

Frequently Asked Questions Regarding IT Consolidation

Volume 6

October 9, 2012

The following FAQ for MN.IT employees focuses on two important planning documents for MN.IT Services, published October 9, 2012:

- MN.IT Services Two-Year Tactical Plan
- MN.IT Careers: Building a Workforce for the Future

Two-Year Tactical Plan

What is this plan for?

The two-year [MN.IT Services Tactical Plan](#) is based on the objectives of the [MN.IT Services Strategic Plan](#), published in March 2012. The Tactical Plan will be used by every MN.IT division and agency-based office to set priorities and assign resources to meet our shared objectives. The Tactical Plan outlines the milestones we expect to meet over the next two years.

What is the difference between all the plans published in the last six months?

Both the new Tactical Plan and the Strategic Plan are internal plans that describe the agency's priorities for **how** we deliver services to our customers. They differ from each other in specificity. The Tactical Plan builds upon the objectives of the Strategic Plan.

They also differ in focus from the [State IT Master Plan](#), which describes **what** information technology should be delivered to our customers. The Master Plan is our external document that describes for business customers how we translate business needs into a direction for IT service.

What, in a nutshell, does the Tactical Plan say?

The basic theme of the plan is this: *Make the IT infrastructure super-efficient so we can focus our people, money and creativity on the services that most directly make a difference for our customers and citizens.*

The plan introduces the concept of a private MN.IT Cloud, a cluster of core standard services for the executive branch that will be consolidated and delivered back to agency customers. The goal here is to enable agency business transformation by leveraging an efficient, private cloud model in order to do the standard IT services that have previously burdened the individual agency budgets. By becoming more efficient at the core level, our IT staff can focus on helping the agencies deliver their programs more effectively.

The plan sets objectives and timelines for consolidating three key service lines - hosting, end user services and service desk. In each service line, the consolidation starts with the creation of new service descriptions and requirements, creates staffing projections for those services, and then begins to convert individual agency-based operations into the new consolidated service. Although not all of the work will be completed in two years, the plan outlines the milestones and goals within the two-year window.

In addition to setting goals and milestones for standard service consolidation, the Tactical Plan provides an outline of all the activity that will be necessary to prepare the MN.IT Services organization to handle these changes (finance, HR, etc.).

The plan does *not* detail when and how individual agencies will convert to the consolidated services – that will happen in the next few months as each agency-based office works out individualized sequencing of the changes.

Where did these tactics and milestones come from?

The tactics are based directly on the [MN.IT Services Strategic Plan](#) that was developed with management and employee input and published last March.

The specific tactics were developed by Commissioner Parnell and her leadership team, including the Executive Team and agency-based CIOs. They come from a review of the total IT environment as described in the agency-based offices service level agreements.

The plan's milestones are based on both efficiency opportunities and "burning platform" issues that need to be addressed, i.e., 'what can we do better?' and, 'what do we need to fix?' The timing and sequencing of the milestones take into account known dependencies.

What are those dependencies?

To accomplish every milestone, there are different dependencies, but the Tactical Plan outlines several early priorities that are common for much of the rest of the plan. These include:

- Preparation of the enterprise data centers
- Redesign of the WAN
- Consolidation of the executive branch's Active Directory environment.

These three priorities will be part of the early, foundational work that will be addressed right away.

What about the applications side of MN.IT?

The recently completed Comprehensive IT Service Level Agreements identified over 2,000 applications that are currently managed and maintained in MN.IT's collective environment. In some cases, we will be looking for opportunities to leverage enterprise licensing for those applications, and/or for sharing and collaboration opportunities.

To that end, the Tactical Plan addresses those applications most universal to our environment and includes them in the MN.IT Cloud as Software as a Service (SAAS). This includes EUCC Lync, EUCC SharePoint, Identity and Access Management, and web content management. The plan sets goals for consolidation of these applications.

Most of the unique applications, however, will continue to be managed at the local agency office level. What will change is *how* the services are managed, as every agency-based office adopts standard IT Service Management (ITSM) processes, as well as how applications are built, as every agency adopts standard project management processes and incorporates architecture and security standards in the initial design.

The plan also calls for an aggressive virtualization goal of 70% or greater at the agency level, which will make it much easier to implement the ultimate hosting cloud solution efficiently and effectively.

Why are all the milestones so aggressive?

