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Administration

http://www.admin.state.mn.us

Agency Profile

Mission:

The Department of Administration (Admin) provides a broad range of business and professional services so government agencies can succeed in achieving their core missions. Admin's mission is to *provide the best value in government administrative services*. That mission is achieved by focusing on three goals:

- **Customer Satisfaction**, serving our customers in a professional and ethical manner, producing valuable results;
- **Continuous Improvement**, reducing costs and cycle times, optimizing performance and delivering innovative business solutions at every opportunity; and
- **Employee Engagement**, enabling and encouraging all staff to help achieve our mission.

Statewide Outcome(s):

Administration supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

Admin is a core central service agency for the executive branch serving the Governor, legislature, state agencies, local governments, and the public. The department consists of 15 business units whose operating funds are derived primarily through its business functions. Six percent of the agency's operating budget is from general fund appropriations.

In response to changing business needs and economic conditions, the scope and funding of department services has changed dramatically in the last decade. Admin-directed enterprise services such as Information Technology, Management Analysis and Development, the Environmental Quality Board and MnGeo have been transitioned to other agencies. Other operations such as recycling and office supply are overseen by Admin but performed by outside vendors. Through a variety of cost reduction and other measures, the remaining divisions have reduced their reliance on general fund allocations by 29 percent since 2001.

Strategies:

Admin utilizes multiple strategies and service delivery models to support the statewide outcomes of efficient and accountable government services and ensure the best value in government administrative services. These include:

- Procurement services that use an enterprise approach to achieve the best value by:
  (1) Developing contracts for use by multiple government units;
  (2) Standardizing and consolidating purchases; and
  (3) Aggressively negotiating contract terms and pricing.
  - *Admin purchases annually more than $2.1 billion in goods and services.*

- Facilities management services, such as maintenance, engineering, and energy retrofits, that provide well maintained facilities necessary for the daily operations of the state's executive, legislative, and judicial branches.
  - *Admin has reduced energy consumption by 18.1 percent in the 22 buildings it operates and maintains.*

- Construction and space leasing services, such as serving as the State's leasing agent and owner's representative on construction projects, that provide efficient and effective oversight and management of capital construction projects, ensure facility solutions that cost-effectively meet state agencies' space needs, and facilitate effective management and use of state real property assets.
  - *Admin manages more than 400 construction projects and 700 property leases.*

- Government-to-Government Services, such as advising on and providing business services, that provide small agency financial and human resource assistance, continuous improvement (Lean) training, workers compensation, archeological services, and vehicle fleet services.
    - *Admin oversees a fleet of more than 2,000 vehicles.*

- Government management services that advise agencies on achieving energy reduction goals, complying with open government requirements, reducing workers' compensation costs, and reducing the state's reliance on gasoline.
    - *Admin trained more than 1,200 public officials and stakeholders last year on complying with and navigating open government laws.*

- Citizen services that include assistive technology, demographic services, resources for citizens with developmental disabilities, and the promotion of the public's access by granting permits to stage public rallies or educating citizens on their rights to government data.
    - *Admin has provided direct training and informational resources to more than 3,000 individuals with developmental disabilities or family members in the last year.*

Measuring Success:

Admin ensures that its mission and goal areas are turned into action through the use of detailed business plans and performance objectives. Each of the agency's divisions has developed a series of SMART (Specific, Measurable, Achievable, Relevant and Time Based) objectives that are evaluated in a quarterly operations performance review. There are approximately 100 objectives for which divisions track progress through detailed measures, baselines, and timelines. Progress is monitored through measures that answer such questions as:

- How much are government agencies saving through aggressive procurement negotiations?
- Is a state agency leasing office space at the best available market rate?
- Are we meeting our goals of reducing the Capitol complex's carbon footprint?

These measures are the litmus test to whether the department is meeting its mission of providing the best value in government administrative services.

Administration
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$42,546	$292,483	$7,832	$342,861
Current Law Expenditures (FY 2014-15)	$41,488	$298,183	$2,923	$342,593
Governor's Recommended Expenditures (FY2014-15)	$44,728	$298,183	$2,923	$345,833
$ Change from FY 2014-15 Current Law to Governor's Rec	$3,240	$0	$0	$3,240
% Change from FY 2014-15 Current Law to Governor's Rec	8%	0%	0%	1%

Administration
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN	$0	$86,870		$86,870
REVENUE	$0	$314,719	$2,922	$317,641
TRANSFERS IN	$9,727	$26,965		$36,691
APPROPRIATION	$44,757	$0	$0	$44,757
SOURCES OF FUNDS	**$54,484**	**$428,554**	**$2,922**	**$485,959**
BALANCE FORWARD OUT		$70,843		$70,843
TRANSFERS OUT	$30	$59,528		$59,558
CANCELLATIONS	$9,725		$0	$9,725
EXPENDITURES	$44,728	$298,183	$2,923	$345,833
PAYROLL EXPENSE	$14,158	$52,977	$1,017	$68,153
OPERATING EXPENSES	$24,804	$179,225	$804	$204,833
OTHER FINANCIAL TRANSACTIONS	$48	$43,256	$6	$43,310
GRANTS, AIDS AND SUBSIDIES	$3,858	$0	$1,095	$4,953
CAPITAL OUTLAY-REAL PROPERTY	$1,860	$22,725	$0	$24,585
USES OF FUNDS	**$54,483**	**$428,554**	**$2,923**	**$485,960**

Administration

Governor's Changes

(Dollars in Thousands)

		FY 14	FY 15	FY 14-15 Biennium	FY 16	FY 17	FY 16-17 Biennium

Lean Expansion and Innovation

The Governor recommends increasing funding to the Continuous Improvement (Lean) program to support process improvement and innovation across government. Lean operates on an enterprise-wide basis by providing analysis and strategies to standardize and streamline work performed by governmental organizations from state agencies to universities and counties. This proposal provides funding for two additional staff to reduce costs and eliminate duplication by modernizing and improving public service delivery systems.

Performance Measures:
This proposal will yield strong return on investment (ROI) by reducing the cost of government operations and increasing revenues in departments statewide

General Fund	Expenditure	260	260	520	260	260	520
	Net Change	**260**	**260**	**520**	**260**	**260**	**520**

SmART Expansion

The Governor recommends increasing funding for the Small Agency Resource Team (SmART) which supports operational efficiencies in state government. SmART provides human resources and financial services and policy advice to small agencies, boards, and councils. This proposal provides funding for two additional staff to provide more small agencies, boards and councils with best practices in financial and human resource management.

Performance Measures:
This proposal will result in higher quality services and lower operating costs by sharing expert staff across multiple state agencies

General Fund	Expenditure	185	185	370	185	185	370
	Net Change	**185**	**185**	**370**	**185**	**185**	**370**

Internal Audit Function

The Governor recommends funding for an internal auditor to institute and provide agency guidance for a comprehensive financial risk assessment and audit plan. The position would oversee the internal control measures which are currently being performed at various levels throughout the department.

Performance Measures:
If approved, this initiative will help ensure confidence in the agency's financial information and integrity

General Fund	Expenditure	125	125	250	125	125	250
	Net Change	**125**	**125**	**250**	**125**	**125**	**250**

Administration

Governor's Changes

(Dollars in Thousands)

		FY 14	FY 15	FY 14-15 Biennium	FY 16	FY 17	FY 16-17 Biennium

Minnesota Public Radio (MPR) Infrastructure Support

The Governor recommends increasing funding for Minnesota Public Radio (MPR) equipment grants. As MPR provides Minnesota's only statewide signal, it is critical to support infrastructure needs such as those related to the Emergency Alert System (EAS) and for the AMBER (child abduction) Alert System. This proposal helps fund the infrastructure necessary for MPR to provide services, safety, mobility and education to over 950,000 listeners each week.

Performance Measures:
This proposal will improve MPR stations where repairs are needed and benefit the number of Minnesotans under station coverage: Appleton 90,638; St. Peter 13,813; Moorhead 246,085; Duluth 204,384; Worthington 131,773; St. Cloud 428,339; Rochester 386,947; Bemidji 68,698; and Brainerd 121,315.

