



FY 2014-15 BIENNIAL BUDGET: NARRATIVES TRAINING

Minnesota Management & Budget

July & August 2012

AGENDA

- Welcome
- Overview and Rationale
- View from the Legislature
- Template Overview
- How to Choose Performance Measures
- Agency Perspective
- Wrap-up and Q&A

MMB'S GOALS FOR THE BIENNIAL BUDGET DOCUMENT



- Focus on statewide outcomes and performance measures
- Focus on answering the question, “what are we getting for our money?”
- Provide simple information in plain language
- Use minimal paper

WHY OUTCOMES?

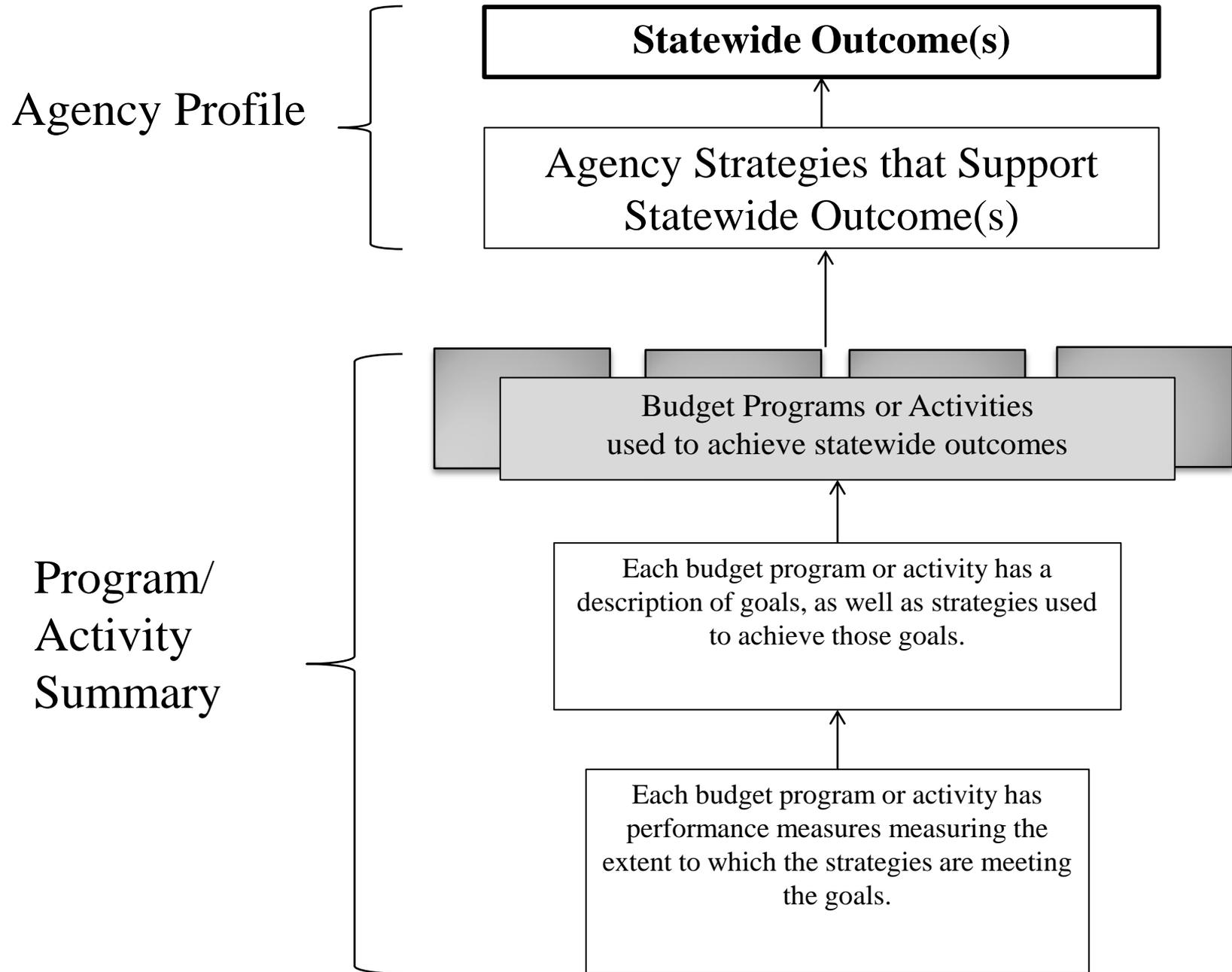
- Shifts the emphasis of our budget from what we are spending to what we are getting for our money
- Enables better examination of what activities and strategies are best contributing to statewide goals
- Makes the performance of individual state programs and activities more relevant
- Provides a strategic tool for budget setting, resource allocation and budget presentation
- Complements Better Government management strategies

