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<https://mn.gov/admin/>

AT A GLANCE

- 572 employees in FY 2026
- Oversee over \$4 billion in state procurement annually, including negotiating more than \$24 million in contract savings in addition to supporting purchasing from Minnesota small businesses
- Reduction in greenhouse gas emissions by 63% since 2008 as well as increased usage of renewable energy sources to nearly one-third of annual consumption
- Manage more than 320 construction projects and 765 property leases in FY 2026
- Monitor facility conditions and asset preservation needs of approximately 5,000 state-owned buildings
- Oversee a fleet of more than 2,200 vehicles, increasing use of electric and fuel-efficient vehicles
- Offer technical assistance and training on data practices and the open meeting law to about 4,300 partners each year
- Serve as the state's property insurance company, insuring more than \$23 billion in real property and provides auto liability coverage for 14,500 state agency vehicles, through the state's self-insurance fund.
- Provide direct training and informational resources to individuals and families with developmental disabilities through two federally funded programs.

PURPOSE

The Department of Administration is a core central service agency serving the Governor, legislature, state agencies, local governments, and the public. Its mission is to lead through exceptional service and creative solutions to help our partners succeed. That mission is achieved by focusing on partnership; diversity, equity, and inclusion; respect; team; accountability; sustainability; and stewardship. The purpose and benefit of effective centralized core administrative services is to achieve better value for state agencies by leveraging economies of scale, ensuring open and fair competition, reducing risk, and promoting success through standardized processes. Centralizing, along with standardizing core services, such as procurement, contract and grant terms, leasing, risk management, and many other centralized administrative functions, facilitates greater understanding and transparency. This transparency allows policymakers and the public to understand and evaluate what is expected to occur and what does occur in government.

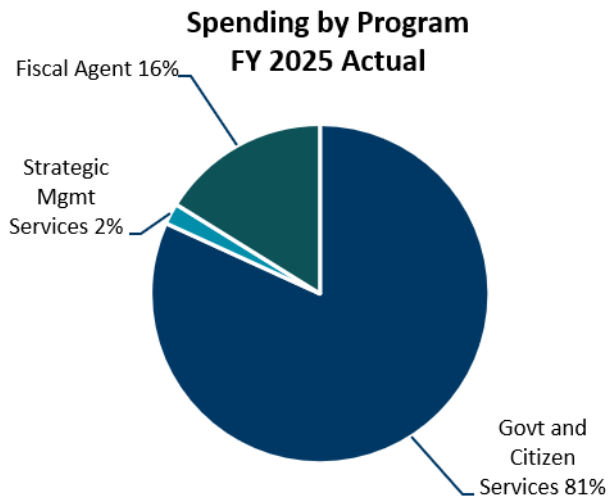
The Department provides enterprise leadership for a broad range of professional services and business functions essential to the efficient operation of government, including:

- Overseeing real property and sustainable state operations
- Helping agencies comply with state procurement and contracting laws while also achieving the best value in purchasing goods, services, and vehicle fleets
- Overseeing state facilities' construction and leasing
- Providing property, auto, liability, and workers' compensation insurance coverage for state operations
- Establishing best practices for state grants administration and training agency staff across the enterprise
- Providing government and non-governmental agencies, businesses, and the public with population data and demographic services
- Providing financial management and human resource support to a growing number of small state agencies, boards, and commissions
- Operating the Capitol Complex and other buildings efficiently while keeping the Capitol grounds beautiful
- Providing technical assistance to small businesses seeking federal or state contracts

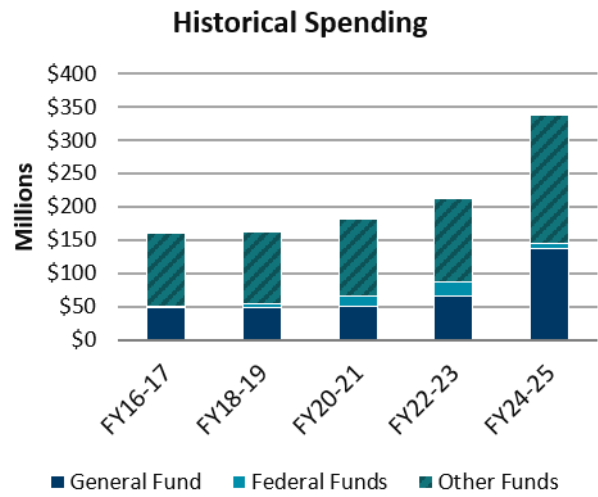
- Overseeing state and federal historic preservation laws in addition to administering historic preservation tax credits
- Delivering high-quality, accurate translation services to agencies ensuring that all Minnesotans have access to state services

Additionally, the Department provides key services directly to the public. It helps individuals and organizations understand and access their rights to government data. It promotes efficient management of archaeological resources in Minnesota. It creates opportunities for those with developmental disabilities and their families to advocate for their rights to education, work, and community participation. The Department also delivers assistive technology so those with physical disabilities can lead more independent lives.

BUDGET



Source: Budget Planning & Analysis System (BPAS)



Source: Consolidated Fund Statement

The Department's mix of funding is as complex and diverse as the services it provides, with 85% of funds spent through internal service, special revenue, enterprise, and other non-general fund resources it manages. Additionally, more than half of the general fund dollars the Department is appropriated are passed on to or spent on behalf of other entities or non-operating activities via its fiscal agent work.

STRATEGIES

The Department of Administration utilizes multiple strategies and service delivery models to deliver efficient and accountable government services to ensure the best value in government administrative services. They include:

- Sustainable services that leverage enterprise expertise in fleet, leasing, construction, facilities management, and purchasing services. Additionally, the Department utilizes the expertise of partner agencies to advance environmentally sustainable operations, avoid costs, and reduce the state's carbon footprint.
- Real property services that provides an enterprise-wide inventory of facility conditions necessary to strategically plan asset preservation investments.
- Procurement services that leverage bulk purchasing opportunities to achieve best value by developing contracts for use by multiple government units; standardizing and consolidating purchases; and aggressively negotiating contract terms and pricing.

- 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.
- Real Estate and Construction services, serving as the state’s leasing agent as well as the owner’s representative on construction projects. The Department delivers efficient and effective oversight of capital construction projects, ensures facility solutions that meet the space needs of state agencies and their customers, and facilitates effective management to allow optimal use of state real property assets.
- Government-to-Government shared services that offer financial and human resource services to small agencies, boards, and commissions; other shared services include language translation, dispute resolution, workers’ compensation, historic preservation and archeological services, grants management training, and vehicle fleet services.
- Government consultation to help agencies achieve energy reduction goals, comply with open government requirements, reduce workers’ compensation costs, and reduce the state’s reliance on fossil fuels.
- Public services that include assistive technology, demographic services, and resources for people with developmental disabilities. The Department also facilitates the public’s access to state government by educating on the public’s right to government data, granting permits to stage public rallies, and administering public spaces in the State Capitol building.

The Department of Administration’s legal authority comes from:

M.S. 13 (<https://www.revisor.mn.gov/statutes/?id=13>)
M.S. 16B (<https://www.revisor.mn.gov/statutes/?id=16B>)
M.S. 16C (<https://www.revisor.mn.gov/statutes/?id=16C>)
M.S. 4A.02 (<https://www.revisor.mn.gov/statutes/?id=4a.02>)
M.S. 176.541 (<https://www.revisor.mn.gov/statutes/?id=176.541>)
M.S. 138.31-138.42 (<https://www.revisor.mn.gov/statutes/?id=138.31>)
M.S. 307.08 (<https://www.revisor.mn.gov/statutes/?id=307.08>)

Program: Government and Citizen Services**Activity: Governor's Council on Developmental Disabilities**<https://mn.gov/mnddc><https://mn.gov/mnddc/pipm>**AT A GLANCE**

- The Governor's Council on Developmental Disabilities celebrated its 55th anniversary in October 2026.
- The Council disseminated over 3.6 million publications and downloads about developmental disabilities during the past year.
- The Council has 1,200 graduates of the Partners in Policymaking® program.
- The Council maintains the largest online archive of developmental disabilities history in the U.S.

PURPOSE AND CONTEXT

The Governor's Council on Developmental Disabilities fulfills the requirements of the federal Developmental Disabilities Act (DD Act) for Minnesota. The mission of the Council is to provide information, education, and training to people with developmental disabilities and their families to increase their independence, productivity, self-determination, integration, and inclusion (IPSII) into community life.

Developmental disabilities are significant disabilities that begin during the developmental period, impact three major areas of functioning, and last throughout a person's lifetime. Approximately 1.58% of Minnesotans have a developmental disability. The Council was first appointed in 1971, and the Department of Administration has served as the federally designated state agency since 1991.

SERVICES PROVIDED

The DD Act requires that 70% of the federal allocation be spent on program goals approved by the federal government. These program goals include:

- Leadership training through the Partners in Policymaking® program, an 8-month leadership training course designed for people with developmental disabilities (self-advocates) and family members.
- Free training materials, publications, resource materials, and online courses.
- Sponsorship of training conferences.
- Assisting individuals with developmental disabilities to advocate for themselves, including a bullying prevention program for 4th graders taught by individuals with developmental disabilities who have been bullied.
- Innovative employment opportunities for people with developmental disabilities.
- Research studies on topics critical to the field, including a longitudinal attitude survey comparing public attitudes to a 1962 baseline.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of publications disseminated	Quantity	Internal tracking	2 million (FFY 2023)	3.6 million (FFY 2025)
Rate of customer satisfaction with Council products and services	Quality	Customer satisfaction surveys	96% (FFY 2023)	98.3% (FFY 2025)
Level of independence, productivity, self-determination, integration, and inclusion (IPSII) for those served*	Results	On a scale of 1-5 with 5 as the highest, end users are asked to assess their IPSII pre- and post- participation in Council activities.	4.4 (FFY 2023)	4.52 (FFY 2025)

FFY – Federal Fiscal Year

*The DD Act defines federal outcomes of increased independence (making decisions); self-determination (taking control of one's life); productivity (volunteering or working at a paid job); and integration and inclusion (being part of a community) for people with developmental disabilities. The scores above are post-training self-assessments of federal outcomes on a scale of 1-5 (5 is highest).

Part B: Evidence of Effectiveness

Governor's Council on Developmental Disabilities is not using practices that have been studied using a randomized control trial or quasi-experimental design study.

The legal authority for the Council is provided in the Developmental Disabilities Assistance and Bill of Rights Act of 2000, Public Law 106-402 (<https://www.congress.gov/106/plaws/publ402/PLAW-106publ402.pdf>), M.S. 16B.053 (<https://www.revisor.mn.gov/statutes/cite/16B.053>), and M.S. 16B.054 (<https://www.revisor.mn.gov/statutes/cite/16B.054>).

Program: Government and Citizen Services**Activity: Fleet and Surplus Services**<https://mn.gov/admin/government/vehicles/><https://mn.gov/admin/government/surplus-property/>**AT A GLANCE**

- Manage a fleet of approximately 2,200 vehicles
- Utilize vehicle telematics to increase safety, efficiency, sustainability, and effectiveness of fleet management
- In FY 2026, 7,790 items were repurposed through Surplus Distribution Center
- Returned \$33,043,905 to state agencies in FY 2026
- In FY 2026, 5,198 lots of property were sold via MNBid, the state's auction program.

PURPOSE AND CONTEXT

Fleet and Surplus Services provides transportation and surplus government property recapture, reuse, and disposal. Primary partners are state agencies, local governments, nonprofit organizations, and the public. Fleet Services is organized as an internal service fund and generates its revenue through the fleet vehicle leasing program. Surplus Services is an enterprise fund and generates its revenue through selling surplus property, renting warehouse space, and reselling government property.

Fleet Services provides safe, cost-effective transportation solutions for official government business. The unit manages approximately 2,200 leased vehicles and saves agencies time and money by managing the entire vehicle lifecycle, including acquisition, financing, maintenance, fuel, insurance, data reporting, and resale. Fleet Services uses vehicle cost, mileage, utilization, maintenance, fuel, and telematics data to guide agencies in selecting appropriate vehicles, improving driver safety, and determine when leasing, short-term rental, or mileage reimbursement provides the best value. Unlike a commercial provider whose revenue may increase with the number of vehicles leased, Fleet Services is incentivized to help agencies operate the smallest fleet necessary to meet their business needs.

The Surplus Services unit assists state agencies and local governments in disposing of surplus property in an environmentally and financially responsible manner. Additionally, it maximizes the public investment in equipment through redistribution to other public entities or sale to the public. It returns approximately 96% of sale proceeds to the agencies that dispose of surplus property.

SERVICES PROVIDED

The work that Fleet and Surplus Services does can be divided into two primary categories: Fleet Services and Surplus Services.

Fleet Services:

- Full service long-term vehicle lease program
- Vehicle maintenance service
- Fuel card program
- Statewide fleet reporting and information management system
- Utilization of telematics, using telecommunications and informatics technologies to collect, transmit, and analyze data from multiple vehicles in real time. This improves fleet safety, increases effectiveness, and drives decisions to expand statewide accountability.

- Agency assistance with vehicle utilization and lifecycle management
- Vehicle usage policy guidance

Surplus Property Services:

- Guidelines and procedures for the management and disposal of state surplus property
- Management of a surplus redistribution center for state and federal surplus property
- Online auction program
- Surplus exchange program
- Storage services

RESULTS

Part A: Performance Data

Safe use of the state's fleet is one of Fleet Services' primary interests. Fleet Services seeks to reduce the number of preventable claims by 25% year over year. Additionally, Fleet Services works to reduce agency transportation costs by identifying and removing, reassigning, or replacing underutilized and unnecessarily costly vehicles. Surplus Services seeks to use MNBID, the state site for selling surplus property, more effectively. An increase in active users will create a more competitive environment and increase the return for our government customers.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of preventable claims	Quantity	Internal Tracking	N/A*	77 (FY 2026)
Number of agency vehicles.	Quantity	Internal Tracking	2,097 (FY 2024) 2,236 (FY 2025)	2,228 (FY 2026)
Increase active MNBID Users by 25%.	Quantity	Internal Tracking	N/A*	22,149 users (FY 2026)

* This is a new measure.

Part B: Evidence of Effectiveness

Fleet and Surplus Services utilizes best practices to provide transportation and surplus government property recapture, reuse, and disposal, but is not currently utilizing evidence-based practices as defined by Minnesota Management and Budget. The impact of Fleet and Surplus Services' activities, operations, and services have not been evaluated using randomized control or quasi-experimental design methods.

M.S. 16B.2975 (<https://www.revisor.mn.gov/statutes/cite/16B.2975>), M.S. 16B.24 (<https://www.revisor.mn.gov/statutes/cite/16B.24>), and M.S. 16B.54 (<https://www.revisor.mn.gov/statutes/?id=16B.54>) provide the legal authority for Fleet and Surplus Services.

Program: Government and Citizen Services**Activity: Data Practices Office**<https://mn.gov/admin/data-practices/>**AT A GLANCE**

- Provide technical assistance and training on data practices and the open meeting law to over 6,300 partners in FY 2026.
- Maintain a website with information and training materials on data practices and open meetings, including over 1,000 Advisory Opinions drafted on behalf of the Commissioner of Administration since the Data Practices Office establishment
- Hosted or presented at 42 training or outreach events across the state in FY 2026

PURPOSE AND CONTEXT

The Data Practices Office (DPO) is a statewide resource on Minnesota's data practices and open meeting laws. It helps to ensure fiscal accountability and measurable results in providing timely, expert technical assistance, issuing advisory opinions, conducting training, and maintaining an informational website and library of more than 1,000 relevant advisory opinions.

By promoting compliance with and understanding of these laws, the Data Practices Office ensures that government data and information can be accessed appropriately and effectively by policymakers, members of the public and the media, the legislature, and state and local governments.

SERVICES PROVIDED**Technical Assistance and Consultation**

- Assist government, public, media, and legislative partners with questions about data practices and open meeting laws
- Informally resolve formal advisory opinion requests when possible
- Track data practices and open meeting legislation and provide drafting feedback

Training and Resource Development

- Develop resource materials including model policies and guides
- Present training on data practices and open meeting laws

Other statutory Duties

- Assist the Commissioner of Administration by responding to advisory opinion requests and drafting opinions
- Assist the Commissioner in handling requests for temporary classification of government data
- Provide services related to appeals of challenges to the accuracy and completeness of government data
- Review automated license plate reader audits of law enforcement agencies

These functions help promote fiscal accountability by providing government entities with resources to ensure compliance with the laws and by providing the public, media, and legislature with an understanding of their rights and implications of the laws.