The milestones are aggressive, but doable, although they may require some re-prioritization of other activity. There are several reasons for this sense of urgency:

- The changes represent an opportunity for improvements in service and efficiencies in operations, much like those experienced in other organizations. This isn't radical stuff we're doing. It's best practice, and our stakeholders – particularly the legislature – expect that we will find ways to improve efficiencies within the overall consolidation that has just occurred.

- The speed of change addresses some of the “pain” the State is feeling right now either in terms of high cost, lack of service or excessive risk. For example, a study several years ago indicated that the State's data center environment represented an unacceptable risk to government operations. The Tactical Plan addresses this urgent priority in a holistic and strategic way. As another example, there are some agencies that have almost no resources to meet their electronic government requirements or to maintain minimally required security standards. These issues make us all vulnerable.
- We have a “brain drain” going on with a lot of retirements that make it hard to maintain the status quo; repurposing our staff is not only the right thing to do to improve and standardize service, it is the only way we can keep our portfolio of services and systems running as we lose long-term expertise.
- The Governor’s drive to improve government outcomes for citizens requires IT capacity and capability to build and maintain new technologies that serve citizens. We cannot afford to allocate a majority of our best resources to the common infrastructure services multiple times over, as we do today. We need to be smarter than that. By becoming more efficient at the core, we can invest in both the training and the systems that will be needed for the future -- high-value technologies that will make government more agile, responsive and secure in the future.

What happens if a certain milestone is not met?

The milestones in this plan will be continually monitored and revised based on circumstances and dependencies. This is a living document, an outline with which to plan. While we will continue to revise and update the plan based on reality on the ground (some things will happen faster than anticipated, and some slower), *we will not change the goals and objectives*, nor do anything to slow down the momentum. There is not an “opt out” or “wait and see” option for any of us.

The next step in this process is two-fold:

- Agencies will use the milestones to plug in their own local operational goals, fitting themselves into the timeline and objectives.
- MN.IT as a whole will begin defining the new consolidated services based on the plan. These will be designed from scratch, based on future service requirements and capabilities brought about through consolidation.

As these two activities come together, they will inform each other, and adjustments to the Tactical Plan and/or to the service and agency plans will be made.

How will this activity affect our customers and their priorities?

The milestones outlined in the Tactical Plan are internal, back-office goals for this organization – they address *how* we deliver services, not *what* we deliver. We will be successful if our customers do not notice any of the efforts’ “churn,” but do see an improvement in our ability to meet their needs. That means that we need to balance the Tactical Plan milestones with our obligations to provide service. We can only do that if we all carefully focus our resources and priorities.

How does my agency-based office fit into this plan?

Agency-based office planning is the next step in this tactical planning process and will be coordinated through the CIOs, with help from MN.IT Client Relations staff.

Each agency-based office will sequence the plan differently, based on their priorities, readiness, maturity, resources, etc. Together, we will manage the combined activity to make significant progress toward enterprise milestones.

How can we do all of this and keep things running? Isn't this extra activity going to increase our budgets?

We have made a commitment to our agency customers that our combined IT services – and our internal extraordinary consolidation activity – will not raise the cost of the current level of service they receive. Increases will only occur if there are new projects or service levels required by our customers. At the same time, the legislature did not allocate any dollars when it passed the 2011 mandate to consolidate.

That means we must manage our combined resources in a way that allows us to improve and evolve without new influxes of money. That is one of the major reasons we must move quickly to do things more efficiently. *We must meet the objectives of this plan with the money we currently have.*

The initiatives outlined in this plan will undoubtedly require a short-term shift in priorities throughout the organization and may divert some resources from existing projects and services. On occasion, it may mean that positions remain unfilled while changes are occurring and some lower priority projects, upgrades, etc., go on the back burner. There may also be some particular investments or projects that can actually be discontinued, because they won't be needed in the new environment. That is why we're asking every division and every agency-based office to plan ahead.

The trade-off for all of this work is that, in the long run, the successful completion of these initiatives will allow us to do more with our collective budget and resources. The trick during the implementation phase will be to balance ongoing service obligations with the need to prioritize change. Never an easy task, but one we are confident MN.IT's staff can handle.

Our agency has just invested a lot of time and money into something that doesn't fit the goals of the Tactical Plan. Will there be exceptions to service changes/adoptions?

