitate access to quality reproductive healthcare through public health initiatives.
- Support programs and collaborations intended to restore trust in the public health system.
- Develop and convene a Health in All Policies Interagency Workgroup. The goal of the workgroup is to establish a common understanding of health and health equity across our departmental work.
- Develop and implement a statewide strategy to support community health worker (CHW) sustainability as a mechanism to improve health equity and address SDOH.
- Promote available lead services, including blood lead testing, home environmental investigation, and lead abatement, to pregnant and nursing individuals.
- Strengthen compliance monitoring and enforcement of lead environmental regulations in homes, including support for state delegation of the US Environmental Protection Agency Repair, Renovate and Paint program.
- Increase public education around lead exposures, including the Get Ahead of Lead strategy.

**Economic Security**

- Strengthen home visiting programs' ability to screen, provide closed loop referrals, including referrals for food assistance programs and lead services.
- Improve healthy and culturally appropriate food access and affordability for individuals in urban, suburban, rural, and tribal communities/territories.
- Increase cross-enrollment in public assistance programs for eligible beneficiaries.
- Reduce average days to eligibility determination and redetermination for the Family Independence Program (FIP) and Food Assistance Program (FAP).
- Increase the number of State Emergency Relief (SER) households receiving Michigan Energy Assistance Program (MEAP) dollars.
- Improve systems capacity and increase the accessibility for staff to process benefits more efficiently.
- Implement universal lead testing for children and inspections for pre-1978 housing to identify lead exposures and improve links to recommended services, including resources to aid families experiencing trauma from living in communities with lead exposures.

**Substance Use/Opioids**

- Prevent new substance misuse and addiction.
- Align state policy to reduce overdose fatality and eliminate racial disparities in outcomes from substance use.
- Prevent fatal opioid overdose.
- Improve health outcomes for people who use drugs or are in recovery.
- Improve and expand the options, continuity and quality of care available to those with substance use disorder.

# Michigan Department of Health and Human Services

Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**VISION**

Deliver health and opportunity to the people of Michigan, reducing intergenerational poverty and promoting health equity.

**VALUES**

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

KEY GOALS

**Keep Kids Safe**

**Build strong and healthy families and communities**

CORE OPERATING PROCESSES

- Prioritize and facilitate family team meetings (FTMs) and necessary collaboration to reduce Maltreatment in Care.
- Continue state-wide ChildStat.
- Train mandatory reporters and community partners about new resources and identifying families who are candidates for these resources.
- Work with key partners to implement identified improvements for placement criteria and residential facilities.
- Conduct quality assurance assessments to evaluate programs to ensure they meet criteria of evidence-based and research informed community-based services.
- Provide reproductive justice training to health providers statewide.
- Certify Michigan doulas for the Michigan Doula Registry and enroll qualified doulas in Medicaid to increase access to families.

- Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan.
- Expand the use of automated referrals and adjunctive eligibility.
- Improve access to safety net services for low-income households at risk of heat, electric, or water shut-off.
- Build local capacity to respond to public health challenges.
- Build a centralized intake model to ensure families receive appropriate links to lead services.
- Provide public assistance benefits in a timely and efficient fashion to eligible residents of the state of Michigan.
- Conduct outreach to inform residents about their benefits.
- Ensure accuracy in the delivery of benefits

KEY MEASURES

- Implementation of firewalls to ensure the provision of conflict free access and planning.
- Demonstrated increase in the use of supports coordinators/case managers, independent advocates, supports brokers, and independent facilitators.
- Document continuum of community-based services, number of youth referred by program, successful completion rate by program.
- Infant mortality rate (overall/disaggregated by race and ethnicity).
- Preterm birth and low birth weight percentage (overall/disaggregated by race and ethnicity).
- Number of sleep-related deaths.
- Sudden Unexpected Infant Death (SUID) rate (overall/disaggregated by race and ethnicity).
- Maternal morbidity and mortality rates (overall/disaggregated by race and ethnicity).
- Number of individuals served by evidence-based home visiting programs.
- Number of clients served by the Family Planning Program (FPAR) Breastfeeding rates.
- Percent of program enrolled individuals attending a postpartum visit with their health care provider.
- Rate of permanency in 12 months.
- Rate of maltreatment in care.
- Rate of recurrent maltreatment.
- Rate of adoptions within 12 months of permanent wardship.

- Burden of chronic disease and disparities (percent of population diagnosed with obesity, hypertension, diabetes, cancer, etc.).
- Percent of individuals receiving more than one benefit program from MDHHS.
- Number of Michigan residence receiving services that support key SDOH among communities experiencing inequities, including access to culturally responsive health care and safe, affordable housing.
- Churn rate for benefits programs including FAP, FIP, CDC, SER, and Medicaid (percent of recipients who fall off for administrative reasons and reapply in 3 months).
- Average number of days to eligibility determination and redetermination for FIP and FAP.
- Number of individuals 60 and older who participate in Older American Act funded nutrition programs.
- Number of children with elevated blood lead levels and percent of children under age six who received a blood lead test who had an elevated blood lead level.
- Number of providers screening for lead.
- Number of homes with identified lead in dust, paint, soil, and water hazards.
- Estimated number of housing units with lead hazards remediated or abated.
- Percent of children ages 5 and under who are cross-enrolled in WIC, Medicaid, SNAP, and SER.
- Number of SER households receiving MEAP self-sufficiency dollars.
- The age of first use of drugs and alcohol. The number of harm reduction programs and naloxone provided.
- The number of recovery housing beds.

# Michigan Department of Health and Human Services

Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**VISION**

Deliver health and opportunity to the people of Michigan, reducing intergenerational poverty and promoting health equity.

**VALUES**

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

KEY GOALS

**Race Equity**

**The Way We do Business**

KEY STRATEGIES

- Normalize Racial Diversity, Equity, and Inclusion work across MDHHS.
- Complete the Equity Impact Assessment Demonstration Project and Pilot to embed equity within decision-making processes across the department.
- Increase and standardize gender identity as well as Race, Ethnicity, Abilities, Language, and Disability (REALD) data collection across the department.
- Address racial inequities within the disability community broadly and within the intellectual and developmental disability community including programming to improve resource access and provision, employment opportunities, and supports for self-directed choice that are culturally and ethnically inclusive and appropriate.
- Integrate racial equity into department leadership, operations, programs, policies, and practices.
- Assess health and human services programs using a health equity lens to remove systemic barriers, reduce disparities, and improve health outcomes.

**Workforce**

- Achieve a diverse workforce to best serve a diverse population.
- Continue to work on strategies to address workforce development for children’s behavioral health, with ongoing support of programs for student loan repayment, internship stipend programs, and development of new/additional initiatives.
- Develop and implement a public health workforce retention and development plan.
- Ensure the public health workforce in all disciplines has crosscutting skills and competencies in communication, program planning, collaboration, and emergency preparedness/response.
- Collaborate with partner organizations to increase capacity for staff onboarding during times of crisis and surge.
- Implement a statewide strategy to support the recruitment and retention of a direct care workforce as a mechanism to improve health equity and address SDOH.
- Strengthen resources available to the physical, mental, and behavioral health workforce to maintain a strong public workforce and provide optimum services to internal and external partners.
- Increase leadership development opportunities.
- Consider opportunities for teaming model in CSA.

**Data Systems**

- Establish and maintain a 3-to-5-year systems strategy.
- Establish and maintain a 3-to-5-year data strategy.
- Enhance data governance and IT governance strategies.
- Improve data quality, sharing, and interoperability with internal and external partners.
- Increase data modernization proficiency, competency, and capacity, to maintain industry standards across MDHHS.
- Improve data transparency and data exchange between all levels of public health and health and human services data care to better connect systems.
- Integrate and utilize data from across the department to draw insights on inequity and better target interventions through investments and pilots that support community information exchange and health information exchange.

**Budget and Performance Management**

- Build an evidence/data lens into the budget process, as well as into grants and contracting.
- Build an equity and inclusion lens into the budget process, as well as into grants and contracting.
- Direct broad funds to highest ROI programs and populations in the context of outcomes the department is seeking to achieve.
- Direct specific discretionary funds towards programs that demonstrate evidence, ROI, and align with strategic priorities.
- Develop robust performance management tools and processes across all administrations.
- Identify fraud, waste, and abuse in agency programs to maintain integrity and accountability.

# Michigan Department of Health and Human Services

Fiscal Years 2026 - 2030

FOUNDATIONS

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



**VISION**  
Deliver health and opportunity to the people of Michigan, reducing intergenerational poverty and promoting health equity.



**VALUES**

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

KEY GOALS

**Race Equity**

**The Way We do Business**

CORE OPERATING PROCESSES

- Evaluate the Equity Impact Assessment processes and outcomes.
- Work with partners to identify and mitigate inequities within policies, practices, and systems.
- Ensure any new technology projects include a Digital Equity and Inclusion review.

- Ensure MDHHS employment opportunities are posted on diverse platforms to recruit underrepresented populations.
- Require all interviewers be trained in diversity hiring.
- Evaluate all funding sources for opportunities for innovation, inefficiencies, or reallocation.
- Create a data modernization plan that incorporates user input, funding, and modern technology.
- Ensure MDHHS employment opportunities are posted on diverse platforms to recruit underrepresented populations.
- Require all interviewers be trained in diversity hiring. Manage organizational performance.
- Strengthen and leverage data and evidence to make decisions.
- Identify trends and disparities within geographical, racial, and ethnic groups, including intersectional data (i.e., disability and race).
- Coordinate infrastructure, workforce, and funding for core systems.
- Establish a formal data/informatics structure to support shared services and consistent system development across program areas.
- Facilitate and maintain a centralized framework for documenting and sharing policies, processes, procedures, and systems across the organization.
- Identify and engage partners in a process to define data strategy and standards, as well as IT governance roles and responsibilities.
- Establish and sustain a formalized governance and system modernization framework.
- Provide training and development opportunities to bolster workforce capacity with respect to data and informatics.