General Fund	Expenditure	120	120	240	120	120	240
	Net Change	**120**	**120**	**240**	**120**	**120**	**240**

Capitol Preservation - Rent Loss and Relocation Funding

The Governor recommends providing coverage of rent loss and relocation expenses that will be incurred during the Capitol building restoration project. These non-bondable expenses include utilities, physical move costs, IT relocation, and others. This funding is required to ensure restoration of the Capitol building.

Performance Measures:
This proposal will preserve the Capitol Building for the citizens of Minnesota for the next 100 years.

General Fund	Expenditure	625	1,235	1,860	1,380	960	2,340
	Net Change	**625**	**1,235**	**1,860**	**1,380**	**960**	**2,340**

Capitol Preservation - Waive Historic Places Expense

The Governor recommends waiving the depreciation and bond interest expenses for state facilities that are on the National Register of Historic Places. In doing so, the administration intends to allow for the Capitol preservation work to proceed without disproportionately assigning the approximately $12.7 million in annual debt service costs to Capitol building tenants. Though these estimated costs could have a general fund impact as early as FY 16, it is hard to know a precise fiscal impact until the project is bonded for.

Performance Measures:
This proposal will help to ensure that Capitol Building lease rates do not become exorbitant

General Fund	Expenditure	0	0	0	0	0	0
	Net Change	**0**	**0**	**0**	**0**	**0**	**0**

Administration

Governor's Changes

(Dollars in Thousands)

		FY 14	FY 15	FY 14-15 Biennium	FY 16	FY 17	FY 16-17 Biennium

Transfer for Environmental Quality Board

The Governor proposes making permanent provisions contained within his Executive Order 11-32 transferring responsibilities of the Environmental Quality Board (EQB) from the Department of Administration to the Minnesota Pollution Control Agency. This proposal reduces the Department of Administration's appropriation by the amount associated with operating the EQB.

Performance Measures:
This proposal will ensure that state government resources are being prudently allocated and used

General Fund	Transfers Out	(151)	(151)	(302)	(151)	(151)	(302)
	Net Change	**(151)**	**(151)**	**(302)**	**(151)**	**(151)**	**(302)**
Net All Change Items	General Fund	1,164	1,774	2,938	1,919	1,499	3,418
	Net Change	**1,164**	**1,774**	**2,938**	**1,919**	**1,499**	**3,418**

Administration
All Funds FTE by Activity

Activity	Current FY 2013	Forecast Base FY 2015	Governor's Recommendation FY 2015
Budget Activity: Developmental Disability Counc	2.5	2.5	2.5
Budget Activity: Environmental Quality Board	0.0	0.0	0.0
Budget Activity: Fleet And Surplus Services	14.0	11.0	11.0
Budget Activity: Information Policy Analysis	4.5	4.5	4.5
Budget Activity: Materials Management	70.7	76.4	76.4
Budget Activity: Mn Geospatial Info Office	0.0	0.0	0.0
Budget Activity: Continuous Improvement (Lean)	0.9	0.9	2.9
Budget Activity: Office Of Grants Management	2.4	1.3	1.3
Budget Activity: State Archaeologist	1.9	1.9	1.9
Budget Activity: Plant Management	254.9	254.9	254.9
Budget Activity: Real Estate & Construction Agent	23.1	22.4	22.4
Budget Activity: Risk Management	41.0	41.0	41.0
Budget Activity: Small Agency Resource Team	3.0	3.0	5.0
Budget Activity: State Assistive Tech (Star)	2.6	2.6	2.6
Budget Activity: State Demographer	4.0	4.0	4.0
Budget Activity: Exec Support Leadership/Partnerships	3.4	2.7	3.7
Budget Activity: Financial Mgmt And Reporting	7.6	7.6	7.6
Budget Activity: Human Resources-Administration	4.5	4.5	4.5
Budget Activity: Misc Grants/Studies/Others	0.7		
Administration	441.7	441.2	446.2

Administration
Revenue Summary
(Dollars in Thousands)

		Biennium FY14-15			
		General Fund	Other State Funds	Federal Funds	All Funds
Non Dedicated	TAXES	0			0
	ALL OTHER	0	0		0
	Subtotal	0	0		0
Dedicated	FEDERAL GRANTS		0	2,922	2,922
	INVESTMENT INCOME		440		440
	ALL OTHER	0	314,279	0	314,279
	Subtotal	0	314,719	2,922	317,641
	Total	**0**	**314,719**	**2,922**	**317,641**

Administration
Developmental Disabilities Council
http://www.mnddc.org

Statewide Outcome(s):

The Developmental Disabilities Council supports the following statewide outcome(s).

Minnesotans have the education and skills needed to achieve their goals.

Context:

The Council seeks increased independence, productivity, self-determination, integration, and inclusion for people with developmental disabilities and their families. The Council achieves this mission by providing information, education, and training that help develop skills and change attitudes.

Strategies:

Admin is the designated state agency to administer the Council's federal funds along with the state general fund match. The Council must be in a neutral state agency that does not provide services to people with disabilities. The primary customers of the Council are individuals with developmental disabilities, family members, providers, and others who work with people with developmental disabilities.

The Council's mission to help those with developmental disabilities and their families are achieved through the following federally approved strategies:

- **Training** - Provide leadership training, free online training courses, and training conference sponsorships.
- **Education and awareness** - Educate citizens through the maintenance and updating of websites, cultural outreach efforts, and self-advocacy initiatives.

Results:

The Council tracks performance indicators and reports annually to the federal government.

Performance Measures	Previous	Current	Trend
1. Number of people who receive information, education, and training from the Council through direct training	3,280	3,088	Stable
2. Number of people who receive information, education, and training from the Council through website and downloads	944,570	802,881	Worsening
3. Outcomes of independence, productivity, self-determination, integration, and inclusion of people with developmental disabilities and families	3.0 – 4.8	4.1 – 4.6	Improving
4. Percentage of customers satisfied with the information, education, and training received from the Council	97	100	Stable

Performance Measures Notes:

1. Comparison data for measures are from Federal Fiscal Year (FFY) 2010 and FFY 2011. The Council's Business Results for FFY 2011 can be found at http://www.mnddc.org/council/index.html, and the FFY 2011 Annual Report for the Council can be found at http://www.mnddc.org/council/documents/2011rept.html.
2. The 2011 state government shutdown impacted current totals for online training and education.
3. Outcomes of independence, productivity, self-determination, integration, and inclusion are self-reported and measured via survey on a scale of one to five, with five being the highest.
4. Customer satisfaction with information, education, and training measures the percentage of individuals who responded "Strongly Agree" or "Agree" on relevant questions within a customer satisfaction survey.

Budget Activity: Developmental Disability Counc
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$148		$1,915	$2,063
Current Law Expenditures (FY 2014-15)	$148		$1,976	$2,124
Governor's Recommended Expenditures (FY2014-15)	$148		$1,976	$2,124
$ Change from FY 2014-15 Current Law to Governor's Rec	$0		$0	$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%		0%	0%

Budget Activity: Developmental Disability Counc
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
REVENUE			$1,976	$1,976
APPROPRIATION	$148		$0	$148
SOURCES OF FUNDS	**$148**		**$1,976**	**$2,124**
EXPENDITURES	$148		$1,976	$2,124
PAYROLL EXPENSE	$0		$466	$466
OPERATING EXPENSES	$116		$409	$525
OTHER FINANCIAL TRANSACTIONS			$6	$6
GRANTS, AIDS AND SUBSIDIES	$32		$1,095	$1,127
USES OF FUNDS	**$148**		**$1,976**	**$2,124**

Administration
Environmental Quality Board
www.admin.state.mn.us

Statewide Outcome(s):

Environmental Quality Board supports the following statewide outcome(s).

A clean, healthy environment with sustainable uses of natural resources.

Context:

In 1973, M.S. 116C.03 established the Environmental Quality Board (EQB) to further debate concerning population, economic and technological growth so that the consequences and causes of alternative decisions could be better known and understood by the public and its government.