The Tactical Plan outlines the overall enterprise-wide milestones for meeting our objectives. How each agency fits into the timing will be determined in the next month as enterprise and agency-based planning continues. We will work out how and when it makes sense to bring strategies and systems together based on individual circumstances.

However, this plan sets a clear direction for the enterprise as a whole, and exceptions, if they occur, will be temporary and in the best interests of the enterprise.

And one thing is clear: *no MN.IT division or agency-based office should be making new investments or spending time on projects that are counter to the direction we all are going.*

Who's going to design the new services? Will agency-based offices be represented?

The design of the MN.IT Cloud services will be led by Tarek Tomes, Assistant Commissioner of Service Management and Customer Relations. The process will include input from appropriate MN.IT staff from both agency-based offices and @ Central. The service design teams will also include input, when appropriate, from the Service Strategies Team that is part of our governance framework.

The building of the operations teams to deliver those services will be led by Thomas Schaeffer, Assistant Commissioner of Service Delivery.

How fast will the changes occur? When will the MN.IT Cloud services be functioning and when will the related functions at agencies begin to change?

There are a number of things that need to get going before the new services are launched.

We need to start quickly with those items in the plan labeled "Immediate Priorities:" prepping the data center facilities, WAN redesign and active directory consolidation. We don't need to be "done" with these projects in order to begin other work, but these three are foundational.

There is still more planning to do. From an enterprise perspective, the detailed service definitions will begin now; at the same time, agency-based offices will take the next month to map out when and where they fit in the overall program. Once the agencies have done their work, we will revisit the overall plan and make the appropriate adjustments to the timelines, if needed.

Considering all that needs to be done, staffing up and operationalizing most of the new services will not occur until late in FY13 or early FY14. Consult the Tactical Plan for a picture of what will happen when.

How will the work be coordinated?

The Tactical Plan identifies executive ownership of each initiative. Coordination will be managed at the Executive Team level. Three project portfolios will be defined and created: Hosting Services, End User Services and Service Desk/ITSM. These will include all of the service-related projects.

When will we be done?

The Tactical Plan outlines the first two years in distinct milestones with “timeframes for completion” between 1-5 years. We expect that even within the plan’s immediate two-year window, some of the milestones will change as more details get worked out (note that this is Version 1.0 of the Tactical Plan), but we are driving toward the plan’s goals and objectives.

However, does that mean that when we have completed all the goals in the Tactical Plan, we’ll be done with change and transformation? Change in the IT world never ends. We all know that. Technologies change, budgets change and business requirements change as programs come and go.

The [Minnesota IT Master Plan](#) gives us a five-year vision of what kind of IT we want and need to be delivering to our customers. We will use it as a guide as we continue to look for more opportunities to improve our services, refine our service offerings, and as we develop the next two-year tactical plan.

Is there anything about this consolidation that’s different from other states?

While consolidation is happening throughout the public and private sector, Minnesota has developed a model that is garnering attention. Here are a few things we’re doing differently:

- Our strategy takes advantage of different tactics for different services, but puts them under a single private cloud approach: design and build from scratch what cannot scale; scale up what we have that fits the model.
- We are doing the transformation within a very aggressive timeline (we have already accomplished more in a year than others have done in several) and we are accomplishing it from within, using our own talent and know-how.
- We are milestone driven, rather than project driven.
- We are SLA-based in our approach, which means that we have created a baseline with which to measure service improvements and cost savings.
- We are committed to training and career building within a consolidation strategy.

We can be proud of what we are doing together.

How will this change the rates for MN.IT @ Central Services?

In Fiscal Year 2014, the notion of “rates” and chargebacks will alter significantly as MN.IT Services combines the State’s IT spend into a single budget for all IT, regardless of where and how it is delivered. The details of how the budget is managed and costs are allocated are still being worked out, but here are the basic principles:

- Agencies (business) will be billed for all MN.IT's services based on the categories in the Comprehensive IT Service Level Agreements, i.e., Standard Services, Applications and Projects and billing will be updated based on changes to the SLAs.
- There will be no internal billing within MN.IT. The notion of MN.IT @ Central charging agency-based offices for services goes away. Each agency-based office will have a view into the portion of MN.IT's budget that pertains to both the cloud services provided to them and the agency-based applications and projects, and it will manage budgeting and allocation of dollars for agency-based activity.
- All expenses (including human resources), and all purchasing and contracting will be centralized and come from the overall MN.IT budget.
- Expenses will be tracked internally in order to closely monitor and report the costs of individual services we provide to our customers, and ensure that the overall cost to agencies for MN.IT Services is reasonable and competitive, regardless of whether the service is rendered through the MN.IT Cloud or at the agency-based office level. In this way, agency business leadership will have a full accounting for the level and costs of services they consume, and they will be able to make decisions on what increases or decreases they want to make based on their business needs.