OUTCOMES IN THE BUDGET BOOK

- Statewide outcomes will be finalized shortly
 - Used in budget narratives
 - Each appropriation will point towards a statewide outcome
- Results Based Accountability Training may inform some narrative changes
- Templates will be finalized when statewide outcomes are selected
- Templates are due Friday, August 24 to MMB

DEFINITIONS

Important Terms to Know		
Statewide Outcomes	=	The desired condition for the state
Strategies	=	What agencies do to improve the condition through program and/or budget activities
Goals	=	Specific results your agency's programs or activities strive to achieve through their strategies
Performance Measure	=	The measure of how agencies know if the strategies are working



WHAT WE'VE HEARD FROM STAKEHOLDERS

- Budget book is a resource for legislative analysts and agencies
- Legislators are more interested in understanding program outcomes
- Agencies produce supplemental materials outside of the budget book
- Information resides online

MMB'S GOALS FOR THE BIENNIAL BUDGET NARRATIVES



1. Produce a concise, fact-based document that is relatable to the budget and useful in decision making.
2. Reduce duplication of materials
3. Explain what is being accomplished by focusing on performance measures/statistics and showing if things are improving, staying the same or worsening.
4. Demonstrate what citizens are getting for their money
5. Fulfill statutory requirements

STATUTORY REQUIREMENTS

16A.10, subd. 1a: Performance data shall be presented in the budget proposal to:

- (1) Provide information so that the legislature can determine the extent to which state programs are successful;
- (2) encourage agencies to develop clear goals and objectives for their programs; and
- (3) strengthen accountability of MN by providing a record of state government's performance in providing effective and efficient services.

16A.10, subd. 1b: Agencies shall present performance data that measures the performance of programs in meeting goals and objectives. Measures reported may include...outputs, efficiency, outcomes and other measures...Agencies shall present as much historical information as needed to understand major trends and shall set targets for future performance...

16A.10, subd. 1c:an agency must file ...

- (3) a comprehensive and integrated statement of agency missions and outcome and performance measures; and
- (4) a concise explanation of any planned changes in the level of services or new activities

OTHER STATES: WASHINGTON

Agency 350

Superintendent of Public Instruction

State Constitution, Article III, Sections 1 and 22; RCW 28A.300

Request	\$16,125,654,000	
Net change from current biennium	\$316,300,316	Increase
Percent change from current biennium	2.0%	Increase

The Superintendent of Public Instruction is a constitutional officer elected by the state's voters for a four year term. The state constitution charges the Superintendent to supervise "all matters pertaining to the public schools, and perform such duties as may be prescribed by law."

Agency Mission

The Superintendent of Public Instruction works to ensure that Washington's public schools provide all students the high-quality education they need to lead successful and productive lives. To this end, the Office of Superintendent of Public Instruction provides technical assistance in finance and curriculum matters to educational service districts and school districts; monitors and consults in such areas as basic education, the student testing program, curriculum development, special needs programs for special student populations, and educational technology; issues certificates for all teaching and support personnel for the K-12 system; administers the child nutrition, student transportation and state school construction programs; gathers and reports school information to state and federal authorities; prepares specifically requested reports each year; disseminates and coordinates the state's education reform efforts; provides the Legislature, Governor's Office, and other entities of state government with information for policymaking and budget preparation; implements state and federal laws pertaining to education by adopting rules and monitoring programs as required; coordinates the audit resolution process for audits of federal programs; apportions and distributes monies to local school districts; approves and monitors the budgets for the nine educational service districts (ESDs) and the 295 school districts; and advises county treasurers of estimated maximum levy capacity for individual school districts. The Superintendent's responsibilities also include serving as a voting member of the State Board of Education; and representing the interests of education by serving on various state boards including: Board of Natural Resources, Washington State Work Force Training and Education Coordination Board, Professional Educators Standards Board, and Northwest Regional Education Laboratory (Board of Directors).