RESULTS

Part A: Performance Data

The Data Practices Office's performance measures show increasing demand for services and consistently high ratings for the usefulness of training, and it remains committed to reaching even more people who need help. The Office presents smaller, hands-on workshops, as well as presentations via webinar that reach a larger audience. The Office also partners with government entities to bring training to communities around Minnesota.

Prior to a workshop, the Office asks attendees to rate their data practices or Open Meeting Law knowledge on a five-point scale – very high, somewhat high, neither high nor low, somewhat low, low. After the workshop, the Office collects responses to the same question. The Office also asks whether attendees would recommend a Data Practices Office training to other interested individuals.

These numbers do not include the Office's work on advisory opinion requests or data challenge appeals.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Total partners attending DPO training	Quantity	Internal tracking	2388 (FY 2024)	4008 (FY 2026)
Total number of questions received from the public and government partners	Quantity	Internal tracking	1972 (FY 2024)	2373 (FY 2026)
Partners who would recommend a DPO training to someone interested in data practices or the Open Meeting Law.	Quality	Survey/evaluation of training attendees	98% (FY 2024)	99% (FY 2026)
Increase in data practices knowledge that workshop training attendees rated following training (on a 5-point scale).	Results	Survey/evaluation of workshop training attendees prior to the and after the workshop	1pt (FY 2024)	1pt (FY 2026)

Part B: Evidence of Effectiveness

DPO utilizes best practices to promote compliance with and understanding of the Data Practices Act and Open Meeting Law. DPO is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. DPO activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

The legal authority for the Data Practices Office is provided in: M.S. §§ 13.04, 13.06, 13.07, 13.072, 13.073 (<https://www.revisor.mn.gov/statutes/cite/13>) and Minn. Rules 1205.1700 (<https://www.revisor.mn.gov/rules/1205.1700/>).

Program: Government and Citizen Services**Activity: Office of State Procurement**<https://mn.gov/admin/osp/>**AT A GLANCE**

- Oversee state agency purchasing valued at over \$4 billion annually in FY 2026
- Manage approximately 2,200 contracts offering best value options to state agencies, counties, cities, and school districts in FY 2026
- Operate the Office of Equity in Procurement that helps veteran, minority, disabled, and woman-owned small businesses become state vendors
- Review nearly 8,000 professional and technical contract documents prepared by agencies annually
- Negotiate over \$24 million in contract savings for government entities in FY 2025 and FY 2026 combined.

PURPOSE AND CONTEXT

The Office of State Procurement (OSP) strives to achieve the best value for taxpayers through strategic contracting and purchasing of goods and services. It oversees and facilitates purchasing across the enterprise valued at over \$4 billion annually. OSP's primary partners are state agencies, counties, cities, school districts, public health care facilities, the public, and vendors doing business with the state and competing for state contracts.

A general fund appropriation provides funding for the contracting and purchasing services OSP provides to state agencies. Vendor-paid contract administration fees fund the services the office provides to other government entities and health-related facilities.

SERVICES PROVIDED

The Office of State Procurement utilizes four key strategies to achieve best value in state procurement:

- Statewide procurement policy and process leadership
- Objective competitive vendor solicitations
- Contracting expertise
- Targeted procurement with women, minority, disabled, economically disadvantaged, and veteran-owned small businesses and vendors located in Minnesota to eliminate contract disparities

Specific services provided include:

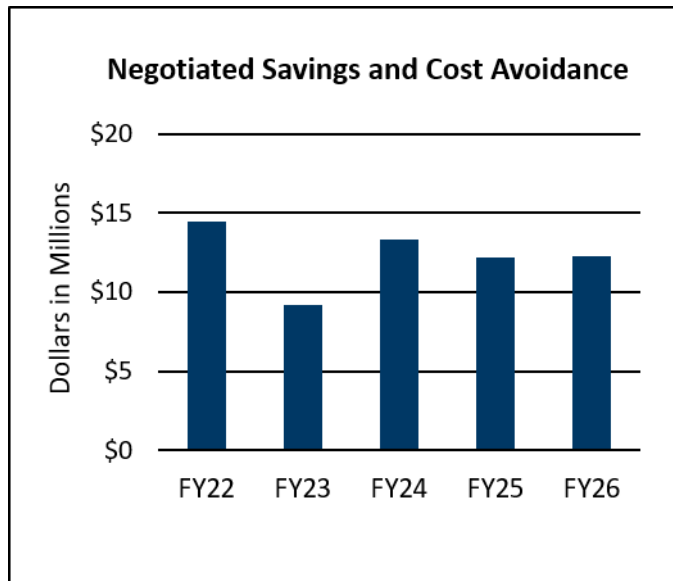
- Purchasing and contracting for goods, services, utilities, and construction
- Operating a cooperative purchasing program for over 1,700 local units of government in Minnesota
- Operating a national purchasing cooperative for pharmaceuticals and medical supplies through OSP's MMCAP division, which establishes contracts on behalf of thousands of participating facilities in all 50 states and the District of Columbia
- Promoting equity in contracting and environmentally responsible purchasing
- Performing oversight of professional and technical contracts
- Working with businesses to ensure fair and open competition
- Certifying Minnesota small businesses that are owned by minorities, women, and veterans, and those who are located in an economically disadvantaged area

- Managing procurement functions manually and through the Statewide Integrated Financial Tools (SWIFT) system
- Monitoring compliance with state procurement law, policy, and contract terms
- Conducting training for state agencies, vendors, and other partners
- Co-chairing and coordinating the Environmental Standards Procurement Task Force to implement standards established by the commissioner that limit greenhouse gas emissions impacts of construction materials in state building projects

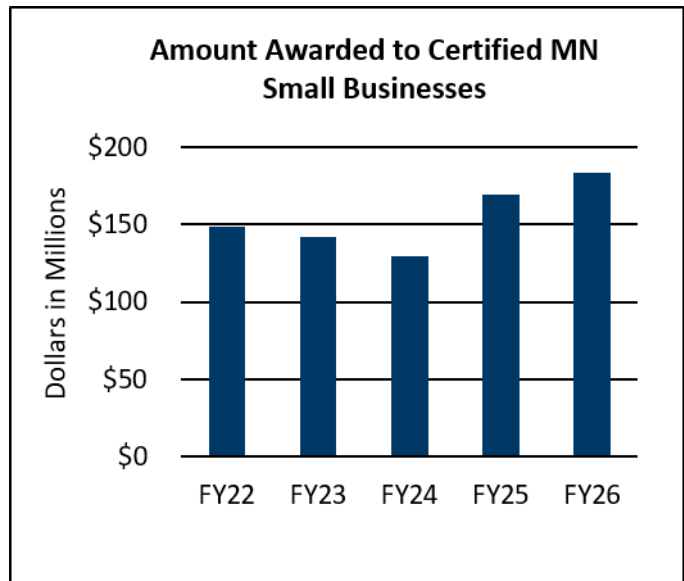
RESULTS

Part A: Performance Data

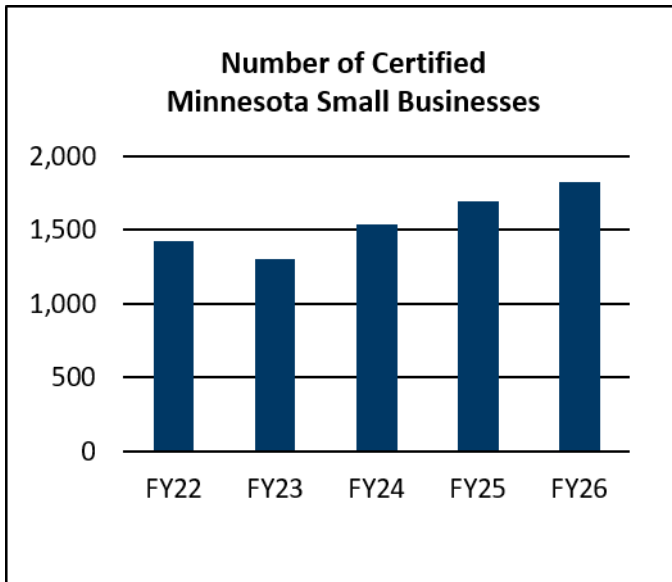
OSP uses a variety of quantity, quality, and result metrics to monitor success.



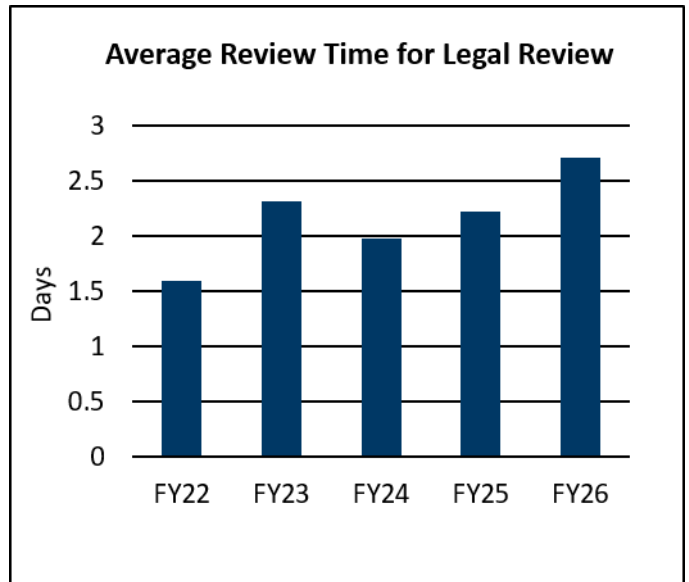
Performance Measure (Result): Dollars saved through contract negotiations. In FY 2026, OSP internally tracked savings and cost avoidance of over \$12 million, which is more than four times greater than its General Fund appropriation of \$2.8 million for the same period.



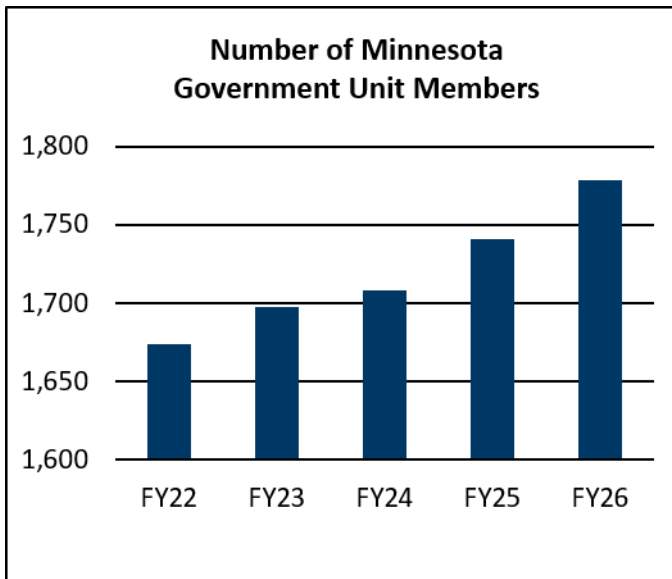
Performance Measure (Result): Contract dollars paid to certified Minnesota Small Businesses. Based on the State's financial management system (SWIFT), contract payments to certified Minnesota small businesses have exceeded \$100 million annually since FY 2019, exceeding \$182 million in FY 2026.



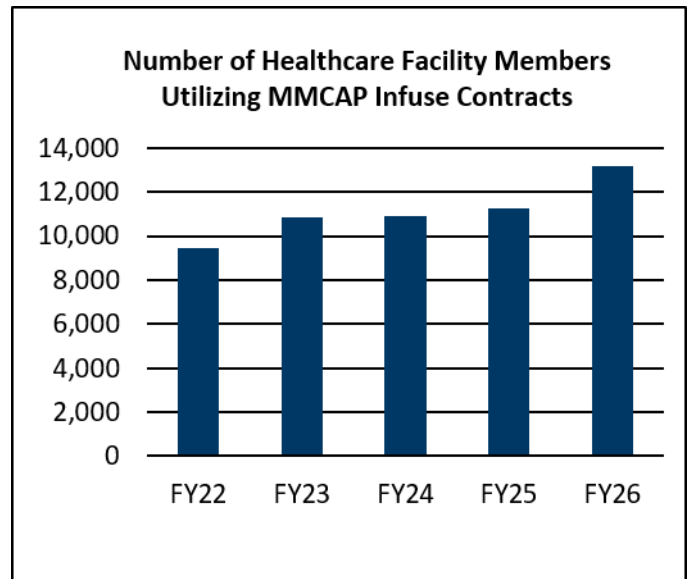
Performance Measure (Quantity): The number of certified Minnesota Small Businesses. Increasing the number of certified small businesses is critical to expand equity in State contracting opportunities. State law authorizes preferences, sheltered-market, and direct select authority within monetary limits to vendors certified under the program. Data is based on internal tracking.



Performance Measure (Quality): Average time to provide a legal review. Agencies need prompt turnaround on the nearly 8000 contract documents they send OSP annually for compliance review. OSP measures work quality by assessing the average time it takes to provide a legal review, with the goal being fewer than three days. Data is based on internal tracking.



Performance Measure (Quantity): The number of Minnesota governments and healthcare facilities that use OSP contracts). OSP internally tracks this measure because local governments and healthcare facilities can choose among a wide variety of purchasing programs and contract options that they determine provides the best value to their organization.



Part B: Evidence of Effectiveness

OSP utilizes best practices to oversee state contracting and purchasing of goods and services, but is not currently utilizing evidence-based practices as defined by Minnesota Management and Budget. OSP's activities, operations, and services have not been evaluated using randomized control or quasi-experimental design methods.

M.S. 16C (<https://www.revisor.mn.gov/statutes/?id=16c>) provides the legal authority for the Office of State Procurement.

Program: Government and Citizen Services**Activity: APEX Accelerator**<https://mn.gov/admin/business/vendor-info/apexaccelerator/>**AT A GLANCE**

- Improve Minnesota's economy by helping businesses obtain contracts through the federal, state, and local government procurement processes
- Work in tandem with the Office of Equity in Procurement to provide counseling and offer training
- Conduct one-on-one counseling with the Minnesota business community
- Offer certification assistance, bid matching, and training to businesses in all 87 counties with five offices in greater Minnesota

PURPOSE AND CONTEXT

The APEX Accelerator is funded by the general fund and through a cooperative agreement with the United States Department of Defense to implement the APEX Accelerator Program and has been available to Minnesota businesses since 1991. APEX Accelerator's mission is to strengthen Minnesota's economy by stimulating job creation, growth, and business retention. To accomplish this goal, APEX Accelerator assists Minnesota businesses in securing government contracts.

APEX Accelerator's primary purpose is to offer free counseling, education, training, certification, registrations, and guidance for all Minnesota businesses including women-, minority-, and veteran-owned businesses wishing to sell their products and services to federal, state, and local government entities. APEX Accelerator contributes to the growth of its partners and Minnesota's economy by providing counseling and procurement technical assistance of the highest quality and relevancy. APEX Accelerator provides partners with the tools needed to be competitive in the contracting arena.

The APEX Accelerator team is geographically located throughout the state. Twin Cities metro and greater Minnesota personnel provide in-person training and counseling services in a variety of communities allowing government services to extend to all Minnesotans. The ability to connect with a local APEX Accelerator representative makes government contracting less intimidating and more accessible for all women-, minority-, and veteran-owned businesses in Minnesota.

SERVICES PROVIDED

Using market identification, registration assistance, contracting regulations and compliance assistance, and on-going technical support, APEX Accelerator helps businesses navigate through the complexities of obtaining federal, state, and local government contracts. The APEX Accelerator team assists partners in the identification of market opportunities. APEX Accelerator also assists with the preparation and proper submission of applications, certifications, and registrations necessary for businesses to work with government entities at all levels.

