

Part A Biennial Budget Instructions

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Introduction

These instructions are intended to provide agencies with information to complete the background narrative information for the 2014-15 biennial budget. The new narrative templates reflect the goal of preparing a budget document that is clear, concise and written in plain language. As such, the templates emphasize statewide outcome(s) supported by agencies' goals and strategies, and measures for achieving the goals.

I. Action Steps and Timeline

- a. **BPAS SharePoint Site:** In addition to the Budget Planning and Analysis System (BPAS), SharePoint will be a technology used to assist with the development and production of the biennial budget. SharePoint will also be used for the purposes of collecting the Annual Spend Plan Certifications and Reports, Federal Funds Review Requests, and Departmental Earnings. Agencies can obtain access to the BPAS SharePoint site per the instructions outlined in the following memo: <http://www.beta.mmb.state.mn.us/bps-memos>. All budget narratives will be submitted to MMB via the BPAS SharePoint site. MMB will be offering a SharePoint workshop on July 16 where agencies are encouraged to bring in narrative or spend plan items to work on, and MMB staff will be available to answer questions. More information on how to use the BPAS SharePoint site is available in Appendix A. Agencies that do not use enterprise email services through MN.IT will submit their narrative templates via email to budget.docs@state.mn.us.
- b. **Budget narrative templates:** Budget narratives will be developed using new Word-based narrative templates and uploaded to the BPAS SharePoint Site for submission. As of July 20, Agencies can find the new budget narrative templates on the BPAS SharePoint site. The new narrative templates use a different, more concise and performance-focused approach to writing budget narratives than has been used in the past. As such, additional time may be required to prepare the new narrative documents than in a typical biennial budget year.
- c. **Narrative Training:** Training on the new narrative template and the outcomes-oriented approach will be offered to agencies on the dates listed in the "Key Dates" box below. To register please complete the registration form <http://www.beta.mmb.state.mn.us/bps-training> and email it to Mary.Crosson@state.mn.us.
- d. **Timeline for submission of budget narratives:** Agencies must finalize their budget narratives and upload them to the SharePoint site no later than **Friday, August 24, 2012**. Since the narratives have changed dramatically since the last biennial budget submission, agencies are encouraged to begin

working with their executive budget officer (EBO) to develop narrative content as soon as possible.

- e. **Review of budget narratives and import into BPAS:** Once the narratives are received, your EBO will begin the process of reviewing and approving the documents. After the documents are finalized and approved, they will be imported into BPAS centrally by MMB and posted to MMB's website in early October. Please review your materials carefully, as future edits will be limited to post-forecast updates in early December.

<u>Key Dates</u>	
July 16	SharePoint Workshop
July 11, 9:00-11:00 AM	Narrative Training For Agencies
July 12, 9:00-11:00 AM	Narrative Training For Agencies
July 18, 9:00-11:00 AM	Narrative Training For Agencies
July 25, 9:00-11:00 AM	Narrative Training For Agencies
July 31, 9:00-11:00 AM	NEWLY ADDED: Narrative Training for Agencies
Aug 1, 9:00-11:00 AM	Narrative Training For Agencies
Aug 8, 9:00-11:00 AM	Narrative Training For Agencies
Aug 24	Narratives Due to MMB: Agencies locked out of editing documents in SharePoint

II. Audience and Orientation

The budget narrative documents are intended to provide an objective, factual presentation of your agency's mission, goals, activities and outcomes. They are not intended to justify budget requests or decisions, or discuss results of budget cuts.

The audience includes legislators, legislative staff, state agencies and the public at large. Please write your narrative in plain language that is free of jargon, to better help members of the public understand your agency's mission, purpose and activities.

III. Statewide Outcomes and Narrative Overview

The 2014-15 biennial budget will present the state budget within the context of statewide outcomes and the strategies agencies use to contribute to them. To that end, the agency profile, program/budget activity narrative templates have been heavily revised to reflect the emphasis on outcomes and performance measures and away from summary narrative information.