With the goal of more efficiently supporting the work of the EQB, Executive Order 11-32 in 2011 transferred the EQB from the Department of Administration (Admin) to the Minnesota Pollution Control Agency (MPCA). This transfer assigns the EQB's support to an agency with the background and expertise in many of the issues facing the Board. Although the EQB's support currently is coming from the MPCA, the narrative information appears in the Admin section because the appropriation for the EQB is included in Admin's budget.

Strategies:

The EQB brings together, in a public forum, the Governor's Office, five citizens, and the heads of nine state agencies that are vital to Minnesota's environment and development efforts. While the agency supporting the EQB has changed, the Board continues to make separate decisions and provides the public forum for discussing state environment policies and decisions. The EQB's work serves local units of government, state agencies, and the citizens of Minnesota in its review of current issues and the studies, policies or rules needed to address those issues. The EQB uses the Environmental Quality Monitor, published every other week, to keep the public informed of projects and discussions of general interest. The Monitor can be found at:
http://www.eqb.state.mn.us/monitor.html.

The EQB is undergoing a strategic review process to determine its role in the future. This review will develop revised strategies to ensure state agencies are functioning efficiently with regard to balancing Minnesota's environmental and development efforts, and providing a place for public discourse on environmental issues. Executive Order 11-32 requires the EQB to evaluate and make recommendations regarding:

- Improvement of the environmental review and permitting process;
- Improvement of environmental governance and coordination; and
- Preparation of an environmental and energy report card to measure Minnesota's performance and progress protecting Minnesota's air, water, and land resources.

Results:

The work of the EQB has changed in the past four decades. The results of this work have been improved permitting, consistency in the types of facilities evaluated for environmental impacts, and better coordination among state agencies and between state and local agencies. To track results, the EQB publishes specific reports, such as the "Biennial Water Priorities Report", which includes the priorities and progress on those priorities. The most recent report may be found at
http://www.eqb.state.mn.us/documents/2008-2009PrioritiesReportMay2007FINAL.pdf.

More specific information about the EQB may be obtained at http://www.eqb.state.mn.us/program.html?Id=18107.

Performance Measures Notes:

Budget Activity: Environmental Quality Board
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$32			$32
Current Law Expenditures (FY 2014-15)				
Governor's Recommended Expenditures (FY2014-15)				
$ Change from FY 2014-15 Current Law to Governor's Rec				
% Change from FY 2014-15 Current Law to Governor's Rec				

Budget Activity: Environmental Quality Board
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$13		$13
SOURCES OF FUNDS	**$0**	**$13**	**$0**	**$13**
BALANCE FORWARD OUT		$13		$13
PAYROLL EXPENSE				
USES OF FUNDS	**$0**	**$13**		**$13**

Administration
Fleet and Surplus Services

http://www.fss.state.mn.us

Statewide Outcome(s):

Fleet and Surplus Services (FSS) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

FSS seeks to ensure that state agencies have access to critical logistical services related to transportation and property. FSS supplies safe and cost effective transportation solutions through vehicle leasing services, and manages the redistribution system for state and federal surplus property. The primary customers of FSS are state agencies, local governments, nonprofit organizations and the public. Fleet Services is organized as an internal service fund and generates its revenue though the leasing program. Surplus Services is an enterprise fund and generates its revenue through the resale of goods

Strategies:

The work of FSS can be divided into two categories:

- **Fleet Services** – Collaborate on enterprise fleet management; provide a complete vehicle package including acquisition, insurance, maintenance and repair, fuel, and disposal. Also assist in achieving energy efficiency standards mandated in executive order and statute by promoting use of alternative fuel sources and fuel efficient vehicles in the state fleet.
- **Surplus Services** – Provide redistribution services to state agencies and the federal government to facilitate effective disposal of surplus state property. FSS accomplishes this by administering a redistribution center and auction program.

Results:

FSS enables more cost effective operations for government entities and non-profit organizations. The state fleet is operated more cost effectively as vehicle lifecycles are tailored to match actual vehicle usage. To accomplish this, FSS monitors vehicle utilization and fuel usage – volume and type. That data is used to advise agencies on vehicle lifecycle, vehicle replacement, or alternative transportation options. Additionally, FSS monitors the final disposition of state property to maximize and ensure the return on investment through redistribution or sale. FSS returns approximately 90 percent of proceeds on surplus property to the agencies.

Performance Measures	Previous	Current	Trend
Percent of fleet vehicles operating within target lifecycle	66	70	Improving
Percent reduction in gasoline usage	9.9	15.1	Improving
Percent of fleet vehicles capable of using alternative fuels	90	90	Stable
Percent increase of property sold through MinnBid system	24	33	Improving

Performance Measures Notes:

1. Target lifecycle is 80 percent utilization. Vehicle utilization reports are generated quarterly to identify vehicles that are operating outside of that range. Vehicles are reviewed and recommendations are made to adjust the life cycle or consider alternatives to ensure vehicles are operating within target rates. The data measures FY 2011 and FY 2012 data.

2. Quarterly fuel reports are prepared and shared with state agencies to illustrate compliance progress with M.S.16C.137 mandating reduced gasoline usage by state fleet vehicles. Measures related to gasoline usage and alternative fuel capability of state fleet compare FY 2011 and FY 2012. Reduction in gasoline usage is measured against 2005 baseline.

3. Auction measures are based on FY 2011 and FY 2012 data. FSS provides several methods for distribution of surplus public property. The MinnBid online auction program is a recent addition that has proven cost effective and convenient for both the public and government agencies.

Budget Activity: Fleet And Surplus Services
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)		$24,031		$24,031
Current Law Expenditures (FY 2014-15)		$26,684		$26,684
Governor's Recommended Expenditures (FY2014-15)		$26,684		$26,684
$ Change from FY 2014-15 Current Law to Governor's Rec		$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec		0%		0%

Budget Activity: Fleet And Surplus Services
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$4,439		$4,439
REVENUE		$37,303		$37,303
SOURCES OF FUNDS		**$41,742**		**$41,742**
BALANCE FORWARD OUT		$3,016		$3,016
TRANSFERS OUT		$12,041		$12,041
EXPENDITURES		$26,684		$26,684
PAYROLL EXPENSE		$2,500		$2,500
OPERATING EXPENSES		$20,473		$20,473
OTHER FINANCIAL TRANSACTIONS		$12		$12
CAPITAL OUTLAY-REAL PROPERTY		$3,700		$3,700
USES OF FUNDS		**$41,741**		**$41,741**

Administration
Information Policy Analysis

http://www.ipad.state.mn.us

Statewide Outcome(s):

The Information Policy Analysis Division (IPAD) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

IPAD seeks to promote compliance with Minnesota's data practices and open meeting laws by providing technical consultation and training resources to government entities, members of the public, the media, and the Legislature. This activity is primarily funded through General Fund appropriations.

Strategies:

IPAD's efforts to promote government accountability and efficiency can be divided into three categories:

- **Technical consultation** – Answer questions about data practices and open meeting laws.
- **Training** – Develop and present workshops and informational sessions on data practices and open meeting laws.
- **Statutory duties** – Provide staff resources to the Commissioner of Administration to fulfill statutory responsibilities for data practices and open meeting laws.

Results:

IPAD's goal is to provide the best information to customers in the most efficient manner. Whether customers participate in training or visit IPAD's website, useful information promotes more accountable and transparent government services and helps citizens better understand their rights related to privacy and government transparency.

IPAD's performance measures related to usefulness of workshops and rating of web resources identify effectiveness. One measure IPAD is working to improve is outreach to new customers. With limited resources, IPAD continues to focus on improving existing partnerships with government organizations, citizen groups, and media outlets to reach more citizens and key stakeholder groups.

Performance Measures	Previous	Current	Trend
Rating of usefulness of IPAD workshops	85	96	Improving
Total number of customers trained	1,079	1,281	Improving
Rating of IPAD's website information resources	N/A	4.2	N/A

Performance Measures Notes:

1. Workshop and training measures compare FY 2011 data (previous) with FY 2012 data (current). Usefulness rating is a percentage measure.