Specific services include:

- Assist with government website and database registrations and with socio-economic certifications
- Provide a bid matching service to look for bidding opportunities
- Conduct product and procurement history research
- Identify federal regulations and military specifications

- Subcontracting guidance
- Offer workshops and other training on contracting topics
- Assist with proposal preparation
- Provide pre- and post-award assistance

RESULTS

Part A: Performance Data

Since joining the Department of Administration in 2017, APEX Accelerator has made significant impact for Minnesotans, including assisting Minnesota vendors in achieving nearly \$1.886 billion in prime and subcontractor contracts at all levels of government.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of new clients per year	Quantity	Internal tracking	672 (FY 2023) 646 (FY 2024) 569 (FY2025)	516 (FY2026)
Number of hours of free counseling provided to Minnesota businesses per year	Quantity	Internal tracking	4300 (FY 2023) 4027 (FY 2024) 4174 (FY2025)	3763 (FY2026)
Number of free training, information, networking, and procurement fair events that APEX Accelerator hosted or co-hosted per year	Quantity	Internal tracking	90 (FY 2023) 89 (FY 2024) 118 (FY2025)	121 (FY2026)

Part B: Evidence of Effectiveness

APEX Accelerator utilizes best practices to assist Minnesota businesses in securing government contracts but is not currently utilizing evidence-based practices as defined by Minnesota Management and Budget. The impact of APEX Accelerator's activities, operations, and services have not been evaluated using randomized control or quasi-experimental design methods.

The legal authority for APEX Accelerator falls under 10 U.S. Code Chapter 388 (<https://uscode.house.gov/view.xhtml?path=/prelim@title10/subtitleA/part5/subpartI/chapter388&edition=prelim>) and M.S. 16C.16 (<https://www.revisor.mn.gov/statutes/cite/16C.16>).

Program: Government and Citizen Services**Activity: Operational Excellence****AT A GLANCE**

- Facilitate annual strategic planning for agency leadership, monitor goal progress, and lead agency initiatives as directed by leadership.
- Maintain internal goal reporting process.
- Manage process improvement, standardization, and IT readiness projects for the Department of Administration.
- Lead internal processes for identifying, prioritizing, and capturing essential knowledge to facilitate effective transition planning and service continuity for critical agency roles prior to retirement or position transitions.
- Coordinated the implementation of the Return to Office implementation and hybrid work change management process for the Department of Administration.
- Coordinate agency norms, expectations, and ongoing programming for maintaining a shared space culture following Admin's space consolidation, in alignment with the Enterprise Facilities Strategic Plan.

PURPOSE AND CONTEXT

The Office of Operational Excellence (OpEx) supports the Department of Administration's (Admin) mission by driving service delivery efficiency and team effectiveness. This work is achieved through process improvement, facilitation services, agency engagement programming, and strategic planning. These strategies help prepare for and respond to challenges facing state government including:

- Public expectations for greater accountability and transparency
- Customer expectations
- Need for resiliency in divisions and services provided by the department
- Higher employee retirement rate
- New technology implementation

This division is primarily focused on work within Admin and leading the implementation of strategic priorities.

SERVICES PROVIDED

OpEx provides the following services at Admin:

- Agency strategic planning processes and initiatives
- Facilitates annual strategic planning process
- Maintains agency goal reporting processes
- Leads agency initiatives and change management process as assigned by agency leadership (e.g., return to office)
- Meeting coordination and employee engagement and programming
- Process Improvement Projects
 - Continuous Improvement
 - Process standardization
 - Partner assessments
 - IT Project Readiness, in alignment with MNIT @ Admin

- Process documentation and technical writing
- Succession and Knowledge Transfer Strategy and Initiatives
 - Employee transition documentation (retirements, employee separation or promotion from their current position, etc.).
 - For continuity of operations, document position information (tasks, documentation status, back-up status, etc.) for identified solo subject manager experts or single point of failure.
 - Lead division planning efforts to increase business continuity, to ensure there is identified back-up, cross training completed, and opportunities to grow employees' knowledge, skills and abilities for future career growth.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of Agency Strategic Planning Initiatives	Quantity	Internal Tracking	9 (FY 2025)	14 (FY 2026)
Number of process improvement projects completed.	Quantity	Internal tracking	10 (FY 2024) 17 (FY 2025)	11 (FY 2026)**
Number of succession and knowledge transfer processes completed	Quantity	Internal tracking	6 (FY 2024) 5 (FY 2025)	12 (FY 2026)
Percentage of project participants who reported that they agree or strongly agree that their team's completed project, managed by the OpEx team, improved team effectiveness.	Result	Feedback Survey	N/A*	97% of survey participants (FY 2026)

*This is a new measure.

**The number of process improvement projects decreased slightly in FY 2026 due to the greater complexity of the projects and agency initiatives that require more staff time.

Part B: Evidence of Effectiveness

Operational Excellence uses best practices to implement process improvement, facilitation services, agency engagement programming, and strategic planning, but is not using practices that have been studied using a randomized control trial or quasi-experimental design study, as defined by Minnesota Management and Budget.

M.S. 16B (<https://www.revisor.mn.gov/statutes/?id=16b>) provides the statutory authority for Operational Excellence.

Program: Government and Citizen Services**Activity: Office of Grants Management**<https://mn.gov/admin/grants/><https://mn.gov/grants/>**AT A GLANCE**

- Establish statewide policies for 32 executive branch agencies, boards, and commissions to ensure integrity and consistency in grants management.
- Provide virtual and on-demand grants management training, templates, resources, and technical assistance to support more than 2,000 state employees with grants management responsibilities and policy compliance.
- Conduct targeted reviews of grantmaking agency compliance with Office of Grants Management policies, identify opportunities for improvement, and monitor follow-up improvement plans.
- Assess tips related to suspected grant fraud, misuse, or waste and determine whether suspension, debarment, or other remedial actions are warranted.
- Support the public with identifying state grant opportunities and understanding grantee responsibilities.
- Administer approximately \$50 million per biennium in grants for the Department of Administration.

PURPOSE AND CONTEXT

Minnesota's state grant-making structure has evolved since the Department of Administration's (Admin) Office of Grants Management (OGM) was established in 2007, but it remains highly decentralized. The 32 executive branch agencies, boards, and commissions responsible for most grant-related activities continue to manage their own grant awards, staffing, grantee relationships, and program oversight. At the same time, Admin—through OGM—holds distinct statewide authorities. These include setting minimum standards through policy, approving policy exceptions, delivering training for state staff with grant responsibilities, and exercising its grantee suspension and debarment authority.

OGM serves as the state's enterprise leader in preventing fraud, misuse of funds, and noncompliance in grants. Its work spans the full anti-fraud continuum (prevention, detection, investigation, administrative and legal action, ongoing improvement). OGM focuses on both immediate risk response and long-term efforts to strengthen compliance systems, improve data-sharing practices, and support agencies as they enhance their own processes. While some of OGM's authorities have long existed in statute, past staffing levels limited the office's ability to fully implement them. Others were recently expanded by the legislature.

OGM also convenes and collaborates closely with the Grants Governance Committee, which includes representatives from state grant-making agencies and key grantee constituencies. This group advises OGM on statewide issues, promotes policy compliance, and supports continuous improvement across the grantmaking enterprise.

OGM policies do not apply to all state grants. General obligation and capital project grants to political subdivisions follow Minnesota Management and Budget (MMB) requirements.

SERVICES PROVIDED

Create a statewide environment where agencies understand grants management requirements and have the tools needed to implement consistently.

- Provide on-demand training and timely technical assistance to help agencies interpret and apply policies in complex situations.
- Develop mandatory training for all state staff with grants management responsibilities.
- Supply standardized Request for Proposals (RFP) and grant contract templates to reduce variation, minimize errors, and support consistency.
- Maintain the State's portal for agency evaluation of grantee performance to inform future decisions and increase transparency for grants over \$25,000.
- Conduct agency policy compliance reviews and monitor agency implementation of improvement plans, including additional OGM oversight.
 - Promote agency compliance with policy requirements by leveraging enhanced internal controls, reporting, and monitoring.
 - Compile basic grants data from all state grant-making agencies, boards and commissions.
- Provide tools for agencies to prevent and respond to fraud, misuse of funds, and noncompliance in grants.
 - Triage grants related tips and complaints, notify relevant agency personnel, and review outcomes of agency investigations.
 - Exercise suspension and debarment authority to remove grantees and potential grantees from eligibility for future funding.
 - Cooperatively maintain list of suspended and debarred entities.
 - Administer the suspension and debarment appeal process.
- Connect grant seekers to state grant opportunities to support communities across Minnesota.
 - Maintain a website (<https://mn.gov/grants/find-a-grant/>) of state agency grant opportunities for prospective applicants and grantees.
 - Respond to general inquiries from grant seekers.
 - Conduct outreach to help potential grant applicants understand the grant process and the legal, financial and administrative responsibilities of state grantees.
- Ensure grants administered on behalf of the Department of Administration fulfill their public purpose and achieve intended outcomes.
 - Administer approximately \$50 million per biennium in general fund and Arts and Cultural Heritage Fund grants, including application and budget reviews, contracting and ongoing monitoring.
 - Provide training, technical assistance, and individualized support to grantees—especially small, emerging, and first-time recipients—to promote strong grant management practices.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Percentage of OGM grants management trainings rated as effective by state employees.	Quality	Training evaluations	90% (FY 2025)	93% (FY 2026)
Total number of public grant opportunity inquiries successfully resolved.	Quantity	Internal tracking	100 (FY 2025)	92 (FY 2026)
Percentage of potential state grant applicants who report feeling more prepared after completing OGM on-demand training modules.	Results	Training evaluations	N/A*	N/A*

*This is a new measure

Part B: Evidence of Effectiveness

The Office of Grants Management (OGM) utilizes best practices to develop training, provide technical assistance, manage grants, and conduct risk management activities. OGM is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget (MMB).

The Office of Grants Management (OGM)'s activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 16B.97-16B.991 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.97>) provide the legal authority for the Office of Grants Management.

Program: Government and Citizen Services**Activity: State Archaeologist**<https://mn.gov/admin/archaeologist/>**AT A GLANCE**

- Approves qualifications and proposed work, and jointly issues licenses with the Minnesota Historical Society for archaeological work on Minnesota's public (non-federal) land
- Recovers or assists with the recovery of human remains and burial items from unrecorded burials and cemeteries over 50 years old (does not include crime scenes) under M.S. 309.25
- Works with the Minnesota Indian Affairs Council, Tribal Historic Preservation Offices, agencies, developers, and archaeologists to investigate, preserve, and protect archaeological and unrecorded cemetery sites
- Records archaeological sites and maintains the Minnesota State Archaeological Site Files
- Manages and oversees the completeness, accuracy, and security of site information within the Office of the State Archaeologist's online Portal
- Securely records and maintains the unrecorded burial and cemetery site files (M.S. 307.08)
- Develops procedures and archaeological standards based on current industry best practices for the state of Minnesota
- Develops procedures and standards for handling unrecorded cemetery sites over 50 years old in collaboration with the Minnesota Indian Affairs Council
- Promotes collaboration between cultural resource professionals, governmental agencies, Tribal representatives, and the public

PURPOSE AND CONTEXT

The Office of the State Archaeologist (OSA) acts as the chief public contact for archaeology in Minnesota. With four full-time equivalent team members, the OSA strives to preserve archaeological sites and unrecorded burials, encourage communication between state agencies regarding archaeological sites and cemeteries, foster collaboration between the archaeological and Tribal communities, and promote archaeological research and education in Minnesota. The OSA works with developers, Tribal representatives, governmental agencies, and the public to preserve, protect, and interpret Minnesota's archaeological resources.

The OSA's primary partners are landowners, state and local governments, developers, Tribal communities, professional archaeologists, students, and the public. The office is funded by an inter-agency agreement with the Department of Transportation, an agreement with the Minnesota Historical Society under the Arts and Cultural Heritage fund (M.S. 129D.17), and an appropriation from the general fund.

SERVICES PROVIDED

The OSA works closely with the Minnesota Indian Affairs Council, State Historic Preservation Office, Tribal Historic Preservation Offices, Tribal representatives, professional and amateur archaeologists, and agencies to review and discuss proposed development projects, unrecorded cemetery sites, and the future of archaeology in Minnesota.

The OSA serves Minnesota by:

- Promoting collaboration between cultural resource professionals, state and local agencies, and tribal representatives

- Answering questions, giving presentations, and providing cultural resource-related training opportunities
- Compiling and maintaining the Minnesota State Archaeological Site Files which includes up-to-date information on recorded archaeological sites and unrecorded cemeteries in paper site files and digitally via the internet on the OSA Portal
- Reviewing archaeological work conducted on Minnesota state sites to ensure the work complies with industry best practices and standards
- Educating the public about cultural resources by meeting with individuals, answering questions, and giving public presentations
- Facilitating research activities by prioritizing, promoting, and managing the Legacy-funded Statewide Survey of Historical and Archaeological Sites (M.S. 129D.17)
- Reviewing development plans to limit harm to archaeological and cemetery sites cost-effectively and efficiently
- Evaluating and approving professional qualifications and proposed work on Minnesota's state archaeological and cemetery sites and co-licensing those professionals qualified to conduct archaeological work on non-federal public lands
- Determining the next steps for non-Native American human remains inadvertently discovered due to erosion, construction, or other disturbances (M.S. 307.08)
- Managing unrecorded, non-American Indian cemeteries, over 50 years old, and without trustees (M.S. 307.08)
- Administering the Field Archaeology Act (M.S. 138.31-138.42)

RESULTS

Part A: Performance Data

The OSA tracks the number of archaeological licenses issued each quarter, the type of license issued, who receives the license, and when the licensee has completed the project by submitting all required materials to the OSA. It also tracks the number of reviews requested and completed each quarter.

The number of archaeological reports submitted to the OSA represents the number of projects completed on non-federal public land and shows the requests for review by the OSA. Most of these reports are required as part of the licensing process.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of archaeological licenses issued for work on non-federal public land.	Quantity	Internal tracking	324 (FY 2022) 454 (FY 2024)	395 (FY 2026) 13% decrease
Number of archaeological site forms submitted to the OSA for review	Quantity	Internal tracking	232 (FY2025)	532 (FY 2026) 129% increase, and 375 new archaeological sites were added to the Minnesota State Site Files
Number of archaeological reports submitted to the OSA representing the number of projects completed on non-federal public land or requesting review by the OSA.	Quantity	Internal tracking	327 (FY 2022) 378 (FY 2025)	499 (FY 2026) 32% increase

Part B: Evidence of Effectiveness

The OSA promotes best practices to preserve, protect, and interpret Minnesota's archaeological resources, but is not currently utilizing evidence-based practices as defined by Minnesota Management and Budget. The OSA's activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

The legal authority for the work of the State Archaeologist is provided under:

M.S. 138.31–138.42 (<https://www.revisor.mn.gov/statutes/cite/138>),

M.S. 307.08 (<https://www.revisor.mn.gov/statutes/?id=307.08>),

M.S. 129D.17 (<https://www.revisor.mn.gov/statutes/?id=129D.17>), and

M.S. 390.25 (<https://www.revisor.mn.gov/statutes/?id=390.25>).

Program: Government and Citizen Services**Activity: Facilities Management**<https://mn.gov/admin/government/buildings-grounds/>**AT A GLANCE**

- Maintain 4.7 million square feet of office, laboratory, ceremonial, meeting, and other space in 23 buildings, including the State Capitol
- Maintain the grounds of the 140-acre Capitol Complex
- Maintain 26 monuments and memorials
- Operate and maintain 5,800 parking stalls in 28 facilities
- Issue more than 500 special event permits annually
- Processed 17.7 million pieces of mail and achieved \$2.0 million in postage savings in FY 2026
- Reduced carbon emissions by 63% from CY 2008 while also increasing building square footage and capacity
- Oversee a 'Toward Zero Waste' recycling and organics diversion program

PURPOSE AND CONTEXT

Facilities Management Division (FMD) maintains facilities and grounds on the State Capitol Complex and other select locations in the State of Minnesota while keeping lease and parking rates competitive. The division seeks innovative solutions for parking asset management and to ensure sustainability through energy management and environmental stewardship. Additionally, FMD mail processing and distribution services through Central Mail provide cost-effective solutions critical to state agency functions.

FMD Lease function operates as an internal service fund with revenue generated from building lease rates charged to state agencies, the in-lieu-of-rent appropriation, and other tenants. FMD also receives revenue from central mail postage services and parking fees. There is a general fund appropriation for processing incoming federal mail and for interagency mail delivery.

FMD works to create an inclusive workplace by partnering with a local non-profit, Project for Pride in Living (PPL), to train individuals from disadvantaged neighborhoods by providing on-site internships for building operations technician students to help them gain the experience they need to obtain full employment. FMD also participates in Project Search, hosting up to four special needs high school seniors from the St. Paul School district to provide hands-on training and workplace experiences with the goal of preparing them for meaningful full-time employment after graduation.

FMD continues to facilitate the evolving space needs for state agencies that occupy FMD managed buildings through timely programming, execution of maintenance and repairs, and minor alteration work necessary to meet their building needs.

