

State of Minnesota

Drive to Excellence Transformation Roadmap

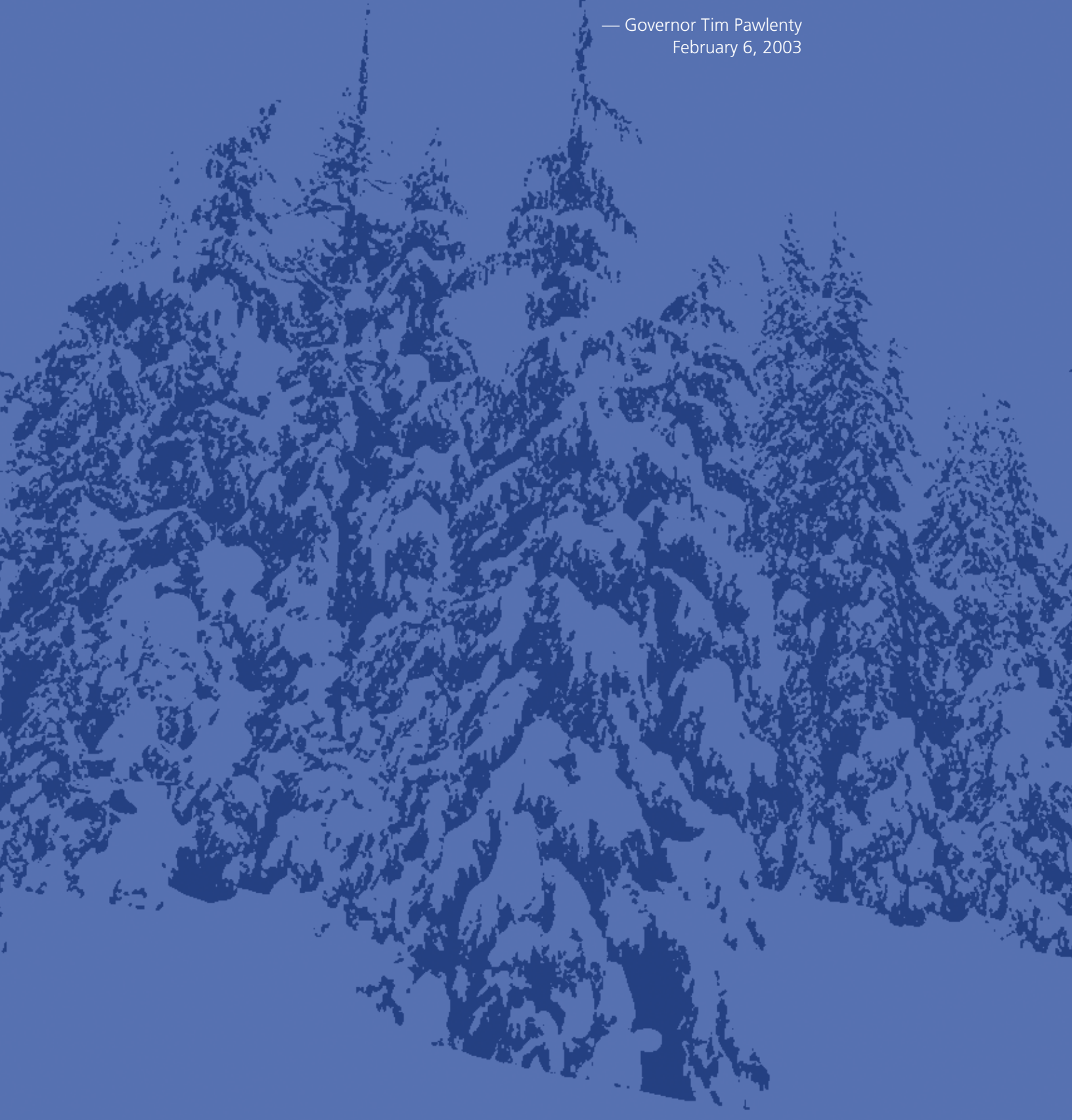
March 2005



Pawlenty — Molnau Administration

“ Our agenda is not just about balancing the books. It’s also about retooling, reforming, and improving government so we reinvigorate our quality of life. ”

— Governor Tim Pawlenty
February 6, 2003



To the Citizens of the State of Minnesota:

Changing times and demands are constant pressures felt by every organization, including Minnesota state government. The institutions that succeed in this environment are those that are nimble, embrace change, and continuously improve.

State government has a monopoly on many of the services it provides. Inertia, political pressures and a lack of competition have tended to remove the forces of competition that drive thousands of businesses to either change or fail. In recent decades, American businesses facing tough domestic and international competition have been forced to improve customer service, strive for the best quality, and do things in more cost-effective ways. Those that failed to adapt have failed to succeed.

In his 2003 State of the State address, Governor Tim Pawlenty outlined a vision for transforming Minnesota state government based on three primary factors:

Faster, better, more efficient. Citizens and businesses expect the State to deliver services faster, better, and more cost effectively. The same speed and ease of use that citizens experience in the private sector is expected of state government.

Budgetary pressures. Ongoing budget challenges and rapidly rising health care costs require state government to be leaner and more effective so that resources can be dedicated to core priorities, such as education, transportation, health care, and the environment.

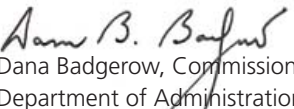
Changing state workforce. The Baby Boom Generation will soon begin to retire. By 2015, 47 percent of state employees will be 60 years and older, setting off a massive wave of retirements. This provides an enormous opportunity to enhance state services and consolidate functions without large-scale layoffs.

Minnesota is up to the Governor's challenge. The changing times are viewed as a new opportunity to do things better. The State of Minnesota Transformation Roadmap is a significant first step in our pursuit of continuous improvement.