KEY MEASURES

- Number of positive responses to employee engagement DEI questions.
- Number of discriminatory harassment complaints.
- Diversity of MDHHS staff, contractors, and suppliers relative to the Michigan population.

- Average employee turnover percentage.
- Employee engagement survey results.
- Percent of IT spending that is braided and non-siloed.
- Number of administrations employing performance management tools.
- Money directed specifically toward evidence-based solutions.
- Number of systems that have adopted best practice data standards.
- Development, socialization, and implementation of processes and procedures that guide IT enhancement.

# Michigan Department of Health and Human Services

## Fiscal Years 2026 - 2030

### FOUNDATIONS

#### MISSION

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

#### VISION

Deliver health and opportunity to the people of Michigan, reducing intergenerational poverty and promoting health equity.

#### VALUES

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

### KEY GOAL

## Expand access to behavioral health

### KEY STRATEGIES

- Increase access to SUD services statewide and pursue opportunities to expand public awareness of available SUD services.
- Expand early intervention and prevention through managed care plans.
- Partner with external partners and organizations to train and support internal and external partners and systems providers to implement a family driven and youth guided approach to development and delivery of behavioral health services for children, youth, and families.
- Implement changes to and provide guidance on policy and requirements for the children and youth with autism relative to the delivery of Applied Behavioral Analysis (ABA) in schools.
- Improve behavioral health service system access through the expansion of key existing services and streamlining access and coverage to these services.
- Assess capacity to expand coverage of new service types.
- Support the Certified Community Behavioral Health Clinic (CCBHC) initiative to improve access to coordinated comprehensive behavioral health care for children and families.
- Focus on persons with I/DD served within the behavioral health system to improve home and community-based outcomes for individuals with intellectual and developmental disabilities, justice involved, and previously justice involved youth.
- Establish a Community Transition and Support team to guide effective and timely discharge planning for youth in congregate care settings.
- Continue development and implement improvement to and expansion of data collection and monitoring of children's behavioral health services, including public facing access to targeted information.

### CORE OPERATING PROCESSES

- Work with key partners (PIHPs, families and youth, advocates, MHPs) to address gaps in policy or capacity.
- Implement a new person-centered approach to mental health coverage (each individual will have one plan responsible for all of their mental health needs, rather than two).
- Develop and maintain SUD map to inform public about services.

### KEY MEASURES

- Reduction of ED Overstay.
- Number of unique visits to SUD map website.
- Number of children receiving CCBHC services.

# Department of Insurance & Financial Services

Fiscal Years 2026 - 2030

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

**Expand Financial and Insurance Access for Residents of Michigan**

**Expand Consumer Protection and Customer Service to Improve Opportunity and Success for Residents of Michigan**

**Train and Build a Strong and Diverse Workforce Reflecting Michigan**

**Modernize and Create Innovative Systems, Statutes, and Processes**

KEY STRATEGIES

- Build Financial Empowerment/Education Efforts.
- Educate Michigan consumers on emerging issues.
- Promote ACA Marketplace Enrollment.
- Decrease Underbanked Population.
- Expand access to financial and insurance services.
- Maintain and expand insurance and financial sectors in the State of Michigan.
- Support efforts to reduce the cost of health care.

- Create fair and effective regulatory practices that protect Michigan's consumers.
- Improve customer service access and speed.
- Provide ongoing auto insurance outreach and support.
- Support health insurance policy efforts.
- Increase outreach and education efforts with licensees, industry, and consumers.
- Enhance network adequacy reviews.

- Develop actionable items to improve and sustain a culture of equity and inclusion within DIFS.
- Provide continuing education for managers and training for new managers.
- Cross train employees to assist similar functions especially where workloads are cyclical.
- Develop programs and opportunities to support a strong financial and insurance workforce in the state of Michigan.
- Expand recruitment and retention efforts.
- Create office specific onboarding resources.
- Expand DIFS student assistant program.
- Improve and enhance department employee engagement.
- Promote Insurance Careers Month in February 2025.

- Replace antiquated software, create online systems to better serve DIFS employees, consumers, and licensees.
- Update statutes to better serve consumers and modernize regulatory practices.
- Review and update policies and procedures and ensure standardization across offices.
- Review and update IT examination programs.
- Research and assess risks associated with emerging technologies.
- Prepare and respond to program accreditation matters.

CORE OPERATING PROCESSES - TACTICS

- Engage in state-wide financial empowerment efforts.
- Build DIFS-specific education efforts using various communication channels.
- Expand engagement with stakeholder and community groups.
- Communicate with Michiganders about the Marketplace open enrollment period to increase enrollment.
- Expand the Michigan Open Accounts Coalition (MOAC) to increase access to financial services.
- Partner with other state departments and stakeholders to identify options to lower the cost of health care.

- Expand procedures to identify and address industry violations and detect fraud.
- Use complaint form feedback with efforts to streamline compiling information and reducing response times to complaints.
- Continue providing auto insurance education and research.
- Increase enforcement efforts through greater collaboration and coordination with DIFS' offices.

- Identify training opportunities for all DIFS staff including manager-specific training and specialty areas.
- Find opportunities for employee growth within DIFS.
- Conduct knowledge sharing sessions.
- Continue preparing student assistants for a path to a long-term career at DIFS through student mentoring program.
- Find opportunities to partner with colleges, universities and other institutions to develop a pipeline of students for banking, credit unions, and insurance careers.
- Encourage professional designations and certifications as part of career development and department-wide operational efficiencies.

- Work with DTMB to modernize DIFS' software and capabilities.
- Continue to review Michigan's consumer finance statutes with an eye toward modernization.
- Seek captive insurance statute update.
- Seek ways to learn more about artificial intelligence and its impact on the financial services and insurance industries.
- Identify areas requiring attention and develop and implement new or improved processes.

# Department of Labor and Economic Opportunity

## Fiscal Years 2026 – 2030

FOUNDATIONS

**MISSION**  
Expand economic opportunity and prosperity for all



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



**VALUES**

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

KEY GOALS

**Promote Inclusion and Close Equity Gaps**

**Protect and Enhance Health, Safety, and Economic Security**

**Educate Michiganders and Grow the Middle Class**

**Create Better Jobs and Support Small Businesses**

**Build Strong Communities**

KEY STRATEGIES

**Prioritize Assistance:**

1. Increase the amount of assistance in geographically disadvantaged areas to 65% of assistance. Boost procurement to firms in disadvantaged areas to 20%.
2. Overall reduction in homeless by 3%.

**Close Wage Gaps:**

3. Support the creation of 11,000 Children’s Savings Accounts.
4. MiSTEM will serve 20,000 under-served, underrepresented educators, administrators, and students.
5. Boost wages for Going PRO Talent Fund participants by 7.8% and 25% for individuals in LEO Employer and Training (E&T) programs.
6. Increase the amount of assistance to diverse businesses to at least 35% of assistance being provided to businesses with diverse ownership.

**Close Employment Gaps:**

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

**Increase Equity and Inclusion:**

8. The Office of Global Michigan will lead processes and development of language access plans and language access implementation for all SOM departments.
9. Educate 1,600 people about racial equity and inclusion to decrease discrimination, harassment and bias in workplaces and improve decision-making by increasing diverse representation on boards and commissions.

1. Increase awareness of labor and wage protections, as well as safe working conditions as part of job quality principles, through enhanced outreach promoting the Workplace Rights one-stop site and the LARA small business one-stop emphasizing responsibilities, rights, compliance, and regulations; by contacting 15,000 people to increase web traffic.
2. Ensure effective responsiveness of housing, health & safety, wage, complaints/apparent violations, and workers compensation claims filed to 85% within targeted timelines.
3. Pay unemployment benefits to 87% of eligible applicants within 21 days of their unemployment claim being filed.

**Educate Michiganders**

1. Expand talent within the state of Michigan by upskilling and reskilling Michiganders and leveraging resources that lead to 5,500 post-secondary credentials (e.g., degrees, certificates) and 3,300 secondary credentials.
2. Increase the implementation of project-, problem-, and place-based (3P) education-based instruction in K-12 schools in Michigan and expose 200,000 students to STEM careers

**Grow the Middle Class**

3. Lift 20,000 Michigan families out of poverty.

**Create Better Jobs**

1. Secure competitive business growth opportunities which result in more than 7,700 total jobs that are either above the ALICE1 threshold or have a pathway to a job that is above the ALICE threshold and provide other pathway job opportunities to Michiganders through training programs targeting in-demand careers and industry-recognized credentials. .

**Support Small Business**

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

**Address Talent Shortcomings**

6. Provide internship placement opportunities to 700 graduates in STEM-related fields within the State of Michigan in FY2025.
7. Proactively engage external stakeholders, including employers, post-secondary education, workforce, and economic development organizations, to create customized, targeted solutions that leverage the power of collective problem solving to meet employer workforce needs.

**Broadband**

1. Boost high-speed internet adoption to 74% and availability to 91.5%.

**Housing**

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

**Placemaking**

3. Catalyze the investment of \$1.85 billion of Private Investment in Michigan communities in FY2025.
4. Create vibrant communities through reactivating a million square feet of publicly owned property.

**Community Support Systems**

5. Generating \$34.7 million in economic impact through supporting the increase in volunteerism in Michigan.
6. Supporting community centers and other organizations receiving capacity building services to stabilize them and improve their services for the ALICE population.

**Build Welcoming Communities**

7. Become a top 10 state for net talent migration by promoting Michigan as a place of opportunity for all people.
8. The Office of Rural Prosperity will build capacity for underserved rural communities in order to increase access to resources and services.



