



January 11, 2012

The Honorable Rick Snyder, Governor

Dear Governor Snyder:

I am pleased to present you with the first Annual Report of the Interdepartmental Collaboration Committee (ICC).

The successes highlighted in the attached report could not have happened without the dedication and support from ICC member directors Keith Creagh (MDARD), Dan Wyant (DEQ), Steve Hilfinger (LARA), Rodney Stokes (DNR), John Nixon (DTMB), Andy Dillon (Treasury), Kirk Steudle (MDOT), Gary Heidel (MSHDA) and their respective staff.

I would also like to thank Amy Banninga for her leadership in convening and organizing the ICC, its sub-committees and work groups. Her experience across state government and ability to balance the needs of this multi-disciplinary collaborative provided the focus and direction that ensured we successfully worked together toward the reinvention of Michigan.

I trust you will find the achievements of this group compelling, and I thank you for the privilege of serving as chair of the ICC.

Sincerely,

Michael A. Finney

Chief Executive Officer

he ICC allows state government to address complex issues from a multi-agency perspective. This first year focus has been very productive by setting the stage for better business opportunities as well as promoting a better understanding of the state's programs and resources."

Jim Goodheart Special Assistant Executive Division Michigan Department of Environmental Quality (on behalf of Director Dan Wyant)

Executive Summary

The Interdepartmental Collaboration Committee (ICC) was formed in response to Governor Snyder's Special Message of March 21, 2011, to harness collective intelligence across disparate disciplines for better, more balanced approaches. State government is faced with challenges that require creative and innovative solutions. These challenges call for groups of people with a wide range of expertise to share and create new knowledge and work together for broader based solutions. The Economic Growth and Quality of Life Executive Groups, and the heads of the Treasury and Value for Money groups participate in the ICC, each bringing their unique perspectives and skill sets. Department directors and champions from each department participate in group meetings that serve to build relationships, surface opportunities and needs, and provide oversight of subcommittee and workgroup activities. Since the ICC first met on June 30, seven standing subcommittees and seven targeted work groups have been formed. These subcommittees and work groups collaborate to develop and accelerate opportunities, share financial and human resources, avoid redundant activities, and drive the plan to reinvent Michigan.

The ICC worked together at the November meeting to assemble a list of major ICC accomplishments, and made these high level observations of what has occurred through the ICC process:

- There has been a change in mindset. Where we formerly had 15 departments acting as separate businesses, we now are acting as one business with 15 departments.
- The group has been in discovery mode—learning to work together and understanding roles, resources, and expertise.

 The group has surfaced opportunities that would have been missed in the past. Collaboration on exports, grants and other activities has added value for departments and taxpayers.

The overarching goal of the ICC is that Michigan's economic development and placemaking activities will produce jobs, spur regional economies, and elevate the quality of life for all our state's citizens. Through the ICC, state government leaders are working to make Michigan more competitive by focusing on transformation of state and local government and promotion of cooperation and regionalism across the state. More specifically, the ICC is addressing the objectives established in the special message:

- Foster and promote collaboration among entities engaged in economic development and placemaking.
- Promote best practices for local and regional economic development and placemaking activities.
- Maximize under-utilized resources throughout the state, particularly in urban and rural communities.
- Establish a process for evaluating the performance of economic development and placemaking activities.
- Support investment programs that deliver measurable, positive results.
- Partner with local economic development and civic groups to fully understand community needs and encourage new initiatives that support local and regional programs involved in economic development and placemaking.
- Recognize successful state, regional, and local economic development and placemaking programs that can be role models for groups around the state.



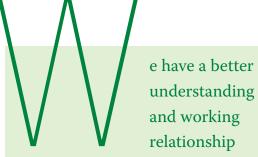
ICC 2011 Accomplishments and Progress for the Reinvention of Michigan

In 2011, relationships and networks were built across state departments. These networks can quickly come together to identify and address opportunities and issues and implement the best approaches and solutions together. Organic collaboration is growing and becoming a part of routine operations, multiplying the benefits and results. There were many tangible and intangible successes that emerged from formal and informal group interaction. The section that follows outlines the ICC's major areas of focus, and some of the actions that have been taken to address these key contributors to Michigan's competitive position.