We would like to thank the over 200 dedicated state employees who contributed to this effort. They brought their ideas and their experience with state processes and technology, as well as a focus and desire to improve government services. We would also like to thank the dedicated people from Deloitte Consulting LLP who brought a breadth and depth of knowledge of state and corporate leading practices and how they apply to Minnesota, as well as effective tools and methodologies, and responsive, collaborative, and results-oriented project management. In a short period of time, this combination of high-caliber state employees and Deloitte consultants produced a strategy that is practical and on-target.

The following document summarizes the State of Minnesota Transformation Roadmap for providing services more efficiently to meet citizens' expectations, using resources more effectively in response to budget pressures, and enhancing state services and consolidating functions without large-scale layoffs. The complete Transformation Roadmap report can be viewed on the State's website at www.excellence.state.mn.us.

The major task of reinventing state government will be a long-term endeavor aided by leading technologies and the dedication and commitment of the thousands of men and women who serve in state government. This roadmap is a critical first step.


Dana Badgerow, Commissioner
Department of Administration




Scott Brener, Commissioner
Department of Labor & Industry

Drive to Excellence

The **Drive to Excellence** is a bold, proactive move to create a long-term solution for the challenges and opportunities that lie ahead. It is a cultural shift in how the State views its business.

The intent is to ensure that the individual agencies within Minnesota's government work together to reach enterprise goals. The State's enterprise goal is to serve the citizen. The Transformation Roadmap is the strategy and initial action plan.

In Minnesota's current government structure, each agency independently serves its constituency. This puts the burden on citizens to know where services come from and how they need to interact with the various agencies.

"Moving from the current practice of each department being relatively autonomous to a more enterprise or 'whole state' approach," explained Governor Pawlenty in his September 9, 2004, press release, "is an important step

towards making state government more accountable. Right now, there are too many overlapping functions in state agencies, and we can do better."

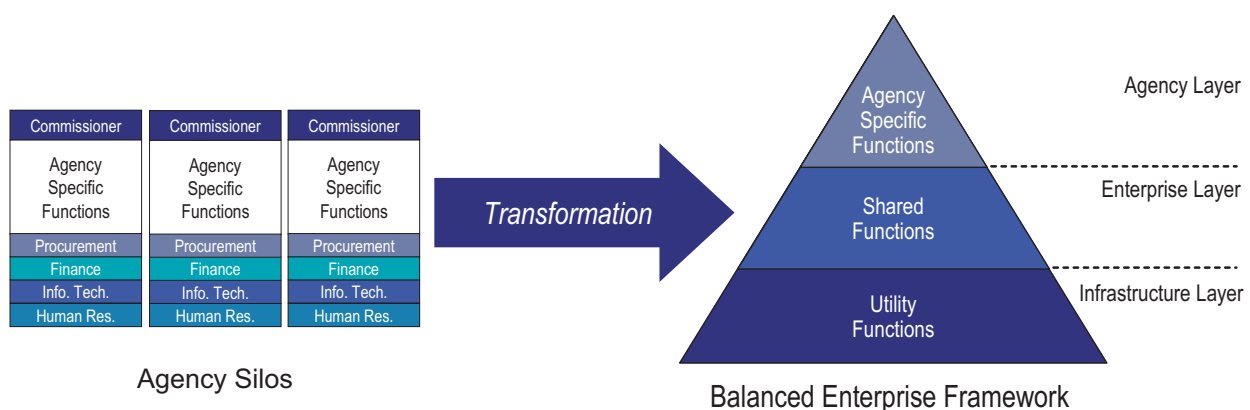
The transformation from an individual agency model to an enterprise model is shown in the following graphic that envisions a balanced model that includes three levels of functions:

Agency specific functions: Unique "front line" services and programs for citizens that are delivered by each agency, based on their mission and purpose.

Shared functions: Shared business and technology functions that can be grouped together to promote effective delivery of front-line services.

Utility functions: An infrastructure of daily operational functions that, if performed by one dedicated team, allows agencies to focus on their core business.

Transformation from an Individual Agency Model to an Enterprise Model



Transformation Roadmap

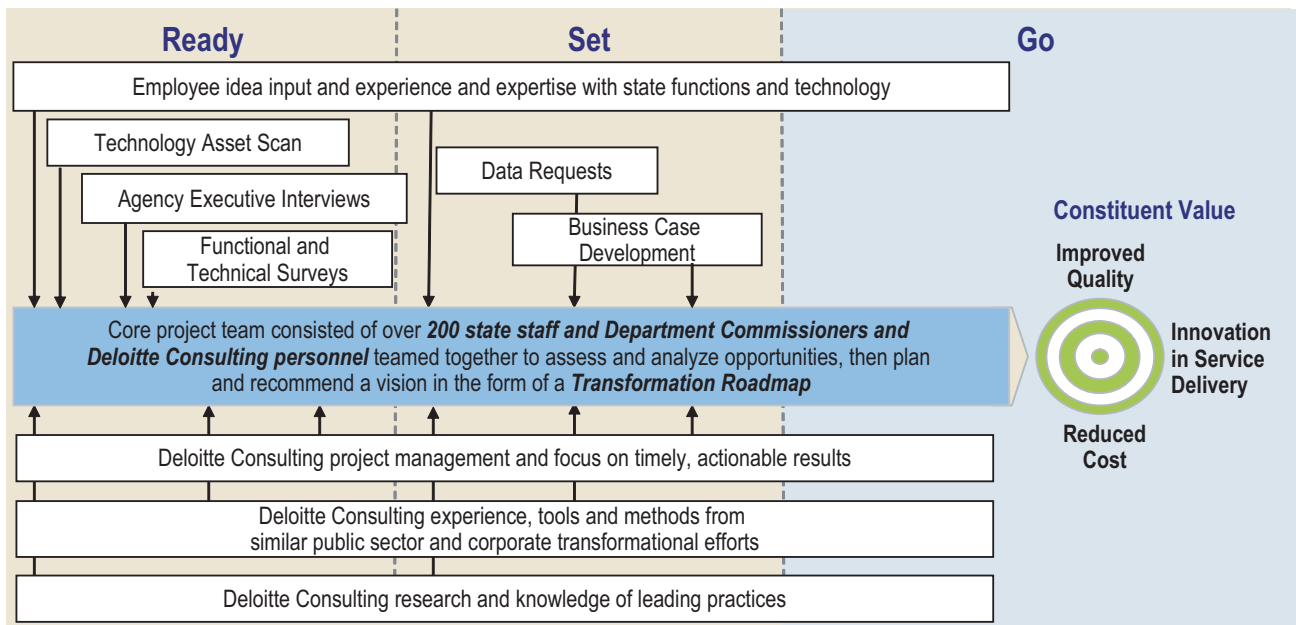
The Transformation Roadmap was created over a period of five months, from September 2004 through January 2005. It involved hundreds of state employees sharing their expertise and ideas. Specifically, the project was executed with a core team that consisted of over 200 State of Minnesota staff and a team from Deloitte Consulting LLP (“Deloitte Consulting”). Hundreds of additional state staff participated in surveys and interviews, and dozens of commissioners, deputy commissioners, assistant commissioners, and many chief information officers (“CIOs”) participated in the Steering Committee, an Enterprise Workgroup, and other working groups.