# Department of Labor and Economic Opportunity

## Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**  
Expand economic opportunity and prosperity for all



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



**VALUES**

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

KEY GOALS

Promote Inclusion and Close Equity Gaps

Protect and Enhance Health, Safety, and Economic Security

Educate Michiganders and Grow the Middle Class

Create Better Jobs and Support Small Businesses

Build Strong Communities

CORE OPERATING PROCESSES

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

KEY MEASURES

<p><b>LABOR FORCE GROWTH</b></p> <ul style="list-style-type: none"> <li>• % of LEO-E&amp;T participants employed.</li> <li>• Post-Secondary Credentials.</li> <li>• Secondary credentials.</li> <li>• Number of returning citizens placed/hired for jobs.</li> <li>• State Incented Housing Units.</li> <li>• Leveraged Placemaking Investment.</li> <li>• Public space reactivated.</li> <li>• High-Speed Internet Availability.</li> <li>• Protection and Safety Outreach Contacts.</li> <li>• Interns Placed.</li> <li>• Number of identified priority vital documents that will be translated.</li> </ul>	<p><b>ORGANIZATIONAL PERFORMANCE</b></p> <ul style="list-style-type: none"> <li>• Budget deployed.</li> <li>• % of procurement to geographically disadvantaged businesses.</li> <li>• Constituent satisfaction.</li> <li>• % of programs measuring constituent experience.</li> <li>• Employee engagement score.</li> <li>• Active ERG members.</li> <li>• Number of people educated about racial equity and inclusion.</li> <li>• Internal communications interactions.</li> <li>• % of claimants first UI payments made within 21 days.</li> <li>• % of audited claims with valid eligibility determinations.</li> <li>• Timeliness of response to Labor Agency complaints/notices.</li> </ul>	<p><b>HOUSEHOLD INCOME</b></p> <ul style="list-style-type: none"> <li>• Pathway jobs.</li> <li>• % increase in wages for LEO-E&amp;T participants who receive training.</li> <li>• % increase in wages – Going Pro Talent Fund participants.</li> <li>• Number of apprentices who completed their registered apprenticeship.</li> <li>• Students exposed to STEM careers.</li> <li>• Small business jobs created.</li> <li>• Facilitated revenue for small business.</li> <li>• Small businesses assisted.</li> <li>• New business starts.</li> <li>• Capitol formation.</li> <li>• % of assistance to diverse businesses.</li> <li>• Number of under-served or underrepresented educators, admins, and students served.</li> </ul>	<p><b>ALICE RATE</b></p> <ul style="list-style-type: none"> <li>• Number of ALICE families served.</li> <li>• Number of organizations receiving capacity building services.</li> <li>• Number of households served through VITA program.</li> <li>• Economic impact of volunteerism.</li> <li>• % assistance in geographically disadvantaged areas.</li> <li>• High-speed internet adoption.</li> <li>• Number of children with new savings accounts.</li> <li>• Homelessness reduced.</li> <li>• Number of communities engaged in Rural Readiness Network (RRN).</li> <li>• Number of direct community supports provided through RRN.</li> <li>• Number of participants in LEO-E&amp;T programs.</li> <li>• Number of apprentices from underserved populations.</li> <li>• Number of youth participants served.</li> <li>• Number of youth participating in registered apprenticeships.</li> <li>• Number of individuals with disabilities served.</li> <li>• Number of Justice Involved Individuals served.</li> </ul>
---	--	---	--



# Department of Licensing and Regulatory Affairs

Fiscal Years 2026 - 2030

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
- Transparency
- Accessibility
- LARA Workforce
- Responsibility

KEY GOALS

Reduce barriers to licensure	Improve regulatory compliance through education and consultation	Provide efficient, effective, and timely services	Enhance the customer experience
------------------------------	--	---	---------------------------------

KEY STRATEGIES

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

CORE OPERATING PROCESSES

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

KEY MEASURES

<ul style="list-style-type: none"> <li>• Timely application processing.</li> <li>• Analyze growth by license type.</li> <li>• Identify and implement modifications for 20% of license types on an annual basis.</li> <li>• Review regulatory requirements for all license types every five years.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate compliance rates by license type.</li> <li>• Evaluate bureau/department stakeholder outreach and public engagement efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely resolution and/or completion of enforcement actions.</li> <li>• Consistent, timely, and effective fulfillment of statutory requirements.</li> <li>• Timely application processing.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely complaint processing.</li> <li>• Timely resolution and/or completion of enforcement actions.</li> <li>• Identify and prioritize the modernization of outdated technologies and IT systems with the greatest maintenance needs.</li> </ul>
--	--	---	---



# Michigan Department of Lifelong Education, Advancement, and Potential

Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**Vision**

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

**VALUES**

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

KEY GOALS

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

**Expand access to and availability of funding for Early Learning and especially Pre-K For All**

**Continue to lower cost of higher education**

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

KEY STRATEGIES

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

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

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

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

CORE OPERATING PROCESSES

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

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

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

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

KEY MEASURES

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

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

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

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

# Michigan Public Service Commission

## Fiscal Years 2026 - 2030

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

- Maximize the opportunity to leverage federal dollars to invest in utility infrastructure.
- Engage interested parties in the establishment of new and revised procedures for clean energy plans, integrated resource plans, renewable energy plans, energy waste reduction plans, electricity storage and renewable energy siting.
- Regularly review / update administrative rules.
- Plan and execute audits and investigations for rules and complaints.
- Track compliance with Commission orders.
- Maintain emergency action plans and preparedness measures.
- Conduct after action reviews of emergencies.
- Improve reliability through performance-based ratemaking.
- Support the transition to IP-911.
- Explore opportunities to expand vendor participation into utility procurement practices, including participation by non-traditional vendors.
- Develop and implement strategies through rate case proceedings, utility distribution plans, and other means to incorporate the recommendations from the third-party utility audit.

- Continue to review plans for low-income energy waste reduction programs.
- Engage interested parties in the establishment of procedures for the review of environmental justice impacts in integrated resource plans.
- Conduct a proceeding on improving the rate case process.
- Assess low-income program options, design and accessibility.
- Participate in low-income workgroup initiatives.
- Examine role and impact by addressing disparities in access to resources and other barriers that limit full participation in energy and telecom programs amongst certain populations.
- Encourage customer protections in emergency conditions.
- Administer and promote customer programs.
- Continue targeted energy waste reduction programs.
- Continue to build on integration of Customer Assistance Division, the community, advisors, and key staff into rate cases.
- Enable transparent and accessible processes.

- Conduct a proceeding on expanding opportunities for public engagement.
- Maintain website with accurate and unbiased information.
- Evaluate Listserv messaging and external newsletter.
- Establish and encourage virtual participation in workgroups and proceedings.
- Expand social media presence.
- Engage partners on informational webinars/forums.
- Evaluate communication and outreach programs and efforts.
- Maintain branding standards and guidelines.

CORE OPERATING PROCESSES

- Expedited pilot process.
- MPSC communications plan process.
- Outreach process.
- MI Power Grid Initiative.
- Workgroup processes.
- Participation in partnerships.

- Case No. U-21227 process to track investments utilizing IIJA/IRA funds.
- Renewable Energy Storage Siting case processes.
- Rulemaking processes.
- MI Power Grid Initiative.
- Rate case and plan case processes.
- Audit and Investigation processes.
- Emergency planning processes.

- Low-Income EWR Workgroup planning.
- Assessments of social impact and disparities
- Participation in partnerships.
- Gas and electric customer choice programs administration.
- MEAP program and grants administration.
- MPSC website administration.
- Rate case process.

- MPSC website administration.
- E-Dockets process.
- Listserv administration.
- Communications protocols and processes.
- Surveys and workgroups.
- MI Power Grid Initiative.
- Public comments processes.

KEY MEASURES

- Complaint processing time.
- Voluntary green pricing participation.
- Utility demand response program participation.
- Utility distributed generation program participation.

- Reliability measures identified in the U-21400 financial incentives and disincentives proceeding.
- 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.
- Social media metrics: followers on X, Facebook, and LinkedIn, reach of social media posts.
- Podcast views and downloads.

# Department of Military and Veterans Affairs

## Fiscal Years 2026 - 2030

### VALUES

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

### FOUNDATIONS

**MISSION**  
The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.

**VISION**  
Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

### KEY GOALS

**Achieve Performance Excellence**

**Cultivate a Workplace of Choice**

**Develop Meaningful Advocates and Partners**

**Gain Recognition as National All Domain Warfighting Center**

**Strengthen Interoperability**

**Pursue Strategic Initiatives**

**Climate Adaption**

### KEY STRATEGIES

- Strengthen readiness of the Michigan National Guard to top 1/3 in the nation, resulting in growth of modern force structure and mission sets.
- Strengthen Michigan DMVA programs to increase availability and utilization by veterans and their families.
- Implement a master plan for the Michigan's State Veterans Home (MSVH) system that enables provision of nation-leading quality of care and expansion of services to meet the capacity and service needs of Michigan's veterans and their families.
- Modernize and expand DMVA's facilities through coordinated resourcing priorities, multi-use efficiencies, and increased state, federal, and private support.
- Position Michigan as the ideal location to live, work, raise a family, and retire.

- Create branch-specific hiring and management policies to cultivate a positive workplace culture of respect, inclusion, and diversity across all branches.
- Create talent management programs that invest in DMVA's talent through staff and leadership development, performance accountability and recognition, and a culture of exceptional customer service.
- Empower leaders to set policy that values employee wellness and healthy work / life balance, attracting and retaining DMVA team members.
- Improve communication across the DMVA to ensure consistent messaging and employee engagement to improve overall performance.
- Listen to Employees.
- Employer of Choice.

- Improve recruiting for DMVA programs by increasing partnerships and advocacy in Michigan schools.
- Improve service and expand support to veterans and their families by aligning efforts across the State to improve Michigan's "no wrong door" culture through inter-organizational partnerships.
- Expand postsecondary education, employment, and entrepreneurial opportunities for MING members and veterans.
- Expand partnerships that enhance DMVA's ability to provide ready and responsive domestic operations capabilities to Michigan and partner states.
- Build mutual readiness through a whole-of-state approach to MING's partnership with Latvia, Liberia, Taiwan, and the US Virgin Islands.
- Partner with MDC to market DMVA assets, obtain new missions, and obtain additional resources.