<http://www.ofm.wa.gov/budget11/detail/default.asp>

OTHER STATES: VIRGINIA

Department of Education, Central Office Operations

The mission of the Department of Education is to lead and facilitate the development and implementation of a quality public education system that meets the needs of students and assists them in becoming educated, productive, and responsible citizens.

<http://dpb.virginia.gov/budget/buddoc12/index.cfm>

MINNESOTA

DEPT OF EDUCATION Agency Profile

DEPT OF EDUCATION Agency Profile

Administrative Services provides services in the area of general fund (MAPS budget/spending plan activities, and receivable, payroll, procurement, and is.

200
education.state.mn.us
 266
 meeting statewide goals, please
state.mn.us

DEPT OF EDUCATION Agency Profile

Strategies
 Increase Achievement for All Students: Discontinue student achievement levels and close the achievement gap disabilities by implementing standards, researchments, and promoting lifelong learning.

Minnesota by implementing initiatives to increase the improve teacher retention in high-needs schools,

education options to students and families support ment. Create new choices to better meet the income families, students of color, students with

If school districts and charter schools, make the element performance-based pay linked to student ing through a comprehensive data system.

responsible for setting academic standards, issuing developing and operating state-level IT system for tation and coordination of federal educational

ices is responsible for preparing young children for students in schools, and young children and statewide library services and administering the and managing competitive and application grant

ncy and Center for Postsecondary Success is arning, and Indian education programs; special s, alternative rigorous coursework for college and ve programs to meet student needs.

is in the state identified as persistently lowest outability provided under the Title I School m of support for eligible schools to implement

ial data from school districts and charter schools, ating school district property tax levy limitations, agencies, and auditing data reported by local tions.

it and implementation of a coherent assessment nesota Academic Standards and the Minnesota ate and federal requirements and provides timely d instructional decisions that improve student

ol district and MDE compliance with certain state resources to assist school districts, parents, and lements the Student Maltreatment Program and

Contact

Agency Profile

DEPT OF EDUCATION Agency Profile

Agency Purpose
 The Minnesota Department of Education's (MDE) mission is to improve educational achievement by establishing clear standards, measuring performance, assisting educators, and increasing opportunities for lifelong learning.
 MDE strives to be an innovative education agency, assisting schools, families, and other education providers with exemplary services that result in high academic achievement for all students, pre-kindergarten to grade 12, and adult learners.

Every learner will have access to a high-quality education that promotes his or her development to full potential through an outstanding Minnesota education system that is a world leader.

- MDE focuses on four primary goals:
- improve achievement for all students;
 - enhance teacher quality;
 - expand education options for students and families; and,
 - implement education finance reform and enhance accountability.

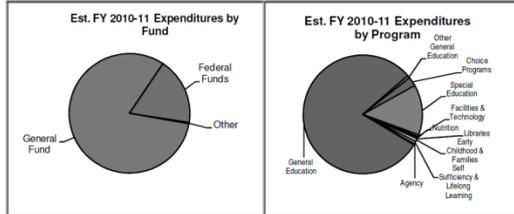
At a Glance

MDE Customers (FY 2009)

- 821,021 pre-kindergarten through grade 12 students and their parents/guardians
- 55,727 FTE licensed teachers
- Approximately 2,006 public schools
- 340 school districts and 153 charter schools
- Over 73,387 adult learners
- Over 160,490 children participated in early learning programs.

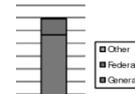
Annual K-12 School Funding (FY 2009)

- State - \$6.9 billion or 66.8% of total funding
- Local - \$2.9 billion or 27.1% of total funding
- Federal - \$0.6 billion or 6.1% of total funding



Source: Consolidated Fund Statement. Source: EOS Fund Balance

nding for preK-12 and adult and career erty tax levy limitations.



FY 2010-11

System (MAPS) as of 09/01/10.

2012-13 Biennial Budget 10/12/2010

2012-13 Biennial Budget 10/12/2010

2012-13 Biennial Budget 10/12/2010

Previous Agency Profile

New Agency Profile

Select Agency
Enter Web Address

Agency Profile

Mission:

Click here to enter text.