The project was divided into three phases:

Ready: Data gathering—surveys, interviews, and idea generation to identify areas for improvement.

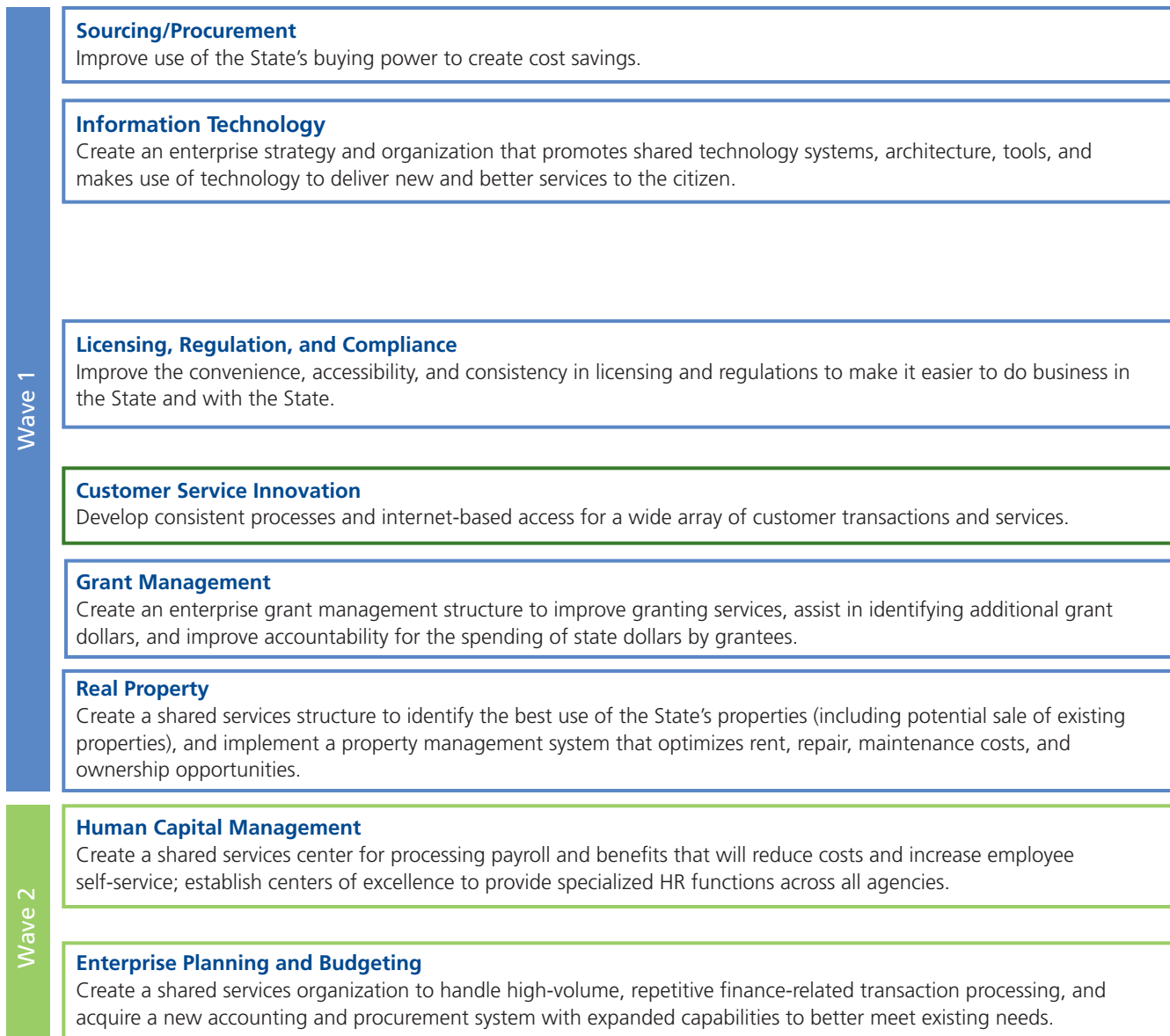
Set: Research into the ideas and data to identify valid opportunities for improvement. The opportunities were organized into eight broad categories, named “Business Transformation Areas,” which were then developed into initial business cases by the teams.

Go: Sequencing the business cases, identifying interdependencies, and developing governance, policy, and structural recommendations. All of that information was then formed into the Transformation Roadmap.