- Modernize training areas to allow Joint All-Domain Operations with the manning and equipment to support increased usage, enhanced infrastructure, short and long-term funding that align with the STRATCOM and Legislative focus.
- Michigan exercises continually achieve joint certification while focusing on integration into a fully contestable environment that is tailorable at echelon.
- National All Domain Warfighting Center engages and hosts strategic, operational, and tactical experimentation and demonstration of new equipment, capabilities, and doctrine.
- The NADWC and the Kelly Johnson All Domain Innovation Center (KJADIC) markets and engages DoD, Industry, and Academia to synchronize and maximize joint innovative initiatives.

- Create DMVA-wide departmental understanding, collaboration, and synchronization between all branches.
- Transparently and efficiently resource DMVA initiatives through department-wide collaboration and innovative funding solutions.
- Establish DMVA themes, messages, images, and engagements in support of departmental Strategic Objectives.

- Grow DMVA's influence in Michigan's Defense and Homeland Security Enterprise.
- Obtain future DoD and defense-related mission sets.
- State Partnership Program Innovation Network (SPPIN).
- DMVA Executes Innovation Initiatives.
- Leverage DMVA's capabilities, emerging technologies, and defense initiatives to obtain future DoD and defense related mission sets.

- Protect Michigan's environment through responsible conservation of natural resources, energy resilient facilities, and commitment to clean water.
- Train and Equip a climate-ready force by anticipating, training, and equipment for evolving operational environment.
- Enhance Adaptation and Resilience Through Collaboration instituting effective and efficient climate adaptation over the range of DOD missions, operations, and infrastructure requires leveraging all relevant information, methods, technologies, and approaches.



# Department of Military and Veterans Affairs

## Fiscal Years 2026 - 2030

### VALUES

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

### FOUNDATIONS

**MISSION**  
The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.



**VISION**  
Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.



### KEY GOALS

Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
--------------------------------	---------------------------------	---	--	-----------------------------	------------------------------	------------------

### KEY STRATEGIES

			<ul style="list-style-type: none"> <li>• The DMVA develops and markets a cyberspace operations and electromagnetic warfare training capability able to integrate joint, interagency, inter-governmental, and multinational cyberspace operations and electromagnetic activities into all five domains of warfare in a live and virtual training environment.</li> <li>• Obtain enduring resourcing for Northern Strike as the exercise arm of the National All – Domain Warfighting Center (NADWC) building collective training event for the Department of Defense.</li> </ul>			
--	--	--	---	--	--	--



# Department of Military and Veterans Affairs Fiscal Years 2026 - 2030

## VALUES

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

## FOUNDATIONS

**MISSION**  
The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.

**VISION**  
Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

## KEY GOALS

Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
--------------------------------	---------------------------------	---	--	-----------------------------	------------------------------	------------------

## KEY MEASURES

<ul style="list-style-type: none"> <li>• By 2026, maximize federal funding regarding ongoing operations and capital investments for all MVH skilled nursing facilities.</li> <li>• By 2026, Michigan connects veterans and their dependents to the benefits they have earned and considered a highly desired state for veterans.</li> <li>• MVAA continues to implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and the families.</li> <li>• DMVA capitalizes on dual-use infrastructure to increase efficiency and reduce redundant resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, DMVA increases diversity at all levels within branches to closely match local communities and Michigan demographics.</li> <li>• By 2026, DMVA branches initiate and execute talent management plans that foster career management and recognition as a function of performance.</li> <li>• By 2026, DMVA increases its safety-conscious culture that provides a safe and healthy work environment across the department.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, Pursue a formal State Partnership Program between Taiwan and the Michigan National Guard.</li> <li>• By 2026, DMVA continues to invest State resources to enhance DMVA facilities and Defense missions.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, DMVA invests in infrastructure that promotes JADO training.</li> <li>• By 2025, DMVA invests in instrumentation to advance capability of JADO training during exercises.</li> <li>• By 2025, establish the National All-Domain Warfighting Center (NADWC) and the Kelly Johnson Joint All-Domain Innovation Center (KJADIC) as the premiere and innovative training centers for Joint All Domain training and research.</li> <li>• By 2026, DMVA incorporates cyberspace defensive operations into Michigan hosted exercises.</li> <li>• By 2026, DMVA incorporates Electronic Protection (EP), Electronic Surveillance (ES), and electronic Attack (EA) into Michigan hosted exercises.</li> <li>• By 2026, DMVA incorporates cyberspace offensive operations into Michigan hosted exercises.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, DMVA achieves and sustains additional annual resourcing through P3 or grants to fund strategic goals.</li> <li>• DMVA strategic communication built through entire department workgroup branch public affairs, communications, recruiting and retention, and marketing/branding teams (as applicable) and operationalize the 126 Press Camp to execute Communication's Plan.</li> <li>• DMVA published Strategic Communication Plan and updates it annually. Communicate departmental messages in the strategic communication plan.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2027, compete for Space Force mission sets.</li> <li>• By 2028, Michigan attracts additional military missions and defense contracts, with DMVA nationally recognized as the key agency shaping Michigan's proposed public-private-partnerships in the defense community.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2029, build and sustain a nationally recognized MING environmental protection program, with emphasis on protecting Michigan's water and conserving natural resources.</li> <li>• By 2030, achieve utility resilience of all MING training installations to reduce operating costs while increasing emergency response capability and protecting the environment based on the Army "Net Zero Strategy" and Air Force "Energy Flight Plan".</li> <li>• By 2030, Train Safely in Extreme Conditions Review and modify existing training programs to safely develop the ability of service members to operate in extreme conditions.</li> <li>• By 2030, MING partners with industry to test equipment for climate effects ensuring all equipment experimentation realistically incorporates expected environmental conditions with industry.</li> </ul>
--	---	--	---	--	--	--



# Department of Military and Veterans Affairs Fiscal Years 2026 - 2030

## VALUES

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

## FOUNDATIONS

**MISSION**  
The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.

**VISION**  
Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

## KEY GOALS

Achieve Performance Excellence	Cultivate a Workplace of Choice	Develop Meaningful Advocates and Partners	Gain Recognition as National All Domain Warfighting Center	Strengthen Interoperability	Pursue Strategic Initiatives	Climate Adaption
--------------------------------	---------------------------------	---	--	-----------------------------	------------------------------	------------------

## KEY MEASURES

<ul style="list-style-type: none"> <li>• By 2026, Michigan connects veterans and their dependents to the benefits they have earned and considered a highly desired state for veterans.</li> <li>• By 2026, Michigan establishes a program to attract veterans and transitioning service-members to Michigan.</li> <li>• By 2028, improve and sustain readiness as measured by total manning and readiness ratings leading to selection for future mission sets.</li> <li>• By 2028, improve and sustain "top 1/3" readiness leading to selection for modern force structure growth.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, DMVA increases the employee life cycle that employees experience including how the department views the employees and how the employees view the department.</li> <li>• Create talent-focused individual career paths for every member of the DMVA team. Select DMVA employees for new or specialized work based upon their demonstrated and assessed talents, regardless of pay grade or time in service.</li> <li>• Provide targeted Holistic Health and Fitness (H2F) support to ensure the wellness of our department workforces. Focus on both work risks (i.e., occupational hazards) and individual risk factors (e.g., tobacco use, diet) to improve overall physical and mental resiliency. (continued)</li> </ul>	<ul style="list-style-type: none"> <li>• By 2026, DMVA establishes outreach programs in schools to expand advocacy and achieve 110% personnel strength and 100% entry level recruiting.</li> <li>• By 2025, Veterans, MING members, Reservists, and their spouses and dependents have access to comprehensive educational opportunities in Michigan.</li> <li>• 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.</li> <li>• By 2030, Michigan has clear pathways to employment for veterans, MING members, Reservists, and their spouses.</li> <li>• By 2030, Michigan has a robust military and veteran entrepreneurship program.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• By 2027, modernize NADWC capability to support JADO experimentation and demonstration for DoD, industry, and academia.</li> <li>• By 2027, move Northern Strike through the HQDA requirement validation process leading to funding provided in the Army POM.</li> <li>• By 2030, modernize GAAF to support training up to an eCAB(-) and strategic airlift/power projection.</li> <li>• By 2027, modernize NADWC equipment to support JADO training and readiness build up to a Division Headquarters echelon.</li> <li>• By 2027, MIANG Alpena Combat Readiness Training Center (ACRTC) and Camp Grayling Joint Maneuver Training Center (CGJMTC) are staffed to perform and conduct JADO training 365 days a year.</li> </ul>			<ul style="list-style-type: none"> <li>• By 2030, MING partners with industry to test equipment for climate effects ensuring all equipment experimentation realistically incorporates expected environmental Conditions with industry.</li> <li>• By 2030, Installation Resilience Engage all DMVA facilities in a comprehensive facility assessment and resilience planning activity incorporating outcomes into facility resilience plans.</li> <li>• By 2030, DMVA preserve experimentation and training space climate-informed natural resource plans to better protect test and training.</li> <li>• By 2030, DMVA engages and works with communities in a wide array of interagency and intergovernmental forums with specific attention given to research and collaboration on new technologies, and regional-based land-use planning to adapt shared resilient ecosystems to climate impacts.</li> <li>• By 2030, Build partner nation capacity to respond to climate change related hazards.</li> </ul>
--	---	---	--	--	--	--



# Department of Military and Veterans Affairs

## Fiscal Years 2026 - 2030

### VALUES

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

### FOUNDATIONS

#### MISSION

The DMVA synchronizes strategic, legislative, and fiscal initiatives to build and sustain military readiness, care and advocate for veterans, and cultivate purposeful partnerships.

#### VISION

Michigan is the premier State for advancing military readiness and serving veterans and their families along with supporting our communities in time of need by the INCREDIBLE men and women that make up the DMVA.

### KEY GOALS

Achieve Performance Excellence

Cultivate a Workplace of Choice

Develop Meaningful Advocates and Partners

Gain Recognition as National All Domain Warfighting Center

Strengthen Interoperability

Pursue Strategic Initiatives

Climate Adaption

### KEY MEASURES

- By 2033, DMVA creates a financially sustainable and community-based MVH system by expanding the MSVH footprint so that 95% of Michigan residents live within 75 miles of a home.
- DMVA resources maintenance of facilities and physical security improvements at installations.
- MVAA continues to implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and the families.
- MIARNG increases strength by building/modernizing readiness centers in locations based on strong recruiting demographics.