Statewide Outcome(s):

Select Agency supports the following statewide outcome(s).

A thriving economy that encourages business growth and employment opportunities.

Minnesotans are healthy.

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

Strong and stable families and communities.

People in Minnesota are safe.

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

Sustainable options to safely move people, goods, services and information.

Efficient and accountable government services.

Outcome 9

Context:

Answers the question: What context do you operate in?

- What key issues does your agency address?
- What are your agency priorities?
- Who are your primary customers or clientele?
- How has what your agency does changed over time (if this provides readers helpful context)?
- How is your agency funded?

Strategies:

Answers the question: What do you do?

- How does your agency address the key issues identified above?
- How does your agency contribute to the statewide outcomes?
- What do you do to advance your agency priorities?

Measuring Success:

Answers the question: How do you know if what you do is working?

- What key items of data do you use to determine progress or measure success?

MINNESOTA MANAGEMENT & BUDGET Agency Profile

Agency Purpose
Minnesota Management & Budget (MMB) is responsible for human resources, enterprise systems and analysis, management and utilize financial, human, information and for Minnesota's citizens.

MINNESOTA MANAGEMENT & BUDGET Agency Profile

- Direct service delivery to meet enterprise requirements including state banking transactions, employee health insurance, and management consulting

Statewide Services:

- Provides accounting and budget management
- Provides financial control and human resource
- Provides consulting and training services to its
- Negotiates and administers line bargaining
- Processes nearly 100,000 applicant resumes
- Pays on average 50,000 employees bi-weekly
- Manages 139 separate state fund classes
- Processes 1.1 million cash deposits and issue
- Conducts bond sales and manages about \$5.7
- Manages financial transactions totaling \$65.6

Insurance Services:

- Develops and manages health, dental, life
- insures their families, totaling over 120,000 covered

Operations
Minnesota Management and Budget is the result of a merger and reorganization that went into effect in 2008. The merger combined the former departments of Finance and Employee Relations and the Management Analysis Division from the Department of Administration. Q General Fund and is used to support the agency's st: declining over time.
The remaining 97% of the agency's budget is composed of programs and jobs for statewide administrative services. Benefits are funded by premiums collected from state administrative fee charged to participating employers from state agencies based on the volume of trans. Insurance revenues (and spending) have increased a stable.

MINNESOTA MANAGEMENT & BUDGET Agency Profile

Human Resource Management: administers the state's merit system and provides a wide variety of human resource products and services including systems, processes and programs for workforce planning, recruiting and selection, applicant support, training, charitable giving, diversity development, affirmative action and compliance with the Americans with Disabilities Act.

Labor Relations: represents the state executive branch in negotiating and administering collective bargaining agreements and compensation plans and in arbitrating employee grievances.

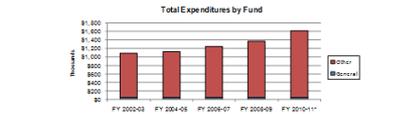
Agency Administration: provides human resources, fiscal and administrative support for the department and includes the agency leadership and staff in the Commissioner's Office.

Statewide Insurance: Administers employee insurance benefits for the state of Minnesota and has two budget activities:

State Employee Group Insurance Program (SEGIP): develops and manages insurance benefits for eligible state employees, retirees, and their dependents to help attract and retain a strong and productive workforce.

Public Employee Insurance Program (PEIP): offers local units of government group health, dental, and life insurance for their eligible employees, retirees, and their dependents.

Budget Trends



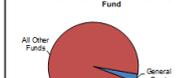
* FY 2010-11 is estimated; not actual. Source data for the previous chart is the Minnesota Accounting and Procurement System (MAPS) as of 09/30/10.

- Several external factors impact the agency's operations. These include:
1. Technology changes. The agency can collect more data and manage it better than in the past. Since MMB maintains statewide business systems along with smaller technology applications, it has a responsibility for adopting new applications that can help provide better information or support other agencies operations.
 2. Aging workforce. The state has a workforce in which nearly 3,000 employees are expected to retire in the next two years. This presents agency and statewide human resources challenges to ensure that new employees have the knowledge and skills necessary to maintain state functions.
 3. Health care market. Employer-sponsored health insurance costs are rapidly increasing. MMB has a statewide obligation to continue searching for strategies that slow health care cost growth for the state employees and manage a plan within the rules of the changing marketplace.