FMD's primary partners are state agencies and their customers, state employees, the Governor's Office, the Legislature, Judicial branch, event organizers and participants, and visitors to the Capitol Complex.

SERVICES PROVIDED

FMD provides services in four primary categories:

- Facilities
- Parking and transit
- Groundskeeping
- Centralized mail service for agencies located in St. Paul

Specific services include:

- Provide clean, safe, and environmentally sound facilities
- Energy management
- Recycling
- Event permitting and coordination
- Capitol Complex food service oversight
- Maintenance of green spaces including monuments and memorials
- Process federal and inter-office mail for state agencies
- Maintain and operate parking facilities
- Provide snow and ice control on Capitol Complex sidewalks and parking facilities

RESULTS

Part A: Performance Data

FMD measures performance in multiple ways including partner satisfaction, work completion rates, and carbon reduction. The division also continually monitors the conditions of the buildings it manages by conducting annual facility condition audits. Greenhouse gas emissions have been reduced by energy efficiency measures, renewable energy installations on the Capitol Complex, and the increase in the amount of renewable energy in the regional electrical grid.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Percent of partners who are satisfied with FMD's service	Quality	Collected through customer surveys	92% (FY 2024)	91% (FY 2026)
Percent of Work Orders Completed	Quality	Internal tracking	91% (FY 2024)	93% (FY 2026)
Percent of Greenhouse Gas Emissions reduced	Quantity	Collected from all utility invoices and converted into carbon dioxide equivalent (CO2e)	93,678 tons CO2e (CY 2008) 38,416 tons CO2e (CY 2022)	34,648 CO2e (CY 2025) CO2e have been reduced by 63% from CY 2008 to CY 2025 and 10% since CY 2022.

CY – Calendar Year

FY – Fiscal Year

Part B: Evidence of Effectiveness

FMD utilizes best practices to maintain facilities and grounds on the State Capitol Complex. The division seeks innovative solutions for parking asset management and to ensure sustainability through energy management and environmental stewardship. Additionally, FMD mail processing and distribution services through Central Mail provide cost-effective solutions critical to state agency functions.

FMD is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. FMD activities, operations, and services have not been evaluated using randomized control or quasi-experimental design methods.

M.S. 16B.24-16B.58 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.24.1>) provides the legal authority for Facilities Management Division's services.

Program: Government and Citizen Services**Activity: Real Estate and Construction Services**<https://mn.gov/admin/government/real-estate/><https://mn.gov/admin/government/construction-projects/>**AT A GLANCE**

- Manage 765 non-state-owned and state-owned real property leases
- Lease approximately 3.1 million useable square feet of non-state-owned space
- Oversee over 320 construction projects for state-owned facilities
- Administer capital expenditures from 2023, 2025, and 2026 bond and cash appropriations

PURPOSE AND CONTEXT

Real Estate and Construction Services (RECS) provides project management, leasing and real estate services that help state agencies to operate efficiently and effectively. RECS administers the predesign and design standards, integrating building sustainability guidelines in partnership with the Department of Commerce and the University of Minnesota.

Each year, RECS works with hundreds of design and construction professionals to deliver high-quality public projects. RECS focuses on obtaining the best value, while also expanding opportunities for small businesses in public design and construction projects.

RECS's effective lease negotiations help agencies secure competitive market rates and maximize value. The division further enhances space functionality and efficiency through statewide space standards and oversight of lease terms and conditions. The team also supported agencies in implementing recent return to office changes, ensuring workplaces were ready, aligned with policy expectations, and optimized for program needs.

The Strategic Facilities Plan updated standards that guide space modernization efforts and promote a shared-space model to increase efficiencies across agencies. These strategies support delivery of programs and services for Minnesotans. Activities are funded primarily through the General Fund and capital appropriations.

SERVICES PROVIDED**Design and Construction**

- Manage new, renovation, remodel, and asset preservation projects, including administration of design, construction and related contracts
- Select construction delivery methods based on project requirements to achieve best value
- Administer Capital Asset Preservation and Replacement Account (CAPRA) funds
- Oversee predesign and design program, including updating guidelines and statutory review of projects
- Coordinate management of the Minnesota Sustainable Building Guidelines and Benchmarking Tool with the University of Minnesota Center for Sustainable Building Research and the Department of Commerce
- Provide administrative support for the State Designer Selection Board

Real Estate and Space Management

- Acquire and sell real property for state agencies

- Coordinate the transfer of real property between agencies
- Provide space utilization and planning services to improve efficiency and support agency missions
- Implement guidance and standards from the Strategic Facilities Plan
- Coordinate the statewide space consolidation and modernization program
- Draft and negotiate easements, permits, and other real property instruments
- Prepare and maintain current space profiles for Capitol Complex buildings and agency occupancies
- Support agencies in space planning, including return-to-office activities

Leasing

- Administer statewide commercial lease portfolio
- Negotiate leases to secure competitive market rates and ensure efficient use of space
- Prepare and solicit request for proposals from landlords to meet space needs
- Negotiate and draft lease terms and agreements
- Manage state-owned and non-state-owned real property leases, including Government Accounting Standards Board (GASB) reporting
- Oversee implementation of new space guidelines for leased locations
- Support agencies in transitioning to hybrid work environment and completing space consolidation and modernization

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of Admin managed projects offered to certified small business vendors	Quantity	Internal tracking	36 (FY 2025)	43 (FY 2026) 19% increase
Number of cabinet level agencies that have initiated or completed office space consolidation projects*	Quantity	Internal Tracking	9 (FY 2024)*	Agencies reassessed their space requirements following the 50% return-to-office announcement in March 2025.
Maintain major office leases at or below quarterly rent rates for the market	Quantity	Internal reporting and commercial Office Market reports (quarterly)	N/A**	\$24.77 per square foot gross rent average (FY 2026)
Timely use of funds for agency asset preservation (AP) projects	Quantity	Internal tracking (asset preservation funds appropriated in 2023, 2024, and 2025 legislative sessions)	81% of 2023 & 2024 AP funds were encumbered or spent as of August 1, 2026	42% of 2025 AP funds were encumbered or spent as of August 1, 2026

*Consolidation of office space in owned and leased real estate: Administration (complete), Agriculture (finalizing in 2026), Commerce (new lease begins November 2026), Health (ongoing), Human Services (ongoing), Information Technology (completing Stassen build out FY2026/27), Natural Resources (new lease begins October 2026), Revenue (complete), Transportation (ongoing).

**This is a new measure.

Part B: Evidence of Effectiveness

RECS uses best practices to deliver construction project management and real estate services with proven results. The State's 10 largest office leases in St. Paul and Minneapolis (a combined total of 1.2 million sq. ft.) are competitive with regional average lease rates, based on Colliers Q2 2026 Office Rates, Saint Paul commercial business district (CBD) submarket (<https://www.colliers.com/download-article?itemId=8a8b1010-4864-4435-9516-e6e60275eddf>):

- Top 10 State office leases average rent: \$24.77 per sq. ft (gross lease rate)
- Quarterly Rates in St. Paul CBD (all building classes): \$27.42 average rate for full service (gross lease rates)

The legal authority for Real Estate and Construction Services is provided under M.S.16A.632

(<https://www.revisor.mn.gov/statutes/cite/16A.632>),

M.S.16B.24-16B.26 (<https://www.revisor.mn.gov/statutes/cite/16B.24>),

M.S.16B.281-16B.287 (<https://www.revisor.mn.gov/statutes/cite/16B.281>),

M.S.16B.30 (<https://www.revisor.mn.gov/statutes/cite/16B.30>),

M.S.16B.305 (<https://www.revisor.mn.gov/statutes/cite/16B.305>),

M.S.16B.31-16B.335 (<https://www.revisor.mn.gov/statutes/cite/16B.31>), and

M.S.16C (<https://www.revisor.mn.gov/statutes/?id=16C>).

Program: Government and Citizen Services**Activity: Enterprise Real Property Program**<https://mn.gov/admin/government/erp/><https://realprop.admin.state.mn.us/archibus/login.axvw>**AT A GLANCE**

- Manages data for approximately 5,000 state-owned buildings consisting of more than 35 million square feet, and more than 3.1 million acres of land
- Retains floorplans for more than 83% of state-owned space
- Conducts standardized and consistent Facility Condition Assessments of state-owned buildings
- Tracks an average of 125,000 maintenance and work orders annually for state facilities
- Manages data for approximately 776 active leases
- Inventories and tracks maintenance history of more than 42,000 pieces of facility-supporting equipment
- Supports space planning to promote efficient and effective use of work areas

PURPOSE AND CONTEXT

The Enterprise Real Property Program provides statewide leadership, tools, and data essential for managing state facilities efficiently and responsibly. By supporting the 19 state agencies that are responsible for managing real property, the program helps ensure that state facilities are maintained strategically, cost-effectively, and in ways that serve the people of Minnesota.

Central to this work is the ARCHIBUS application, which consolidates facility information from all participating agencies into a single, consistent, real-time database. This trusted data allows agencies and policymakers to understand facility conditions, occupancy, operations, maintenance, and fiscal needs. Access to standardized information enables informed decisions about investments, lifecycle planning, and infrastructure strategies that improve environmental performance and reduce long-term costs.

The Enterprise Real Property Program also leads statewide collaboration to develop and maintain policies, procedures, standards, and guidelines for real property management. By promoting proactive maintenance and consistent practices across government, the program helps identify asset preservation needs, quantify the fiscal impact of deferred maintenance, and improve the stewardship of Minnesota's public facilities.

SERVICES PROVIDED

- Manage statewide facility and real property data
- Develop and maintain statewide policies, standards, and processes to ensure compliance and consistency
- Train agency users to effectively use ARCHIBUS tools and improve program outcomes
- Research and evaluate emerging technologies that improve data quality and optimize facility operations
- Implement new application installations and systems enhancements to support agency business needs
- Troubleshoot and resolve system issues to ensure reliable and continuous utilization of ARCHIBUS productivity suite/functions/tools
- Produce enterprise-level facility reports and analytics
- Provide consultations and action planning to help agencies align ARCHIBUS data with business and operational goals

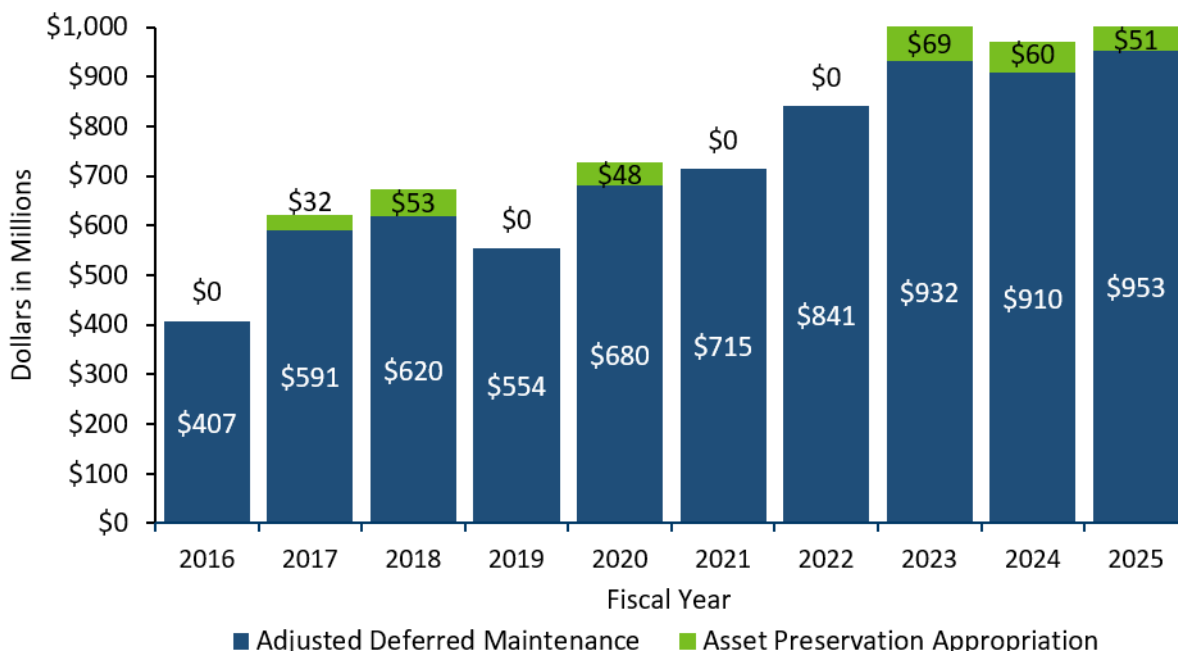
- Provide and support technology tools including:
 - Space Management: Optimize space utilization, maintain floor plans, and track occupancy
 - Maintenance Management: Track and manage maintenance requests and costs
 - Condition Assessment: Document building and site conditions, identify deficiencies, and prioritize maintenance needs
 - Lease Management: Track and manage lease portfolio, rates, contracts, and renewals
 - Asset Management: Track furniture and equipment inventory, life expectancy, and depreciation
 - Compliance Management: Track compliance with regulatory requirements through surveys, inspections and documentation
 - Project Management: Track and manage small projects from initiation through completion
 - Geographic Information System (GIS) asset locating: Locate and visualize key assets using geospatial data

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of work orders processed annually	Quantity	Agency captured data extracted from ARCHIBUS	127,370 (FY 2024)	138,401 (FY 2026) 9% increase over FY 2024
Percent of work orders completed on time	Quality	Agency captured data extracted from ARCHIBUS	79% (FY 2024)	75% (FY 2026)
Percent of square footage of state facilities in poor and crisis condition	Result	Agency captured data extracted from ARCHIBUS	21% (FY 2022) 19% (FY 2024)	20% (FY 2026)
Total Deferred Maintenance of Crisis and Poor Building systems and components across the enterprise	Result	Agency captured data extracted from ARCHIBUS	\$780 million (FY 2022) \$990 million (FY 2024)	\$1.02 billion (FY 2026)

Stacked Adjusted Deferred Maintenance and Asset Preservation Appropriation by Year



Need for more: The graph shows the amount needed to address Adjusted Deferred Maintenance (ADM) backlog on state facilities per year. It also shows the amount of appropriation for agencies to use for Asset Preservation (AP) on Admin managed projects. AP spending successfully reduces ADM the year following an appropriation, but more AP is required to eliminate the ADM.

Total Deferred Maintenance (DM) is maintenance that needs to be performed on a system in order to keep it in optimal condition but was not completed. The ADM is a lower and more reasonable value than the DM value that focuses solely on the backlog of systems and components that are in Crisis and Poor condition. The ADM value is the cost of the backlog of work needed to bring buildings back to an acceptable Fair rating.

Part B: Evidence of Effectiveness

The Enterprise Real Property Program utilizes best practices to provide statewide leadership, tools, and data essential for managing state facilities efficiently and responsibly, but is not currently utilizing evidence-based practices as defined by Minnesota Management and Budget. The impact of the Enterprise Real Property Program's activities, operations, and services have not been evaluated using randomized control or quasi-experimental design methods.

The Enterprise Real Property Program supports and maintains compliance with the following statutes and orders:

M.S.16A.632 (<https://www.revisor.mn.gov/statutes/cite/16A.632>)

M.S.16B.24–16B.26 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.24>)

M.S.16B.281–16B.287 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.281>)

M.S.16B.30–16B.307 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.30>)

Executive Order 05-06 (<https://www.leg.state.mn.us/archive/execorders/05-06.pdf>).

Program: Government and Citizen Services**Activity: Risk Management**<https://mn.gov/admin/risk>**AT A GLANCE**

- Provide cost-effective management of the state's self-insured coverages for property, auto, general liability, and workers' compensation liability
- Help partners and stakeholders understand operational risks and maintain financial stability through insurance or the use of other risk management strategies
- Insure \$23 billion in state property and 14,500 vehicles for auto liability
- Cover nearly 58,800 employees in the executive, legislative, and judicial branches of state government, Minnesota State Colleges and Universities, and quasi-state agencies such as the Minnesota Zoo for workers' compensation
- Manage approximately 3,000 new liability, property, and workers' compensation claims annually
- Lead MnSAFE, the statewide injury reduction effort, which has helped prevent more than 9,200 injuries to state employees
- Provide \$1 million Disaster Management Services coverage for natural and man-made disasters on state owned or leased properties that result in three or more critical injuries – services include counseling, victim assistance, behavioral health, and communications management

PURPOSE AND CONTEXT

The Risk Management Division serves as the state's property and casualty insurance experts by providing risk management advice and property, liability, and workers' compensation insurance services to all of Minnesota state government, quasi-state agencies, and Minnesota State.