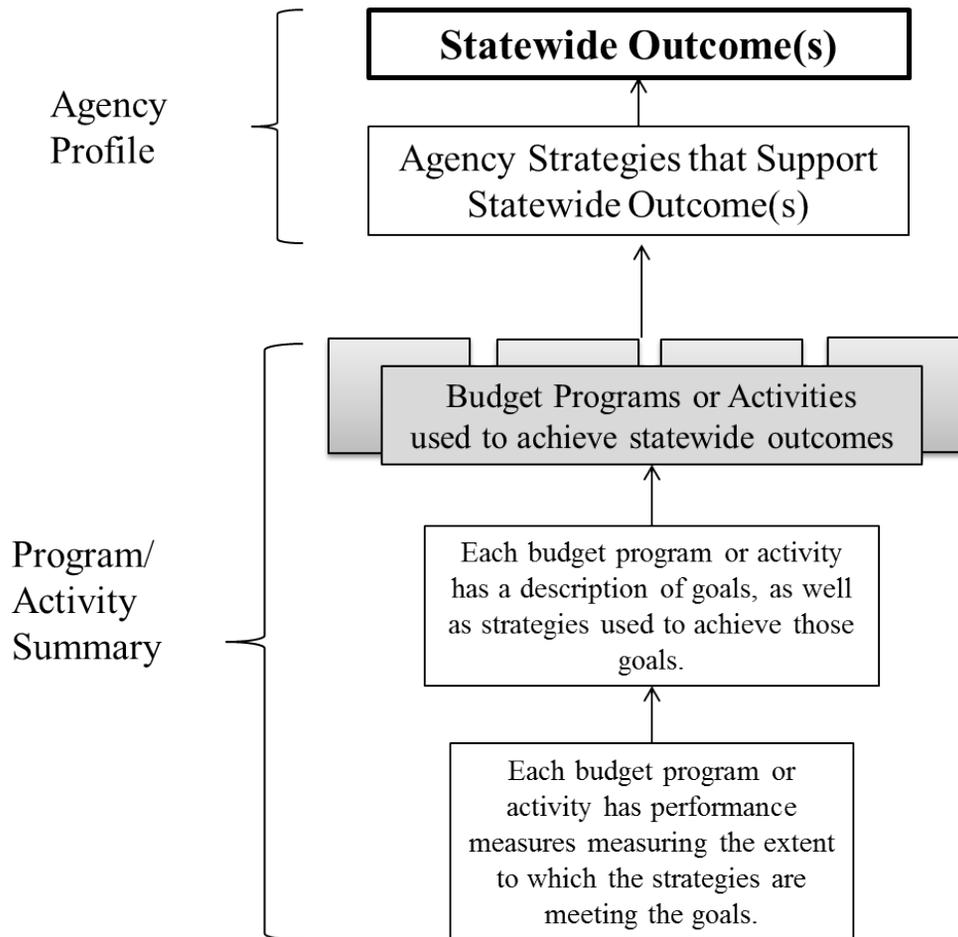
MMB, working in conjunction with cabinet agencies and the Governor’s Office, has developed the following set of statewide outcomes:

- A thriving economy that encourages business growth and employment opportunities.
- Minnesotans are healthy.
- Minnesotans have the education and skills needed to achieve their goals.
- Minnesotans have 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.

It’s important to have a clear understanding of the performance terminology used in the budget narrative templates. Key terms to know are:

Important Terms to Know	
Statewide Outcomes	= The desired condition for the state
Strategies	= What agencies do to contribute to the desired 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

The following instructions will assist you in choosing statewide outcome(s), identifying strategies your agency uses to support those statewide outcome(s), defining goals and strategies for each program or budget activity, and identifying performance measures for the activity-specific goals. Through this, you can begin to see alignment between the work of your agency and how it contributes to statewide outcome(s).



IV. Instructions for Accessing the Narratives Templates

Accessing templates via SharePoint. All narrative templates can be found at the BPAS SharePoint document submission site at: <https://connect.mn.gov/sites/BPAS/Shared Documents/Forms/AllItems.aspx>. On the SharePoint ribbon at the top of your screen, click on the “Documents” tab. Then, select the “New Document” button. A drop-down list of three template options should appear – the Agency Profile, the Agency Sublevel document, or the Small Agency Profile. Select the template you want to work on. Before it opens, it will prompt you for your enterprise email username and password. When you are ready to save the document, click “Save as”, and save it to your agency’s BPAS folder under “Budget Narratives.”

Accessing templates online. If you do not have access to the BPAS SharePoint site, you may also find the templates posted to our website at: <http://www.beta.mmb.state.mn.us/3403>.

V. Instructions for Completing the Agency Profile Narrative Template

The Agency Profile is intended to provide readers with a brief snapshot of the activities performed by your agency, who your customers are, and how your agency's strategies contribute to the statewide outcome(s). An example of an Agency Profile Narrative is provided in Appendix B. **We anticipate that Agency Profiles will be from one to two pages in length.**

Template Components

Select Agency. Choose your agency's name from the drop down menu provided.

Website. In the space provided, include your agency's website. Please include the entire URL (<http://www.--->).

Mission. State your agency's mission in the text box provided.

Statewide Outcome(s). Identify the statewide outcome(s) to which your agency contributes most directly - a list of the outcomes is provided on the template. Then, delete the outcomes on the template to which your agency does not directly contribute. Please contact your EBO if you have questions about how your agency's budget aligns with statewide outcome(s) and which outcome(s) you should select.

Context – What context do you operate in? This section describes the purpose of your agency, your agency's primary priorities, the stakeholders and customers that you serve, and any historical context that might be helpful to the reader. This section should help readers answer the following questions:

- *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)?*
- *In general, how is your agency funded? Does it primarily receive general fund money? Does it receive special revenue fund proceeds from licenses, fees or other income streams?*

Strategies – What do you do? This section describes your agencies' primary activities. This section should help readers answer the following questions:

- *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?*

When determining your agency's strategies, it may be helpful to think of them in the context of your agency's budget structure. Often, agencies' program and budget activities are a useful way to categorize their strategies. For example, MMB's Budget Services Budget Activity employs a strategy of providing high quality and timely information to decision-makers, so they can make the best possible budget decisions.