Contact

Office of the Commissioner: 651-201-8024
<http://www.mmb.state.mn.us/home>

Est. FY 2010-11 Expenditures by Fund



Source: Minnesota Accounting and Procurement System (MAPS)

Strategies

- Management of accounting and human resource
- Oversight, control, and research needed to support
- Negotiation and decision-making support

The department operates under two programs. States below.

Statewide Services: Includes all financial, human and has nine activities:

Accounting Services: provides financial management payroll systems, and reports on the state's financial

Budget Services: coordinates the development and assists legislative committees in their review technical assistance and support for agencies, an legislature and the public.

Economic Analysis: prepares the financial forecasts related information and analysis.

Information System: provides technical support for the accounting and procurement system, the payroll system. It also provides technical support for the build the agency's computer network and infrastructure.

Treasury: performs a variety of daily treasury and call state agencies; accesses the capital markets to administers the state's tax exempt bonding allocation

Management Analysis and Development: provides local government, higher education and other public

Previous Activity Summary

MINNESOTA MANAGEMENT & BUDGET	
Program:	STATEWIDE SERVICES
Activity:	BUDGET SERVICES
	Narrative

Activity at a glance

- Coordinated the biennial and supplemental budget development, monitoring and implementation process that resulted in enactment of a \$59 billion all funds FY 2010-11 biennial budget for Minnesota during the 2009 and 2010 legislative sessions.
- Coordinated the 2010 capital budget development, monitoring and implementation process that resulted in enactment of \$812 million in new general obligation bonding authorization for Minnesota state and local government.
- Worked with state agencies to complete 810 fiscal notes during the 2009 legislative session and 622 fiscal notes during the 2010 legislative session.
- Provides oversight and monitoring of the budgets of more than 100 state agencies, boards and commissions.
- Provides central coordination and oversight of over \$2 billion in federal American Recovery and Reinvestment Act (ARRA) funding awarded to Minnesota state agencies.

Activity Description

Budget Services seeks to ensure that objective and relevant fiscal information is readily available for decision makers throughout the year but especially when budget decisions are being made. Budget Services promotes sound financial decision-making by providing state agencies look at such things as revenue and expenditure assumptions, effectiveness of budget processes, use of long-term financial planning and long-term capital planning, reserve policies and debt and investment management policies.

Currently, Minnesota has the highest rating possible - AAA- from two of the rating agencies and the second highest rating -A+1- from the third agency for a general obligation debt. There are currently ten states with bond ratings equal to or higher than Minnesota's.

Price of Government:
According to Minnesota Milestone Indicator 37, Minnesotans expect their state and local governments to spend money carefully, efficiently and effectively. To help decision makers with one view of the cost-effectiveness of state and local government, the budget division monitors the price of government. This is a measure of total government revenues relative to state personal incomes. Although there is not a universally accepted target for this measure, knowing the current statistics informs state budget decisions.

Minnesota Price of Government	
State and Local Revenues as % of Personal Income	
End of 2009: Baseline	
FY 2013	15.9% (est.)
FY 2012	16.9% (est.)
FY 2011	16.1% (est.)
FY 2010	15.8%
FY 2009	15.9%
FY 2008	15.9%

Information and Analysis - Develops and publishes budget citizens. These products include reports on the current budget planning estimates, and other reports such as the O Expenditures Report.

Government Performance Project:
In 2005 and 2008, the Pew Charitable Trusts conducted a study graded on four important aspects of government operations. Most relevant to Budget Services at MMB was the Money & Debt category, in which a state takes a long-term perspective on the budget process, the balance between revenues and expenditures, purchasing financial controls and reporting mechanisms. Minnesota ranked 4th in the nation for this category.

Other Goals & Measures:
Another central goal for Budget Services is to provide information in order to make informed decisions.

- In 2010 Budget Services completed 622 fiscal notes completion of the note was nine days.
- Budget Services also provided expenditure forecast information and other summary state fiscal data in a 1

Contact

State Budget Director
Phone: (651) 201-8021
Web site: www.mmb.state.mn.us

New Activity Summary

Select Agency
Enter Program/Budget Activity Title
Enter Web Address

Statewide Outcome(s):
Program or activity name supports the following statewide outcome(s).