2. IPAD website resources rating is based on survey data from customer focus groups conducted in January 2012 (rating scale was one (low) to five (high)). This was the first time IPAD held focus groups to establish a baseline of customer needs and expectations

Budget Activity: Information Policy Analysis
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$926	$20		$947
Current Law Expenditures (FY 2014-15)	$926	$24		$950
Governor's Recommended Expenditures (FY2014-15)	$926	$24		$950
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: Information Policy Analysis
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$5		$5
REVENUE		$24		$24
APPROPRIATION	$926	$0		$926
SOURCES OF FUNDS	**$926**	**$29**		**$955**
BALANCE FORWARD OUT		$5		$5
EXPENDITURES	$926	$24		$950
PAYROLL EXPENSE	$818	$22		$840
OPERATING EXPENSES	$106	$2		$108
OTHER FINANCIAL TRANSACTIONS	$2			$2
USES OF FUNDS	**$926**	**$29**		**$955**

Administration
Materials Management Division

http://www.mmd.admin.state.mn.us

Statewide Outcome(s):

The Materials Management Division (MMD) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

MMD strives to achieve the best value for taxpayers through strategic contracting and purchasing of goods and services. MMD facilitates and oversees state agency purchasing valued at approximately $2 billion annually. Primary customers are state agencies, local units of government, public health care facilities, and vendors doing business with the state. Services to state agencies are funded by an appropriation from the general fund. Services to local units of government and health-related facilities are funded by vendor-paid contract administration fees.

Strategies:

MMD utilizes two key strategies to achieve best value in state procurement:

- **Statewide leadership** - Lead an enterprise approach, develop contracts for use by multiple government units, standardize and consolidate purchases, and aggressively negotiate contract terms and pricing.
- **Commitment to fairness and ethics** - Assure that processes support fair and open competition among qualified vendors and adherence to the highest ethical standards in procurement.

Results:

To measure its success, MMD monitors traditional cost and efficiency metrics but also tracks the number of entities who choose, but are not required, to use MMD contracts. Entities such as local governments and health care facilities utilizing MMD administered cooperative purchasing contracts indirectly measures customer satisfaction as they have multiple contract options available to them. They can reasonably be expected to use contracts that will save them money and effort.

Performance Measures	Previous	Current	Trend
Professional/technical contracts: average processing time	2.63	2.33	Stable
Savings and cost avoidance from negotiations	$4.9M	$12.1M	Improving
Number of governmental units in MN that have joined the cooperative purchasing program	821	895	Improving
Number of healthcare facilities (nationwide) that utilize the cooperative program for pharmaceuticals and other health care-related products and services	4,117	4,570	Improving

Performance Measures Notes:

1. The contract processing time is a measurement of days showing the average for FY 2010 and FY 2011 (previous) and the average for FY 2012 (current).

2. Savings and cost avoidance measures are totals from FY 2011 (previous) and FY 2012 (current). Negotiated savings and cost containment estimates are typically calculated as the difference between the top-ranked vendor's proposed cost and the actual cost agreed to by the state in the contract as awarded.

3. Governmental unit measures were taken on 6/30/2010 (previous) and 06/30/2012 (current).

4. Participating healthcare facility measures are for FY 2010 (previous) and FY 2012 (current).

Budget Activity: Materials Management
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$3,862	$25,332		$29,194
Current Law Expenditures (FY 2014-15)	$3,862	$27,376		$31,238
Governor's Recommended Expenditures (FY2014-15)	$3,862	$27,376		$31,238
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: Materials Management
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$16,028		$16,028
REVENUE		$27,688		$27,688
APPROPRIATION	$3,862	$0		$3,862
SOURCES OF FUNDS	**$3,862**	**$43,716**		**$47,578**
BALANCE FORWARD OUT		$16,339		$16,339
EXPENDITURES	$3,862	$27,376		$31,238
PAYROLL EXPENSE	$3,328	$9,391		$12,719
OPERATING EXPENSES	$532	$3,972		$4,504
OTHER FINANCIAL TRANSACTIONS	$2	$14,014		$14,016
USES OF FUNDS	**$3,862**	**$43,715**		**$47,577**

Administration
Continuous Improvement (Lean)

http://www.lean.state.mn.us

Statewide Outcome(s):

The Enterprise Lean program supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

The Enterprise Lean program seeks to create greater efficiencies in state government by bringing an understanding of continuous improvement methodologies common in the private sector to state and local units of government. The process creates efficiencies within their business processes, increases the productivity of employees, and improves the quality of the services they provide. The program catalyzes the creation and development of a culture and environment where employees are trained and empowered to continuously improve how work gets done. Funding for the program comes from a general fund appropriation.

Strategies:

The work of the Enterprise Lean program can be divided into the following categories:

- **Lean training** - Train employees in Lean methodologies, equipping them with tools to redesign business process to increase efficiency and add value.
- **Agency support** - Help supervisors, managers, and senior leaders within state agencies understand their roles in creating an environment where leadership is committed to continuous improvement efforts and actively engages all employees in these efforts.
- **Process improvement events** - Work directly with specific state agency business units in major redesigns of business processes by planning and facilitating kaizen events that reduce cost and improve the quality and responsiveness of services.

Results:

Lean activities or events result in business process redesign and improvement. Common improvements are: reduction in time needed to provide a service (lead time), amount of work needed to produce a specific output (task time), and savings in direct costs for materials. Employees at all levels of government are engaged in applying Lean principles. The program institutionalizes reform by using a 'train-the-trainer' approach. Initial training is multiplied as employees spread the Lean message among their teams and apply it in their work. Success of this ground-up strategy has resulted in increased demand for training services.

Performance Measures	Previous	Current	Trend
Number of employees trained:			
Lean 101	622	1248	Improving
Kaizen Facilitator Certification	119	289	Improving
State agencies formally adopting continuous improvement approach and principles	6	12	Improving
Lean process improvement events	TBD	TBD	NA

Performance Measures Notes:

1. Measures compare FY 2011 data (previous) with FY 2012 data (current).

2. A formal adoption is classified as the creation of a specified Lean or continuous improvement staff position, division or committee, or the undertaking of some similar arrangement within an agency.

3. This data element will track Lean continuous improvement events across Minnesota state government. For comparison purposes, related data tracking formal Kaizen process improvement events is available for prior years. There were 61 events in FY 2009, 69 events in FY 2010, 77 events in FY 2011, and 45 events in FY 2012. The decrease in events during FY 2012 is attributable to the government shutdown.

Budget Activity: Continuous Improvement (Lean)
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$270			$270
Current Law Expenditures (FY 2014-15)	$270			$270
Governor's Recommended Expenditures (FY2014-15)	$790			$790
$ Change from FY 2014-15 Current Law to Governor's Rec	$520			$520
% Change from FY 2014-15 Current Law to Governor's Rec	193%			193%

Budget Activity: Continuous Improvement (Lean)
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
APPROPRIATION	$790			$790
SOURCES OF FUNDS	**$790**			**$790**
EXPENDITURES	$790			$790
PAYROLL EXPENSE	$682			$682
OPERATING EXPENSES	$108			$108
USES OF FUNDS	**$790**			**$790**

Administration
Office of Grants Management

http://www.admin.state.mn.us/ogm

Statewide Outcome(s):

The Office of Grants Management (OGM) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

OGM seeks to ensure standardized, streamlined, and improved grants management for the more than $1.2 billion in grants issued annually. OGM is the subject matter expert on grant issues and the first stop for public inquiries about state grant opportunities. The primary customers for OGM are state agencies, nonprofit organizations, local units of government, foundations, and citizens. This activity is funded through the general fund.

Strategies:

The activities of OGM that foster more efficient and effective management of state resources are statutorily divided into three categories:

- **Policy development and state grants leadership** – Develop and revise state grants management policies to create greater oversight, consistency, and transparency for state grant expenditures. Provide leadership and direction to foster collaboration among state agencies and between state agencies and their grantees or other community partners.
- **Training, consulting, and communications** – Disseminate information about best practices in state grants management through training, presentations, and consulting engagements for the public, current or potential grantees, and state agencies. Maintain an information website for state grant-makers featuring legislation, policy, forms, templates, training, and federal grant resources.
- **Increase public access to state grant information** – Manage a public grants portal (http://www.grants.state.mn.us) to provide citizens with information about state grant opportunities and ensure the investigation of public complaints about fraud and waste in grants.