The ICC's work is focused on economic development and placemaking—key contributors to the reinvention of Michigan and measures reflected on the Michigan dashboard:

	Create more jobs	Leverage our new tax system	Reinvent government	Keep our youth here	Restore our cities	Enhance our image	Protect our environment	Relentless positive action
Economic Strength	_							
Agriculture and food processing industry growth		/		/		/		
Economic gardening	1	1		1		1	1	/
New business development	1	1		1		1	1	/
Talent delivery and development	1			1	1	1		/
Quality of Life								
Enhancing Michigan's national and international image	1	/	1	1	1	1	1	1
Value for Money Government								
Regional collaboration	1		1			1		/
State government collaboration	1		1			1		1





between agriculture, transportation, and the environment with regard to rural development, and the importance of both rail and highways in growing Michigan agriculture and its related businesses."

> Kirk Steudle Director Michigan Department of Transportation

Agriculture and Food Processing Industry Growth

Governor Snyder set several goals for the agriculture and food processing industries that will have long term impact on the state economy and the health of residents. The Michigan Department of Agriculture and Rural Development (MDARD) is leading efforts to increase the economic impact of these industries from \$71 billion to \$100 billion in five years, double agricultural exports in five years, and increase food and agricultural career jobs by 10 percent in five years.

Several initiatives to drive the success of this challenge are underway:

- MDARD Director Creagh and Michigan Economic
 Development Corporation (MEDC) CEO Finney travelled
 together as part of Governor Snyder's Asian trip and continue
 to collaborate on the development of Asian markets for
 agricultural products.
- To generate more agricultural export activity, MDARD and MEDC are sharing and co-locating staff with expertise in developing and supporting export activity.
- Fruit growers are planning increased production of product for export, and some will begin shipping product early in 2012.
- Trade groups are engaged and will participate in a functional food tour to Korea in 2012 that should widen their opportunities, increase their ability to create jobs, and enhance our international image.
- The Workforce Development Agency (WDA) and MDARD are collaborating to develop programs to address talent shortages that are constraining growth in the agricultural and food processing industries.
- One marketing piece, co-branded with Pure Michigan has been produced, and others are planned.



he ICC is an indispensable part of delivering a better customer experience to Michigan's citizens. By taking the customer's perspective and looking at our service delivery as a whole and not as separate departments, LARA and the other state departments can work more effectively together."

Steve Hilfinger
Director
Michigan Department of Licensing
and Regulatory Affairs

Economic Gardening

Michigan's businesses are critical to creation of the jobs and economic activity required to build sustainable and prosperous regions. State government must serve and support these businesses for their growth and continuing success in Michigan. As economic gardeners we are focusing first and foremost on building businesses that are already here in the state.

- Pure Michigan Business Connect (PMBC) was launched in 2011 as a vehicle for identifying, leveraging and promoting the private sector investment, procurement and services available for Michigan-based businesses. Over \$8 billion in resources have been identified and 800 companies have signed on to participate in the PMBC program. Based on the strong demand and success of the program, an online virtual marketplace for Michigan business buyers and sellers is in development for launch in 2012. MEDC, the Department of Natural Resources (DNR), MDARD and the Department of Technology, Management and Budget (DTMB) are working together to publicize this opportunity to businesses, stakeholders and trade groups and ensure that this network of Michigan businesses works together to increase economic activity in the state and create jobs for Michigan workers.
- The Department of Licensing and Regulatory Affairs (LARA) Office of Regulatory Reinvention (ORR) is working to improve the business climate of Michigan and improve government's ability to manage and uphold their responsibilities. ORR has made great contributions to the ICC through its expertise and systematic approach. The group formed seven Advisory Rules Committees (ARC) that have worked together to make 125 policy recommendations, with more to come. They are working closely with state departments to improve the rule making process and ensure that out of date rules are rescinded or amended. To date there have been 247 rescissions and 64 amended rules.
- The Department of Environmental Quality (DEQ) is working with MEDC, MDARD, DNR and the Michigan Department of Transportation (MDOT) to streamline processes while fulfilling oversight responsibilities. Through careful management, permits for a major manufacturing project in West Michigan were delivered within the company's time constraints, while serving DEQ's mission to protect human health and the environment. This balanced approach will serve residents and businesses through a better environment and more jobs. An ICC work group is working together to engage with the mining industry, a great opportunity to benefit from our state's natural resources, balanced with preservation of our invaluable environmental and cultural assets.