- Build upon the positive and powerful aspects of current Army culture, creating a people-focused Army culture that destroys harmful behaviors and builds trust across our formations. Amplify the positive behaviors that align with our vision of cohesive teams: civility and positive relationships; diversity, equity, and inclusion; honor and respect; empathy; and care for Soldier and Civilian well-being.



# Department of Natural Resources

## Fiscal Years 2026 - 2030

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

- |   |  |
|---|--|
| <b>Governor's Current Values</b>  | <b>DNR Additional Values</b>   |
| <ul style="list-style-type: none"> <li>• Opportunity</li> <li>• Responsibility</li> <li>• Security</li> </ul> | <ul style="list-style-type: none"> <li>• Planning</li> <li>• Aligning</li> <li>• Measuring</li> <li>• Leading</li> <li>• Transparency</li> </ul> |

KEY GOALS

**Improve and Protect Natural and Cultural Resources**

**Ensure Sustainable Recreation Use and Enjoyment**

**Enable Strong Natural Resource-Based Economies**

**Improve and Build Strong Relationships and Partnerships**

**Foster Effective Business Practices and Good Governance**

KEY STRATEGIES

- Promote fish and wildlife health
- Combat invasive species
- Manage resources for climate change
- Ensure water quality on state lands and associated water bodies
- Discover, preserve and share the stories of Michigan's history
- Protect resources and promote health and safety of citizens and visitors through education, law enforcement, and fire suppression
- Sustainable funding

- Maintain and improve outdoor recreational infrastructure
- Expand and improve trail network
- Engage next-generation recreational users
- Sustainably manage Michigan's public lands
- Sustainable funding

- Sustainably manage state forests for timber harvest and promote construction use via mass timber
- Support natural resource and heritage tourism
- Maintain and improve forest roads, bridges, and culverts
- Increase public access to outdoor recreation

- Increase outreach and education networks
- Strengthen marketing efforts to broader audiences
- Provide leadership in managing public records
- Provide statewide public safety through partnerships with other law enforcement agencies
- Expand and improve tribal affairs

- Leverage technology
- Expand use of renewables and climate smart initiatives
- Effectively engage employees
- Expand continuous process improvement efforts
- Diversify the workforce

CORE OPERATING PROCESSES

- Sound science
- System for issuing hunting, fishing, and trapping licenses
- Surveillance activities for fish and wildlife diseases
- Invasive species collaboration and grant program
- Wetland development initiatives in partnership with key stakeholders
- Safety education classes
- Wildfire detection and response
- Stakeholder and public engagement

- Asset management and prioritization
- Systems to manage campground and harbor reservations, park day visitors, snowmobile, ORV permits, and recreation passport sales
- Partnership with Secretary of State to promote recreation passport sales

- Forest compartment reviews
- Campaigns to target audiences
- Habitat development and fish rearing
- Timber market development

- Managing state parks in urban areas
- Natural and cultural resource education programs for K-12 schools
- Providing grants to stakeholders
- Negotiate consent decrees

- DNR technology governance board
- Renewable energy and climate change sprint teams
- Employee engagement sprint team
- Government document management systems

KEY MEASURES

- Reduce the prevalence and spread of fish and wildlife disease
- Prevent introduction of new invasive species, especially invasive carp
- Implement adapted resource management plans for climate change
- Reduce phosphorus in the Lake Erie Basin
- Decrease recreation safety incidents
- Minimize wildfire destruction

- Reduce the backlog of state park infrastructure projects
- Provide experiences that attract more recreational users
- Increase miles of trails

- Maintain dual certification of state forests
- Increase hunters and fishers
- Increase visitors to state parks and museums, especially out-of-state
- Increase carbon storage through the use of mass timber buildings

- Increase and broaden participation in DNR education programs
- Broaden customer base to reflect a diverse state population
- Increase partnerships with local government record managers
- Improve implementation of consent decrees

- Replace legacy IT systems
- Increase the number of DNR facilities powered by renewable energy and foster the sale of carbon credits
- Develop a more diverse workforce that is engaged as champions



# Michigan State Police

## Fiscal Years 2026 - 2030

### VALUES

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

### FOUNDATIONS

#### MISSION

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

#### VISION

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

### KEY GOALS

Foster a superior work environment and culture where our members are well, resilient, and fulfilled. Attract the highest caliber talent to join our inclusive team, where we challenge the status quo and each other in pursuit of the public's safety.

Pursue new opportunities to provide the highest quality policing and public safety services, improve traffic safety and prevent crime.

Establish authentic community connections built on reimagining customer service and a commitment to serving others before self.

### KEY STRATEGIES

- Institute an annual department Mentor Program to foster the personal and professional growth of our employees through Dec. 31, 2029.
- Establish a civilian onboarding program that will foster employee inclusion and improve retention by Dec. 31, 2029.
- Institute recruiting practices that reduce barriers to applying for trooper recruit school and increase the trooper minority applicant pool and female applicant pool through Dec. 31, 2029.
- Seek new and modern approaches and partnerships to attract qualified and diverse applicants for all job openings, including creating a trooper recruit school preparation program through Dec. 31, 2029.
- Establish wellness resources that support a workforce that is well, resilient, and fulfilled through Dec. 31, 2029.

- Maintain trooper strength and capabilities by conducting a one-for-one replacement for all enlisted attrition, in order to maintain a minimum staffing of 2,000 enlisted members annually by December 31.
- Utilize data and education to reduce traffic crashes and prevent crime, including exploring emerging techniques and reviewing the effectiveness of current initiatives and programs through Dec. 31, 2029.
- Modernize department technology and data systems, processes, and analytics capabilities to equip our members and external stakeholders with timely, accurate, and actionable information through Dec. 31, 2029.

- Develop and foster constructive relationships and mutual understanding between our department and communities by engaging stakeholders in supporting key department programs through Dec. 31, 2029.
- Ensure department processes, directives, and training align with modern policing practices that foster trust, transparency, and collaboration with the communities we serve through Dec. 31, 2029.
- Engage employee resource groups in advocacy of and tailored recruiting and outreach initiatives related to their respective mission through Dec. 31, 2029.

### CORE OPERATING PROCESSES

- Attracting and retaining a diverse workforce.
- Fostering employee engagement and inclusion.
- Developing and retaining talent.
- Modernizing training.

- Delivering policing and public safety services statewide.
- Investigating crime and enforcing laws.
- Protecting communities statewide.

- Building community trust and partnerships.
- Fostering diversity, equity, and inclusion.
- Seeking diverse perspectives.

### KEY MEASURES

- Increase agree score for the Employee Survey question "I am aware of the efforts my department is taking to make its employees' work experience better."
- Increase % of trooper applicant pool that identifies as a racial minority.
- Increase % of trooper applicant pool that identifies as female.

- Increase total enlisted member strength.
- Implement crime reduction and traffic safety plans.

- Expand Troopers on Tour community engagement initiative.
- Increase number of community outreach programs and trainings.
- Increase agree score for the Employee Survey question "My work group has a climate in which diverse perspectives are encouraged and valued."



# Department of Technology, Management & Budget

## Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**  
DTMB drives efficiency, connects customers to services, and delivers solutions that enable government to serve the residents, visitors, and businesses of Michigan.



**VISION**  
To empower our employees and partners to achieve success, while being a best-in-class model for effective public services.



**VALUES**

- Belonging – Embrace diversity and foster collaboration.
- Customer Service – Deliver value while being understanding and professional.
- Engagement – Be present and a positive influence.
- Excellence - Always do your best.
- Integrity - Always do what is right.
- Teamwork – Work together to meet our goals.

KEY GOALS

**Service Delivery: Advance performance of services that we provide to our customers.**

**Employee Engagement: Foster a workplace culture rooted in equity and inclusion that encourages employees to thrive.**

**Customer Relationships: Strengthen strategic partnerships with our customers and stakeholders.**

**Cost-Effectiveness: Ensure a clear and measurable value for expenditures.**

**Communication: Apply consistent practices and expectations for communication internally and with those we serve.**

KEY STRATEGIES

- Apply a universally applicable service measurement methodology.
- Establish a method to adjust services to meet acceptable service levels and evaluate opportunities for advancements.

- Develop and implement engagement action plans that are based on each employee engagement survey.
- Develop and implement strategies to support employee well-being and whole health.
- Develop and administer department processes for retaining, promoting, and recruiting for diverse talent at all levels.
- Implement a new manager mentorship component within the DTMB mentorship program.

- Ensure cost-value analysis is clearly communicated to customer representatives and advise on operational impacts.
- Seek customer feedback on service delivery and develop and implement action plans.
- Ensure documentation of the customer experience for high-value customer facing DTMB services and identify areas for improvement.

- Develop consistent cost reporting, projections, and forecasting for services offered.
- Define business value and acceptable service-level for each DTMB service offering.

- Identify DTMB’s criteria for effective communication internally and with customers.
- Create comprehensive communication guidelines that will be accessible to all employees.
- Implement training programs for employees aligned to communication guidelines.
- Establish methods to monitor compliance with communication guidelines. Use findings to make data-driven improvements to communication practices.

CORE OPERATING PROCESSES

- Monitoring delivery of DTMB core services.
- Reporting on performance.

- Engaging employees through various channels.
- Providing training and resources to managers related to engagement and diversity in recruitment.

- Managing customer relationships.
- Collecting customer feedback.
- Documenting customer journeys.

- Financial analysis and reporting total cost of services.
- Managing DTMB’s budget.

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

KEY MEASURES

- Service level expectations and agreement are being met.
- Customer satisfaction scores are maintained or increased.
- Projects are within scope, on time and on budget.
- Year-end closing is completed on-time and without disruptions.

- Employee engagement scores are maintained or increased.
- Increased applications from other public sector organizations.
- Improved retention rate.
- Decreased number of job re-postings.
- Positive exit survey results.