Opportunities for Change

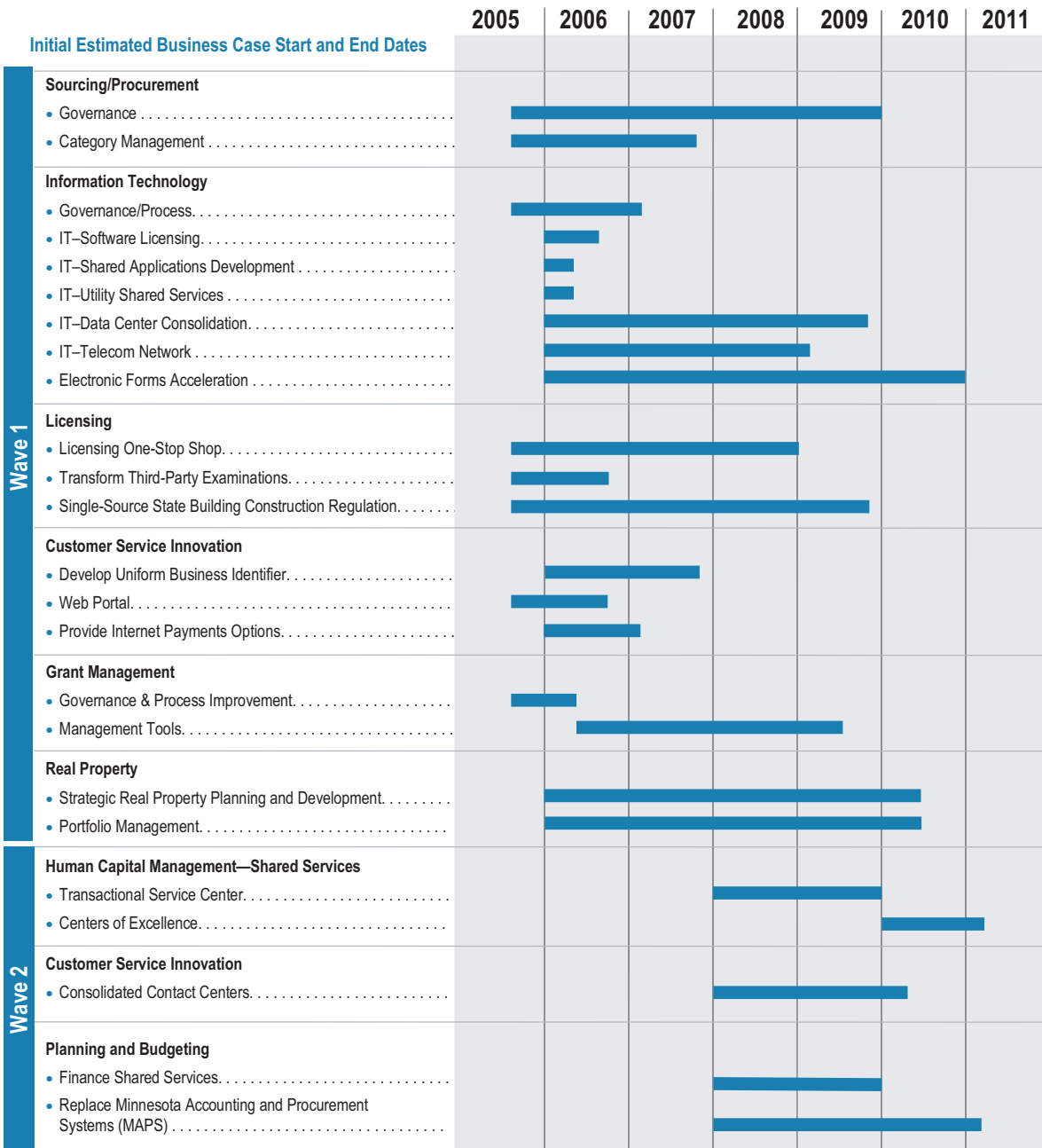
The Transformation Roadmap project identified eight Business Transformation Areas which experience has shown provide great potential for reform in both public and private sector organizations. The Roadmap project identifies how improvements in these areas can transform state government from agency silos to an enterprise model.



Implementation Timeline

The following chart shows estimated timing and recommended sequencing of Transformation Roadmap projects. The projects have been organized to increase the value of related projects and the effort as a whole. The implementation is shown in two waves.

Detail of Roadmap Projects



Cases for Change

Sourcing/Procurement

Reform

Manage the purchasing of goods and services to make the best use of the State's buying power to create cost savings.

Rationale

The State spends approximately one billion dollars annually to buy commodities and services from 25,000 different vendors.

A changed organizational structure will improve the State's ability to harness demand for goods and services to buy goods and services more cheaply.

Recommendation

Create a changed organizational structure for demand management goods and services. This structure will improve the State's ability to analyze, expenditures and drive down life cycle costs.

- Take a lifecycle approach to purchasing, streamline procurement business processes, implement technology, and apply economies of scale to realize savings from frequently purchased commodities and services.

- Consolidate purchasing activities. This will allow vendors to offer significant discounts and increased service options because they can plan for larger and more regular orders. Consolidated purchasing streamlines processes for vendors and the State.

Results

- Increased buying power creates cost savings through discounts on consolidated purchases.
- Better forecasting improves the efficiency and accuracy of State and increases vendors' ability to plan for providing commodities and services.



Information Technology

Reform

Create an enterprise technology organization and strategy that promotes shared systems, architecture, and tools. Use technology to deliver new and better services to the citizen.

Rationale

The State's technology that has been built over time was designed to meet agency-specific business needs without a wider, enterprise perspective. Results include disparate systems, redundant expenditures, fragmented security, and limited compatibility. Technology buying power is limited, standards are not consistent, and information cannot always be shared.

State information technology spending, estimated to be \$600 million per year, flows through more than 66 different agencies.

State agencies have developed and are operating over 500 different websites.

There are approximately 1,000 separately managed networks statewide.

All of the Business Transformation Areas include recommendations that propose technology to implement better and more efficient processes. Those recommendations depend on a stable, efficient, and secure technology infrastructure.