he work of the ICC has increased knowledge and efficiencies across state government. It is a forum where both the technical and policy aspects of various development projects can occur. It has changed the discussion from 'it is mine to do' to 'how can we collectively support the project.'"

Keith Creagh
Director
Michigan Department of Agriculture
and Rural Development

New Business Development

MDOT and the MEDC are collaborating on several opportunities that may make long term contributions to Michigan's technology leadership. These opportunities leverage our leadership and heritage in manufacturing and automotive technology and provide long term potential for more and better jobs in emerging technologies.

- To attract a Japanese manufacturer of an innovative transportation infrastructure technology, they are working together to demonstrate Michigan's value for technology businesses—strong university and industry assets, a concentration of talented workers, and a ready market for product.
- The agencies are connecting Michigan manufacturers with materials and testing staff to evaluate product for potential transportation applications—providing opportunities for Michigan manufacturers to understand and address needs and become solution providers.
- MDOT and MEDC provided financial match and technical assistance to the University of Michigan Transportation Research Institute's successful federal funding application for their \$14.9 million Vehicle to Vehicle and Vehicle to Infrastructure Safety project. Research in new technology is required to maintain Michigan's world leadership of the automotive and vehicle industry and to attract new investment and business expansions to the state.





Bill Shreck Community Outreach Program Manager Michigan Department of Transportation

Talent Delivery and Development

A talented workforce is an integral contributor to a region's prosperity. Businesses cannot grow without talented workers; talented workers locate in attractive communities; and communities cannot thrive without businesses and talent. Just as a community without place amenities will have a difficult time attracting and retaining talented workers and entrepreneurs, a state without a focused talent strategy will struggle to achieve regional prosperity and a stable, skilled workforce.

- MEDC and DTMB collaborated to launch www.MiTalent.org, bringing the state's portals for job seekers, employers, and career explorers together for a single web presence focused on matching market talent demands with the supply of workers. This portal will be further developed and enhanced throughout 2012, reinventing Michigan's talent development and delivery system and contributing to the creation of more and better jobs.
- To date, MiTalent has received 178,000 visitors with 551,000 page views. Sixty-one percent of users said they would use the site as their primary resource for employment information, and 68 percent said they would recommend the site to others.



he Department of Natural Resources' participation in the ICC has resulted in significant benefits to our programs.

For example, our partnership with Pure Michigan, forged under the ICC, has resulted in expanded promotion of Michigan's great outdoor opportunities and contributed to the overwhelming success of the new Recreation Passport which surpassed its first year goal for the percentage of Michigan's citizens who purchase a passport when registering their motor vehicle."

Donna Stine
Policy Coordinator
Michigan Department of Natural Resources
(on behalf of Director Rodney Stokes)

Enhancing Michigan's National and International Image

Pure Michigan was ranked by *Forbes* magazine as one of the top 10 tourism campaigns of all time. In 2011, we made great strides in leveraging this asset as the marketing brand for the State of Michigan to further Michigan's image and serve to attract world class companies and talent.