Measuring Success – how do you know that what you do is working? This section describes the key items of data you use to measure success or determine progress. This section should not include data measurements. Instead, it should answer the question:

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

For example, you may measure success through the statewide recidivism rate, the number of students able to read in third grade, or the percent of lakes and streams meeting water quality standards. More specific information, including actual performance measures and data should be presented at the program or budget activity level later in the budget document.

Template Formatting

This year's agency profile uses a locked template, which will limit the formatting options available to agencies. Enter text in the text boxes provided. Text outside the available text boxes is not permitted. All text will print in 10 point Arial font only.

While this agency profile template requires less agency information than previous narrative templates, agencies are encouraged to include links to their websites and online documents where additional, supporting information can be found. However, keep in mind that the budget document will be in use during the entire FY2014-15 biennium, so links should be as static as possible.

- VI. Instructions for Completing the Program or Budget Activity Narrative Template**
- In addition to the agency profile, the budget narrative also consists of an agency "sub-level" template. In order to reduce duplication, agencies may choose to report information at the program level or the budget activity level. You should make this decision based on your agency's program and budget structure and how results are measured. Please consult with your EBO to decide which level provides the strongest link to performance measures and outcomes. Once the decision has been made, agencies will need to complete one template for each program or budget activity. An example of a Program or Budget Activity Narrative is provided in Appendix C. **We anticipate that Program or Budget Activity Summaries will be from one to two pages in length.**

Template Components

Select Agency. Choose your agency's name from the drop down menu provided.

Identify Program or Budget Activity Name. Using the exact program or budget activity naming conventions in SWIFT, identify the program or budget activity name.

Statewide Outcome(s). Identify the statewide outcome(s) to which program/budget activity contributes most directly - a list of the outcomes is provided on the template. Then, delete the outcomes on the template to which the program/budget activity does not directly contribute. Please contact your EBO if you have questions about how your agency's budget aligns with statewide outcome(s) and which outcome(s) you should select.

The outcome(s) you select should be included as one of the outcomes selected on the Agency Profile. Agencies will be instructed in the Part B: Preparing Fiscal Information to link appropriations to a primary outcome supported. When selecting the outcome(s) for programs or activities, agencies should consider what outcome(s) the appropriation(s) under the program or activity will later be linked to in BPAS.

Agency administrative activities should be considered as contributing to your agency's core outcome, and need not be considered under a separate outcome (for example, you do not need to include them under an "efficient and accountable government services" outcome). Since these activities support your agency's primary mission, they should not be separated from the core outcome. Please contact your EBO if you have questions about how your agency's programs or budget activities align with the statewide outcome(s) and which outcome(s) you should select.

Context - What context does the program operate in? This section describes the purpose of the program, and the environment in which the program operates. This section should help readers answer the following questions:

- 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 (for example, is the program primarily federally funded, or funded through the state's general fund?)?

Strategies – What does the program do? This section describes the program/budget activity’s activities. This section should help readers answer the following questions:

- 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 – How do you know if what you do is working? Is the program working? This section provides performance measures demonstrating the results of the program or budget activity.

1. Results Narrative. The narrative portion of this section should help readers answer the following questions:

- 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?

2. Results Table. In the performance measure table, identify performance measures for the program or budget activity-specific goals and include trend data measuring the activity’s performance. This illustrates how well the strategies are achieving the stated goals.

- For each program or budget activity, agencies should list one to five performance measures.
- For each measure, provide data indicating performance from a previous point in time and data on current performance. Trend data should cover a time period long enough to show a meaningful snapshot of the long-term trend of the measure. For example, month to month changes may not be as meaningful as annual changes.
 - Based on this data, indicate the performance trend in the space provided in the table. Trend options are:

✓	Stable	✓	Improving	✓	Worsening
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3. Performance Measures Notes. The purpose of this section is to provide the source of the performance measure data referenced in the table or narrative above.

- Please cite the source of the performance data provided, and the dates or time span that the “Previous” and “Current” data points represent.
- You may also want to use this text box to include a link to a website where more information may be found.

Template Formatting

This year's agency profile uses a locked template, which will limit the formatting options available to agencies. Enter text in the text boxes provided. Text outside the available text boxes is not permitted. All text will print in 10 point Arial font only.

Like the agency profile, agencies are encouraged to include links to their websites and online documents where additional information can be found.

VII. Instructions for Completing the Small Agency Profile

Initial Part A Budget Instructions directed small agencies to complete both a standard Agency Profile and Program and Budget Activity. However, based on feedback from agencies, we've eliminated this step. Instead, we've created a small agency template that small agencies should use as a single narrative submission. **We anticipate that a completed Small Agency Profile will be from one to two pages in length.**

Template Components

Select Agency. Choose your agency's name from the drop down menu provided.