Results:

OGM's goal is to ensure the integrity of the state's grants process. As grant requirements evolve, OGM strives to ensure that grant recipients and administrators are able to effectively respond to the changes. OGM proactively communicates improvements and process changes. Additionally, the office monitors participation in training events and explores opportunities for automation of the process.

Performance Measures	Previous	Current	Trend
Attendees of grants management training events	450	642	Improving
Percent of state agencies participating in grants management committees, work groups, and process improvement events	N/A	72	N/A
Rating: Did you find what you were looking for on our website?		Rating: Did you find what you were looking for on our website?	

Performance Measures Notes:

1. Participation data compares FY 2009-2010 (previous) to FY 2011-2012 (current).

2. FY 2012 agency participation rates (current) are the baseline measure. OGM will track in FY 2013 and future fiscal years in order to show trends.

3. OGM started collecting visitor feedback on its website in March 2012 and plans to begin tracking on the public grants portal in late 2012 (Scale of one to five).

Budget Activity: Office Of Grants Management
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$250	$179		$430
Current Law Expenditures (FY 2014-15)	$250	$0		$250
Governor's Recommended Expenditures (FY2014-15)	$250	$0		$250
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: Office Of Grants Management
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
APPROPRIATION	$250	$0		$250
SOURCES OF FUNDS	**$250**	**$0**		**$250**
EXPENDITURES	$250	$0		$250
PAYROLL EXPENSE	$168	$0		$168
OPERATING EXPENSES	$80	$0		$80
OTHER FINANCIAL TRANSACTIONS	$2			$2
USES OF FUNDS	**$250**	**$0**		**$250**

Administration
State Archaeologist
http://www.osa.admin.state.mn.us

Statewide Outcome(s):

The State Archaeologist supports the following statewide outcome(s).

A clean, healthy environment with sustainable uses of natural resources.

Context:

The State Archaeologist performs multiple duties that advance the integrity of archeological work, preservation and inventory of archeological sites and historical burials, and promotes archeological research and education. The primary customers are state and local government, landowners, developers, professional archaeologists, students of archaeology, and the general public. The office is funded by a general fund appropriation.

Strategies:

The State Archaeologist contributes to preserving archaeological sites as a critical part of Minnesota's culture and environment through:

- **Preservation of archaeological information** - Make archaeological information accessible to agencies, landowners, and professional archaeologists; digitize vital state archaeological data for posterity and easy online access.
- **Education and awareness** - Promote archeological education through website and Archaeology Week.

Results:

The State Archaeologist promotes proactive approaches to site preservation through close daily interaction with key state development agencies such as the Departments of Natural Resources and Transportation. The office provides these agencies with location information and technical expertise regarding archaeological sites. The State Archaeologist also works closely with Indian Affairs to assess and reduce impacts to historic burial grounds. The office reviews submitted development plans to limit harm to important archaeological sites, evaluates professional qualifications to license archaeological surveys on public land, adds new site information to databases, and provides primary direction for project development and management of the Statewide Survey of Historical and Archaeological Sites.

Performance Measures	Previous	Current	Trend
Assess status of unplatted burial sites	33	38	Improving
Provide development agencies with site information online	87	940	Improving
Unique visitors to State Archaeologist's website	6,407	8,110	Improving

Performance Measures Notes:

1. Unplatted Burial Sites: Previous is the FY 2006-2010 yearly average based on field visits to sites. Current is FY 2011.

2. Agency access: Previous is based on FY 2003 web access for Minnesota counties Current includes Minnesota cities as of FY 2012.

3. Website visitors measure compares FY 2011 (previous) and FY 2012 (current) totals.

Budget Activity: State Archaeologist
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$412	$3		$414
Current Law Expenditures (FY 2014-15)	$412	$4		$416
Governor's Recommended Expenditures (FY2014-15)	$412	$4		$416
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: State Archaeologist
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$4		$4
REVENUE		$0		$0
APPROPRIATION	$412	$0		$412
SOURCES OF FUNDS	**$412**	**$4**		**$416**
BALANCE FORWARD OUT				
EXPENDITURES	$412	$4		$416
PAYROLL EXPENSE	$356			$356
OPERATING EXPENSES	$54	$4		$58
OTHER FINANCIAL TRANSACTIONS	$2			$2
USES OF FUNDS	**$412**	**$4**		**$416**

Administration
Plant Management
http://www.admin.state.mn.us/pmd

Statewide Outcome(s):

Plant Management Division (PMD) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

PMD strives to provide responsive and cost-effective services to ensure well-functioning buildings and keep lease rates as low as possible.

Strategies:

PMD provides facilities management services primarily to the State Capitol Complex, where it operates and maintains 22 buildings, 32 parking facilities and 40 acres of green space. Services are also provided to a limited number of buildings throughout the Twin Cities and Greater Minnesota. Other operations include federal and interoffice mail distribution services and the Minnesota Bookstore, which includes the State Register. Primary customers of PMD are state agencies, the Governor's Office, the Legislature, and visitors to the Capitol Complex. The Bookstore serves state and local governments, school districts, and higher education entities. PMD operates as an internal service fund whereby income is generated from building lease rates. Income also comes from central mail postage rates and bookstore sales. There is a general fund appropriation for mail services. PMD supports the outcome of efficient and accountable government services through:

- **Facility operations and services** - Provide clean, functional, efficient, safe, attractive, and environmentally-sound space for building occupants.
- **Parking and alternative transportation operations and services** - Provide safe and adequate parking.
- **Grounds operations and services** - Provide for safe movement within the Capitol Complex

Results:

PMD monitors multiple measures that act as indicators of PMD's performance. These measures are: customer satisfaction, building functionality, building disruptions, and sustainability.

Performance Measures	Previous	Current	Trend
Customer satisfaction with facilities and PMD services	97	97	Stable
Timely completion of on-demand work orders	82	69	Worsening
Number of service disruption incidents	N/A	50	Stable
Percent reduction in energy consumption	10	18.1	Improving

Performance Measures Notes:

1. Customer satisfaction data compares the results of FY 2011 and FY 2012 data. Occupants in PMD managed buildings are asked to complete a survey annually. The survey measures PMD occupants' opinion of several operating parameters including building working condition, cleanliness, resolution of facility problems, employee courtesy, building and grounds appearance, parking services, etc. The percentage identifies tenant satisfaction.

2. Work order completion statistics compare the FY 2011 and FY 2012 timeliness of work order completion. Work order completion times vary by category of work order (immediate, seven day, 14 day, 30 day, or 60-plus days). PMD tracks the aggregate success rate for all categories as a percentage. The reports are developed from Admin's work order management system known as ARCHIBUS.

3. PMD has recently started to track the number of service disruptions (utility outages, false fire alarms, and building envelope failures that cause work disruptions for the customer). The current data represents the FY 2012 summary of outages. PMD will continue to track this information for FY 2013 to determine trend data.

4. Energy reduction data compares FY 2011 and FY 2012 total energy consumption. PMD has been tracking monthly energy consumption for the buildings it manages since July 2007. Current reduction total in the table above has been normalized for weather.

Budget Activity: Plant Management
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$876	$134,906		$135,782
Current Law Expenditures (FY 2014-15)	$876	$148,694		$149,570
Governor's Recommended Expenditures (FY2014-15)	$876	$148,694		$149,570
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: Plant Management
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$37,268		$37,268
REVENUE		$156,415		$156,415
TRANSFERS IN	$9,727	$20,165		$29,891
APPROPRIATION	$876	$0		$876
SOURCES OF FUNDS	**$10,603**	**$213,848**		**$224,450**
BALANCE FORWARD OUT		$24,466		$24,466
TRANSFERS OUT		$40,687		$40,687
CANCELLATIONS	$9,725			$9,725
EXPENDITURES	$876	$148,694		$149,570
PAYROLL EXPENSE	$623	$33,340		$33,963
OPERATING EXPENSES	$253	$69,399		$69,652
OTHER FINANCIAL TRANSACTIONS	$0	$26,930		$26,930
CAPITAL OUTLAY-REAL PROPERTY	$0	$19,025		$19,025
USES OF FUNDS	**$10,601**	**$213,848**		**$224,449**

Administration
Real Estate and Construction Services

http://www.admin.state.mn.us/recs

Statewide Outcome(s):

Real Estate and Construction Services (RECS) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

RECS seeks to provide efficient and effective oversight and management of capital construction projects, ensure facility solutions that cost-effectively meet state agencies' space needs, and facilitate effective management and use of state real property assets.