Recommendations

A New Enterprise IT Governance Structure/Model—create a new IT structure to balance enterprise perspective with agency business needs.

Update Telecommunications—replace Centrex systems with Voice Over IP services in more agencies.

Consolidated Data Center—consolidate over 90 Saint Paul-area state data centers for improved performance, economy, and security.

Enterprise Software Licensing—create new purchasing process for standard software licenses, including aggregation of purchases and statewide licenses.

Shared Applications Development—shared development of new business applications; migrate from old, nonstandard applications to shared new ones.

Reengineer InterTech-Utility/Shared Services—analyze and recommend changes in the current IT service organization to improve service delivery and reduce cost.

Electronic Forms Acceleration—develop an electronic document management system to save printing and distribution fees.

Other Opportunities—other significant opportunities have been identified such as: email consolidation, help desk and other support systems, and elimination of redundant projects.

Results

- More effective business processes, reduced costs, and improved customer service based on better use of technology.
- An integrated approach to planning and operating the State's technology assets.
- A stable, efficient and secure technology infrastructure to support Transformation projects.
- More shared service, technology, IT professionals, and standards.



Licensing, Regulation, and Compliance

Reform

Improve convenience, accessibility, and consistency in licensing and regulations to make it easier to do business in the State and with the State.

Rationale

One million business and professional licensing transactions are handled each year by more than 40 agencies and 800 state employees, using over 60 licensing systems.

Building codes are currently administered by five different state agencies.

85% of Minnesotans surveyed want licenses online. Only 18% of licensing transactions are online today.

This volume of licensing activity and disparate licensing systems is inefficient for both state staff and citizens. The current system minimizes the sharing of data and includes redundant systems development and maintenance costs. It requires the citizens and businesses to understand different individual agency processes for multiple licenses and permits.

Recommendations

The Drive to a “Licensing One-Stop Shop”—create one customer-centric, online licensing transaction center for professional, occupational, and business licensing.

Single Source State Building Construction

Regulation—consolidate the construction regulation process from five agencies to one.

Third-Party Exams—provide third-party administration of professional exams.

Results

- Improved customer service; reduced costs; easier and more consistent access to licenses for businesses.
- Improved electronic access for citizens to conduct licensing activities, and reduced time required to process licenses.
- A single source for building construction regulation activities to reduce compliance inconsistencies, reduce job delays and stoppages due to jurisdictional disputes, coordinate state inspections, increase the relationship of service to fees, and assist the building construction industry in efforts to be in compliance rather than focusing on punitive efforts.
- Increased access to scheduling, accessing, and receiving results of professional examinations through third-party administration.



Customer Service Innovation

Reform

Develop consistent processes and internet-based access for improved customer transactions and services.

Rationale

In one year, the executive branch processes more than 90 million transactions spread out over 72 agencies through a variety of channels such as mail, phone, over the counter, Web, and fax.

Without a consistent way to handle those transactions and without shared data, the State cannot deliver customer-centric information and service.

Recommendations

Consolidated Contact Centers—consolidate multimedia contact centers to provide basic service to customers.

Enterprise Web Portal—provide further integration of the Web portal to channel all state online information and provide a single “face” to government.

Uniform Business Identifier—create one identifying number for each business for all transactions and communications with the State.

Internet Payments—establish an enterprisewide Internet payment system that supports both credit cards and electronic checks, moving the State to conducting its business electronically, tripling online transactions in five years.

Results

- Improved access to state services, making it easier to do business with the State of Minnesota.
- Contact Centers provide citizens with one number to get first-call resolution for basic needs; improve accuracy of information received through citizen interaction and increase resolution rates for citizens calls.
- Web portal allows citizens to conduct selected transactions through the state website; seamless, transparent access for the citizen regardless of agency providing the service.
- Uniform Business Identifier allows businesses to provide data to the State once rather than multiple times; reduces costs of duplicate data capture; reduces errors and cost of corrections; provides one up-to-date data set on businesses that can be shared across agencies.
- Internet payments increase customer satisfaction by offering more payment options for citizens and businesses; increase accuracy of payment data; integrate with agencies’ business applications and increase number of agencies with Web presence.



Grant Management

Reform

Create an enterprise grant management structure to improve granting services, assist in identifying additional grant dollars, and improve accountability for the spending of state dollars by grantees.

Rationale

The State currently pursues, distributes, and manages more than \$1.1 billion of incoming grant money from more than 500 grants. It also monitors the performance of approximately 7,000 organizations that receive \$1.4 billion via 9,400 state grants.

This activity is managed through multiple agencies that currently collaborate on an informal basis but do not have one system for tracking information or one process for responding to and monitoring grants.

A group of state agencies recently spent \$8.6 million to develop technology to support grants management. An additional \$8.6 million is planned for another system to be used by two different agencies.

An enterprise grant management structure, policies, processes, and tools will improve how quickly and efficiently the State receives, distributes, and manages grant money.

Recommendations

Grant Management Governance and Process Improvement—create a new enterprise grant management governance and policy structure that will:

- Improve the State’s granting services.
- Assist in identifying additional grant dollars available to the State.
- Improve accountability for the spending of state dollars by the State’s grantees.

Grant Management Tools—develop a single grant management tool that can be used to meet the needs of 80% of state grant programs.

Results

- Greater efficiencies, increased accountability, faster grant processing and reduced costs.
- Clear and consistent communication with grantees.
- Improved performance management and accountability for grant dollars.
- Better trained grant personnel within the State and within grantees.
- Improved process for identifying and implementing leading practices in grant management.



Real Property

Reform

Create a shared structure to identify the best use of the State's properties, including potential sale of existing properties. Implement a property management system that optimizes rent, repair, maintenance, and ownership opportunities.

Rationale

Presently, the State has 14 "custodial" agencies that manage the State's more than 5,000 buildings and nearly six million acres of land.

The State's holdings have grown over time and are managed by various agencies with no single management system or inventory of all real property assets.