- Reduction in negative customer feedback.
- Customer satisfaction scores are maintained or increased.
- Increased utilization of DTMB services.
- Increased proactive interactions with customers.
- Products and services are human centered.

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

- Customer satisfaction scores related to communication questions are maintained or increased.
- Employee engagement scores related to communication are maintained or increased.
- Compliance with the practices and expectations for communication.

# Michigan Office of the Child Advocate

## Fiscal Years 2026 - 2030

### VALUES

- Our agency will function as an independent and impartial entity by implementing credible review processes that prioritize confidentiality.
- We are dedicated to promoting diversity, equity, and inclusion both internally and externally, and commit to cultural competency to make a difference and improve outcomes for children.

### FOUNDATIONS

#### MISSION

To improve Michigan's child welfare system by raising awareness, advocating for changes, educating the public, and conducting thorough reviews to make recommendations for improvement.

#### VISION

To support and speak on behalf of children, with the aim of making a positive impact on Michigan's child welfare system.

### KEY GOALS

To conduct independent, impartial investigations

Make impactful recommendations that will have a positive impact on the child welfare system, raise awareness, and advocate for children.

To promote transparency in the child welfare system

### KEY STRATEGIES

- Provide training opportunities to the OCA staff allowing them to enhance their investigation skills and techniques.
- Have an effective Memorandum of Understanding with MDHHS that allows the OCA to conduct independent impartial investigations.
- Provide the OCA staff with the ability, tools, and resources to conduct independent impartial, culturally competent investigations.

- Develop, maintain and enhance relationships with stakeholders to improve communication, allowing the OCA to address issues and concerns that impact child welfare.
- Support employee involvement and engagement with committees and community partners.
- As a result of investigations and research conducted provide insight into local, regional, or statewide trends that affect child welfare.

- Propose legislative recommendations on a continual basis to improve child welfare.
- Update the OCA website to promote transparency and highlight ongoing trends within the child welfare system.
- Expand the annual report to reflect current trends within and/or affecting the child welfare system.

### CORE OPERATING PROCESSES

- Independently obtain documents, statements, evidence, and analysis pertaining to each case investigated to uncover facts.

- Influence policy and practice both formally and informally.
- Pursue legislative advocacy in the best interests of children.

- Act as a resource for information about the general functions of Michigan's child welfare system.
- Disseminate to the public and applicable individuals or entities, information within the boundaries of state and federal law.

### KEY MEASURES

- Use investigative findings to facilitate positive and progressive change in law, policy, and practice.

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

- Respond to complainants by telephone within 10 business days.
- Participate in ongoing events with partners to engage those partners while supporting the Office of the Child Advocate's strategic plan.

# Michigan Office of the State Employer

## Fiscal Years 2026 - 2030

### MISSION

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

### VALUES

Opportunity  
Security  
Respect  
Responsibility  
Communication  
Knowledge

### VISION

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

### FOUNDATIONS

### KEY GOALS

Provide enhanced training opportunities

Support the betterment of workplace health & safety

Make OSE programs work for state employees

Foster internal employee satisfaction

### KEY STRATEGIES

- Annually update and enhance training modules currently being offered.
- Implement alternative methods of training (e.g., webinars, videos, narrated PowerPoint, etc.).
- Develop/administer 2-3 new training modules per year.
- Meet annually with the ad hoc committee of departmental labor reps to identify additional training needs.
- Meet annually with the ad hoc committee to identify additional workplace health and safety training needs.
- Provide one-on-one consultation and training to improve the quality of department-level grievance answers.
- Continue to seek participant evaluation for each training session offered and follow-up with attendees on a periodic basis.
- Promote the principles encompassed in the DOJ/Treasury settlement after the end date in May 2025.
- Continue the roll-out of the new training program Managing the Workforce of the Future (MWF).
- Promote the recommended course completion syllabus for new labor relations employees.
- Create a coaching/mentoring training module.

- Advertise/promote statewide safety resources available for all employees on the OSE SharePoint site.
- Provide Ergo & WorkSmart Assessments to all employees upon request.
- Provide safety training to all departments & agencies upon request.
- Provide MIOSHA General Industry Level I and Level II Safety Certification training to departmental Safety Coordinators and others.
- Continue the WIIPPs working with departments & agencies reviewing their workers' compensation claims and monitor their progress with reducing claims through trend analysis and training.
- Provide continuous safety consultation and training to departments & agencies to reduce workers' compensation claims and provide a safer work environment.
- Promote the new NARCAN Training available to all departments and employees.
- Advertise the DTMB statewide contract for CPR/Defibrator Training.

- Advertise/promote and educate employees on OSE programs: Professional Development Funding, Ergo/WorkSmart, Stay at Work/Return to Work (S@W/RTW), Workplace Injury and Illness Prevention Program (WIIPP), annual leave donation.
- Provide information to all departments to share with employees and post information on the OSE SharePoint site.
- Engage in cross-training for all staff to ensure efficient and effective customer service.
- Make OSE internet and intranet websites more user-friendly ensuring language accessibility.
- Foster effective communication between departments and unions to promote positive labor-management (L-M) relations.
- Utilize OSE mediation processes to help decrease grievances arbitrated.
- Provide one-on-one consultation to Labor Relations on grievance settlements.
- Evaluation of grievances received by departments categorized for review and determine training opportunities for to lower number of grievances filed.
- Provide training to improve the quality of department-level grievance answers.
- Support the 60 by 30 initiative by expanding PDF eligibility to meet future state workforce needs.
- Significantly increase OSE's leadership role with departments & agencies regarding labor relations activities to foster better outcomes and consistency across state government.
- Continue the roll-out of the MWF to support management standards across state government as part of overall state retention strategy.
- Analyze the employee engagement survey results for training opportunities.

- Require staff to attend at least 2 types of training per year.
- Hold monthly team building events rotating staff to host.
- Continue staff recognition activities.
- Annually review and update internal processes for efficiencies and effectiveness.
- Model professionalism, courtesy, and respect.
- Continue to adhere to the principles of equity and inclusion throughout OSE as outlined in Executive Directives 2019-09 and 2020-09.

### CORE OPERATING PROCESSES

- Conduct training on the following: Basic Labor Relations Training, Grievance Handling; Arbitration Advocacy; ADA Title I; Investigation (Intro & Advanced); Discriminatory Harassment; Ergonomics 101; Drug & Alcohol; ALD training; Secondary Negotiations; Bargaining 101; CMVO/CDL; Office Safety; Hazard Communication; Accident Investigation.
- Monitor training requirements set by DOJ settlement and provide documentation to DOJ.

- Ergonomic assessments; Drug & Alcohol administration; ALD administration; ADA Title I administration; SAW/RTW Program administration; Workers' Compensation (WC) administration; Family Medical Leave administration; workplace safety resources.

- PDF program administration; WC program administration; Negotiate & administer the collective bargaining agreements; Maintain communication with dept staff, DMO and Civil Service; Continue efforts for improvement of L-M relations.

- Staff recognition; staff updates; seminar/conference overview.

### KEY MEASURES

- Number of training sessions offered.
- Variety of training delivery methods offered.
- Solicit and review feedback, make changes if appropriate.

- Number of employees reached with training about Disability Management Stay-at-Work/Return-to-Work Program.
- Solicit and review feedback on workplace health and safety programs and training, make changes if appropriate.

- Analytics (for website traffic).
- Number of employees utilizing PDF.
- Number of employees trained.

- Promote enhanced communication.
- Number of engagement activities.

# Michigan State Budget Office

## Fiscal Years 2026 - 2030

### MISSION

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

### VALUES

- Collaboration
- Integrity
- Accuracy
- Optimization
- Innovation
- Transparency

**VISION**  
Working together toward an equitable future for all Michiganders.

### FOUNDATIONS

### KEY GOALS

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

Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Annual Comprehensive Financial Report (ACFR), payroll processing and tax reporting

Modernize the State Longitudinal Data System (SLDS) within CEPI

Maintain a supportable, upgradeable, and technically current statewide ERP system leveraging the Commercial-Off-The-Shelf solution. Ensure standardization and continued use/expansion of available functionality for maximum efficiencies

Improve the efficiency and effectiveness of the statewide risk management process (i.e. Internal Control Evaluation program) supported by the Office of Internal Audit Services

### KEY STRATEGIES

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

- Work in close collaboration with the Governor's office to ensure alignment with executive office vision
- Participate in Executive Team meetings to ensure internal coordination across the State Budget Office
- Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives align with the office's mission and goals

- Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision
- Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office
- Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives align with the office's mission and goals

- Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision
- Participate in SBO Executive Team meetings to ensure internal coordination across the State Budget Office
- Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives align with the office's mission and goals
- Lead, participate in, and facilitate strategic meetings with each of SIGMA's stakeholder groups (budget, financial management, procurement, and human resources)

- Work in close collaboration with the Governor's office to ensure we remain aligned with the executive office vision
- Maintain Executive Team meetings on a weekly basis to ensure internal coordination across the State Budget Office
- Conduct performance reviews across the State Budget Office to ensure that individual staff performance objectives align with the office's mission and goals

### CORE OPERATING PROCESSES

- Collect and rank investment requests from agencies in a systematic manner based on the priorities established by the Governor, and the needs of the state's residents
- Review and prioritize investment requests with executive office for inclusion in the budget recommendation
- Present executive recommendation to Legislature, meeting all statutory requirements
- Collaborate with the Legislature during budget negotiations to reach budget agreement
- Review enrolled budget bills thoroughly to ensure funds are appropriated for valid public purposes and boilerplate language is consistent with constitutional principles
- Meet regularly with Executive Branch partners to collaborate, problem solve, and advance the Governor's goals
- Collaborate with state agencies to monitor spending

- Establish and maintain standardized accounting, payroll and tax reporting policies and procedures
- Accurately and timely file federal, state and local payroll returns and payments
- Publish year-end closing schedule to be followed by the departments
- Provide information and applicable training related to new or revised accounting standards or payroll processes
- Thoroughly test HR, Benefits, and Payroll system changes to ensure they do not adversely affect accuracy of payroll calculations