Strategies:

The State of Minnesota owns 31 million square feet in more than 5,500 buildings. RECS leases 3.6 million useable square feet of non-state-owned space and other real property for more than 100 state agencies, boards, and councils. This activity is primarily funded through general fund and capital appropriations. The work of RECS can be divided into three broad categories:

- **Construction services** - Provide oversight and management of facility planning, design, and construction for new, repurposing, and asset preservation projects for a variety of state agencies with custodial control of state owned property.
- **Enterprise real property administration** - Provide oversight of development and administration of a web-based Total Infrastructure and Facility Management tool (TIFM), state-wide standards, and best practices for use by state agencies with custodial control of state-owned property.
- **Real Estate services** - Provide oversight and management of the state's leasing activities and other real estate transactions.

RECS strives to improve the efficient and effective management and use of real property in support of agency's missions and strategies through knowledgeable and experienced professional staff, contract relationships with industry partners, and implementation of best practices and state-wide standards.

Results:

While no single entity is responsible for managing the State's real estate portfolio, RECS manages a comprehensive database of all real property under the custody and control of state agencies. The tool provides essential accountability and data giving decision-makers the accurate, reliable information needed for management decisions. In addition to the standard industry performance measures agencies have to analyze how well their facilities are supporting agency goals and strategies, RECS evaluates performance based on market comparisons and industry benchmarks.

Performance Measures	Previous	Current	Trend
Percent of state-owned space with catalogued computer assisted design (CAD) drawings and facility condition assessments (FCA) tracked in a single database CAD/FCA	28%/43%	63%/76%	Improving
Percent of state-owned space utilizing TIFM system to track and manage preventive maintenance and on-demand work orders	36	52	Improving
Percent of lease renewals and new leases at or below market rents	99	100	Stable

Performance Measures Notes:

Click here to enter text.

Budget Activity: Real Estate & Construction Agent
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$6,309	$2,456	$4,977	$13,743
Current Law Expenditures (FY 2014-15)	$6,160	$1,159	$0	$7,319
Governor's Recommended Expenditures (FY2014-15)	$6,160	$1,159	$0	$7,319
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0	$0	$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%	0%	0%

Budget Activity: Real Estate & Construction Agent
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$1,183		$1,183
REVENUE		$990	$0	$990
APPROPRIATION	$6,160	$0	$0	$6,160
SOURCES OF FUNDS	**$6,160**	**$2,173**	**$0**	**$8,333**
BALANCE FORWARD OUT		$1,014		$1,014
EXPENDITURES	$6,160	$1,159	$0	$7,319
PAYROLL EXPENSE	$3,897	$5		$3,902
OPERATING EXPENSES	$2,263	$1,154	$0	$3,417
USES OF FUNDS	**$6,160**	**$2,173**	**$0**	**$8,333**

Administration
Risk Management
http://www.admin.state.mn.us/risk

Statewide Outcome(s):

Risk Management Division (RMD) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

RMD seeks to deliver highly valued risk services to customers at below market rates. RMD delivers comprehensive, cost-effective property, liability, and workers compensation services through proactive and innovative risk, loss-control, and claims management practices. The goal is to maintain financial stability and a safe, productive workforce. The primary customers for RMD are the Governor's Office, the Legislature, state agencies, the judicial branch and the Minnesota State Colleges and Universities system. Within RMD, workers' compensation operates as a special revenue fund and property and casualty operates as an internal service fund.

Strategies:

The work of RMD to help minimize losses associated with unintended events allowing for the prudent use of state resources can be divided into three broad categories:

- **Underwriting Property and Casualty (P&C) insurance** - Serve as the state's insurance company. Vehicles owned by the state are insured for auto liability and auto physical damage, and property and general liability coverage is provided for many state agencies.
- **Risk management and loss control services** - Provide workplace safety, industrial hygiene, building evaluation, infrared inspection, life safety, fleet safety, and loss data consulting services.
- **Claims management** - Provide cost efficient claims management for workers' compensation, auto physical damage, auto liability, property, general liability, and tort claims.

Results:

RMD uses private insurance industry measures to evaluate performance.

Performance Measures	Previous	Current	Trend
Workers' compensation claim incident rate	4.11	3.78	Improving
Workers' compensation cost per $100 of payroll	1.13	1.09	Improving
Comparison of annual vehicle liability rates for light trucks: RMD Private carrier	 $194 $827	 $184 $980	Improving
Property & Casualty operating expense ratio	20.2	17.1	Improving

Performance Measures Notes:

1 Current workers' compensation claim incident rate is FY 2012 through third quarter; FY 2012 is not final until September due to the lag in claim payments. Previous is FY 2011. The claim incident rate for all Minnesota employers was 4.9 in CY 2010 per Department of Labor & Industry (DLI) Workers' Compensation System Report – 2010 (pub. May 2012).

2 Compares FY 2011 and 2012. The payroll cost per $100 for all Minnesota employers was 1.25 (DLI, 2012).

3 Compares FY 2011 and 2012. Industry is CY 2011 and 2012.

4 Compares FY 2011 and 2012. The operating expense ratio is a measure of premium percentage dedicated to operations. The industry standard for CY 2010, published by the firm AM Best, is 33.7 percent

Budget Activity: Risk Management
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$4,347	$87,596		$91,943
Current Law Expenditures (FY 2014-15)	$3,905	$94,241		$98,146
Governor's Recommended Expenditures (FY2014-15)	$3,905	$94,241		$98,146
$ Change from FY 2014-15 Current Law to Governor's Rec	$0	$0		$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%	0%		0%

Budget Activity: Risk Management
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$27,919		$27,919
REVENUE		$92,300		$92,300
TRANSFERS IN		$6,800		$6,800
APPROPRIATION	$3,905	$0		$3,905
SOURCES OF FUNDS	**$3,905**	**$127,019**		**$130,924**
BALANCE FORWARD OUT		$25,979		$25,979
TRANSFERS OUT		$6,800		$6,800
EXPENDITURES	$3,905	$94,241		$98,146
PAYROLL EXPENSE		$7,719		$7,719
OPERATING EXPENSES	$3,905	$84,222		$88,127
OTHER FINANCIAL TRANSACTIONS		$2,300		$2,300
USES OF FUNDS	**$3,905**	**$127,020**		**$130,925**

Administration
SmART Program

http://www.admin.state.mn.us

Statewide Outcome(s):

The Small Agency Resource Team (SmART) supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

SmART seeks to improve the efficiency and effectiveness of financial and human resources services for small agencies, boards, and councils. SmART enables administrative efficiency by sharing the specialized resources and expertise of a larger administrative organization. SmART currently serves 15 entities and the primary funding is a general fund appropriation. This activity also receives funding from agencies with collaborative agreements.

Strategies:

The work of SmART can be divided into the following categories:

- **Financial management and human resources** - Provide financial and human resource services centrally to avoid duplication of staff and to achieve greater efficiency and accuracy.
- **Strategic direction and guidance** - Understand the business needs of the entities served to enhance the direction and guidance provided; over time this guidance can influence the knowledge base of the small agencies, boards, and councils.
- **Technical expertise** - Provide a wide range of expertise that small agencies, boards, and councils could not replicate.

Results:

When small agencies, boards, and councils work with SmART for their financial management and human resource services, it results in higher quality services provided more efficiently and at lower costs. SmART measures customer satisfaction and performs direct cost comparison estimates to track the value of its services.

Performance Measures	Previous	Current	Trend
Customer rating of value of SmART services, products, advice, and expertise	4.8	TBD	Stable
Rate of savings achieved through SmART when compared to costs for each agency, board, or council to perform same duties independently	37%	40%	Stable

Performance Measures Notes:

1. On a scale of one to five, SmART customers identified an overall 4.8 satisfaction rating in FY 2010. Customers will evaluate services again in FY 2013.