- The Pure Michigan brand has been expanded from strictly tourism to business, talent and to other state departments. A branding kit and branding guidelines have been developed for use by other state agencies, partners and Michigan businesses. State departments are meeting and gaining familiarity with one another's needs and resources, finding more opportunities to leverage the brand and increase Michigan's visibility and image nationally and internationally.
- Pure Michigan's first new state use was on the 2011 MDOT Michigan map, which also integrated Quick Response codes (QR) for use by mobile devices. Pure Michigan is also now featured on MDOT welcome signs and is planned for DNR State park signage.
- DNR featured Pure Michigan branding on their Camping and Recreation Locator App, and collaborated with MEDC on a \$1 million fall/winter outdoor sports promotion. DNR, MEDC and the Secretary of State worked to produce a Recreational Passport promotional video for use in Secretary of State Offices, using existing Pure Michigan film imagery, audio and graphic treatment, making it possible for the DNR to produce a high-quality promotional video at nominal cost. The Recreational Passport was created as a replacement to the state park sticker program and has met with great success and market acceptance. The funds generated by this program will be used to support state parks and forests, and local recreational facilities assets that contribute to Michigan's image as a travel destination and a great place to live and work.
- Plans to support and create a Pure Michigan "Buy Michigan" program is underway and will incorporate MEDC, MDARD, DNR and Pure Michigan Business Connect efforts for the promotional benefit of Michigan-based businesses.
- The ICC marketing committee is working closely with DTMB to develop a Pure Michigan co-branded platform for all state websites.



he ICC is working together to facilitate placemaking in our communities and will make our cities and neighborhoods more vital and attractive to our youth."

Gary Heidel
Director
Michigan State Housing and Development Authority

Regional Collaboration

The economic case for intergovernmental cooperation is clear. It can help lead Michigan in the direction of creating places that recognize regionalism, while at the same time saving taxpayers' money. It is critical that all local governments adopt best practices to ensure that state and local dollars are delivering the best value for their citizens. Local governments, the private sector, schools, higher education and nongovernmental and civic organizations must collaborate to make Michigan's economic regions, and ultimately the state, competitive.

• DTMB has established a Shared Services website (www. sharedservices.michigan.gov) to share best practices and drive improvement among local governments. The ICC subcommittee for local government best practices has opened a forum on the site challenging local governments to provide input on barriers to local collaboration. The subcommittee will begin their work in 2012 by considering and addressing this input.



he ICC has been a wonderful way to keep connected among the agencies and allows for more creative solutions to come from the collaboration of effort."

Gordon Wenk
Chief Deputy Director
Michigan Department of Agriculture
and Rural Development

State Government Collaboration

State government must collaborate if we are to transform Michigan's economy. Rather than scattered and competitive efforts, the ICC is working together to assess and align Michigan's economic development and placemaking activities, and ensure that state resources are fully utilized and maximize investments for the greatest value.

- MDOT, MEDC and the Michigan State Housing Development Authority (MSHDA) have been working together to align community development and placemaking teams, tools and promotional materials. The Placemaking Partnership is collecting the incentives, resources and other placemaking tools into a single source that will provide placemaking information and support to communities across Michigan, increasing the reach and value of state support for regional and local efforts.
- Marketing and communications staff from MDARD, DEQ, DNR, LARA, DTMB, MDOT, MEDC, MSHDA and Secretary of State have been working together to leverage assets, improve delivery of services and information, and reduce costs. Departments are sharing film, audio and photographic assets, gaining low and no-cost access to valuable resources.
- For the first time, a single service provider (.govdelivery) is being used as the state's e-mail database and e-marketing delivery platform, providing wider access and better service for constituents.
- Several departments are coordinating social media efforts and leveraging content and messaging. Agencies recently collaborated on the "Who is the real mitten state" debate that pitted Michigan against Wisconsin in a battle for naming rights and led to a collaboration to collect mittens for those in need. This unity of vision and effort will go far in increasing the visibility and image of Michigan as a great place to visit, work and do business.
- In Pontiac, LARA, the Michigan Land Bank Fast Track Authority and MSHDA worked together to get the utility shutoffs required to proceed with projects and ensure utilization of the \$200 million+ of federal Neighborhood Stabilization funds. The investment projects supported with this funding are a major opportunity to improve our neighborhoods and restore our cities.



am excited about the role of DTMB and how it can help foster interagency collaboration. With the establishment of the IT innovation fund through Governor Snyder's recent Executive Directive, we are now positioned with a mechanism to provide start-up funding for innovative technology projects across government. I think 2012 will bring improvements through technology that will improve service to citizens and make government more efficient."