- Ensure that the state data system supporting public education is based on national standards and becomes interoperable with other systems and agencies in support of public education thus making it more efficient and effective in meeting its purpose
- CEPI will work with its systems to provide a more seamless data experience for stakeholders, ensuring that the focus can remain on educating kids instead of focusing on transforming data into useful information

- Establish, maintain, and strive to exceed customer support standards throughout the SIGMA operations and support organization
- Address continuous improvements through structured agile processes and engagement with business owners, stakeholders, and end users
- Adhere to state information technology standards, project management methodologies, and strong internal controls throughout all work efforts

- Support operations and information support for Statewide Risk Committee (SRC)
- Support continued improvements to the Michigan Security Accreditation Process by completing audit plan engagements, and consulting with DTMB and agencies on key activities
- Complete key activities and implement improvements to Internal Control Evaluation (ICE) related processes through greater utilization of the GRC Keylight information system, improved reporting of deficiencies, and improved central monitoring of service organization controls
- Support efforts to assist statewide and agency compliance and accountability for programs funded with COVID-19 federal stimulus funds. Facilitate program mobilization, execution, reporting and compliance with applicable laws, rules and regulations
- Provide value-added Internal Audit Services to all principal executive branch departments in accordance with professional standards

MISSION

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

# Michigan State Budget Office

## Fiscal Years 2026 - 2030

VALUES

- Collaboration
- Integrity
- Accuracy
- Optimization
- Innovation
- Transparency

VISION

Working together toward an equitable future for all Michiganders.

FOUNDATIONS

KEY GOALS

KEY MEASURES

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

Establish and maintain high standards of timeliness, accuracy, and excellence for the State of Michigan Annual Comprehensive Financial Report (ACFR), payroll processing and tax reporting

Modernize the State Longitudinal Data System (SLDS) within CEPI

Maintain a supportable, upgradeable, and technically current Commercial-Off-The-Shelf applications for the statewide ERP system through continued minimizing of customization (SIGMA)

Improve the efficiency and effectiveness of the statewide risk management process (i.e. Internal Control Evaluation program) supported by the Office of Internal Audit Services

- Ensure allocation of resources aligns with top administrative priorities:
  - Clean Water
  - Safe Roads
  - Literacy
  - Skilled Workforce
  - Healthy People
  - Government that Works
- Evaluate 100% of executive recommendation requests with equity screen
- Improve the accuracy of the budget process by reducing the difference between budgeted and actual caseload-driven costs for DHHS and K-12 pupil counts
- Conduct expenditure reviews for each agency quarterly
- Budget is in structural balance

- Issue the ACFR as soon as possible, no later than 120 days of fiscal year-end
- Receive an unmodified audit opinion for the ACFR
- Receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the ACFR
- Process payroll every two weeks and ensure State of Michigan HR, Benefits, and Payroll system is available for users during business hours\meet tax deposit and tax reporting deadlines and avoiding penalties and interest

- Modernize operational data systems leveraging standards-based integrated systems technologies. Efforts will center around education staffing/credentialing, entity/directory, and unique education identity systems (through 2027), then will shift to student systems (through 2030)
- Design a service-oriented architecture to facilitate and manage data exchanges. Move toward technical tool identification and implementation plan by late 2026
- Continue to expand the architecture and design of entity, student and public education personnel data domains using the nationally recognized Common Education Data Standards (CEDs)
- Create and maintain an expanded set of self-service data visualization tools and information data sets for use by SOM stakeholders who directly access the SLDS data sets either through the MI School Data portal or via direct data table connection. The goal is expanding access opportunities that reduce the time and effort stakeholders exert to obtain answers to key questions

- End User Support addresses customer needs in a timely manner as follows:
  - 90% same day resolution for calls not subject to fraud-prevention procedures
  - At least 75% first call resolution
  - Ensure timely response to email requests with coverage from 7 a.m. to 5 p.m. on business days
- Fraud Prevention Controls are addressed in a timely manner:
  - Same day resolution (validated change or locked account) of high-risk changes
  - 5 business day resolution (validated change or locked account) of low-risk changes
- Adjust training approach and methodology to meet the changing needs of an experienced user-base
- Tier 2 ticket and issue resolution for resolution on newly identified issues that are not software defects is 10 business days or less. (Software defects are managed in accordance with our SLAs with the vendor)
- Reduce the inventory of outstanding Production Work Requests (PWR items) by at least 10% each fiscal year
- SIGMA Operations and Support will remain current by testing and deploying each available feature set that is delivered in alignment with CGI's delivery model
- Continue to improve employee engagement through proactive completion and revision (as needed) of the SIGMA Employee Engagement Action Plan
- Actively engage in improving DEI within SIGMA Operations and Support through participation in Statewide and SBO events/activities. Develop and act upon SIGMA Specific DEI initiatives

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

# Michigan Department of Transportation Fiscal Years 2026 - 2030

## VALUES

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

## FOUNDATIONS

### MISSION

Serving and connecting people, communities, and the economy through transportation.

### VISION

To provide people with a safe, future-driven, interconnected multimodal transportation network that ensures equitable options.

## 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

- Optimize asset lifecycle management processes to better inform investment tradeoff decisions and risk management.
- Strengthen partnerships with emphasis on collaboration and coordination to maximize investments and minimize disruptions.
- Issue bonds approved by STC for the Rebuilding Michigan plan.

- Explore and advance technologies and services that improve travel time reliability across modes.
- Evaluate new technologies to improve systems management and operations.
- Support MI Future Mobility Plan goals and strategies.
- Support expanded electric vehicle adoption.

- Promote safety first for all users, workers, and operators of the transportation network.
- Incorporate the Safe System Approach (SSA) into department processes and activities to eliminate fatalities and serious injuries on Michigan roadways.

- Implement an MDOT Equity, Inclusion and Diversity Plan.
- Advance MDOTs workforce and succession planning strategies and measures.
- Foster solution-oriented partnerships with a focus on social justice, equity, and inclusion.
- Cultivate strategic partnerships.

- Leverage data and technology advancement to drive efficiency and support innovation.
- Optimize transportation system performance by utilizing new technology.
- Continue building key skillsets to facilitate good data management, data architecture, and data analytics.

## CORE OPERATING PROCESSES

- Use knowledge management strategies to expand the multi-disciplined MDOT asset management community.
- Align department pavement management processes and implement new pavement monitoring technology.
- Deliver local bridge bundling program.
- Implement Carbon Reduction and Resilience Improvement Plans.
- Issue Rebuilding Michigan approved bonds and track milestones.

- Evaluate/update the 2012 Complete Streets policy.
- Implement central control of traffic signal active management.
- Advance signal phase and timing (SPaT) to maximize corridor throughput.
- Promote and support mobility-as-a-service options.
- Implement National Electric Vehicle Infrastructure Formula program funding.

- Promote safety awareness programs for all modes including non-motorized.
- Expand Vehicle to Infrastructure (V2I) on arterial roadways.
- Advance SSA Safer Road strategies into program development.
- Enhance safety oversight and compliance monitoring of public transportation modes.
- Provide advance response training and readiness for safe, quick incident clearance.

- Supporting Initiatives:
- Coordinate effective implementation of IIJA, including partnership and stakeholder engagement, and support, pursue and secure non-formula funding opportunities that advance infrastructure priorities for Michigan.
  - Develop and implement improved agency communication and collaboration using new tools and technology.
  - Ongoing implementation and improvement of employee lifecycle strategies.
  - Continued focus on expanding knowledge management opportunities and advancing role assessment and talent review processes.
  - Cultivate partnerships and stakeholder engagement to achieve statewide and community goals with a focus on social justice, equity and inclusion.

- Supporting Initiatives:
- Embrace digital transformation of work processes.
  - Evaluate MDOT applications using a strategic approach to maximize business value and inform long-term IT investment decisions.
  - Design long-term data integration strategy including a data warehouse.
  - Incorporate the goals of good data management and architecture into the IT project execution process.
  - Recruit and cultivate people with the aptitude and skillsets to strengthen data governance, architecture and analytics.

## KEY MEASURES

- Percent of trunkline pavement with 3+ years Remaining Service Life (RSL).
- Percent of National Highway System pavement in Good condition.
- Percent of trunkline bridges in Good and Fair condition.
- Percent of Tier 1 airport primary pavement condition in Good and Fair condition.
- Percent of transit facilities rated >3.
- Percent of bond financed projects completed by 2025.

- Percent of person-miles traveled on the National Highway System (NHS) that are reliable.
- Truck Travel Time Reliability Index.
- Level of Access: National and local bus service.
- Complete node buildout of alternate fuel corridors.

- Number and rate (per 100M VMT) of fatalities and serious injuries involving vehicle crash.
- Number of non-motorized fatalities and serious injuries involving crash.
- Number of fatalities and serious injuries in work zones.
- Number of fatalities, serious injuries, and safety events involving transit modes of travel.
- Miles of major arterials equipped by vehicle-to-infrastructure (V2I) technology.

# Michigan Department of Treasury

## 5-Year Strategic Plan

### Fiscal Years 2026 - 2030

**Mission  
Vision  
Values**

**MISSION**

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

**VISION**

Exceptional financial services for a better Michigan.

**VALUES**

- Integrity
- Inclusion & Diversity
- Innovation
- Public Service

**Treasury  
Foundations**

**Employee Engagement**

**Culture of Service**

**Continuous Improvement**

**KEY GOALS**

Plan for Michigan’s Short- and Long-term Financial Opportunities and Challenges

Implement Secure and Efficient Processes and Technology Solutions to Ensure Accurate Treasury Data

Define and Improve Customer Service for All Customers

Enhance Recruitment and Increase Retention of Engaged Employees by Making Treasury an Attractive and Great Place to Work

**OUTCOME METRICS**

- Achieve 90% or more of the established goals for all financial stability metrics within business area plans.

- Achieve 90% or more of the established goals for all business process and technology metrics within business area plans.