Coordinated planning will help state agencies manage property Facility sharing, economies of scale, and maintenance will be improved when assets are managed in one real property system.

Recommendation

Real Property Planning and Development—create an enterprise governance structure for property management and take an initial inventory of the State's real property. This will enable the State to make better use of properties and to identify surplus properties that could be sold.

Real Property Portfolio Management—use shared technology tools for managing real estate.

Results

- A clear overall strategy for managing the State's real property
- Statewide policies, processes, and performance goals.
- Ability to manage the real property as a collection of valuable assets.
- Improved decisionmaking for real property assets.
- Better managed assets, increased accountability, reduced costs.



Human Capital Management

Reform

Create a shared service organization to deliver Human Resources and Payroll services. This will allow the State to reduce costs, increase self-service, and provide specialized HR skills to all agencies.

Rationale

A higher percentage of state employees than ever before will be retiring in the next 10-15 years. To continue to meet the needs of state agencies and employees, the State must increase self-service options for employees and streamline its HR services.

Recommendations

Service Center—create a single enterprise service center for payroll processing, benefits administration, personnel file/data maintenance, and increased employee self-service.

Centers of Excellence—establish centers of excellence to provide specialized HR services (such as training, recruiting, and safety reporting/workers' compensation) to all agencies.

Results

- Reduced costs and improved services.
- Standardized systems and processes, adoption of leading practices, and a focus on continuous improvement.
- Improved agency access to expert HR resources.
- Enhanced training and recruiting capabilities to improve the State's ability to address demographic workforce trends.



Enterprise Planning & Budgeting

Reform

Create a shared organization to handle finance-related transaction processing. Acquire a new accounting and procurement system with expanded capabilities to better meet existing needs.

Rationale

Currently, each agency does an effective job of agency-specific planning, but more cost savings, greater efficiencies, and better service could be achieved with enterprise-level planning and financial management systems in place.

Recommendations

Finance Shared Services—create a shared services finance organization to process high-volume financial transactions (e.g., accounts receivable, purchasing, accounts payable).

Minnesota Accounting and Procurement System—

acquire a new accounting and procurement system with expanded capabilities to better meet existing needs and to handle shared services improvements.

Results

- Improved planning and accountability, reduced costs, better funding decisions.
- Improved customer service and savings to Minnesota citizens and businesses.
- Improved management of business processes; improved data quality and data accessibility.
- Consolidated and streamlined business practices and administrative processes.
- Elimination of redundant systems.



Estimated Reform Cost Reductions

The potential financial benefit to the State of Minnesota created by implementing all of the projects in the Transformation Roadmap is expected to be significant and sustainable.

The initial estimate of net Roadmap cost reductions through the end of fiscal year 2011 is **\$354,000,000**. These cost reductions will be distributed across all state activities, whether funded by general revenues, federal funds, or dedicated revenues such as trunk highway dollars. The estimated net cost reductions from all funds for Wave 1 projects is **\$386,000,000** over six years.

The financial benefits shown in the chart below are estimates of the value of improvements expected to be made during implementation of the Roadmap projects.

These figures are preliminary but help to show the relative risk and reward of each strategy. In addition, it is important to note that each project requires a significant investment of current staff resources.

The types of improvements creating these benefits are:

Business Process Efficiencies—being able to perform the same work with fewer people and less overhead. The benefit here comes from reduced operating costs.

Revenue Enhancements—being able to collect more revenue from currently existing sources. The benefit here comes from increased revenue.

Costs of Goods and Services—being able to procure the same or equivalent goods and services, at current volumes, for reduced cost. The benefit here comes from better prices.

(Initial estimated dollars in millions)

	2005	2006	2007	2008	2009	2010	2011	Total
WAVE 1								
Sourcing/Procurement	\$0	\$20	\$30	\$41	\$52	\$53	\$55	\$251
Information Technology	0	1	9	16	21	25	25	97
Licensing	0	11	15	15	15	14	14	84
Customer Service Innovation	0	0	0	1	2	2	2	7
Grant Management	0	1	1	4	6	7	7	26
Real Property		0	0	0	2	2	4	8
<i>Wave 1 Subtotal</i>								\$473
WAVE 2								
Human Capital Management				0	3	8	8	19
Customer Service Innovation				0	2	2	2	6
Planning and Budgeting				0	5	29	38	72
<i>Wave 2 Subtotal</i>								\$ 97
TOTAL	\$0	\$33	\$55	\$77	\$108	\$142	\$155	\$570

Note 1: These figures are estimates for the purpose of comparing business cases to help determine relative financial (ROI) merit for moving forward into the Transformation Roadmap and into the first stages of implementation. The financials calculated are based on a mixture of historical actual data of differing levels of quality, benchmarks, and assumptions.

Note 2: Financial benefits are expressed in current-year dollars throughout the seven-year time horizon.

Estimated Reform Investments

To produce the Roadmap's benefits, the State will need to make investments of time and money.

The initial estimate of enterprise investments needed to gain and sustain full benefits over time, is **\$216,000,000**. This investment would be made over a seven year period. The estimated investment needed for Wave 1 projects is **\$87,000,000**. In addition, a significant amount of the project savings will need to be reinvested to achieve project goals.

The initial estimates of investments for individual projects are shown in the chart below.

Of the initial investment, more than half is for Enterprise Resource Planning systems in areas such as accounting, budgeting, purchasing, payroll, fixed assets, and grants

management. This represents a key backbone investment, to be initiated during the 2008/2009 biennium, which enables estimated benefits to be fully realized and sustained over time.

Even in the absence of the Transformation Roadmap, a significant portion of the \$216,000,000 investment would need to be made. This is necessary to maintain and upgrade critical state and agency systems that must be kept operational. The Transformation Roadmap redirects some of the investments (and provides future cost avoidance) that would be made at individual agencies and with various central systems, to fund enterprise-level systems. These redirected investments create significant additional value for the State as demonstrated by the estimated annual savings.