Does this mean that MN.IT @ Central is now running the budgets, strategies and services for individual agency-based offices?

MN.IT Services is one organization with a single management structure. It is managed by the Commissioner, with divisions that set strategy for service development, service delivery, project management, finance, HR, communications, planning, standards and policies. Those over-arching administrative, policy and oversight functions are located in the Centennial Office Building. "MN.IT @ Central" only exists as a physical location for these functions.

As a single organization, all services, operations, projects and budgets are managed within the strategic and operational framework of MN.IT Services. That includes the infrastructure layer of services that are delivered in the MN.IT Cloud and the applications stack delivered at the agency-based offices.

MN.IT leadership includes the agency-based CIOs, who provide input into our strategies and operations. CIOs also manage the day-to-day operations budgets and strategies at individual agency offices and, most importantly, serve as the primary liaison responsible to the agency business. It is their job to know the business of the agency(ies) they represent, to help business plan strategically for what IT can do to support those goals, and to represent the interests of their customer in MN.IT Services strategic planning.

About MN.IT Careers: Building a Workforce for the Future

What is MN.IT Careers?

The [MN.IT Careers: Building a Workforce for the Future](#) document outlines the direction we will go with the human side of this transformation of our organization. It does not provide the details yet. Those will come later in FY13, when our new HR function has completed its analysis and fleshed out the details.

Basically, the idea is that as services are consolidated, the organization has made a commitment to find career opportunities for the immediately affected employees, and to grow overall career opportunities in the organization for all employees, in order to attract IT talent to the State.

If my function is consolidated and delivered by a new cloud team, what happens to my job?

The MN.IT Careers Plan outlines the options that individuals have if and when a function or service is centralized:

- Apply for a job within the new central service/function
- Seek a job in the employee's current office / division
- Apply for new opportunities elsewhere in the organization
- Get training to pursue new opportunities elsewhere in the organization

Details on just how each of these options will work are still being developed, but the concept is outlined in the document: [MN.IT Careers](#).

How many jobs/people will be affected by the consolidation goals outlined in the Tactical Plan?

There is no simple answer to this question. It will depend on the size and scope of the service, the timing of changes, our ability to leverage attrition, the employee's role, etc. All of these factors will contribute to the strategy going forward, how the changes are sequenced, and, ultimately, who is impacted. It is important to note that not all the changes will happen at once and impacts on people will be incremental, based on their role.

There are a few generalities, however, that we can make.

Planning and implementation of this plan will impact MN.IT staff in different ways:

- For some, the re-setting of our agency's priorities may mean that other projects are delayed or that hiring priorities may delay staffing requests in certain areas, requiring short-term adjustments to the work some functions do.
- Some functions and responsibilities may change directly and right away when individuals are dedicated to planning at either the service team level, or the agency-based office level. In most cases, these will be temporary assignments.

Once the permanent changes are made to functions and services, a sub-set of the organization will be affected:

- For some, the only difference will be in how they do their job, as common processes are adopted for service and project management, regardless of location.
- Some may be reassigned duties in the office or division where they currently work.
- Others will be hired or transferred into positions in newly consolidated services. Sometimes this will require a physical change. Sometimes, not.
- Some will have the opportunity to apply for positions elsewhere in MN.IT, and to get training for new skills.

It is too early to apply numbers in any of these categories, as a full evaluation of workforce needs will occur as the changes in the Tactical Plan get into detailed planning, and a workforce plan is completed.

Will the new MN.IT Cloud functions be managed and staffed by MN.IT @ Central staff?

As a function or service is consolidated, all employees will have the opportunity to apply for positions within that function, including management positions. MN.IT @ Central staff will not automatically have roles in the new service areas, but will be considered based on skills and experience.

You say that attrition and retirements will limit the impact on existing jobs. What if retirements occur in functional areas that are not going to be part of the cloud? Will you go ahead and fill those positions?