- Achieve 90% or more of the established goals for all customer service metrics within business area plans.

- Turnover of staff.
- Percentage of Treasury staff identified as “Champions” on the statewide employee survey.

**KEY STRATEGIES**

- Create a roadmap to provide financial stability for the state.
- Review current tax laws and their impact on current and future revenue as a resource for policymakers.
- Serve as a trusted resource providing financial technical assistance to policy makers, school districts, and local units of government.
- Coordinate and provide access to financial empowerment resources and tools for all Michiganders.
- Proactively mitigate financial and organizational risk.

- Use technology and tools that result in accurate and useful data.
- Manage Treasury data effectively to aid in making data-driven decisions across the department.
- Increase efficiency and consolidate IT systems by leveraging appropriate technology and improved processes.
- Protect citizen privacy by transparently collecting only essential data, stored for only the required time, with limited required disclosure.

- Define customer service using customer input and develop benchmarks for excellence.
- Enhance customer experience through interactive tools and real time solutions.
- Offer regular and consistent customer service training across Treasury.
- Map business processes to understand interdependencies and gaps in the internal and external customer experience.

- Provide clear expectations, resources, support, and professional development for all levels of staff.
- Develop and implement a plan to become more attractive as an employer.
- Continue to implement and advance best practices to further promote diversity, equity, and inclusion within Treasury.

**KEY PERFORMANCE INDICATORS**

- Accuracy of Treasury spend plans.
- Accuracy of revenue estimates and tracking.
- Timeliness of revenue sharing payments to local government units.
- Meeting or exceeding targets for investments.

- Ensure key security measures meet or exceed target benchmarks.
- Increase electronic services for customers.
- Reduce IT project delays and ensure effective utilization of IT resources.

- Percent of Individual Income, Business, and City Taxes processed within same year.
- Timely customer assistance.
- Quality of customer/stakeholder interactions.
- Timely financial and accounting services.

- Attrition Rates.
- Increase Treasury staff “Champions” percentage.
- Percent “Agree” score for the statewide Employee Engagement Survey question, “I intend to stay with the State of Michigan for at least another 12 months.”.

# Michigan State Lottery

## Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**VISION**

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

**VALUES**

- Opportunity
- Responsibility
- Security
- Innovation
- Integrity

KEY GOALS

**Increase School Aid Fund contributions**

**Control costs**

**Implement Technology Systems Updates**

**Provide responsible gaming resources**

KEY STRATEGIES

- Research and Development.
- Instant-Ticket Growth.
- Online Instant Game Growth.
- Online Account Acquisition.
- Cashless Acceptance.

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

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

- Compulsive Gambling Helpline.
- Retailer awareness.
- Online tools.
- Online resources.

CORE OPERATING PROCESSES

- Research and Development. Qualitative and quantitative research including focus groups and online surveys; monthly printed product meetings to review instant and pull tab game performance; quarterly printed product meetings to review performance highlights in other jurisdictions; conferences to discuss successful games and view new products; A/B testing online to determine player preferences.
- Instant-Ticket Growth. Monthly printed product meetings to review instant and pull tab game performance; game launch schedule optimization; prize structure optimization; setting quarterly incentive bonuses for sales representatives that meet sales goals; retail incentives for meeting sales goals; monthly regional staff meetings to review performance.
- Online Instant Game Growth. Portfolio modification aligned with market research; development and maintenance of annual road map to track and ensure targets are met; review of sales reports; comparison of game performance against similar games.
- Online Account Acquisition. Optimization of owned assets such as the website, mobile apps, and retail integrations; effective use of affiliate partners and external media supported by the advertising budget to increase brand awareness; promotional offers and incentives.
- Cashless Acceptance. Retail incentive for accepting cashless; regional staff meetings to review performance; signage at retail locations; increased number of self-service machines accepting cashless; cashless activity reporting to track growth.

- Financial Reports. Daily, weekly, monthly, and annual financial data reconciliations; budget development and monitoring; weekly and monthly reports; monitoring of internal controls for effectiveness.
- Uncollectable Debt. Credit check process; retailer account monitoring; use of bonds, inventory reduction, terminal deactivation and other liability controls; communication with assigned district sales representative regarding account; direct communication with licensee.
- Semi-Annual Financial Audits. Effective application of internal controls; remediation of any identified concerns; one-on-one interviews with auditors and leadership.

- Charitable Gaming Portal. Transition to a new electronic data management system that includes a customer facing web portal for Charitable Gaming.
- iLottery System Replacement. Transition to a new contract for the iLottery platform and related services.
- Modernize Lottery Operations. Promote communication with retailers via Retailer Wizard; implement an online scheduling tool to improve customer experience; implement document management and workflow management tools to improve operational efficiency.

- Compulsive Gambling Helpline. Marketing Standard Guide reviewed by RG manager; bureau policy; review of game specifications.
- Retailer RG Awareness. Preparation of licensee materials; addition of confirmation to licensing agreement; review by RG manager.
- Online RG Tools. Monitoring reports showing use of tools; communication with vendor and call center; customer feedback.
- Online Resource Page. Monitoring of page availability; checking links to confirm active; review and update of resource information as needed.
- Monthly RG Emails. Monitoring email delivery; review of reports showing number of opens; reviewing and updating content as needed.



# Michigan State Lottery

## Fiscal Years 2026 - 2030

FOUNDATIONS

**MISSION**

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

**VISION**

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

**VALUES**

- Opportunity
- Responsibility
- Security
- Innovation
- Integrity

KEY GOALS

**Increase School Aid Fund contributions**

**Control costs**

**Implement Technology Systems Updates**

**Provide responsible gaming resources**

KEY MEASURES

- Annual Increase. Measured as contribution for the current fiscal year compared to the prior fiscal year with a target of 3% increase per year for a total of 15.9% over five years.
- Retail Instant-Ticket Facings. Measured as the average number of unique instant tickets visibly displayed to players at sales locations statewide with a target of increasing 1 a year until 40 facings are reached.
- Early New Game Activation. Measured as the average number of retail locations that activate a new instant game within 3 days of receipt with a target of reaching and maintaining a statewide average of 98% over the next five years.
- New Online Instant Games. Measured as number of new online instant games introduced annually with a target of about 50 games a year. Approximately 250 new games will be released over the next five years.
- Online Account Acquisition. Measured as a percentage of total Michigan population with a target of a 3% increase over the current 20% coverage, over the next five years.
- Cashless Acceptance. Measured as number of cashless transactions in the current fiscal year compared to the prior fiscal year with a target increase of 2% a year for a total increase of 10.4% over the next five years.

- Annual Operating Costs. Measured as a percentage of net annual operating revenue with a target of keeping operating costs at or below 3% of net operating revenue each year for an average of 3% or less over the course of five years.
- 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.

- Charitable Gaming Portal. Measured as completing each milestone on or before a specific date assuming no unplanned project changes. Testing complete by February 28, 2025. Internal transition and training complete by March 24, 2025 (Internal Go-Live). Customer portal go-live complete by June 24, 2025.
- iLottery System Replacement. Measured as completing each milestone in time for a complete conversion and new system go-live (if needed) by July 1, 2026, assuming no unplanned project changes. Award recommendation issued August 2, 2024. Contract development complete by first quarter of calendar year 2025.
- Modernize Lottery Operations. Measured as completing each milestone on or before specific dates. Implement workflow management and Document business needs for Online Appointment Scheduling and:
  - Engage with retailers in new ways utilizing the Retailer Wizard tool via ongoing updates to retailer contact information.
  - Implement a service management tool, JIRA, to manage technical support tickets and asset management. Software implementation complete by May 1, 2025. Business process adoption complete by August 30, 2025.
  - Implement an online appointment scheduling tool. Evaluate potential scheduling tools and determine contract vehicle by April 30, 2025. Go live with new system by September 30, 2025.
  - Implement a bureau wide document management solution. Finalize requirements by February 15, 2025. Draft and issue RFP by May 30, 2025. Evaluate solution offerings and determine next steps by September 30, 2025. Implement new document management solution by January 30, 2026.

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



# Michigan Gaming Control Board

## Fiscal Years 2026 - 2030

### VALUES

- Integrity (be guided by a high sense of ethics and accountability).
- Effectiveness (focus on results by following best practices)
- Initiative (self-empowered).
- Innovation (think outside the box).
- Respect (treat others how they would want to be treated).

### MISSION

Ensure the conduct of fair and honest gaming to protect the interests of the citizens of the State of Michigan.

### VISION

To be a premier gaming and horse racing regulatory agency through the effective application of laws and regulations in a reasonable, consistent, and efficient manner.

### FOUNDATIONS

### KEY GOALS

Align and Change for the Future

Engage, Develop, and Invest in Our People

Plan, Prepare, and Invest in Technology and Infrastructure

Implement and Maintain Continuous Internal Improvement

### KEY STRATEGIES

- Review and submit at least one set of draft administrative rule revisions to the Michigan Office of Administrative Hearings and Rules in 2025 and annually, by February 28.

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

- Infrastructure, Security, and Special Projects will consult with the Department of Technology, Management, and Budget to identify all agency computer software systems that are approaching end of life support in 2025 and annually, by December 31.
- Develop and implement an agency portal solution to streamline and automate business processes for both internal and external stakeholders by December 31, 2025.

- Update and disseminate the agency's business continuity plan to management in 2025 and annually, by December 31.
- Each section will create/update a step-by-step manual for the core functions within their section in 2025 and annually, by December 31.
- All managers and supervisors will review internal business processes within their section and report identified potential improvements to their Deputy Director in 2025 and annually, by June 30.
- Ensure all agency official records are stored and maintained electronically in the agency's document management systems by September 30, 2025.

### CORE OPERATING PROCESSES

- Communication.
- Rulemaking processes.
- Regulatory processes.

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

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

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

### KEY MEASURES

- Number of promulgated rules.

- Percentage of employees participating in DEI activities.

- Percentage of stakeholders using portal.
- Percentage of paper documents received.
- Website analytics (number of clicks).
- Percentage of customers satisfaction surveys.

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