(Initial estimated dollars in millions)

	2005	2006	2007	2008	2009	2010	2011	Total
DTE Management Office	\$2	\$4	\$4	\$4	\$4	\$2	\$1	\$21
WAVE 1								
Sourcing/Procurement	0	6	6	12	6	0	0	30
Information Technology	0	9	4	4	0	0	0	17
Licensing	0	6	8	6	0	0	0	20
Customer Service Innovation	0	6	2	0	0	0	0	8
Grant Management	0	1	1	1	1	0	0	4
Real Property		1	5	2	0	0	0	8
<i>Wave 1 Subtotal</i>								\$ 87
WAVE 2								
Human Capital Management				8	6	0	0	14
Customer Service Innovation				1	0	0	0	1
Planning and Budgeting				29	34	25	5	93
<i>Wave 2 Subtotal</i>								\$108
TOTAL	\$2	\$33	\$30	\$67	\$51	\$27	\$6	\$216

Note 1: These figures are estimates for the purpose of comparing business cases to help determine relative financial (ROI) merit for moving forward into the Transformation Roadmap and into the first stages of implementation. The financials calculated are based on a mixture of historical actual data of differing levels of quality, benchmarks, and assumptions.

Note 2: Financial benefits are expressed in current-year dollars throughout the seven-year time horizon.

Funding Options

The Drive to Excellence will consider a variety of funding alternatives for implementation.

The funding for each Transformation Roadmap project will be determined prior to implementation.

A summary of funding options developed from leading practices in other public sector jurisdictions is shown in the following table. The options are not exhaustive but rather provide direction and guidelines for possible financing models.

Funding Options

Funding Options	Portal Cost Recovery	The vendor develops and operates the portal at no cost to the State and is reimbursed on a per transaction basis for online services provided to constituents.
	Alternative Service Delivery	The vendor is not paid on a time-and-materials or fixed-fee basis, but rather on an annual basis out of operating budgets, increased revenues, or project savings. Vendor typically develops and maintains project on behalf of the State.
	Vendor Savings/ Revenue Share	The vendor is not paid on a time-and-materials or fixed-fee basis, but rather through savings generated or enhanced revenues.
	DTE Project Fund	As the projects begin to realize savings, a portion of these savings is placed in a project fund designed to provide the finances to launch new initiatives.
	Payback in Biennium	There may be new appropriations, provided they are offset by savings that occur within the biennium.
	Master Leases and Third-Party Leases	Typically used for equipment purchases with some opportunity to include limited services and software costs, these agreements last 3 to 3.5 years with costs spread over that time frame.
	Agency Share Model	Impacted agencies share in the cost of the enterprise effort.
	Direct Appropriations	Appropriations from the legislature for projects that are on a critical path and must occur as a part of doing business.

Project Dependencies

Experience at the State and other organizations clearly demonstrates that these projects are dependent on each other to be successful. It is critical to establish a solid foundation of common technology systems and business processes to enable the success of the projects.



The Drive to Excellence is dependent on several fundamental elements, including:

- Strong executive leadership and program management
- Effective and powerful communications and change management
- Enterprisewide IT governance model
- Customer-centered services and initiatives
- Projects managed from an integrated Enterprise view to gain maximum benefits

Reform Leadership

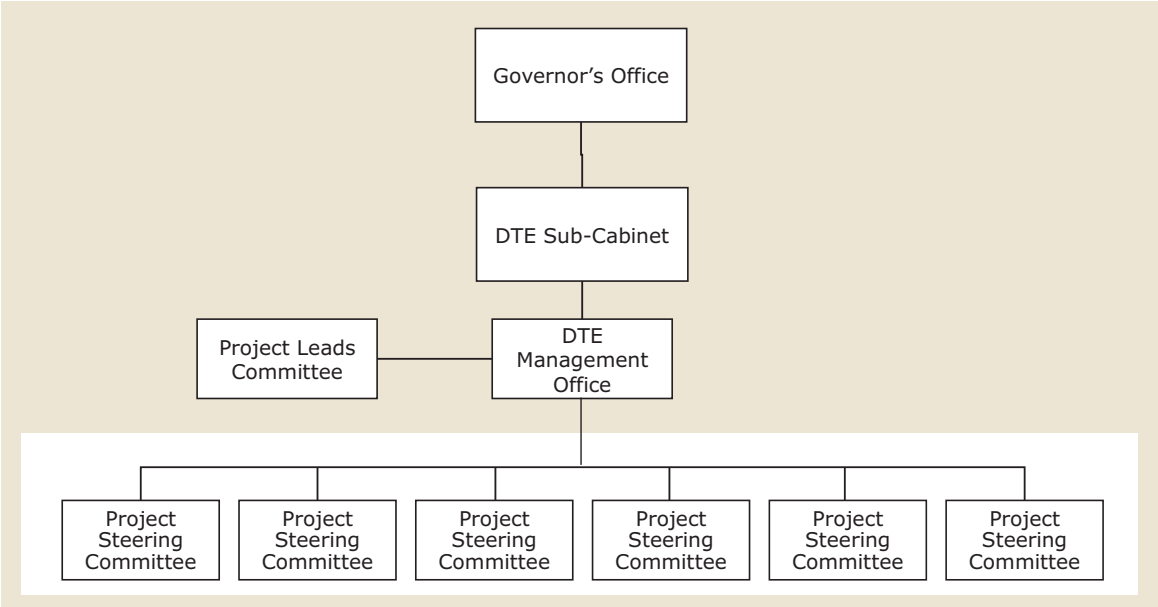
During the implementation of the Drive to Excellence, the following temporary organizational structure is recommended:

- **The Drive to Excellence Sub-Cabinet**—senior decisionmaking body that provides an enterprisewide view, monitors results, and provides direction to each of the Drive to Excellence projects.
- **The Drive to Excellence Program Management Office (“DTE MO”)**—a structure to manage the day-to-day rollout and implementation of the recommendations in the Roadmap. In addition, groups of subject matter

experts will be formed as needed for specific time-limited assistance.