John Nixon Director

Michigan Department of Technology, Management and Budget

2012 Goals for the ICC

In 2011, the ICC focused on building the relationships, processes and structures needed for successful interdepartmental activities, and preparing for more strategic activities in 2012. Many of these activities will continue, but several new initiatives have been identified:

Economic gardening

• DEQ, LARA and MEDC have identified a need to have early visibility and understanding of major economic development projects. In 2012, at each ICC meeting, the group will be updated on the top ten projects most likely to need state department support and technical assistance. This will provide early visibility of projects and any related issues, and improve the experience of our customers. Each licensing/permitting department will be asked to identify a "navigator" who can be a single point of contact at each department for more timely and coordinated responses, enhancing our reputation as a state that is ready for growth.

New business development

 Michigan has a great opportunity to leverage the state's logistics assets for economic development and job creation. To ensure that we take full advantage of this opportunity, state government will work with stakeholders to develop a vision and plan to address the state's logistics opportunity.

Talent delivery and development

 MDARD, MEDC, WDA, local workforce development agencies, universities and community colleges will collaborate to develop approaches and programs focused on regional employer demand and worker shortages. In the food processing and agricultural

- industries for example, a group is working together to map and align the skill sets needed in the industry (food scientists, engineers, etc.), identify gaps and training needs, and pair opportunities with the available workforce. This effort is only the first step in a process to help regional economies identify and address the industry sectors that play a major role in their areas, and the talent shortages and mismatches that will limit the growth of their region.
- A group focused on veterans training and employment will be convened to develop a coordinated strategy and tactics. There are multiple conversations and approaches underway, and bringing these discussions together will ensure that our actions are consistent, address the many needs of this critical population, and make the most effective use of our resources. This group will provide an opportunity for more state departments, such as Veterans and Military Affairs, to participate in the ICC process and accelerate employment opportunities for our veterans.

Restore our cities

- Several ICC work groups have been established to address specific urban needs and opportunities. The Michigan Office of Urban and Metropolitan Initiatives will work more closely with these groups to coordinate and align these efforts and ensure that they have access to appropriate resources.
- The state of Michigan will assist the structurally unemployed through resources provided to local communities and businesses seeking to establish worksites that will provide assistance and employment to Michigan's low skilled population. This statewide



support structure will provide real jobs for people with very few employment options by addressing key barriers to employment, providing services to prepare them for success, and building paths to other opportunities. Residents will benefit from employment opportunities and economic opportunities that can make their communities stronger.

Regional collaboration

- The Local Government Best Principles/Best Practices Work Group will work to identify and address barriers to local government collaboration. They will leverage the DTMB Shared Services website to provide inspiration and promote model practices that can be replicated at the local level. Local governments will be encouraged to share local projects as examples, request assistance, and share information on what does, and does not work, and why.
- To further regional collaboration and extend collaborative efforts to the grass roots level, the ICC will work more with local partners, economic development regions of the Collaborative Development Council (CDC) and other external partner groups, such as the Sense of Place Council and Regional Planning Agencies. We will collaborate to map regional resources and clarify roles to reduce overlap, surface models that can be replicated, and address needs.

State government collaboration

- As the federal government focuses on debt reduction, federal formula programs will be reduced, and funding will be more competitive. The Grant Collaboration work group will collaborate to increase Michigan's competitiveness and capacity to pursue federal and other competitive funds. State government, partners and communities can benefit from this work. We can be more successful through strength in numbers.
- A cross departmental team will be proposed to improve state government management of excess state properties by improving asset management, standardizing processes and identifying properties that could contribute to economic and community development.
- State government has a need for better collaborative tools and resources to work together and with stakeholders. State websites need to be more connected to provide users with a statewide view of resources, not just the current focus by department. The tools must be developed in consultation with users to ensure that needs are assessed and met. DTMB's Customer Service Partnership will be working closely with the ICC to identify shared needs and solutions that reduce the "paperwork burden" on the citizen, streamline work processes, and enrich the formulation, implementation, and evaluation of policy and programs.