Obviously, there will not be a one-to-one ratio of retirements to functions that are being consolidated. Retirements will occur throughout the organization. We're currently working on a workforce plan that will answer some of these questions. The goal is to leverage the retirement positions – wherever they occur – for either cost savings that can be utilized for training, or for positions that are open to staff looking for new opportunities. Our analysis will

project both the anticipated retirements and the anticipated growth areas for the organization. It's a piece of the puzzle that will help determine what skills we need, what positions should be filled or left empty, and where our retraining efforts should go.

Will the new cloud services employ fewer people than are currently performing those functions now?

We simply don't know until the services are designed and the staffing needs are quantified. In some cases, there may be a one-to-one match from current to future. In a few other cases, there may actually not be enough people collectively performing certain functions now and we may have to hire more help. In most cases, though, we can probably assume that the new consolidated service or function will need fewer staff. That is when retraining comes into play, so that other areas that need to grow can turn to MN.IT employees for supplemental staff.

If I get a job in a new consolidated function, do I move to MN.IT @ Central?

While some cloud functions will be moved into a single management structure, they may not be moved physically. Desktop support, for example, will necessarily need to be distributed. And, even when a particular team is co-located, it may or may not be in the Centennial Office Building.

It is important to note that the MN.IT Services' core divisions (currently located at Centennial Office Building) manage the strategy and staff for **all of** MN.IT Services, regardless of location, and the distinction between "Central" and agency-based office will increasingly be one of functional difference, rather than management difference. *We are all led by the Commissioner and follow the same strategies for our ongoing operations.*

How will seniority play a role in the staffing of consolidated functions?

The terms and conditions of the bargaining units and plans will be followed in all aspects of consolidation.

Should I be applying for a job at MN.IT @ Central to be in the right place at the right time?

MN.IT @ Central employees will not have an advantage as positions are filled in the new cloud services and consolidated functions. The MN.IT Cloud staff will be built incrementally as functions shift over. The service teams will create new, standard position descriptions, and classifications, and hiring will be based on applicable skills.

How do I get on a service design team? Can I do it in my current position or do I have to apply for a job or temporary transfer?

In the next month, a process will be developed to put the right service design teams together. Announcements on the process will be made to all employees.

The Tactical Plan calls for a new Innovation Program. How will the staff for that program be chosen?

The Innovation Program, like the new consolidated services, will grow over time as the scope and budget are defined. While it is too early to say what permanent positions will eventually be available in the program, they will be open to all MN.IT staff and will be well publicized.

It is important to note that most of the people that work on particular projects within the Innovation Program will do so on temporary assignment as a particular project is launched that requires their expertise.

What is MN.IT "U"? Will it be available to anyone?

MN.IT "U" is the name we have adopted for a yet-to-be detailed training program for our staff. MN.IT "U" will focus on helping staff refresh skills for available positions and/or growing areas within MN.IT Services. The details will be worked out in the next phase of planning.

Is MN.IT “U” a physical place or a specific institution?

MN.IT “U” will be a training program customized for each individual based on the skillset needed. We will take advantage of various learning institutions, both physical and virtual to get folks the training they need.

When will MN.IT “U” be up and running?

The Tactical Plan’s milestone for having a training program in place is July 1, 2013. This is in keeping with the milestones for service changes.

If I get trained through MN.IT “U” am I guaranteed a job?

Employee training will be strategically focused on areas where we know that we will need additional expertise and workforce well into the future, anticipating that those that successfully complete appropriate training will find work within MN.IT Services. However, details on how we will assign and/or approve training for individuals have yet to be worked out.

Is this consolidation a first step toward outsourcing everything?

There is no pre-set expectation or goal. Wholesale outsourcing of IT has proven problematic and costly for companies and states that have gone that route. Our only goal is to become more efficient, and we will continue to put our energy toward making MN.IT Services a high-value, competitive service provider to the State of Minnesota. In fact, we believe that the faster we make progress on the milestones in the plan, the less likely it will be that outsourcing will be imposed upon us.

We will, however, continue to partner with the private sector – as we have done for many years - for the delivery of certain commodity services such as telecommunications services, phone service, etc., or specialized services when there’s a good business case and it helps us utilize our internal staff for higher value work. The current delivery of EUCC is a good example – we found a cloud solution that was extremely cost-effective, more secure, and delivered feature enhancements. Most importantly, staff that used to manage servers and troubleshoot issues with email availability are now available for other work related to improving the service and helping our business partners make use of the product.