- A thriving economy that encourages business growth and employment opportunities.
 - Minnesotans are healthy.
 - Minnesotans have the education and skills needed to achieve their goals.
 - Strong and stable families and communities.
 - People in Minnesota are safe.
 - A clean, healthy environment with sustainable uses of natural resources.
 - Sustainable options to safely move people, goods, services and information.
 - Efficient and accountable government services.
- Outcome 9

Context:
Answers the question: What context do you operate in?

- What is the purpose of this program or activity?
- What key issue(s) does this program/activity address?
- Who are the primary customers of this program or activity?
- What are the sources of funding for this program?

Strategies:
Answers the question: What do you do?

- How does this program or activity address the key issue(s) identified above?
- How does this program or activity contribute to the statewide outcomes?
- Who are the key partners you work with?

Results:
Answers the question: How do you know if what you do is working?

- How do you know your strategies are working?
- Are your strategies working? What are the results of the program or budget activity?
- What factors are driving the performance trend?
- If the performance trend isn't stable or improving, how do you plan to improve performance?

Performance Measures	Previous	Current	Trend

THE LEGISLATIVE PERSPECTIVE

AGENCY PROFILE TEMPLATE

- Website
- Mission
- Statewide Outcomes
- Context
- Strategies
- Measuring Success

AGENCY PROFILE: TEMPLATE COMPONENTS

- Enter agency website

Website: Enter Web Address

- Enter agency mission

Mission:

Click here to enter text.

AGENCY PROFILE: TEMPLATE COMPONENTS

Statewide Outcome(s):

Select Agency supports the following statewide outcome(s).

Outcome 1

Outcome 2

Outcome 3

Outcome 4

Outcome 5

Outcome 6

Outcome 7

Outcome 8

- Choose the outcome(s) that are most relevant to your agency's mission
- Delete the outcomes that don't apply to you

AGENCY PROFILE: TEMPLATE COMPONENTS

Context:

Answers the question: What context do you operate in?

- What key issues does your agency address?
- What are your agency priorities?
- Who are your primary customers or clientele?
- How has what your agency does changed over time (if this provides readers helpful context)?
- How is your agency funded?

- What is the context in which your agency operates?
- What are the key issues your agency addresses and what are your priorities?
- Questions are for guidance, delete them when you enter your narrative information.

AGENCY PROFILE: TEMPLATE COMPONENTS

Strategies:

Answers the question: What do you do?

- How does your agency address the key issues identified above?
- How does your agency contribute to the statewide outcomes?
- What do you do to advance your agency priorities?

- How does your agency address the key issues?
- How do you contribute to statewide outcomes?
- What do you do to advance agency priorities?

AGENCY PROFILE: TEMPLATE COMPONENTS

Measuring Success:

Answers the question: How do you know if what you do is working?

- What key items of data do you use to determine progress or measure success?

- How do you know if what you do is working to address the key issues?
- How do you measure success?

PROGRAM/BUDGET ACTIVITY TEMPLATE

- Website
- Statewide outcome(s)
- Context
- Strategies
- Results
- Performance Measures Notes

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Select Agency

Enter Program/Budget Activity Title

Enter Web Address

- Drop down to select agency
- Type in name of program or budget activity
- Enter web address for program or budget activity, if it exists

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Statewide Outcome(s):

Program or activity name supports the following statewide outcome(s).

Outcome 1

Outcome 2

Outcome 3

Outcome 4

Outcome 5

Outcome 6

Outcome 7

Outcome 8

- Select the statewide outcome(s) supported by the program/budget activity
- Selected outcomes should be included on the agency profile
- To select an outcome, consider the outcomes to which each appropriation within the program/budget activity will point
- Administrative appropriations should point towards your agency's core programmatic outcome

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Context:

Answers the question: What context do you operate in?

- What is the purpose of this program or activity?
- What key issue(s) does this program/activity address?
- Who are the primary customers of this program or activity?
- What are the sources of funding for this program?

- Set the context for the reader.
- Use “plain speak”
- Avoid Jargon

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Strategies:

Answers the question: What do you do?