Recommendations for 2012

Resources to support collaboration

In 2011, the ICC operated using existing staff and programs, but as the activity is becoming more mature and wide spread, ideas and issues are surfacing that need financial support. For example, the Marketing and Communications Subcommittee would like to support creation of an overall marketing plan for DNR, as our natural resources are one of the major reasons Michigan is attractive to residents and talent.

The Shared Services website is currently focused only on local government officials. It may make sense to turn this into a more robust tool to support the collaboration of state and local government officials with proponents and practitioners of place-based economic development. Several ICC subcommittees, including the Placemaking Partnership subcommittee, have surfaced information technology needs that will improve the promotion and support of placemaking efforts.

Working together to develop cooperative projects is complicated and requires cooperation and compromise. But the benefits of shared solutions can be much greater than the sum of the single department applications and approaches currently in place. As an incentive for the hard work these collaborations require, participants have to know that resources will be available to support their joint efforts. The ICC needs financial resources to support shared projects and provide tangible support for collaboration.

Collaboration across all of state government

The March Special Message was focused on economic development and placemaking, so initially ICC membership was focused on those state departments most directly involved in these disciplines. However, there are many other areas, such as public safety and health that contribute to quality of place.

The Department of Community Health would like to utilize the Pure Michigan brand, and the Marketing and Communications subcommittee will begin working with them in 2012. There are also areas of potential collaboration that could make state government more efficient and effective, which will contribute to a positive economic climate in Michigan. MEDC and State Police grant staff are working together to share their approaches and needs for federal funding. In some areas they differ, but there are many commonalities that could be leveraged for more efficient process.

Based on the ICC's success, other state departments can gain benefits from cross departmental cooperation and should be encouraged to participate in collaborative processes. The Special Message provided a catalyst for collaboration, and began the ICC's work together on a few targeted projects. Working through these initial projects built relationships and understanding that led to the discovery of more areas where working together will add value and develop better, more balanced solutions. The ICC was successful because there were immediate and valuable opportunities for collaboration, but also because the group was small enough to develop genuine relationships. If there are similar opportunities for near term value add collaboration, other departments should make the effort to formally recognize and foster collaborative effort.



Appendix 1 ICC State Department Participants

The state departments asked to participate in the ICC process were selected because of their strong role and participation in economic development and placemaking activities. As ICC initiatives and projects have been identified, they were assigned based on the leadership and mission of these state departments:

- Department of Agriculture and Rural Development (MDARD), *Director Keith Creagh*—To protect, promote and preserve the food, agricultural, environmental and economic interests of the people of Michigan.
- Department of Environmental Quality (DEQ), *Director Dan Wyant*—DEQ exemplifies environmental stewardship and affirms that a healthy environment is critical to our social, cultural, and economic well-being. The DEQ will also protect human health and the environment while fostering a healthy economy.
- Department of Licensing and Regulatory Affairs (LARA), *Director Steve Hilfinger*—The goal of LARA is to create a licensing and regulatory environment in the State of Michigan that is conducive to business growth and job creation.
- Department of Natural Resources (DNR), *Director Rodney Stokes*—DNR is committed to the conservation, protection, management, use and enjoyment of the state's natural and cultural resources for current and future generations.
- Department of Technology, Management and Budget (DTMB), *Director John Nixon*—DTMB promotes a unified approach to information technology management and provides centralized administration of services including auditing, budgeting, employee resources, financial services, fleet management, mail, printing, property management and purchasing.
- **Department of Treasury**, *Treasurer Andy Dillon*—Treasury exists to provide quality financial, tax and administrative services and to provide support services to bond and student loan authorities.
- Department of Transportation (MDOT), *Director Kirk Steudle*—MDOT focuses on the construction, improvement, and maintenance of the state highway system, and the administration of other state transportation programs.
- Michigan Economic Development Corporation (MEDC), CEO Mike Finney—The MEDC markets Michigan and provides the tools and environment to drive job creation and investment.
- Michigan Land Bank Fast Track Authority (LBFTA), *Director Kim Homan*—LBFTA was created with the mission of returning tax reverted properties to productive and economically viable use.
- Michigan State Housing Development Authority (MSHDA), *Director Gary Heidel*—MSHDA provides assistance through public and private partnerships to create and preserve safe and decent affordable housing.