2. In FY 2010 and FY 2012, SmART served ten customers with the general fund appropriation. This measure looks at the cost of each customer performing the technical financial and human resource duties independently. It assumes that without SmART services, each customer would have employed or detailed at least a 0.5 employee in a technical classification (accounting technician) to perform financial and human resources duties. Totals above are percent estimates of savings and reflect a benchmark of SmART services being at least 30 percent cheaper than the alternative.

Budget Activity: Small Agency Resource Team
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$463			$463
Current Law Expenditures (FY 2014-15)	$496			$496
Governor's Recommended Expenditures (FY2014-15)	$866			$866
$ Change from FY 2014-15 Current Law to Governor's Rec	$370			$370
% Change from FY 2014-15 Current Law to Governor's Rec	75%			75%

Budget Activity: Small Agency Resource Team
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
APPROPRIATION	$866			$866
SOURCES OF FUNDS	**$866**			**$866**
EXPENDITURES	$866			$866
PAYROLL EXPENSE	$749			$749
OPERATING EXPENSES	$117			$117
USES OF FUNDS	**$866**			**$866**

Administration
State Assistive Technology (Star)

http://www.starprogram.state.mn.us

Statewide Outcome(s):

The Minnesota STAR (A System of Technology to Achieve Results) program supports the following statewide outcome(s).

Minnesotans have the education and skills needed to achieve their goals.

Context:

STAR strives to ensure that Minnesotans with disabilities and older adults gain access to and acquire the assistive technology they need to achieve their personal, academic, and career goals. The primary customers of STAR are Minnesotans with disabilities (all ages) and older adults with functional needs. STAR is federally-funded.

Strategies:

The strategies utilized by STAR to enable Minnesotans with disabilities to achieve their goals are:

- **Demonstration and loan services** – Enable consumers to make informed decisions in purchasing devices by providing access to professional expertise and sample devices.
- **Reutilization** – Provide citizens with an affordable means to obtain assistive technology by funding services to facilitate the buying, borrowing, donating, or selling of used but functional devices.
- **Education and awareness** – Educate citizens about the technology and provide information and training for individuals to successfully use assistive technology to achieve their goals.

Results:

STAR's goal is to ensure that consumers of assistive technology have the knowledge needed to decide if a device will meet their needs. Customer surveys are collected after a device demonstration or device loan to determine if the consumer received enough information and access to devices to make a decision. Customer surveys completed in connection with reutilization services identify cost-savings gained from purchasing a previously-owned rather than a new device.

Performance Measures	Previous	Current	Trend
Number conducted:			
Device Demonstrations	586	883	Improving
Device Loans	761	987	Improving
Percent of consumers who made a decision based upon:			
Device Demonstration	46	75	Improving
Device Loan Experience	46	53	Improving

Performance Measures Notes:

1. Device demonstration or device loan should provide enough information for the consumer to decide if the device will meet the consumers' need. Each set of measures compares data from FY 2011 and FY 2012.

2. FY 2011 – Out of 761 loans, 624 were made resulting in 286 consumers making a decision. The remaining loans were for short-term accommodations or used as a loaner while a personal device was repaired.

3. FY 2012 – Out of 987 loans, 722 loans were made resulting in 380 consumers making a decision. The remaining loans were for short-term accommodations or used as a loan while a personal device was in for repair.

Budget Activity: State Assistive Tech (Star)
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)			$939	$939
Current Law Expenditures (FY 2014-15)			$947	$947
Governor's Recommended Expenditures (FY2014-15)			$947	$947
$ Change from FY 2014-15 Current Law to Governor's Rec			$0	$0
% Change from FY 2014-15 Current Law to Governor's Rec			0%	0%

Budget Activity: State Assistive Tech (Star)
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
REVENUE			$946	$946
SOURCES OF FUNDS			**$946**	**$946**
EXPENDITURES			$947	$947
PAYROLL EXPENSE			$551	$551
OPERATING EXPENSES			$396	$396
USES OF FUNDS			**$947**	**$947**

Administration
State Demographer
http://www.demography.state.mn.us

Statewide Outcome(s):

The State Demographer's Office supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

The State Demographer's Office seeks to assist state and local leaders in making informed programmatic and policy decisions by providing timely, reliable data and information. Data produced and distributed by the office allows leaders to leverage resources and align policies and programs to the state's changing needs, thereby increasing the effectiveness and efficiency of government. The Demographer is also the state's liaison for the federal Census. The office serves state agencies, legislators and other elected officials, local governments, businesses, nonprofit organizations, and residents of Minnesota. This activity is funded through a General Fund appropriation.

Strategies:

The work of the State Demographer's Office can be divided into three broad categories:

- **Data production** - Produce mandated annual population estimates for political subdivisions for use in state program and funding formulas. The office also produces mandated annual population forecasts that assist leaders in planning for the long-term effects of population changes on state budgets and programs.
- **Data analysis** - Analyze demographic, economic, and social data that highlight the implication of changing demographics to the state.
- **Public awareness** - Conduct citizen outreach with custom data and reports on critical issues. In addition, the State Demographer partners with the U.S. Census Bureau to ensure compliance and awareness of the federal census.

Results:

The State Demographer's Office distributes data and information through its website, presentations, and individual data requests. The office monitors its dissemination activities and surveys users quarterly about whether the appropriate information was available. In an effort to make distribution of information cost-effective, the office seeks to maximize the number of users who can locate the data and information on its website. Month to month changes in data requests, presentations, and web-site traffic is determined, in part, by seasonal data release patterns.

Performance Measures	Previous	Current	Trend
Percent of users that successfully located data or resources they were seeking on web site	N/A	50	N/A
Average number of constituents served by individual data requests and presentations each quarter	N/A	1,699	N/A
Average number of page views each month	N/A	120,619	N/A

Performance Measures Notes:

1. Measure for percentage of users that successfully located data or resources they were seeking on website is from feedback survey implemented in FY 2012.

2. Measure for average number of constituents served by individual data requests and presentations each quarter reports on activities is a new measure implemented in FY 2012.

3. Average monthly page views is a new measure implemented in FY 2012.

Budget Activity: State Demographer
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$1,046			$1,046
Current Law Expenditures (FY 2014-15)	$1,046			$1,046
Governor's Recommended Expenditures (FY2014-15)	$1,046			$1,046
$ Change from FY 2014-15 Current Law to Governor's Rec	$0			$0
% Change from FY 2014-15 Current Law to Governor's Rec	0%			0%

Budget Activity: State Demographer
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
APPROPRIATION	$1,046			$1,046
SOURCES OF FUNDS	**$1,046**			**$1,046**
EXPENDITURES	$1,046			$1,046
PAYROLL EXPENSE	$834			$834
OPERATING EXPENSES	$212			$212
USES OF FUNDS	**$1,046**			**$1,046**

Administration
Strategic Management Service
http://www.admin.state.mn.us

Statewide Outcome(s):

Strategic Management Services supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

Strategic Management Services seeks to ensure the agency is meeting its mission of providing the best value in government services. This is done by setting the agency's strategic vision and establishing and monitoring performance standards. Regular communications are one resource that is used to engage employees in the agency mission to deliver quality services. In addition to agency employees, other critical stakeholders include the Governor's Office, state agencies, the Legislature, media, local government, and citizens. This program is funded by the General Fund.

Strategies:

The work of Strategic Management Services is divided into three budget activities.

- **Executive Leadership and Partnerships** – Provide agency and executive leadership, management, communications, and program support; develop strategic relationships with private sector, philanthropic and non-profit partners.
- **Financial Management and Reporting** – Ensure fiscal integrity by providing agency financial management, coordination of internal controls, and preparation of fiscal notes.
- **Human Resources** – Provide human resources services to ensure a productive, diverse, and highly competent workforce.

Each activity promotes efficient and accountable government services by ensuring the prudent use of state resources, optimization of partnerships, and retention of trained, competent employees.

Results:

Strategic Management Services works with the divisions to set high but achievable performance objectives, monitors and communicates results quarterly, and develops both internal and external partnerships to maximize available resources. These strategies help ensure a high-performance, transparent work environment that values and rewards an engaged workforce.