The division helps its partners and stakeholders understand their operational risks and maintain financial stability through insurance or the use of other risk management strategies. In addition, it helps state agencies develop and promote a safe, productive workplace that helps protect state employees and state resources. It delivers comprehensive, cost-effective property, liability, and workers' compensation services through proactive and innovative risk, loss-control, and claims management practices. The Workers' Compensation Program operates in a special revenue fund and the Property and Casualty Program operates as an internal service fund.

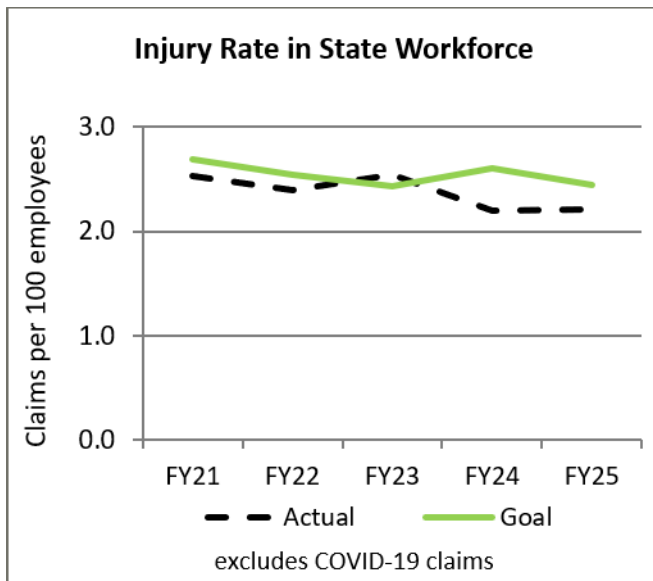
SERVICES PROVIDED

Risk Management helps state agencies and employees return to serving Minnesota citizens following unexpected events or accidents. The services provided by Risk Management include:

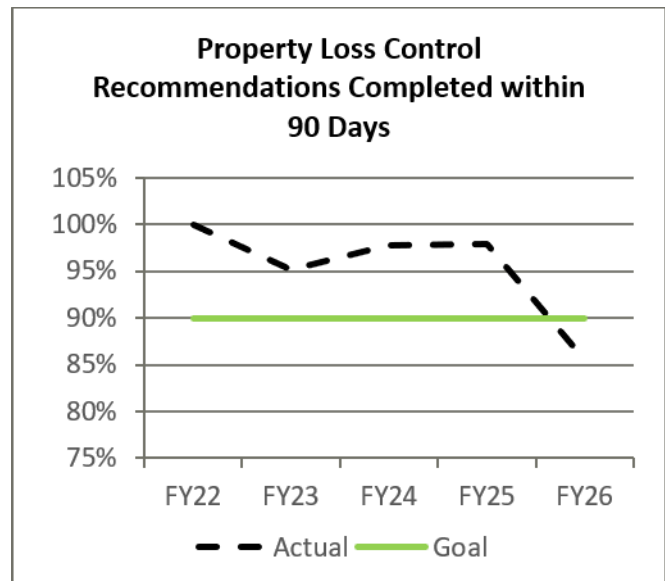
- Advising partners about how to best control operational and contractual risks
- Helping partners acquire specialty insurance coverage when self-insuring the risk is not cost-effective
- Protecting state property and the public through loss control efforts
- Preventing injuries to employees and providing benefits when injuries occur that are work related
- Returning employees to work as soon as possible following workplace injuries
- Resolving claims related to property damage and injuries to the public caused by Risk Management's customers
- Facilitating repairs to partners' damaged property and vehicles

RESULTS

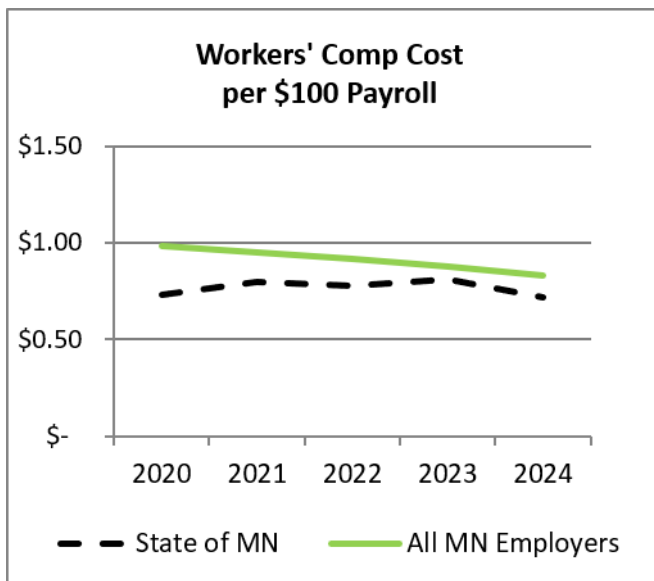
Part A: Performance Data



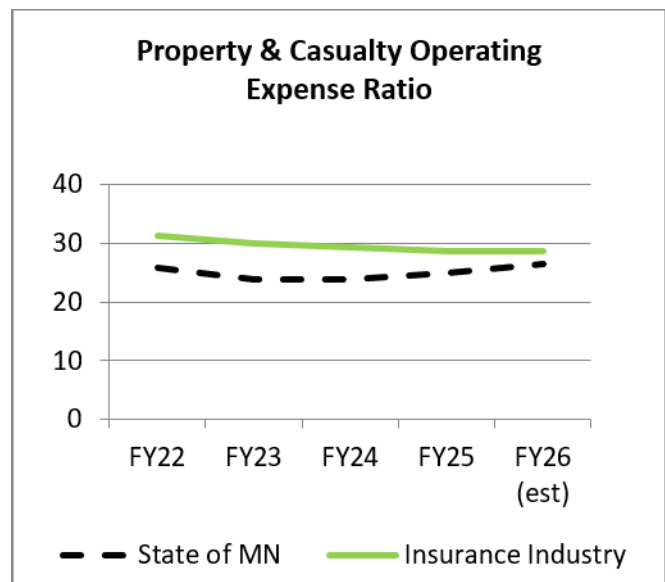
Performance Measure (Result): Based on internal tracking, the number of workplace injuries is declining.



Performance Measure (Result): The number of recommended changes completed within 90 days is tracked to ensure they are resolved in a timely manner. The recommendations are completed to reduce the likelihood of a property loss.



Performance Measure (Quality): To ensure cost effective services, Risk Management routinely compares its costs with those of private and public employers. Risk Management's workers' compensation cost per every \$100 of payroll is less than that of other Minnesota employers. Based on information from Department of Labor and Industry website: <https://www.dli.mn.gov/business/workers-compensation/work-comp-rate-information-statewide-average-weekly-wage-saww>



Performance Measure (Quality): Risk Management strives to keep administrative expenses low and measures costs annually against insurance market averages. Based on internal tracking and industry standards, State property and casualty operating expenses are less than the average insurance industry operating costs.

Part B: Evidence of Effectiveness

The Risk Management Division utilizes best practices to provide risk management advice and property, liability, and workers' compensation insurance services, but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. The Risk Management Division's activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

The legal authority for Administration's Risk Management Division is provided by: M.S. 16B.85 (<https://www.revisor.mn.gov/statutes/?id=16B.85>) and M.S. 176.541 (<https://www.revisor.mn.gov/statutes/?id=176.541>).

Program: Government and Citizen Services**Activity: Small Agency Resource Team**

<https://mn.gov/admin/government/smart/>

AT A GLANCE

- Serves 45 diverse executive branch agencies, boards, and councils
- Provides financial guidance for budgets totaling \$200 million in FY 2026
- Delivers human resource services for approximately 505 employees in FY 2026

PURPOSE AND CONTEXT

The Small Agency Resource Team (SmART) provides accounting, budgeting, and human resources (HR) services to 45 executive branch small agencies, boards, and councils. SmART agencies retain ultimate authority for human resources, finance, and budget decisions.

SmART learns the needs of state agency partners and provides expert technical knowledge of policies, procedures, and best practices. This eliminates the need for these agencies, boards, and councils to hire dedicated administrative staff to handle infrequent transactional functions so they can focus on delivering their core missions. Through SmART's work, partners more accurately and easily navigate the complexities of performing state government financial and human resource functions.

SmART is required by statute to serve the state's three ethnic councils, Minnesota Indian Affairs Council, Minnesota Council on Disability, LGBTQIA2S+ Council, and the Office of the Foster Youth Ombudsperson. Currently, SmART serves 38 additional agency partners including the Health Licensing Boards, the Minnesota Racing Commission, the Peace Officers Standards Training (POST) Board, and the Minnesota Department of Human Rights. This work is supported by a combination of general fund resources and inter-agency agreements. Under either funding source, SmART delivers high value services at a lower cost than hiring administrative staff for each program.

SERVICES PROVIDED

SmART provides partners with the financial and human resources information and services they need to operate effectively and efficiently:

Financial Management	Human Resources
Budget support	Affirmative action planning
Biennial budget guidance and entry	Payroll services
Fiscal note assistance and processing	Personnel transactions entries
Budget entries	Benefits administration
Processing of purchase orders, professional/technical contracts, grant contracts, inter-agency agreements, annual plans, and employee business and travel reimbursements	Performance management and labor relations
Payment processing	Classification and compensation analysis
Deposits	Vacancy filling
Reporting	Reporting
Training	Training

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
General Fund savings. Dollars saved per year by small agencies using SmART compared to hiring one full-time human resource FTE and one full-time finance FTE.	Result	Internal tracking	\$10,524,625 (FY 2024)	\$10,302,851 (FY 2026)
Number of partners served. SmART partner base has doubled since 2019. This allows more agencies to access expert business services, creates economies of scale, and enables partners to focus resources on their core missions.	Quantity	Internal tracking	44 (FY 2024)	45 (FY2026)
Number of Trainings Completed. SmART conducts trainings for leaders, staff, and board members.	Quantity	Internal Tracking	N/A*	22 (FY2026)

*This is a new measure.

Part B: Evidence of Effectiveness

SmART utilizes best practices to provide accounting, budgeting, and human resources services, but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. SmART's activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 16B.371 (<https://www.revisor.mn.gov/statutes/?id=16B.371>) provides the legal authority for the Small Agency Resource Team.

Program: Government and Citizen Services**Activity: State Assistive Technology & State Accommodation Reimbursements**<https://mn.gov/admin/star/><https://mn.at4all.com/><https://mn.gov/admin/government/disability-services/accommodation-fund/>**AT A GLANCE****During FY 2025 and FY 2026, System of Technology to Achieve Results provided:**

- 604 long-term loans of assistive technology that saved Minnesotans with disabilities \$1,244,241
- 1228 short-term loans of 1707 assistive technology devices for trial or temporary use
- 624 demonstrations of assistive technology
- Technical assistance to various state agency committees

During FY 2025 and FY 2026, the State Accommodation Reimbursement Fund:

- Received 452 accommodation reimbursement requests, with applications from 18 state agencies
- Provided reimbursement of \$365,800 to state agencies

PURPOSE AND CONTEXT

A System of Technology to Achieve Results (STAR) is Minnesota's Assistive Technology Act program and is 100% federally funded. STAR helps Minnesotans of all ages who have disabilities and aging adults find and get the assistive technology they need to function more independently at home, school, work, and in their communities. Assistive technology can be any item or product that helps an individual with a disability perform a task. Examples of assistive technology include:

- Communication devices
- Handheld magnifiers
- Software that reads text aloud
- Assistive listening devices
- Adapted eating utensils
- Grab bars

The State Accommodation Fund, administered by the STAR division, provides reimbursement (up to 50%) to agencies for eligible costs made for state employee accommodations.

SERVICES PROVIDED

STAR provides the following free services to Minnesotans with disabilities and aging adults so they may function more independently at home, school, work, and in their communities:

- Device loans
- Device demonstrations
- Information and assistance
- Public awareness

STAR has developed assistive technology training in collaboration with a variety of partners, including document accessibility training. STAR trains executive branch agency supervisors monthly on assistive technology, the Accommodation Fund, and digital accessibility. Additionally, STAR provides technical assistance to help programs and agencies improve their assistive technology services, management, and policies. Technical assistance may include information and training on integrating assistive technology into the development and implementation of service plans, including education, health, or employment plans required by law.

Demonstrations and short-term loans (45 days or less) help Minnesotans better understand product features and gain hands-on experience with assistive technology before selecting and buying a device. STAR's services minimize the possibility that Minnesotans will buy an item that doesn't meet their needs. Professionals working with people with disabilities can also borrow devices to gain experience with them before they work with and make recommendations for their clients. Minnesotans may also borrow assistive technology to use while waiting to receive a new device or while their device is being repaired. Long-term loans allow Minnesotans to borrow older devices that are still in good working condition for as long as needed to use in school, at work, or for essential daily living needs.

RESULTS

Part A: Performance Data

STAR provided 1228 short-term loans of 1707 devices during FY 2025 and FY 2026. The purpose of these loans is to help borrowers make an informed decision about whether a device meets their needs. The data below show the percentage of borrowers who were able to determine whether the borrowed device was an appropriate solution.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Percentage of device loans for decision-making that resulted in borrowers determining if the assistive technology would meet their educational needs	Result	Internal tracking	87% (192 Loans) (FY 2023-2024)	67% (204 Loans) (FY 2025-2026)
Percentage of device loans for decision-making that resulted in borrowers determining if the assistive technology would meet their employment needs	Result	Internal tracking	78% (68 Loans) (FY 2024-2025)	54% (127 Loans) (FY 2025-2026)
Percentage of device loans for decision-making that resulted in borrowers determining if the assistive technology would meet their community living needs	Result	Internal tracking	90% (446 Loans) (FY 2023-2024)	89% (624 Loans) (FY 2025-2026)

The following relates to the State's Accommodation Fund.

Measure name	Measure type	Measure data source	Historical trend	Most recent data
Number of one-time expenses (e.g., assistive technology) for a state employee that totals more than \$500.	Quantity	Internal tracking	24 (FY 2023-2024)	58 (FY 2025-2026) (142% increase)
Number of expenses for current state employees for services provided on a periodic or ongoing basis (e.g., American Sign Language interpreter)	Quantity	Internal tracking	344 (FY 2023-2024)	370 (FY 2025-2026) (8% increase)
Number of individual job applicants for whom agencies submitted expenses for reimbursement from the Accommodation Fund	Quantity	Internal tracking	9 (FY 2023-2024)	8 (FY 2025-2026) (11% decrease)

Part B: Evidence of Effectiveness

The Minnesota STAR Program is federally mandated under the Assistive Technology Act and delivers services using nationally recognized best practices. Because STAR provides individualized assistive technology services across a wide range of disabilities, ages, and settings, rather than a single standardized intervention, the evidence classifications are not directly applicable. The assistive technology solutions provided through the program are informed by available research, clinical evidence, and individual needs.

The legal authority for STAR is provided in: P.L. 117-263 (<https://www.congress.gov/117/plaws/publ263/PLAW-117publ263.pdf>) and M.S. 16B.055 (<https://www.revisor.mn.gov/statutes/cite/16B.055>).

The State Accommodation Reimbursement Fund is authorized in: M.S. 16B.4805 (<https://www.revisor.mn.gov/statutes/cite/16B.4805>).

Program: Government and Citizen Services**Activity: State Demographer**<https://mn.gov/admin/demography/>**AT A GLANCE**

- Prepare estimates and projections of people and households for all Minnesota counties, cities, and townships
- Provide data to state agencies, local government, the legislature, businesses, nonprofits, researchers, and others
- Delivered 88 presentations about critical issues and demographic trends, reaching 7,068 listeners in FY 2026
- Act as a liaison to the U.S. Census Bureau to ensure a complete and accurate census count

PURPOSE AND CONTEXT

The Minnesota State Demographic Center (SDC) assists state and local leaders in making informed decisions by providing timely and reliable demographic information and plays a lead role in coordinating Minnesota's decennial census response. It helps leaders locate and understand the best data available so that they can match their policies and programs to the state's ever-changing needs and be wise stewards of their resources.

SDC assistance provides state leaders with the social, economic, and demographic information they need to support thriving communities and to address racial, geographic, and socioeconomic inequities. SDC analysis is used by federal, state, and local governments; the legislature; educators; the news media; nonprofits; grant-makers; businesses; and community advocates.