Appendix 2 ICC Standing Sub Committees and Work Groups

Standing subcommittees have been established to address major focus areas, and several workgroups have also formed on more specific topics. To avoid redundant activity, foster collaboration, and ensure coordinated activities, ICC subcommittees were joined with existing related groups. This organizational structure has worked to combine and connect efforts, leveraging inputs and maximizing benefits and outputs. These are the ICC Standing Subcommittees:

- Economic Growth Executive Group works closely to ensure that the activities of their departments are consistent with the goals of Governor Snyder's Special Message, including support for economic gardening and entrepreneurship. This group is led by Mike Finney, MEDC (michael@michigan.org).
- Marketing and Communications is working together to unify marketing message and branding; share resources across state government; and assisting the ICC and other ICC groups with their communications needs. This group is led by Elizabeth Parkinson, MEDC (elizabeth@michigan.org).
- Placemaking Partnership began as the Interagency Partnership, which was the coordinating body for the Main Street and Cities of Promise programs. The group has been refocused and now leads the state's placemaking activities. This group is led by Jim Tischler, MSHDA (tischlerj@michigan.gov) and Katharine Czarnecki, MEDC (czarneckik@michigan.org).
- The Office of Regulatory Reinvention (ORR) was formed through Executive Order 2011-5. ORR was asked to also serve as an ICC standing subcommittee because of its major contributions to interdepartmental collaboration, and to avoid redundant activities. Many of the issues addressed will impact business climate and government collaboration. ORR is led by Rob Nederhood, LARA (nederhoodr@michigan.gov).
- The Rural Development Initiative is working to integrate resources across government to address the economic and community development needs of rural communities. This group is led by Keith Creagh, MDARD (creaghk@michigan.gov).
- Talent Collaboration will support the development and reinvention of critical talent development and delivery systems, addressing the mismatch of our talent with employer needs through a collaboration of stakeholders. This group will be led by Amy Cell, MEDC (cella@michigan.org).
- **Urban Initiatives** is focused on finding ways to revitalize the economies of Michigan's major cities through economic development and placemaking. This group is led by Harvey Hollins, Governor's Office (hollinsh@michigan.gov).

In addition to the topics and initiatives addressed by the standing subcommittees, department directors and champions identified needs that could be best addressed by interagency teams. Targeted workgroups have been formed around these topics:

- Bioenergy for Rural Development is working to provide opportunities for rural communities to create jobs and leverage local resources for more efficient energy sources. The work group will coordinate state sponsorship and promotion of projects and leverage state supported studies and investments. This group is led by Bill Bobier, MDARD (bobierb@michigan.gov).
- Interagency Mining Team is working to address the recent influx of mining opportunities and provide a quick and coordinated response to incoming mining prospects. This group is led by Jim Goodheart, DEQ (goodheartj@michigan.gov).
- Local Government Best Principles/Best Practices and Tools group will work together to help local governments to share services and consolidate efforts, and identify areas state government can address to remove barriers and encourage efforts. This group will be led by Shelly Edgerton, LARA (edgertons1@michigan.gov).



- Logistics Strategy Team was formed in recognition of Michigan's opportunity to leverage the state's logistics assets for economic development and job creation. This group will be led by Peter Anastor, MEDC (anastorp1@michigan.org).
- Pure Michigan Business Connect is leading economic gardening efforts in the state, including a new way for Michigan's businesses to buy and sell, raise capital and connect with each other. This group is led by Val Hoag, MEDC (hoagy@michigan.org).
- Shared Information Technology Solutions will lead collaborative needs identification and solution development to make state government more efficient and effective. This group will be led by David Behan, DTMB (behend@michigan.gov) and Eric Swanson, DTMB (swansone@michigan.gov).
- **Grant Portal/Funding Force** proposes more coordination of state grant professionals for more consistent pursuit of funding opportunities, and development of a central funding opportunity portal for staff, partners and clients. This group is led by Jennifer Tebedo, MEDC (tebedoj@michigan.org).