Performance Measures	Previous	Current	Trend
Rating of employee engagement in providing efficient services to other agencies, units of government, and the community	N/A	TBD	TBD
Percent of payroll verifications completed bi-weekly	71	100	Improving
Percent of fiscal notes completed within the time requested	75	90	Improving

Performance Measures Notes:

1. Agency employees have been involved in the rework of the agency's mission and goals and continue to provide feedback through various communications channels. During calendar year 2012, an employee engagement survey will be conducted to establish the baselines for this measure.

2. Agency implemented measure in FY 2010. Divisions report results quarterly and monitoring in FY 2013.

3. Previous results represent the 2011 Legislative session and current results the 2012 Legislative session. There are a variety of reasons that fiscal notes cannot be completed within the timeframe requested (e.g.,

ongoing discussion with legislator or fiscal staff, short turn-around time, complexity of proposed legislation).

Program: Strategic Mgmt Services
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$3,679			$3,679
Current Law Expenditures (FY 2014-15)	$3,235			$3,235
Governor's Recommended Expenditures (FY2014-15)	$3,485			$3,485
$ Change from FY 2014-15 Current Law to Governor's Rec	$250			$250
% Change from FY 2014-15 Current Law to Governor's Rec	8%			8%

Program: Strategic Mgmt Services
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
APPROPRIATION	$3,514			$3,514
SOURCES OF FUNDS	**$3,514**			**$3,514**
TRANSFERS OUT	$30			$30
EXPENDITURES	$3,485			$3,485
PAYROLL EXPENSE	$2,703			$2,703
OPERATING EXPENSES	$742			$742
OTHER FINANCIAL TRANSACTIONS	$40			$40
USES OF FUNDS	**$3,515**			**$3,515**

Administration
Fiscal Agent
http://www.admin.state.mn.us

Statewide Outcome(s):

The fiscal agent supports the following statewide outcome(s).

Efficient and accountable government services.

Context:

The fiscal agent ensures that the grants and other special funding programs Admin receives through specific appropriations from the Legislature are distributed to recipients and managed according to applicable laws, statutes, policies, and procedures.

Strategies:

- **Public Television and Radio Grants** - provide financial assistance for public television and public noncommercial radio stations serving Minnesota citizens (M.S. 129D.11-16).
- **Clean Water, Land and Legacy Amendment** - administer appropriated funding from the Arts and Cultural Heritage Fund to support public television, public radio, zoos, veterans' camps, museums, and film projects. Additional details about Arts and Cultural Heritage Fund grants managed by Admin are available at http://www.admin.state.mn.us/achfgrants.
- **Pass-through Accounts** - provide funding for approximately 372,000 square feet, 22 monuments and memorials, and 28.3 acres of ceremonial grounds that that are not directly paid and include:
    - **Ceremonial areas** - Capitol Building ceremonial spaces, such as the rotunda; the governor's residence; and the ceremonial grounds and monuments/memorials in the Capitol area.
    - **Services for the Blind** - space occupied by blind vending operators in buildings under the agency's custodial control (M.S. 248.07, subd. 7).
    - **Rent waived** - space occupied in the Capitol, State Office Building, and Veterans Service Building by the House of Representatives, Senate, Revisor of Statutes, Legislative Reference Library, and Congressionally chartered veterans' organizations (M.S. 197.55 to 197.58).
- **Legislatively assigned** - administer other grants and funding appropriated by the Legislature, such as construction grants to political subdivisions.

Results:

The agency strives to foster more efficient and effective management of state resources through professional administration of legislatively mandated grants.

Performance Measures	Previous	Current	Trend
Percent of required reports from grantees received timely	87.3	91.7	Improving

Performance Measures Notes:

Data compares public broadcasting and Legacy Amendment grantee report submittals for FY 2011 (previous) to FY 2012 (current).

Program: Fiscal Agent
Current, Base and Governor's Recommended Expenditures
(Dollars in Thousands, Biennial Totals)

	General Funds	Other State Funds	Federal Funds	All Funds
Current Biennium Expenditures (FY 2012-13)	$19,924	$17,961		$37,885
Current Law Expenditures (FY 2014-15)	$19,902	$0		$19,902
Governor's Recommended Expenditures (FY2014-15)	$22,002	$0		$22,002
$ Change from FY 2014-15 Current Law to Governor's Rec	$2,100	$0		$2,100
% Change from FY 2014-15 Current Law to Governor's Rec	11%	0%		11%

Program: Fiscal Agent
Sources and Uses
(Dollars in Thousands)

	Biennium FY14-FY15			
	General Funds	Other State Funds	Federal Funds	Total Funds
BALANCE FORWARD IN		$11		$11
APPROPRIATION	$22,002	$0		$22,002
SOURCES OF FUNDS	**$22,002**	**$11**		**$22,013**
BALANCE FORWARD OUT		$11		$11
EXPENDITURES	$22,002	$0		$22,002
PAYROLL EXPENSE				
OPERATING EXPENSES	$16,316			$16,316
GRANTS, AIDS AND SUBSIDIES	$3,826	$0		$3,826
CAPITAL OUTLAY-REAL PROPERTY	$1,860			$1,860
USES OF FUNDS	**$22,002**	**$11**		**$22,013**

Federal Funds Summary

Federal Award Name	New Grant	Purpose / People Served	2012 Actual	2013 Budget	2014 Base	2015 Base	Required State Match Yes / No	Required State MOE Yes /No	State-wide Outcome
Federal Fund - Agency Total			**6,421**	**1,401**	**1,426**	**1,496**			
Program Total			6,421	1,401	1,426	1,496			
Budget Activity Total			1,085	822	953	1,023			
Governor's Council on Developmental Disabilities (DD Council)	No	Basic support including information, education and training for knowledge building, skills development, and attitude changes that will result in increased independence, productivity, self-determination, integration, and inclusion of individuals with developmental disabilities and their families.	1,085	822	953	1,023	Yes	Yes	Education
Budget Activity Total			4,872	106	-	-			
RECS - ARRA Commerce Stimulus Funds	No	These funds are used to make improvements to state facilities to enhance energy efficiency by Administration in cooperation with Commerce. In accordance with M.S. 16B.322, this program identifies and implements energy-related improvements in state-owned buildings.	4,872	106	-	-	No	No	Government
Budget Activity Total			464	473	473	473			
State Grants for Assistive Technology (SGAT)	No	These funds are expended for activities related to device demonstrations, device loan, and reuse that increase independence and productivity of individuals with disabilities through the use of assistive technology.	464	473	473	473	No	No	Education

Narrative:
Admin received federal funding and American Recovery and Reinvestment Act (ARRA) funding. Developmental Disabilities Council receives a grant from the Administration on Developmental Disabilities, US Department of Health and Human Services, authorized by the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (DD Act), (P.L. 106-402). At least 70% of each year's basic grant allocation must be re-granted to programs and activities that will result in the increased independence, productivity, self-determination, integration and inclusion (IPSII) of people with developmental disabilities and their families in the community. The majority of the DD Council's match is met through in-kind contributions of grant recipients. The annual state appropriation of $74,000 must be maintained according to the federal law. Federal funding is projected through state FY 2015; no significant changes are anticipated in the DD Act. The Minnesota System of Technology to Achieve Results (STAR) is federally funded by the Rehabilitation Services Administration in accordance with the Assistive Technology Act of 1998, as amended (P.L. 108-364). Funding is used to help all Minnesotans with disabilities gain access to and acquire the assistive technology (AT) needed to live, learn, work, and play. STAR assures that Minnesotans have access to AT for device demonstration and device loan to assist with decision-making prior to purchase. STAR also provides AT training, technical assistance, public awareness, and statewide information and referral services. There is no required maintenance level of support or matching funds related to the Assistive Technology Act of 1998, as amended (AT Act). Level funding is projected through FY 2015. STAR receives regular updates from its federally-funded technical assistance provider (RESNA) on federal activity (including sequestration) that has a direct impact on program funding through the Assistive Technology Act of 1998, as amended. The impact of sequestration is unknown at this time. In addition to the ongoing funding, Real Estate and Construction Services received ARRA funding for energy efficiency improvements at state facilities. The stimulus funds are available to Admin through interagency agreements with the Department of Commerce.