SERVICES PROVIDED

The work of the SDC can be divided into two broad categories:

- Data production and analysis
 - Prepare annual estimates of the number of people and households in all counties, cities, and townships in the state to assist with planning and distributing resources
 - Create projections of the population and labor force by age, gender, race, and location to plan for impacts to the state budget, economy, and services in the coming decades
 - Produce new data for Minnesota's unique needs and populations — such as on immigrant groups and languages spoken in Minnesota homes, moving patterns of people by education and income, and different age patterns among Minnesota's communities
- Public awareness
 - Plan and implement promotional and engagement strategies for Minnesota around the census
 - Support cities and counties to do their own promotion and engagement for the census
 - Work with the U.S. Census Bureau and local grant-making and non-profit leaders to create and implement a Minnesota-specific census plan

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Website pageviews each year	Quantity	Internal tracking	115,839 (FY 2025)	113,880 (FY 2026)
Self-response rate to the Census	Quantity	U.S. Census Bureau	74.1% (CY 2010)	75.1% (CY 2020)
Number of stakeholders served by presentations each year	Quantity	Internal tracking	7,689 (FY 2025)	7,068 (FY 2026)

Part B: Evidence of Effectiveness

The State Demographer produces data and research using established research methods and rigorously tested datasets. There is no single clearinghouse or journal article on which the evidence is established.

M.S. 4A.02-4A.03 (<https://www.revisor.mn.gov/statutes/cite/4A/full>) provides the legal authority for the State Demographer's services.

Program: Government and Citizen Services**Activity: State Historic Preservation Office**

<https://mn.gov/admin/shpo>

AT A GLANCE

- Minnesota has 1,790 nationally recognized places—including 287 historic districts, National Historic Landmarks and Traditional Cultural Places—covering more than 7,500 historic and cultural resources.
- Since launching in 2024, MnSHIP (Minnesota Statewide Historic Inventory Portal website) has added over 4,000 new records and updated 1,400 in its database of 120,000 above-ground resources, expanding public access to maps and historic information.
- In 2026, the State Historic Preservation Office received a \$1.3 million federal Emergency Supplemental Disaster Grant to survey flood-prone areas along the Roseau and Minnesota Rivers; the three-year project will identify critical historic places to support disaster response and community preparedness.
- In state FY 2025, 11 projects were approved for the Historic Structure Rehabilitation Tax Credit, representing \$150 million in planned investment; this activity will generate \$250 million in economic impact and support 1,035 jobs, with each \$1 of state credit producing \$10.40 in economic activity.
- Co-hosted FORUM 2026 with the City of Minneapolis and the National Alliance of Preservation Commissions, a national conference for local communities and preservation commissions; awarded 81 scholarships representing 34 Minnesota Certified Local Governments to attend.

PURPOSE AND CONTEXT

The Minnesota State Historic Preservation Office (SHPO) administers federal and state programs aimed at preserving historic and cultural resources important to all Minnesotans. SHPO encourages best preservation practices and cooperative approaches, so that all people can share in the enduring environmental, social, and economic benefits of Minnesota's cultural heritage. The office provides guidance and support to individuals, communities, and all levels of government to help them meet their preservation goals and comply with state and federal laws.

SHPO leads statewide preservation planning efforts by setting a long-term vision for identifying, protecting, maintaining, rehabilitating, and celebrating historic properties. This vision is shaped through public and partner participation and is outlined in Minnesota's Statewide Historic Preservation Plan, which is updated every five to ten years.

SHPO partners with local governments, Tribal Nations, state and federal agencies, developers, investors, the public, and other stakeholders, as directed by the National Historic Preservation Act of 1966 and Minnesota Statutes. SHPO activities are funded through the federal Historic Preservation Fund, matching state general fund appropriation, and fees from the State Historic Structure Rehabilitation Tax Credit.

SERVICES PROVIDED

The State Historic Preservation Office provides services in the following general program areas:

- **National Register of Historic Places:** The National Register is the official list of the nation's historic places worthy of preservation.

- **Historic Resources Inventory:** SHPO began a systematic survey in 1977 and today maintains an inventory of records of over 124,000 historical and archaeological resources that continues to grow with stakeholder support.
- **Historic Preservation Tax Incentives:** Property owners rehabilitating historic buildings are eligible to receive federal and state income tax credits on qualifying rehabilitations.
- **Federal Section 106 and Environmental Reviews:** SHPO reviews state and federal projects for their potential to affect historic properties; and it ensures the state’s historic resources are part of project planning and development.
- **Certified Local Governments (CLGs):** CLGs directly benefit with SHPO partnership because 10% of SHPO’s federal funding passes to local communities.
- **Statewide Historic Preservation Planning and Disaster Planning for Historic and Cultural Resources:** Responsible for creating and implementing a comprehensive statewide plan, SHPO participates in the State’s Interagency Climate Adaptation Team to encourage building reuse and resiliency for Minnesota’s historic and cultural resources to address effects of climate change.

RESULTS

Part A: Performance Data

SHPO submits an annual economic analysis of state historic tax credits to the state legislature and an annual report to the National Park Service reporting on all SHPO services that support a comprehensive statewide preservation program and Minnesotans.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of responses provided on federal, state, and local projects commenting and consulting on impacts to historic resources	Quantity	Internal tracking	2,528 (FFY 2022) 3,068 (FFY 2023) 3,525 (FFY 2024)	3,531 (FFY 2025) 40% increase from FFY 2022
Percentage of Statewide Historic Inventory records that have been scanned <i>and</i> made accessible online, reducing time and costs for agencies and consultants reliant on data	Quality	Internal tracking	60% (FY 2024)	65% (FY 2025)
Number of new “Memorandum of Agreements” and “Program Agreements” negotiated to reduce federal and state projects’ impacts on historic and cultural resources	Results	Internal tracking	7 (FFY 2023) 12 (FFY 2024)	12 (FFY 2025)

FFY – Federal fiscal year

Part B: Evidence of Effectiveness

SHPO utilizes best practices to administer federal and state programs aimed at preserving historic and cultural resources. Tax credits cannot be evaluated using randomized control trials or quasi-experimental design studies. However, the Historic Structure Rehabilitation Tax Credit has been evaluated and found to be effective using a commonly accepted method of economic impact evaluation. The most recent evaluation can be found here: <https://www.lrl.mn.gov/docs/2026/mandated/260443.pdf>. Reports from previous years are available here: <https://mn.gov/admin/shpo/incentives/state/economicreports/>. In FY 2026 \$35,366,405 was expended on these effective tax credits.

The following federal and state laws provide the statutory authority for the State Historic Preservation Office:

- 54 U.S. Code 300101 (<https://www.govinfo.gov/content/pkg/USCODE-2018-title54/html/USCODE-2018-title54-subtitleIII-divsnA-app.htm>)
- 54 U.S. Code 302102-302108 (<https://www.govinfo.gov/content/pkg/USCODE-2018-title54/html/USCODE-2018-title54-subtitleIII-divsnA-app-dup1.htm>)
- 54 U.S. Code 302501-302503 (<https://www.govinfo.gov/content/pkg/USCODE-2018-title54/html/USCODE-2018-title54-subtitleIII-divsnA-app-dup1-chap3025.htm>)
- 36 Code of Federal Regulations 60 (https://www.ecfr.gov/cgi-bin/text-idx?SID=b36f494ab8c19284178b4c593eda2a8f&tpl=/ecfrbrowse/Title36/36cfr60_main_02.tpl)
- 36 Code of Federal Regulations 61 (https://www.ecfr.gov/cgi-bin/text-idx?SID=e31d3d9a0c0a4a86790f77b0d997161d&mc=true&tpl=/ecfrbrowse/Title36/36cfr61_main_02.tpl)
- 36 Code of Federal Regulations 800 (https://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&SID=2e3f521c1d07518a220bf5e543296b64&tpl=/ecfrbrowse/Title36/36cfr800_main_02.tpl)
- M.S. 138.31-138.42 (<https://www.revisor.mn.gov/statutes/cite/138/full#stat.138.31.1>)
- M.S. 138.661-138.666 (<https://www.revisor.mn.gov/statutes/cite/138/full#stat.138.661>)
- M.S. 138.71-138.75 (<https://www.revisor.mn.gov/statutes/cite/138/full#stat.138.71>)
- M.S. 290.0681 (<https://www.revisor.mn.gov/statutes/cite/290.0681>)
- M.S. 471.193 (<https://www.revisor.mn.gov/statutes/cite/471.193>)
- Minnesota Constitution Article XI, Sec. 15 (https://www.revisor.mn.gov/constitution/#article_11)

Program: Government and Citizen Services**Activity: Office of Collaboration and Dispute Resolution**<https://mn.gov/admin/ocdr>**AT A GLANCE**

1. Provides state-wide dispute-resolution services on difficult, intractable issues
2. Builds the capacity of state and local government to resolve disputes and collaborate more effectively
3. Serves state, local, and Tribal governments and all three branches of government
4. Serves as a statewide resource to maintain the field of alternative dispute resolution
5. Administers grants to support access to community mediation services across the state

PURPOSE AND CONTEXT

The Office of Collaboration and Dispute Resolution (OCDR) designs and facilitates collaborative processes to help government and communities improve relationships, build trust, and develop wise and durable solutions to seemingly intractable issues. The office works across all branches of government and on issues ranging from transportation and the environment to social services, education, and organizational development. With innovative facilitation and consensus-building services, OCDR helps state, local, and Tribal governments and communities around Minnesota resolve contentious public issues in an effective and efficient manner, while creating greater inclusion and mutual understanding.

OCDR serves as a statewide catalyst to advance the sustainable resolution of matters of public interest. The office also promotes effective collaboration and dispute resolution in state and local government, as well as the broad use of community mediation throughout Minnesota.

SERVICES PROVIDED

OCDR builds the state's capacity to work together effectively across differences. Through collaborative problem solving and training, OCDR assists both state agencies and local government in accomplishing their missions and goals in an inclusive way which integrates the perspectives and needs of all parties. OCDR provides services in four key areas:

- **Collaborative Problem-Solving:** Facilitate public sector dispute resolution processes that bring parties together to define a problem, identify the core interests and concerns of all involved, engage in dialogue and deliberation, and generate integrative solutions that address underlying interests. Help parties build shared understanding and trusting relationships that support long-term collaboration on complex issues.
- **Training and Capacity Building:** Provide training and technical expertise. Serve as a learning hub for organizations on conflict resolution and public engagement approaches. Give presentations, workshops, and provide technical assistance on conflict resolution. Coordinate the development of conflict resolution best practices across state agencies. Distribute a quarterly newsletter and maintain a website with resources on effective collaboration and conflict resolution.
- **Community Mediation Support:** Support community mediation through a grant program to qualified nonprofit Community Dispute Resolution Programs that provide free and low-cost mediation and other dispute resolution services in their communities and around Minnesota. Serve as a strategic partner in increasing access to mediation services in the state.

- **Build conflict resolution and bridge building fields:** Promote innovation and best practices in dispute resolution and create new connections across practitioners and organizations to grow conflict resolution and connections in Minnesota.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Percent of OCDR survey respondents that agree or strongly agree with the statement, "I would recommend OCDR's services to others."	Quality	OCDR customer survey data	100% (FY 2025)	100% (FY 2026)
Percent of OCDR training participants that agree or strongly agree with the statement "Overall, I am satisfied with the training."	Quality	OCDR customer survey data	95% (FY 2025)	95% (FY 2026)
Number of people trained in conflict resolution skills	Quantity	OCDR service tracking data	992 (FY 2025)	1330 (FY 2026) 34% increase
Count of newsletter recipients	Quantity	GovDelivery Bulletin Report	2187 (FY 2025)	2377 (FY 2026) 8% increase

Part B: Evidence of Effectiveness

The Office of Collaboration and Dispute Resolution (OCDR) does not have the staff capacity to implement treatment and control research to measure the effectiveness of its practices. However, OCDR draws on a wide range of academic literature that demonstrates evidence-based effectiveness of the types of alternative dispute resolution methodologies used by the office.

For example, the Federal Forum on Environmental Collaboration and Conflict Resolution's 2018 report (https://www.energy.gov/sites/default/files/2018/05/f51/ECCR_Benefits_Recommendations_Report_%205-02-018.pdf) shows that compared to legal processes, collaborative problem-solving reduces staff time spent on disputes, saves agencies money, improves disputing parties' relationships, and creates more long-lasting outcomes.

Also, Omar Shaikh's, et. al study titled "Rehearsal: Simulating Conflict to Teach Conflict Resolution" (<https://dl.acm.org/doi/10.1145/3613904.3642159>) demonstrates the effectiveness of OCDR's strategy of using scenarios in training.

Evidence-based practice:	Source:	FY 26-27 Expenditures
Community Mediation	https://mdmediation.org/wp-content/uploads/2019/10/Giving_Police_and_Courts_a_Break.pdf	\$305,000

Some additional examples of research include:

6. Dukes, E. F. 2004. What We Know About Environmental Conflict Resolution: An Analysis Based on Research. Conflict Resolution Quarterly, 22(1-2), 191–220.

7. Dunford, B., Mumford, K., Wayne Boss, R., Boss, A., And Boss, D. 2020. Integrated conflict management systems pay off with lower levels of formal grievances and lower turnover rates. ILR Review, 73(2), 528–551.
 8. Gamage, Amila N.K.K. and Suresh Kumar. 2024. Review of Alternative Dispute Resolution Methods in Construction Projects. Saudi J Eng Technol, 9(2): 75-87.
 9. See also reports and literature published by the Harvard Law School Program on Negotiation: <https://www.pon.harvard.edu/free-reports/>
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The legal authority for OCDR falls under M.S. 16B.361 (<https://www.revisor.mn.gov/statutes/cite/16b.361>), M.S. 494.01-05 (<https://www.revisor.mn.gov/statutes/cite/494/full>), and M.S. 13.88 (<https://www.revisor.mn.gov/statutes/cite/13.88>).

Program: Government and Citizen Services**Activity: Office of Enterprise Sustainability**<https://mn.gov/admin/government/sustainability>**AT A GLANCE**

- Assist agencies in avoiding \$40 million in energy costs and reducing greenhouse gas (GHG) emissions by over 300,000 metric tons of carbon dioxide equivalent (mtCOe) annually.
- Help agencies leverage state and federal funding opportunities for energy efficiency and renewable energy improvements.
- Collect, analyze, and report enterprise sustainability performance (<https://sustainability.mn.gov/>).
- Lead enterprise sustainability planning and support agency implementation.
- Provide technical assistance, education, and coordination to advance sustainability across state government.
- Administer the State Building Energy Conservation Improvement Revolving Loan Account.

PURPOSE AND CONTEXT

The Office of Enterprise Sustainability (OES) assists state government in making measurable progress toward improving the sustainability of government operations. Sustainability efforts help agencies improve operational efficiency, reduce long-term operating costs, strengthen the resilience of state facilities and operations, and protect taxpayer investments.

Executive Order 19-27 establishes the State of Minnesota's sustainability goals and the enterprise governance structure used to coordinate implementation. The Executive Order directs state government to conserve energy and water, reduce waste to save money, reduce greenhouse gas emissions, and improve the sustainability of goods and services procured by government. Minnesota Statutes, section 16B.372, establishes the Office of Enterprise Sustainability and its responsibilities for enterprise planning, reporting, and technical assistance.

The Office also administers the State Building Energy Conservation Improvement Revolving Loan Account established under Minnesota Statutes, sections 16B.86-16B.87, providing financing for energy efficiency improvements at state facilities.

The Office is funded through a combination of interagency agreements and a small general fund appropriation.

SERVICES PROVIDED**OES provides services to agencies in the following areas:**

- Data, analytics, and reporting – Collect, manage, analyze, and report sustainability data; maintain enterprise performance measures; and identify trends, opportunities, and barriers to achieving statewide sustainability goals.
- Enterprise sustainability planning – Develop enterprise sustainability plans and strategies that establish priorities, guide implementation, and support progress toward statewide goals.
- Agency planning assistance – Provide technical assistance to agencies in developing sustainability plans, identifying implementation pathways, and overcoming organizational and technical barriers.
- Implementation assistance – Support agencies in implementing sustainability initiatives, including building energy, fleet, solid waste, communications and engagement, renewable energy, water conservation, and sustainable procurement.

- Financing and business case development – Administer the State Building Energy Conservation Improvement Revolving Loan Account; identify funding opportunities; and help agencies evaluate project costs, avoided costs, and return on investment.
- Education, coordination, and capacity building – Facilitate workgroups, deliver training and educational resources, share best practices, and build agency capacity to implement sustainability initiatives.