Website. In the space provided, include your agency's website. Please include the entire URL (<http://www.--->).

Mission. State your agency's mission in the text box provided.

Statewide Outcome(s). Identify the statewide outcome(s) to which your agency contributes most directly - a list of the outcomes is provided on the template. Then, delete the outcomes on the template to which your agency does not directly contribute. Please contact your EBO if you have questions about how your agency's budget aligns with statewide outcome(s) and which outcome(s) you should select.

Context – What context do you operate in? This section describes the purpose of your agency, your agency's primary priorities, the stakeholders and customers that you serve, and any historical context that might be helpful to the reader. This section should help readers answer the following questions:

- *What key issues does your agency address?*
- *What are your agency priorities?*
- *Who are your primary customers or clientele?*

- *In general, how is your agency funded? Does it primarily receive general fund money? Does it receive special revenue fund proceeds from licenses, fees or other income streams?*

Strategies – What do you do? This section describes your agency’s primary activities. This section should help readers answer the following questions:

- *How does your agency address the key issues identified above?*
- *How does your agency contribute to the statewide outcomes?*
- *Who are the key partners you work with?*

Results – How do you know if what you do is working? Are your activities working? This section provides performance measures demonstrating the results of the agency’s activity.

1. Results Narrative. The narrative portion of this section should help readers answer the following questions:

- How do you know your strategies are working (What key items of data do you use to determine progress or measure success)?
- 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?

2. Results Table. In the performance measure table, identify performance measures for agency goals and include trend data measuring the activity’s performance. This illustrates how well the strategies are achieving the stated goals.

- Agencies should list one to five performance measures.
- For each measure, provide data indicating performance from a previous point in time and data on current performance. Trend data should cover a time period long enough to show a meaningful snapshot of the long-term trend of the measure. For example, month to month changes may not be as meaningful as annual changes.
 - Based on this data, indicate the performance trend in the space provided in the table. Trend options are:

✓	Stable	✓	Improving	✓	Worsening
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3. Performance Measures Notes. The purpose of this section is to provide the source of the performance measure data referenced in the table or narrative above.

- Please cite the source of the performance data provided, and the dates or time span that the “Previous” and “Current” data points represent.

- You may also want to use this text box to include a link to a website where more information may be found.

VIII. Choosing Performance Measures

- a. Definition.** A performance measure is a quantitative description of the results of a program or budget activity. Performance measures are usually a percentage, number or ranking.
- b. Selecting Performance Measures.** Each performance measure you select should:
 - Be logically and directly related to the agency, program and/or activity goals and strategies with an emphasis on serving agency customers.
 - Incorporate significant aspects of program/activity operations.
 - Be responsive to changes in levels of agency performance.
- c. Types of Measures.** There are three basic types of performance measures: Below are definitions and examples of the three types:
 - 1. “How much did we do?” (a measure of output)**
 - This type of measure counts customers served and activities performed, and is generally associated with agency workload or effort.
Examples:
 - *The number of clients completing chemical dependency treatment.*
 - *The number of wells inspected during a given period.*
 - *The number of children educated during a school year.*
 - 2. “How well did we do it?” (a measure of efficiency)**
 - This type of measure demonstrates how well the activities were performed, and usually measures efficiency, timeliness, accuracy, workload ratios, unit cost, staff turnover, etc.
Examples:
 - *Percentage of invoices paid promptly.*
 - *Percentage of permits issued within 60 days.*
 - 3. “Is anyone better off?” (a measure of outcome)**
 - This type of measure shows 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.
 - This is a preferred measure because it measures whether or not the activity is contributing towards the desired outcome.

Examples:

- *The infant mortality rate.*
- *The number of children passing the third grade reading test each year.*
- *The percent of Minnesotans who do not get the flu in a year.*

d. Resources. Selecting the right performance measures can be challenging. Below are suggested resources that may be used for helping your agency choose the right measures for your programs or budget activities.

- Consult with your planning/management staff to identify which measures to include and how they will be presented.
- Use performance indicators and information that are currently available at the agency's website or that have been developed by the agency to manage programs and activities.
- Minnesota Compass (www.mncompass.org) is a social indicators project that measures progress in Minnesota. This project tracks trends in a variety of areas and is a great resource for exploring different performance measures for your agency.
- The state of Washington has an office dedicated to assessing the performance of its state agencies. You may find the office's website helpful in providing examples of possible measures for your agency's programs or budget activities (<http://www.ofm.wa.gov/performance/default.asp>).