Will there be the same number of people working for MN.IT after all of these changes take place?

There is no pre-set expectation or goal. While it is probable that the staff dedicated to certain standard services as described in the Tactical Plan will ultimately be smaller than it is today, it is just as likely that other areas of the organization will grow as we build new systems and address the “have not” agencies.

With efficiencies from the cloud and with the anticipated number of retirements in the next few years, it is possible that the overall staff size will end up smaller, but we simply don’t know until we have strategies for all services and customers going forward.

Are you saying that no MN.IT employees will lose their jobs through the initiatives in this plan?

We cannot guarantee it, but that is our goal. No organization can ever promise that all employees are guaranteed a job no matter what happens, and we can’t make that promise now. A number of factors are always in play in any IT operation, and most have nothing to do with consolidation – the overall state budget, the strategic discontinuation of technologies that no longer serve a business need, new business requirements and changes to program activity, and so on.

However, we have two strategies to minimize the likelihood of losing current staff through these efforts – leverage attrition and retirements to redirect staffing dollars into growing areas of the organization, and train employees as much as possible to fill those needs.

There are rumors that MN.IT Services HR is planning to prescribe the number of ITS positions that can be classified as ITS4 or 5. Is that true?

No. There is no strategy to set arbitrary limits on any particular classification. That would be counter-productive. The need for a wide variety of skills in this organization will never go away, especially as we embrace new technologies. We always want to be able to attract and keep the talent we need.

What we will do over time is to standardize roles and classifications across the entire organization so that there is, in future, more guidance and consistency in the hiring process across all divisions and offices.

In fact, as a first step, a management committee has just been formed to review newly created MN.IT positions in order to begin defining common roles, skills and classifications. Another upcoming step will happen as we build our new cloud services. At that time we will define the skillsets and workforce size we need, and build position descriptions and classifications that make the most sense.

Will my classification change with this consolidation, whether I work in the MN.IT Cloud, applications, or other areas? How are you going to standardize classifications?

A strategy for how to address the inconsistencies in classifications is part of the next steps that are being undertaken by HR. We know that there are inconsistencies in the system and intend to address this situation throughout the organization over time.

Will all managers and supervisors be part of the Leadership and Management Program that is outlined in the Tactical Plan?

Yes, the program will apply to all leadership. Our goal is to build strong and consistent leadership in the organization capable of managing the great and varied responsibilities this organization shoulders. We want to make MN.IT high functioning and an excellent place to work.

The recent employee survey showed some areas of strength and areas of weakness in how MN.IT employees feel about their jobs. What is being done about those results?

The Tactical Plan has, as one of its areas of focus “employee satisfaction, productivity and performance.” The milestone for this area is that by the end of FY14, MN.IT Services will have a standardized employee management program for the organization and for individual managers and supervisors.

Meanwhile, there’s a lot we can do. As a first step in meeting some of the goals and objectives in the plan, the new HR department is working with the MN.IT Executive Team to review the survey results and identify “early wins” that can begin to address employee concerns. Already, an employee recognition program has been identified and will be launched shortly.

When will we have HR policies for all of MN.IT?

MN.IT HR policies will be posted on the Commons, our new intranet site, as they are completed and approved. The list will grow over time. The Tactical Plan milestone for completion of our policies is the end of June 2013.

More Information

[Minnesota IT Master Plan](#): Externally-focused document that describes a five-year direction for what information technology should deliver to the business customer. Aimed at IT and business customer audience. Published March 2012.

[MN.IT Services Strategic Plan](#): Internally-focused document that describes MN.IT Service's mission, vision, values for the organization and outlines, at a high level our five key strategies for the next two years. Published March 2012.

[MN.IT Services Tactical Plan](#): Internally-focused document that describes goals and milestones for the MN.IT Services organization for the next 21 months. Published, October 2012 (current version 1.0).

[Agency Centralized IT Reference Model](#): Internally-focused document that sets standards for services, functions and processes for all agency-based offices. Published, March 2012 (current version 2.0).

More Questions?

If you have questions, contact the Communications Group at MN.IT_Comm@state.mn.us. We look forward to sharing more information and more answers in the coming weeks.