RESULTS

Part A: Performance Data

Strengthening sustainability in state government operations leads to better government and smart stewardship of taxpayer dollars. Minnesotans expect continual improvements to government operations, including sustainability improvements that will help avoid costs, increase efficiencies, and result in more resilient facilities and operations, along with enhanced environmental and health protection.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Water consumption reduction goal of 15%	Result	Utility billing and well meter data.	13% reduction (CY 2023)	17% reduction (CY 2025) 112% progress towards goal
Solid waste diversion goal of 75%	Result	Solid waste billing and visual observations.	35% diversion of solid waste to recycling and organics (CY 2023)	39% diversion of solid waste to recycling and organics (CY 2025) 53% progress toward goal
Greenhouse gas emissions reduction goal of 50%	Result	Direct and indirect energy emissions reporting protocols.	33% GHG emissions reduction (CY 2023)	33% GHG emissions reduction. (CY 2023) 66% progress toward goal
Fleet fossil fuel reduction goal of 30%	Result	Fleet fuel data from Admin Combined Fleet, DNR, DOT, DPS, Met Council and Transit	15% fossil fuel use reduction (CY 2023)	6% fossil fuel use reduction. (CY 2025) 21% progress toward goal
Energy intensity (energy per sq ft) reduction goal of 30%	Result	Utility billing data.	19% reduction in energy intensity (CY 2023)	19% reduction in energy intensity. (CY 2025) 63% progress toward goal
Sustainable elements in 50% of applicable contract solicitations include sustainability elements	Result	Office of State Procurement contract documents	100% of contract solicitations (FY 2024)	169% of goal achieved – of the 13 applicable contracts up for rebid, 11 include new sustainability elements (FY 2025)

Part B: Evidence of Effectiveness

The impact of environmental sustainability practices is not typically measured using randomized control trials or quasi-experimental design studies. The Office of Enterprise Sustainability provides services that are aligned with commonly accepted and scientifically studied international and US standards including ISO-50001, the US EPA Environmentally Preferable Purchasing Program, the Organization for Economic Co-operation and Development, and the US Department of Energy.

Minnesota-specific practices have been studied using recognized methods:

- Energy management and building performance improvements – OES uses resources such as the following to support the effectiveness of practices implemented, in addition to engineering pre-designs completed during remodeling and construction to meet SB 2030 standards.
 - U.S. Department of Energy Better Buildings Solution Center: <https://betterbuildingssolutioncenter.energy.gov/>
 - ISO 50001 Energy Management Systems: <https://www.iso.org/iso-50001-energy-management.html>
- OES recommendations regarding sustainability in public purchasing are supported by standards established by the EPA and the Organization for Economic and Cooperative Development
 - U.S. EPA Environmentally Preferable Purchasing Program: <https://www.epa.gov/greenerproducts>
 - OECD – Harnessing Public Procurement for the Green Transition: https://www.oecd.org/en/publications/harnessing-public-procurement-for-the-green-transition_e551f448-en.html
- Fleet transition to electrification and alternative fuels guidance is supported by numerous government and public-health orientated non-profits including:
 - The Joint Office of Energy and Transportation at the Federal level - [Joint Office of Energy and Transportation](#)
 - National Renewable Energy Laboratories - [Transportation and Mobility Research | Transportation and Mobility Research | NLR](#)
- Enterprise Greenhouse Gas emissions are reported per established standards.
 - Global Reporting Initiative (GRI): <https://www.globalreporting.org/>
 - CDP: <https://www.cdp.net/>
- Solid waste practices are based on legislative requirements for state agencies and guidance and research from the Minnesota Pollution Control Agency
 - <https://www.pca.state.mn.us/air-water-land-climate/waste-planning-and-recycling>
 - [https://www.reusemn.org/resources/Documents/Reuse%20Minnesota%20-%20Impact%20study%20report%202023%20\(final\).pdf](https://www.reusemn.org/resources/Documents/Reuse%20Minnesota%20-%20Impact%20study%20report%202023%20(final).pdf)

M.S. 16B.372 (<https://www.revisor.mn.gov/statutes/cite/16b.372>), 16B.86-16B.87 (<https://www.revisor.mn.gov/statutes/cite/16B/full#stat.16B.86.1>), and Executive Order 19-27 (https://mn.gov/governor/assets/2019_04_04_EO_19-27_tcm1055-378973.pdf) provide the legal authority the Office of Enterprise Sustainability.

Program: Government and Citizen Services**Activity: State Register and Mailing List Services**

<https://mn.gov/admin/bookstore/register.jsp>

<https://mn.gov/admin/government/data-info/mls.jsp>

AT A GLANCE

- The State Register is published weekly and accessed exclusively online.
- Statutory changes in 1998 required the State Register to post a free online edition.
- Mailing List Services manages and sells public lists of individuals or organizations licensed by the State of Minnesota.

PURPOSE AND CONTEXT

The *State Register* and Mailing List Services (MLS) provide statutorily mandated notifications and information related to state government services to the public.

The *State Register* is the official publication of the State of Minnesota's Executive Branch of government, published weekly to fulfill the legislative mandate for notice of State activities such as rulemaking, official notices, contracts, and other agency announcements. The *State Register* contains:

- | | |
|---|---|
| • Proposed Rules | • Revenue Notices |
| • Executive Orders of the Governor | • State Grants and Loans |
| • Commissioners' Orders | • Expedited Rules |
| • Contracts for Professional, Technical and Consulting Services | • Proclamations |
| • Adopted Rules | • Official Notices |
| • Exempt Rules | • Non-State Public Bids, Contracts and Grants |
| • Appointments | • Withdrawn Rules |
| | • Vetoed Rules |

MLS manages and sells public lists of individuals or organizations licensed by the State of Minnesota. Minnesota law requires that the names and addresses of these individuals or organizations be made available to the public. Since 1982, various mailing lists have been sold by MLS. Lists are purchased by individuals and companies from across the country. Lists are typically purchased by vendors to market new services, continuing education, recruiting, charities, and to conduct research.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Website visits to the State Register	Quantity	Website analytics	22,382 (FY 2023) 29,192 (FY 2024) 26,161 (FY 2025)	26,543 (FY 2026) (18% increase over FY 2023)
<i>State Register</i> customer satisfaction rate. Percent of survey respondents who answered yes to the question “Are you satisfied with your agency or organization publications in the State Register?” (Goal of 90% or higher)	Quality	Internal customer feedback surveys	N/A*	100% (FY 2025)
Mailing List Services customer satisfaction rate. (Goal of 90% or higher)	Quality	Internal customer feedback surveys	N/A*	N/A*

*These are new measures.

Part B: Evidence of Effectiveness

State Register and Mailing List Services (MLS) utilizes best practices to provide statutorily mandated notifications and information related to state government services to the public but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. *State Register* and MLS’s activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 14.46 (<https://www.revisor.mn.gov/statutes/cite/14.46>) and M.R. 1400.2080 (<https://www.revisor.mn.gov/rules/1400.2080>) provide the legal authority for the State Register. M.S. 16B.04, Subd. 2, Para. (8) (<https://www.revisor.mn.gov/statutes/cite/16B.04#stat.16B.04.2>); M.S. 13.03 (<https://www.revisor.mn.gov/statutes/cite/13.03>); and M.S. 13.41 (<https://www.revisor.mn.gov/statutes/cite/13.41>) provide the legal authority for the Mailing List Services.

Program: Government and Citizen Services**Activity: Enterprise Translations Office (ETO)**<https://translate.mn.gov/>**AT A GLANCE**

- Provide centralized translation services with quality assurance for Hmong, Somali, and Spanish
- Reimburse agencies for costs incurred for eligible translations of all other languages supported by the Language Access Service Fund
- Over \$3.5 million in cost efficiency has been achieved for state agencies since office operations began in FY 2025. Over 3,400 translation requests completed, totaling over 26,800 pages since FY 2025.

PURPOSE AND CONTEXT

The Enterprise Translations Office (ETO) supports executive branch agencies in their missions by producing fast, reliable, and cost-effective multilingual communications for the communities they serve. The ETO contributes to the Department of Administration's mission of delivering excellent government services by providing language support, leadership, innovation, solutions, and guidance on translation best practices. The ETO ensures that state government communications are accessible to Minnesota's diverse population, providing life and safety critical government information and fostering inclusivity. In its first year of existence, ETO was nominated by Minnesota Information Technology Services (MNIT) for technology awards related to its use of AI, including with the National Association of State Chief Information Officers (CIOs) and for a TEKNE award (from the state's largest technology association), in addition to its award for the Budget Implementation Innovation Champion for utilizing AI to provide translation services across the enterprise.

SERVICES PROVIDED

The ETO offers a wide range of translation and language support services, including:

- **Translation and Quality Assurance Services:** Providing high-quality, accurate translation for Hmong, Somali, and Spanish
- **Support for Other Languages:** Reimbursement is available for translations into other languages costs through the Language Access Service Fund
- **Localized State Landing Page:** Developing and maintaining localized landing pages in Hmong, Somali, and Spanish, linking to translated materials available at state agency websites
- **Provide Standardization and Best Practices:** Collaboratively creating enterprise guidelines and supporting agencies to ensure consistency and high-quality translations across the board through publication of the Minnesota State Translation Standards and Guidelines in the fall of 2026
- **Cultural Communication Advisory:** Assisting agencies in developing culturally relevant communication strategies
- **Specialized Translations:** Including Plain Language conversion, back translations, and handwritten document translations
- **Training and Support:** Offering training sessions and support to state agencies to optimize their translation processes
- **Datasets Development:** Creating specific language datasets for the low-resource languages Hmong and Somali to enhance translation accuracy and relevance in Minnesota

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Cost efficiency (represents the estimated amount executive branch agencies avoided spending by using ETO in-house translation services rather than procuring comparable services from external vendors)	Quantity	Internal tracking	\$140,000 (FY 2024*) \$1.687 million (FY 2025)	\$1.841 million (FY 2026) 9% increase over FY 2025
Total translation requests and page count	Quantity	Internal tracking	546 translation requests; 1,105 pages (FY 2024*) 1,215 translation requests; 14,189 pages (FY 2025)	1,710 translation requests; 11,550 pages (FY 2026) 40% increase in requests over FY 2025
Percent of translation requesters who answered yes to "Would you use ETO services again in the future?"	Quality	Customer feedback survey	100% (FY 2024*) 100% (FY 2025)	100% (FY 2026)
Total dollars reimbursed to agencies for translations from the Language Access Service Fund	Quantity	Internal tracking	\$0 (FY 2024*) \$6,000 (FY 2025)	\$110,131 (FY 2026) 1736% increase over FY 2025

* FY 2024 data are partial, given the timing of the office's creation.

Part B: Evidence of Effectiveness

The Enterprise Translations Office (ETO) is not currently implementing or supporting an evidence-based practice as defined by Minnesota Management and Budget. As a relatively new office, ETO is focused on building operational capacity and measuring performance through service metrics such as utilization, cost efficiency, turnaround time, quality, and customer satisfaction. These performance measures provide evidence of operational effectiveness but do not constitute the type of impact evaluation required under MMB's evidence-based framework. As ETO matures, the office will continue expanding its performance measurement and reporting capabilities via reporting dashboards that utilize Microsoft PowerBI and Lists data, providing a foundation for future evaluation of ETO outcomes.

The legal authority for the ETO is provided in M.S. 16B.373 (<https://www.revisor.mn.gov/statutes/cite/16B.373>).

Program: Strategic Management Services**Activity: Executive Leadership and Partnerships**

<https://mn.gov/admin/about/who-we-are/commissioners-office.jsp>

AT A GLANCE

- Provide executive leadership to the agency
- Establish and lead implementation of agency strategic vision to carry out statutory responsibilities and meet the needs of Minnesotans
- Ensure a safe, inclusive, and productive work environment
- Serve as Executive Secretary to the Executive Council
- Serve as State Historic Preservation Officer
- Serve and provide leadership on multiple interagency commissions, boards, and councils
- Support establishment of the statewide Office of Inspector General
- Provide agency-wide executive, legislative, and public communications and transparency
- Provide the policy and infrastructure to integrate hybrid and onsite services to ensure the expectations and needs of our partners are met.

PURPOSE AND CONTEXT

Executive Leadership and Partnerships drives the agency mission, vision, and values. Providing leadership and strategic direction across the agency, Executive Leadership and Partnerships sets aggressive goals, expects a high level of partner service, and holds the agency accountable for its work. Executive Leadership and Partnerships oversees and manages the administrative functions that support executive branch state agencies, including their purchasing and contracting, facilities management and more. Executive Leadership and Partnerships also is authorized to investigate and study the management of state agencies, reorganizing them when necessary to ensure effective and efficient operations.

SERVICES PROVIDED**Executive Leadership**

- Executive management support
- Internal and external communications
- Data practices and records management compliance
- Website management
- Legal compliance

Partnerships

- Intra-agency and inter-agency coordination
- Legislative coordination
- Media relations
- Continuity of operations and emergency preparedness
- Internal controls and audit
- Implementation support to stand up the statewide Office of Inspector General

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of Admin employees that participated in Continuity of Operations exercises	Quantity	Internal tracking	39 (FY 2021) 103 (FY 2024)	564 (FY 2026)
Return to Office implementation while efficiently using space. <i>Workstations were added within a reduced office space footprint to implement revised 50% in-office telework policy</i>	Result	Physical seat count	229 workstations (FY 2024)	245 workstations (FY 2026)
Number of succession and knowledge transfer processes completed for key agency personnel. <i>This effort mitigates the risk that Admin's services will be interrupted by a retirement or resignation.</i>	Quantity	Internal tracking	6 (FY 2024) 5 (FY 2025)	12 (FY 2026)
Percentage of Admin employees who have completed an Individual Development Plan or been offered an opportunity to do so	Quantity	Internal Tracking	97% (FY 2025)	97% (FY 2026)
Percent of supervisors and managers who agreed that new monthly training sessions provided them with actionable strategies, tools, or information to better support their teams.	Result	Internal Tracking	N/A*	84% (FY 2026)

* This is a new measure.

Part B: Evidence of Effectiveness

Executive Leadership and Partnerships utilizes best practices to provide leadership and strategic direction across the agency but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. Executive Leadership and Partnerships' activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 16B.04 (<https://www.revisor.mn.gov/statutes/cite/16B.04>) provides the legal authority for the Department of Administration.

Program: Strategic Management Services**Activity: Financial Management and Reporting**

<https://mn.gov/admin/employees/financial-management-reporting/>

AT A GLANCE

- Provide financial management, accounting, and purchasing support for the agency's approximately \$326 million in expenditures in FY 2025
- Produce more than 50 financial statements each year for monthly, quarterly, and annual reporting
- Serve each of the agency's 26 divisions
- Deliver financial management and accounting support for 44 agencies served by the Small Agency Resource Team (SmART)

PURPOSE AND CONTEXT

Financial Management and Reporting (FMR) provides administrative services within the Department of Administration, overseeing financial management, financial reporting, internal controls, and budget planning. In addition, FMR completes financial transactions, including purchasing, payments, billing, and cash receipts for partners served by the Small Agency Resource Team (SmART).

SERVICES PROVIDED

FMR serves as the agency's financial liaisons and consultants. Through effective financial management, FMR achieves fiscally responsible utilization of available resources, as governed by applicable laws, policies, and procedures. FMR provides the following agency services:

- Annual, biennial, capital, and supplemental budget preparation
- Purchasing
- Transaction review and approval
- Financial reporting in accordance with Generally Accepted Accounting Principles (GAAP)
- Internal control coordination
- Financial statement preparation and Annual Comprehensive Financial Report information compilation
- Billing and accounts receivable management
- Cash management and electronic payments
- Asset management
- Business plan and rate review oversight
- Fiscal note management
- Policy and procedure development and process training
- Financial analysis
- Accounts payable processing
- Statewide Integrated Financial Tools (SWIFT) security management
- Financial verification
- State accounting system coordination, implementation, and maintenance
- Federal funds budgeting and financial management
- Indirect cost analysis
- Insulin manufacturer reimbursement program facilitation under Minnesota Statutes, section 151.74

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Prompt Payment - Percent of uncontested payments made in 30 days following invoice receipt or delivery, whichever is later under M.S. 16A,124	Quality	Minnesota Management and Budget Prompt Payment Report	96.19% (FY 2024)	97.20% (FY 2026)
SmART Budget Dollars Per Finance FTE	Quantity	SWIFT and SEMA4 data	N/A*	\$3,077,393 (Baseline)
Account Receivable Billing Prompt Processing – Percent of billing invoices processed within two days of the request	Quality	Query of data from the SharePoint site used for processing of billing invoices	91.91% (FY 2024)	96.37% (FY 2026)

*This is a new measure.