IX. Budget Structure

a. Background and Purpose: MMB policy requires each agency to use a budget structure to define how it plans and manages its work, allocates resources, and achieves and reports on results. The budget structure groups together related areas of work and links them logically to the organization's strategic outcomes and goals. It provides a framework by which planned resource allocations, expected results, and performance measures are linked to each activity. It serves as an important tool, used by the governor and legislature in making decisions about allocating resources and in measuring agency success in achieving strategic goals.

b. Modifying Budget Structure: SWIFT information will serve as the source for creating agency budget structures. Agencies should review their appropriations and program and budget activity structures to make sure they are complete and in the appropriate form for the biennial budget presentation. Changes to agency budget structures are managed in SWIFT and should be completed well before FY 2012 close (August 17, 2012). Changes to budget structure are not allowed in BPAS.

Agencies interested in modifying the budget structure should refer to the restructuring instructions found here: <http://www.beta.mmb.state.mn.us/bps-restructure> and contact their EBO as soon as possible.

X. General Instructions for Style and Format

Style and formatting of the narratives are very important, as the Word documents produced in SharePoint will be imported into BPAS to create the budget document. Style and format are not automatically made uniform in the system; therefore, any inconsistencies must be manually changed at MMB. To avoid this cumbersome process, please follow the style and formatting requirements below.

Narrative Style - Please write your narratives in the third person, using active descriptive verbs whenever possible. Use clear and concise descriptions of activities and avoid dense blocks of text.

Jargon – Avoid jargon. Please write your agency’s narrative in plain language such that members of the public could pick up the document and understand what your agency does. It may be helpful to reference materials that you use on a daily basis to explain agency activities to the general public.

Acronyms – These must be spelled out the first time they are used in each document.

Bullets and Numbers – If using bullets or a numbered list, please use the feature on the home ribbon instead of typing the bullet or number. If multiple levels of bullets will be used, a solid black round bullet should be used for the first level, and the second level should be a dash.

Styles – The Word template has been set with specific styles for headings and paragraphs. Please do not attempt to change the style or font.

Additional Information – The focus of the budget document is outcomes and performance measures, instead of lengthy narrative description of agency operations, so if supporting information can be found on your agency’s website, but would not be appropriate to be included in the narrative, links to your agency’s website may be included.

Web Links – Since the narrative will be considerably shorter than in past years and does not allow for outside graphics or charts, agencies may link to their websites where more information can be found. Be sure to include links to webpages that do not change often, as this will help avoid the inclusion of broken links in the document. For accessibility purposes, web addresses/links must include the full URL (<http://www.--->). If you are going to link text to a

website (e.g., statutory reference), you will need to include the full URL in parentheses following the linked text. For example, “Pursuant to [M.S. 16A.127](https://www.revisor.mn.gov/statutes/?id=16A.127) (https://www.revisor.mn.gov/statutes/?id=16A.127)...” Never use “click here” as a description for a text link.

Don't:

- Use custom styles
- Use text boxes
- Adjust the margins of the document
- Use section breaks
- Change the headers or footers on the templates
- Hyphenate words (for accessibility reasons).

Page Limits – Please limit your agency profile to one page and the program or budget activity narratives to one to two pages each. For smaller programs or budget activities, a one-page presentation is appropriate.

Proofread – We strongly encourage you to draw on the expertise of your communications staff or other in-house resources in order to ensure that the documents are clear and understandable for a general audience.

Appendix A: BPAS SharePoint Instructions

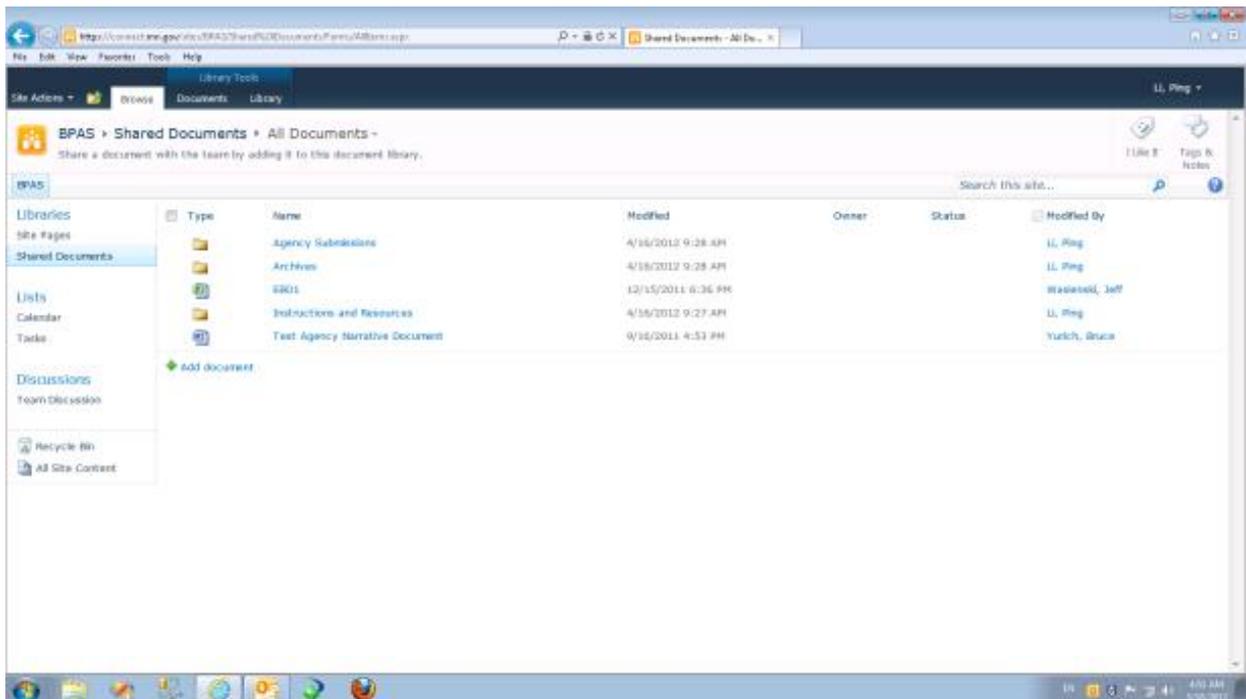
The new Budget Planning and Analysis System (BPAS) will use SharePoint technology to assist with the development and production of the biennial budget. An enterprise BPAS SharePoint will be used by agencies to submit budget narratives to their executive budget officers.