- **Project Leads Committee**—focused on more tactical decisions in collaboration with the DTE MO, as well as decisions that have an impact across projects or agencies.
- **Project Steering Committees**—each individual project will have its own steering committee providing primary decisionmaking for that project.

Implementation Structure for the Drive to Excellence



Restructure Recommendations

The State currently has people, processes, and technology in each of the Business Transformation Areas that are spread (and sometimes duplicated) across the executive branch.

The new model combines similar functions from existing agencies and the Departments of Administration, Finance, and Employee Relations.

The new model includes a shared service agency potentially called Service Minnesota, an IT agency, and an Office of Management and Budget agency (“OMB”).

Service Minnesota will be a cabinet-level agency focused on administrative transaction processing and will evolve from the current Department of Administration.

IT will be an independent agency managing technology infrastructure, key investments and operations.

OMB will be a cabinet-level agency that will strategically align the state’s resources. The agency will consolidate the current activities of the Departments of Administration, Finance, and Employee Relations that are not transferred to Service Minnesota. This agency will be created in fiscal year 2008.

Other models under consideration will include a single cabinet-level agency combining the existing services in the Department of Administration, Finance and Employee Relations. This model would put all the state’s support, financial and human resources into one service agency.

Reshaping State Government

Service Minnesota	IT Agency	Office of Management and Budget
Shared Services <ul style="list-style-type: none"> • Licensing • Sourcing • Grants • Real property • HR • Finance 	<ul style="list-style-type: none"> • Shared functions • Utility functions • Enterprise applications • Strategy, planning, compliance 	Strategy and Operations <ul style="list-style-type: none"> • Real estate • Finance • Results management • Human capital strategy • Strategy, planning, and policy

Conclusion

“ The State of Minnesota must move from the current practice of each department being relatively autonomous, to a more enterprise or ‘whole state’ approach. ”

— Governor Tim Pawlenty
September 9, 2004



“ This strategic roadmap provides a critical first step in reforming state government. It’s time to get going. ”

— Governor Tim Pawlenty
March 15, 2005

Successful organizations, public and private, in Minnesota and around the world, adapt to changing times. Minnesota government is poised to shift from an old, siloed structure to a new model based on integrated service delivery. The purpose of this change is to meet the needs of citizens, the demands of the 21st century and the opportunities afforded by technology. The results of this change will be improved quality of service, increased innovation in service delivery and back-office functions, and the capture of cost savings to deliver critical services to citizens.

A shrinking workforce, changing citizen demands, and reduced budgets require a new way of thinking. Technology allows us to operate in ways never before imagined. The Transformation Roadmap report outlines a catalog of change opportunities for Minnesota government to succeed in today’s environment using today’s tools. Roadmap initiatives were formulated through the research, analysis, validation, prioritization, and planning efforts of state employees and Deloitte Consulting over a time period of five months.

The Transformation Roadmap is the first big step in the Drive to Excellence. It defines key projects, timelines, and expected results. The Roadmap will be refined as more facts and details emerge during implementation. One thing, however, is clear today—the ambitions of the Drive to Excellence to improve government service will succeed only with continued involvement and collaborative partnership between state leadership, state employees, the legislature, business partners, and, eventually, other branches and units of government.

The Drive to Excellence represents a true collaboration by and for the State of Minnesota. It holds the promise of reinventing government to match the changing needs and expectations of our citizens.

The complete Transformation Roadmap report can be viewed on the State’s website at www.excellence.state.mn.us.



For more information, please contact

Steve Dahl
Director of the Minnesota Public Sector Practice
Deloitte Consulting LLP
400 One Financial Plaza
120 South Sixth Street
Minneapolis, Minnesota 55402
stdahl@deloitte.com
(612) 397 4267

For more information, please contact

Dana Badgerow
Commissioner of the Department of Administration
200 Administration Building
50 Sherburne Avenue
Saint Paul, Minnesota 55155
Dana.Badgerow@state.mn.us
(651) 296 8261

Scott Brener
Commissioner of the Department of Labor and Industry
443 Lafayette Road North
Saint Paul, Minnesota 55155
Scott.Brener@state.mn.us
(651) 284 5010

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, its member firms, and their respective subsidiaries and affiliates. Deloitte Touche Tohmatsu is an organization of member firms around the world devoted to excellence in providing professional services and advice, focused on client service through a global strategy executed locally in nearly 150 countries. With access to the deep intellectual capital of 120,000 people worldwide, Deloitte delivers services in four professional areas — audit, tax, consulting, and financial advisory services — and serves more than one-half of the world's largest companies, as well as large national enterprises, public institutions, locally important clients, and successful, fast-growing global growth companies. Services are not provided by the Deloitte Touche Tohmatsu Verein, and, for regulatory and other reasons, certain member firms do not provide services in all four professional areas.

As a Swiss Verein (association), neither Deloitte Touche Tohmatsu nor any of its member firms has any liability for each other's acts or omissions. Each of the member firms is a separate and independent legal entity operating under the names "Deloitte," "Deloitte & Touche," "Deloitte Touche Tohmatsu," or other related names.

In the U.S., Deloitte & Touche USA LLP is the member firm of Deloitte Touche Tohmatsu, and services are provided by the subsidiaries of Deloitte & Touche USA LLP (Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Tax LLP, and their subsidiaries) and not by Deloitte & Touche USA LLP. The subsidiaries of the U.S. member firm are among the nation's leading professional services firms, providing audit, tax, consulting, and financial advisory services through nearly 30,000 people in more than 80 cities. Known as employers of choice for innovative human resources programs, they are dedicated to helping their clients and their people excel. For more information, please visit the U.S. member firm's website at www.deloitte.com/us.