Part B: Evidence of Effectiveness

FMR uses best practices to provide accounting and budgeting services, but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. FMR's activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 16A.124 (<https://www.revisor.mn.gov/statutes/cite/16A.124>) describes agency's goals for prompt payment of vendors.

Program: Strategic Management Services**Activity: Human Resources – Administration**

<https://mn.gov/admin/employees/hr/>

AT A GLANCE

- Provide human resource (HR) consultation and services to 572 employees at the Department of Administration and 492 employees across 46 small state agencies under the Small Agency Resource Team (SmART) program.
- Stood up an independent Human Resources Office for Minnesota Management & Budget and transitioned HR services to that new office without disruption at the beginning of FY 2026.
- Onboarded three new agencies under the SmART program.
- Managed 390 Position Transactions requests and hired 202 new employees across all partner agencies in FY 2026.
- Processed more than 4600 transactions in FY 2026 with a less than 1% error rate.
- Conducted review, referral, consultation or investigation on 97 formal incidents or complaints related to employee conduct or performance, or third-party complaints.
- Processed 240 leave requests in FY 2026.
- Implemented Enterprise Leadership Competencies into performance reviews, job postings and interviews to set expectations and standards for formal leaders in the agency.
- Launched a monthly supervisor and manager series on HR and other agency topics for professional and leadership development.

PURPOSE AND CONTEXT

The Human Resources Division provides comprehensive human resources (HR) services and talent solutions to team members, prospective employees, and the management of the Department of Administration (Admin) and multiple agencies, boards, and commissions through Admin's Small Agency Resource Team (SmART). Core functions include guiding managers through the hiring process, finding ways to source, attract, and hire top talent; developing and retaining a productive, diverse, and highly competent workforce; and payroll administration. In addition, the division provides strategic direction to managers and supervisors on workforce planning, coaching and mentoring, employee engagement, performance management, and diversity, equity, and inclusivity opportunities to increase the overall organizational health of the agencies it serves. The Division's work is subject to compliance with federal and state law as well as internal policies and procedures.

SERVICES PROVIDED

The Human Resources Division provides the following services:

- Americans with Disabilities Act compliance and coordination
- Affirmative Action planning, review, and monitoring
- Benefits enrollment and administration including Family Medical Leave, Minnesota Paid Leave, Military Leave, and Paid Parental Leave
- Bi-weekly payroll processing
- Classification and compensation/wage administration
- Consultation on human resources management issues
- Employee training and development

- Labor contract administration and employee relations
- New employee orientation
- Performance management
- Recruitment and selection
- Safety Administration and Occupational Safety and Health Administration compliance and general safety and wellness program administration
- Workers' compensation administration
- Workforce planning

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Two-year retention rate for newly hired employees. (Goal of 75% or more)	Result	Internal tracking	74% (FY2024)	76% (FY 2026)
Admin team members understand how to report misconduct in the workplace (1-5 ranking with 5 reflecting a favorable accountability culture)	Quality	Engagement Survey	4.7 (FY 2023)	4.7 (FY 2025)
Admin team members feel they are valued (1-5 ranking with 5 reflecting a positive workplace culture)	Quality	Engagement Survey	4.5 (FY 2023)	4.5 (FY 2025)
Percent of employees that have engaged with supervisors on an Individual Development Plan (Goal of 100%)	Quantity	Internal tracking	96% (FY2025)	97% (FY 2026)

Part B: Evidence of Effectiveness

The Human Resources division utilizes best practices to provide comprehensive human resources services and talent solutions but is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget (MMB). The Human Resources division's activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 16A.14-26 (<https://www.revisor.mn.gov/statutes/cite/16A/full#stat.16A.14>) and M.S. 16B.04, Subd. 4 (2) (<https://www.revisor.mn.gov/statutes/cite/16B.04>) provide the legal authority for the Human Resources Division.

Program: Fiscal Agent**Activity: Public Broadcasting**

<https://mn.gov/admin/government/grants/arts-cultural-heritage-fund/>

AT A GLANCE

- Provide grant administration for 25 public broadcasting grantees that provide essential community resources and education for Minnesota citizens.
- Provide pre-award risk assessments, grant monitoring, and financial reconciliations as required by Office of Grants Management policies.
- Support public broadcasting grantees through ongoing training and technical assistance.

PURPOSE AND CONTEXT

The Department of Administration's grants fiscal agent function – conducted by the Office of Grants Management (OGM) – ensures that grants and other special funding received through specific appropriations are distributed and managed according to all applicable laws, statutes, policies, and procedures. Administration of these funds allows the Department to provide value to the recipients and public by ensuring resources are used as intended.

The fiscal agent function serves a variety of entities representing public television and radio funds appropriated by the legislature. Public broadcasting stations are essential community resources for Minnesota citizens. These grantees produce content for all Minnesotans that aligns with important state priorities. Examples of their work include:

- Disseminating emergency information in multiple languages.
- Maintaining and hosting Minnesota's Emergency Alert and AMBER Alert infrastructure, ensuring reliable and uninterrupted statewide alerts.
- Delivering community-focused programming and public service content to Minnesotans.
- Providing local resources and historical content to all regions of the state.
- Providing educational resources to K-12 schools across Minnesota.
- Showcasing local and Minnesota-centered content that enhances public knowledge of and access to Minnesota history and culture. For example:
- Prairie Public Television created and distributed 58 seasonally themed, Minnesota-based, hands-on educational kits for circulation in eight Northwest Minnesota libraries
- KWCM/Pioneer Television produced and aired a documentary on Nellie Barsness, the first woman in Minnesota to earn a medical degree from the University of Minnesota.
<https://www.legacy.mn.gov/sites/default/files/resources/MPTA-Arts-Cultural-Heritage-Fund-SFY23-Report.pdf>
- Broadcasting news in English and Spanish to share the voices and experiences of Minnesota's Black, indigenous, people of color, rural, disability, and other communities underrepresented in traditional media.

SERVICES PROVIDED

As the fiscal agent, OGM oversees funding for:

- Administration and management of 2 public broadcasting general fund grant contracts to 25 grantees in FY 2026
- Administration and management of 18 Arts and Cultural Heritage Fund grant contracts to 18 public broadcasting entities

Administration and management of six, five-year appropriation bond grant contracts with Minnesota Public Television Association, totaling \$15 million. The grants are for statutorily defined equipment. Specific services provided include:

- Administering grants and ensuring compliance with state grant statutes, policies, and procedures, including pre-award risk assessment, monitoring, and financial reconciliation
- Providing consultation and technical assistance to grantees
- Conducting trainings to improve grantees' understanding of grant requirements and policies
- Maintaining information on the state's Legacy website <https://www.legacy.mn.gov/>
- Serving as fiscal agent by establishing and maintaining processes for financial transactions, information tracking, and required legislative reporting. Grant contract agreements are a core component of this work.

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of trainings provided to public broadcasting grantees	Quantity	Internal tracking	3 (FY2025)	7 (FY2026)
Percentage of public broadcasting Legacy grantees stating in their Report to the Legislature that they achieved or mostly achieved grant outcomes for their Legacy grant projects	Result	Legislative Reports	100% (FY2024)	100% (FY 2025)
Percentage of public broadcasting grantees participating in one or more trainings provided by the Office of Grants Management	Quantity	Internal Data	N/A*	100% (FY 2026)

*This is a new measure.

Part B: Evidence of Effectiveness

The Office of Grants Management (OGM) utilizes best practices to develop training, provide technical assistance, manage grants, and conduct risk management activities. OGM is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget (MMB). The Office of Grants Management (OGM)'s activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

The legal authority for this program is provided by appropriations bills, M.S. 16B (<https://www.revisor.mn.gov/statutes/cite/16B>) and M.S. 129D.14-19 (<https://www.revisor.mn.gov/statutes/cite/129D/full#stat.129D.14>)

Program: Fiscal Agent

Activity: In Lieu of Rent

<https://mn.gov/admin/government/buildings-grounds/>

AT A GLANCE

- In Lieu of Rent appropriation funds the space costs of the legislature, veterans' organizations, and ceremonial space on the Capitol Complex.
- Space funded by In Lieu of Rent is billed in the same manner, and at the same rate per square foot, as other tenant-occupied space in the same buildings.

PURPOSE AND CONTEXT

The In Lieu of Rent (ILR) appropriation is essential for the proper stewardship and operation of buildings that are integral to the state's democratic process, as well as offices that provide support and advocacy on behalf of Minnesota's veterans and vocational opportunities for the blind. ILR is used to fund space costs of the legislature, veterans' organizations, ceremonial space, the capitol grounds, and statutorily free space. Rent is funded by ILR in areas that are either ceremonial or where occupants do not directly pay rent. More specifically, the ILR appropriation covers rent for:

- **Ceremonial Space** – space in the Capitol Building (such as the Rotunda), Governor's Residence, ceremonial grounds, and monuments and memorials in the Capitol area.
- **State Services for the Blind** – space occupied by State Services for the Blind to operate vending operations and convenience stores at ten sites.
- **Rent Waived** – space in the State Capitol Building, State Office Building, Centennial Office Building, and Veterans Service Building that is occupied by the House of Representatives, Senate, Revisor of Statutes, Legislative Reference Library, and Congressionally-chartered veterans' organizations. The public areas that were created during the Capitol restoration are also included in this area.

The core of state government is in buildings on or near the State Capitol Complex, including the legislative branch, the judicial branch, constitutional offices, and many executive branch functions. In general, the funding required to operate and maintain state-owned buildings in the Capitol Complex comes through rents paid from the operating budgets of the state government entities that occupy that space. The Commissioner of Administration determines lease rates with approval from the Commissioner of Minnesota Management and Budget. In contrast, the rents for certain legislative and other space defined in law are paid for by ILR which is a direct appropriation to the Commissioner of Administration as the fiscal agent. ILR funded space is billed in the same manner, and at the same rate per square foot, as other tenant-occupied space in the same buildings.

Space in the State Office Building will increase by 119,000 useable square feet or 57% upon reopening in the fall of 2027, impacting the ILR appropriation.

SERVICES PROVIDED

The ILR appropriation provides the staffing and maintenance necessary to care for many of the state's most valuable real property assets, including the state's investment in the restoration of the Capitol Building, State Office Building, and Governor's Residence. These services are intended to provide clean, safe, and environmentally sound facilities; energy management; recycling; event permitting and coordination; Capitol Complex food service oversight; and maintenance of green spaces, including monuments and memorials.

During the upcoming biennium, the Facilities Management Division (FMD) will continue to help facilitate the evolving space needs of state agencies and other entities that occupy FMD managed buildings through timely programming, execution of maintenance and repairs, and minor alteration work necessary to meet their current and future building needs.

RESULTS

Part A: Performance Data

The Department of Administration's Facilities Management Division (FMD), which is responsible for maintaining spaces funded by ILR, measures performance in multiple ways including partner satisfaction, work completion rates, and carbon reduction. FMD also continually monitors the condition of the buildings it manages by conducting annual Facility Condition Assessments. Greenhouse gas emissions have been reduced by energy efficiency measures, renewable energy installations on the Capitol Complex, and the increase in the amount of renewable energy in the regional electrical grid.

Measure	Measure type	Measure data source	Historical trend	Most recent data
Percent of partners who are satisfied with FMD's service	Quality	Collected through customer surveys	92% (FY 2024)	91% (FY 2026)
Percent of work orders completed on time	Quality	Internal tracking	91% (FY 2024)	93% (FY 2026)
Percent of Greenhouse Gas Emissions reduced	Quantity	Collected from all utility invoices and converted into carbon dioxide equivalent (CO ₂ e)	93,678 tons CO ₂ e (CY 2008)	34,648 CO ₂ e (CY 2025) (CO ₂ e have been reduced by 63% from CY 2008 to CY 2025.)

CY – Calendar Year

FY– Fiscal year

Part B: Evidence of Effectiveness

FMD utilizes best practices to maintain and care for many of the state's most valuable real property assets. FMD is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget. FMD activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

M.S. 197.55 (<https://www.revisor.mn.gov/statutes/cite/197.55>) and M.S. 248.07, Subd. 7 (<https://www.revisor.mn.gov/statutes/cite/248.07#stat.248.07.7>) provide the legal authority for In Lieu of Rent.

Program: Fiscal Agent**Activity: Miscellaneous Grants, Studies, and Others**<https://mn.gov/admin/government/grants/arts-cultural-heritage-fund/>**AT A GLANCE**

- Oversee 31 Arts and Cultural Heritage grant fund contracts to zoos, museums, memorials, and non-profit organizations totaling \$7 million in FY 2026.
- Managed five grant contracts totaling \$4,090,000 for a coordinated public safety and livability plan in the Capitol Area, the Buy Clean program, and for the creation of a Capitol Area economic development grant program.
- Other funds cover rent loss and relocation for tenants in Capitol Area for space consolidation and implementation of a Capitol Area building restoration project.

PURPOSE AND CONTEXT

The Department of Administration (Admin) serves as the fiscal agent for grants and other special funding received through specific appropriations. Admin ensures these funds are distributed and managed in compliance with all applicable laws, statutes, policies, and procedures. Through this oversight, Admin helps ensure resources are used as intended and deliver value to recipients and the public.

Funds in this activity cover Admin's restoration of a state building on the Capitol Mall. Funds also cover grants from the Capitol Area Community Vitality account awaiting disbursement.

Arts and Cultural Heritage Fund (ACHF) grants managed by this activity are listed at <https://mn.gov/admin/government/grants/arts-cultural-heritage-fund/>. Arts and Cultural Heritage Fund grantees produce programs, improvements, exhibits and memorials with a statewide reach and align with important state priorities. Examples include:

- ACHF funded museum exhibits and projects include launching an exhibit-based conservation initiative to restore lake sturgeon to the St. Louis River; developing STEM Arts-Based drop in programming for elementary aged students and their families; and building 600 take home kits for students based on a STEM arts workshop, Color Chemistry, that allows students to investigate the science behind color and create artwork.
- Programming includes engaging 4,500 Minnesota youth, adults and families in single day and overnight place-based education and outdoor recreation activities; capitol area community engagement activities; ASL interpreting to over 30,000 participants; and providing free early childhood education and programming.
- Grant outcomes include increased number of visitors to a Veteran's Park, increased museum attendance, and increased awareness of Minnesota history.

SERVICES PROVIDED

Specific services provided include:

- Administering grants and ensuring compliance with state grant policies and procedures, including pre-award risk assessments, monitoring, and financial reconciliations
- Providing consultation and technical assistance to grantees
- Delivering training to strengthen grantees' understanding of grant requirements, outcome development, and OGM policies
- Maintaining up-to-date information on the state's Legacy website <https://www.legacy.mn.gov/>
- Processing reimbursement requests in accordance with Minnesota Statute, section 16A.124

RESULTS

Part A: Performance Data

Measure	Measure type	Measure data source	Historical trend	Most recent data
Number of trainings provided to grantees	Quantitative	Internal tracking	8 (FY 2024) 6 (FY 2025)	9 (FY 2026)
Percent of grantees stating in their Report to the Legislature that they achieved or mostly achieved grant outcomes for their Legacy grant projects	Result	January 15 ACHF Reports to the Legislature	81% (FY 2024)	97% (FY 2025)
Percent of grantees that stated they were confident or very confident that their knowledge of grants requirements increased during the fiscal year	Qualitative	Grantee Survey	100% (FY 2023)	97% (FY 2025)
Number of grantees participating in one or more trainings hosted by the Department of Administration	Quantitative	Internal Tracking	N/A*	N/A*

*This is a new measure

Part B: Evidence of Effectiveness

The Office of Grants Management (OGM) utilizes best practices to develop training, provide technical assistance, manage grants, and conduct risk management activities. OGM is not currently utilizing evidence based or building practices as defined by Minnesota Management and Budget (MMB). The Office of Grants Management (OGM)'s activities, operations, and services cannot be evaluated using randomized control or quasi-experimental design methods.

The legal authority for this activity is provided by appropriations bills, M.S. 16A.016, Subd. 2 (<https://www.revisor.mn.gov/statutes/cite/16A.016>), and M.S. 15B.32 (<https://www.revisor.mn.gov/statutes/cite/15B.32>).