- How does this program or activity address the key issue(s) identified above?
 - How does this program or activity contribute to the statewide outcomes?
 - Who are the key partners you work with?
-
- Briefly describe the strategies your agency has for the program
 - These strategies should align with the statewide outcome associated with the program/budget activity

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Results:

Answers the question: How do you know if what you do is working?

- How do you know your strategies are working?
- Are your strategies working? What are the results of your agency's activities?
- What factors are driving the performance trend?
- If the performance trend isn't stable or improving, how do you plan to improve performance?

- Discuss how you know whether your strategies are working
- What's your plan for improvement if they're not

PROGRAM/BUDGET ACTIVITY: TEMPLATE COMPONENTS

Performance Measures	Previous	Current	Trend

- Provide 1-5 performance measures
- Provide information on performance from a previous point in time and the most recent point in time.
- Indicate performance trend: stable, improving, worsening
- Use “Notes” section:
 - To provide the source of the data
 - To indicate the timeframe for the data used

SMALL AGENCY TEMPLATE

- Website
- Statewide Outcomes
- Context
- Strategies
- Results, including performance measures
- Performance Measure Notes

PERFORMANCE MEASURES: WHAT TO USE?

- Output measures – “How much did we do?”
 - Counts of customers served and activities performed.
- Examples:
- The number of clients completing chemical dependency treatment
 - The number of wells inspected in a year

PERFORMANCE MEASURES: WHAT TO USE?

- Efficiency Measures - “How well did we do it?”
 - Measures of how well the activities were performed, usually measures of efficiency, timeliness, accuracy, workload ratios, unit cost, staff turnover, etc.

Examples:

- Percentage of invoices paid promptly.
- The number of permits processed on time.

PERFORMANCE MEASURES: WHAT TO USE?

- Outcome Measures – “Is anyone better off?”
 - Measures of the extent to which your customers are better off than if they had not received your service. This usually has to do with improved skills, knowledge, attitude, behavior, customer satisfaction, or life situation.

Examples:

- Infant Mortality Rate
- Traffic Fatality Rate
- The percent of people who do not get the flu

EXAMPLE

- Context
 - Being able to read proficiently at third grade is a predictor of future success
- Strategies
 - Provide Reading Corps tutors in all schools
- Results
 - Nearly all participants pass the third grade reading test
- Performance Measures
 - Number of students tutored each year
 - Student-Tutor Ratio
 - Percent of participating students passing the third grade reading test

How much did we do?

Customers Served

Activities

How well did we do it?

% Common Measures

Workload ratio, staff turnover rate, staff morale, percent of staff appropriately trained, worker safety, unit cost, customer satisfaction

% Activity-specific Measures

Percent of actions timely and correct, percent customers completing activity, percent of actions meeting standards

Is anyone better off?

Skills / Knowledge
(e.g. parenting skills)

Attitude / Opinion
Including customer satisfaction:
Did we help you with your problem?

Behavior
(e.g. school attendance)

Circumstance
(e.g. working, people in stable housing)

% Skills / Knowledge
(e.g. parenting skills)

% Attitude / Opinion
Including customer satisfaction:
Did we help you with your problem?

% Behavior
(e.g. school attendance)

% Circumstance
(e.g. working, people in stable housing)

PERFORMANCE MEASURES: RESOURCES

- Consult with your agency planning/management staff to identify which measures to include
- Use performance measures that your agency currently uses to manage programs and activities
- Minnesota Compass: www.mncompass.org
- State of Washington:
<http://www.ofm.wa.gov/performance/default.asp>
- Virginia Performs:
<http://vaperforms.virginia.gov/agencylevel/src/browse.cfm>

SUBMITTING BUDGET DOCUMENTS TO MMB

- Enterprise email users should upload documents to [SharePoint site](#)
 - Questions regarding setting up a SharePoint group should be directed to Ping Li, ping.li@state.mn.us, 651-201-3781
- Agencies not on enterprise email should submit documents to their EBO.
- Please use the document naming convention below:
 - Agency Profile: “2014 Agency Profile”
 - Example: 2014 Agency Profile
 - Program/Activity Narrative: “SWIFT Program/Activity Nbr_Name of Program or Activity”
 - Example: E5001_ArtsBoard
 - Example: T791013_Freight

DISCUSSION AND Q&A