Each agency will have an agency secured folder in which they will be able to manage department specific user access through the existing active directory functionality (similar to email groups/lists) in place between agencies and MN.IT Services. Budget coordinators should work with MN.IT Services staff or their agency CIO to set up user groups representing the individuals within the agency needing access to the BPAS SharePoint site. Users granted access to the SharePoint site will have the ability to read, write and delete documents maintained on the site.

A memo was sent out to agencies with instructions on how to prepare for and utilize SharePoint: <http://www.beta.mmb.state.mn.us/bps-memos>. Technical questions related to setting up groups for SharePoint should be directed to Ping Li at ping.li@state.mn.us. Questions related to the use of SharePoint for submission of documents should be directed to your executive budget officer (EBO) or Mary Crosson at 651-201-8042 or mary.crosson@state.mn.us.

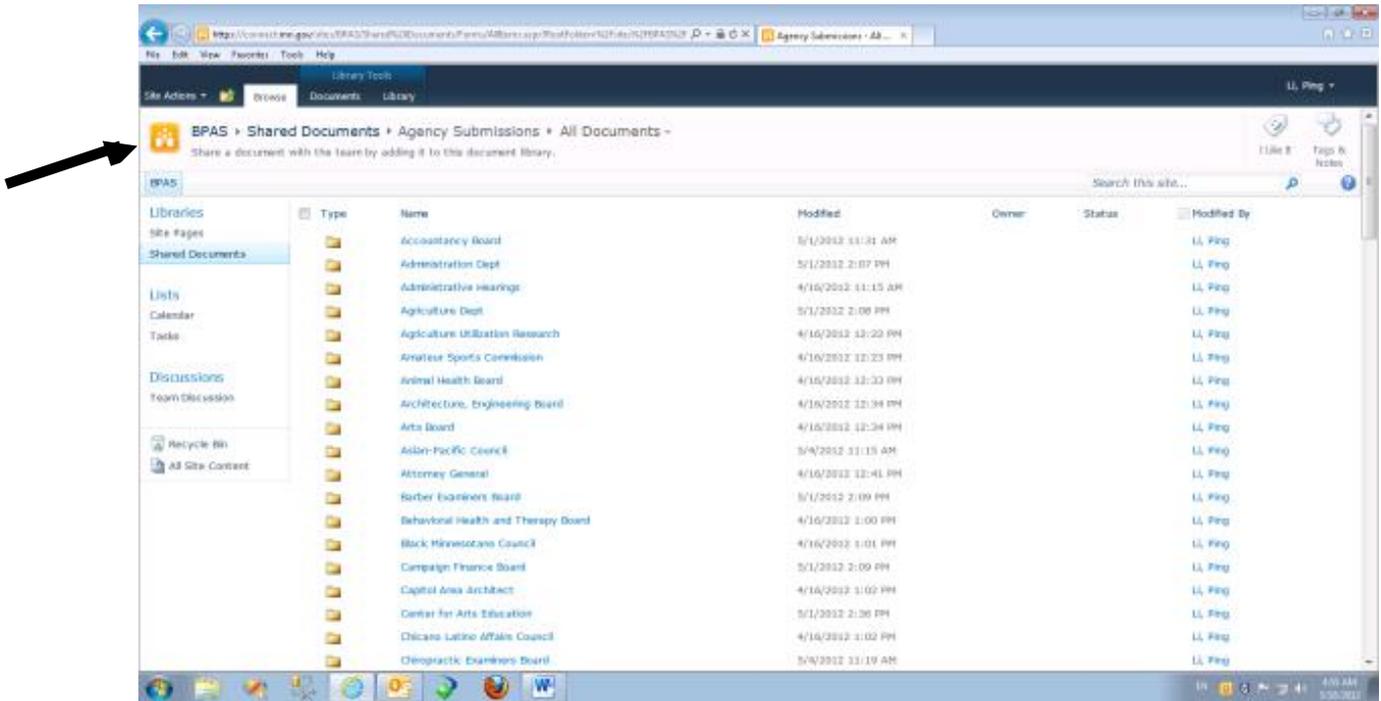
Access SharePoint

<https://connect.mn.gov/sites/BPAS/Shared Documents/Forms/AllItems.aspx>

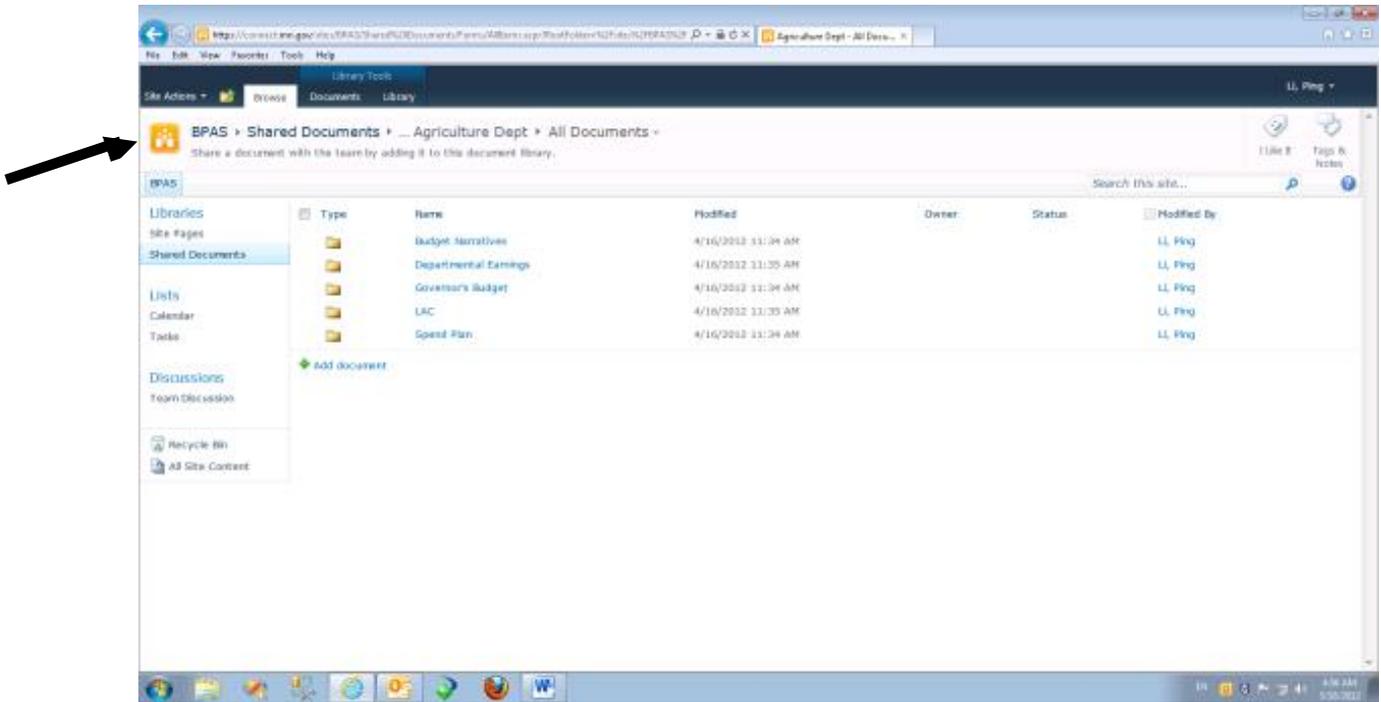


Open an Agency Profile and Budget Narrative Template

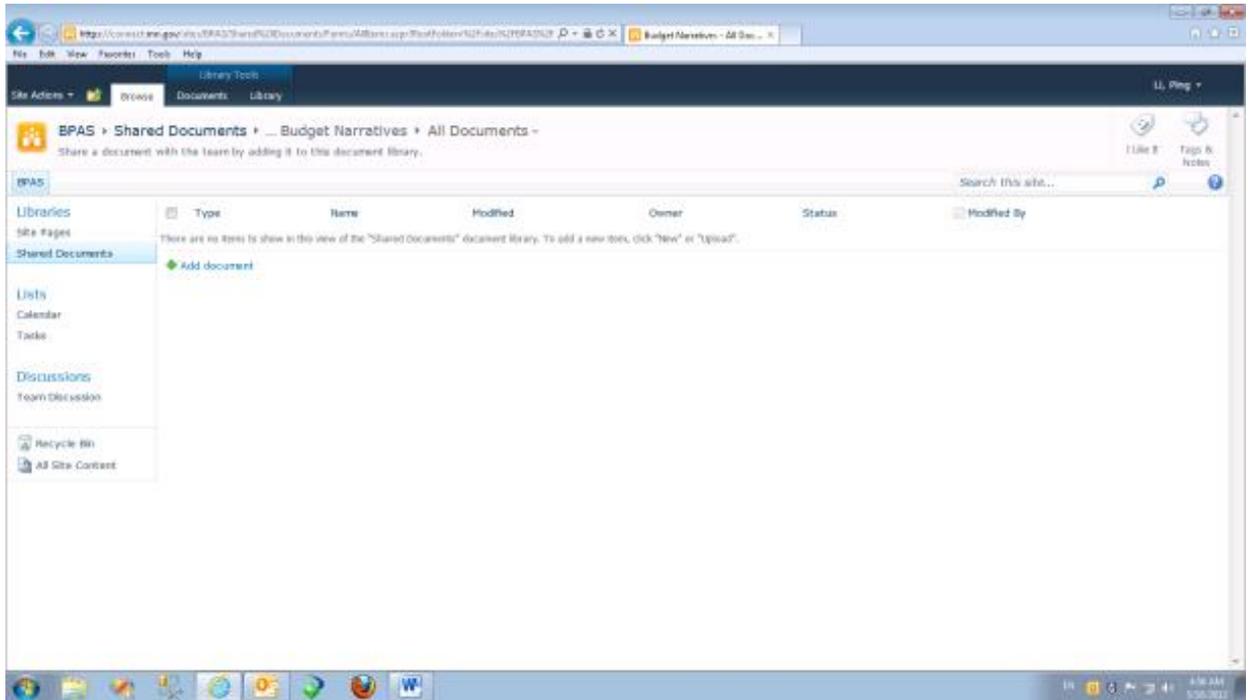
Select Agency Submission



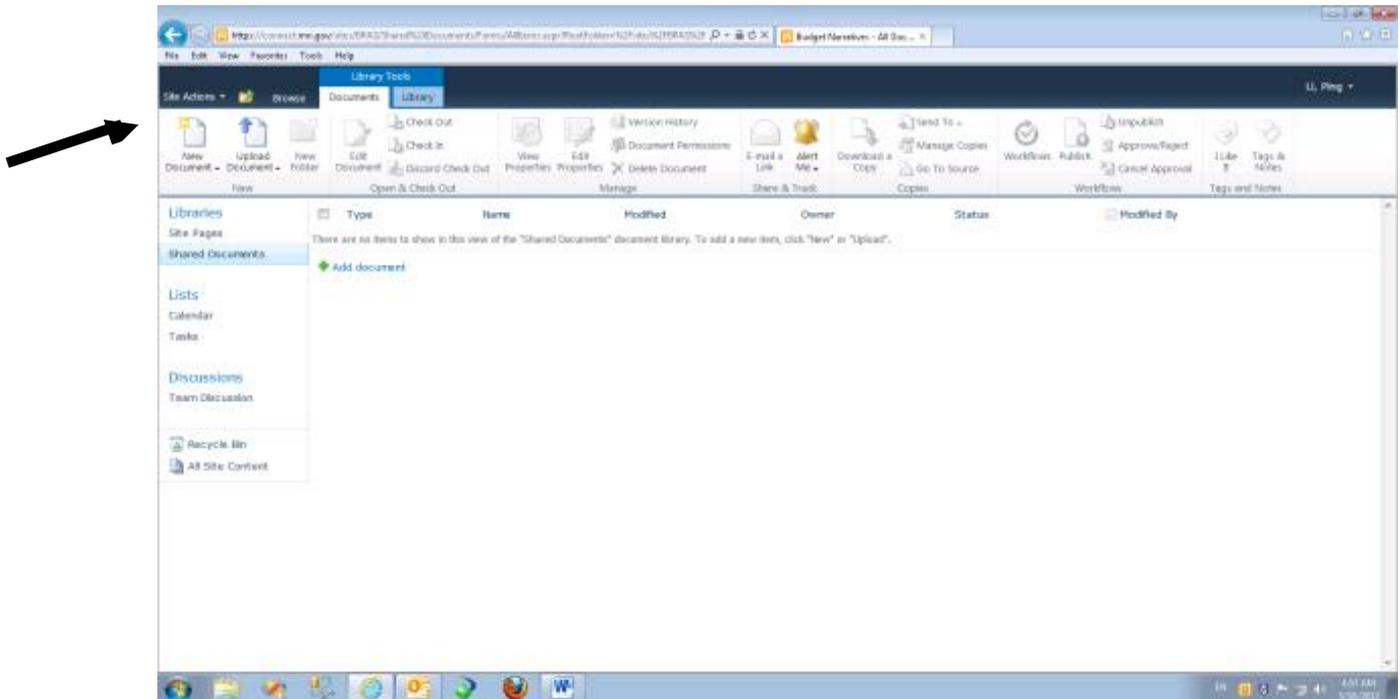
Click on your agency name (example shown is Agriculture Dept)



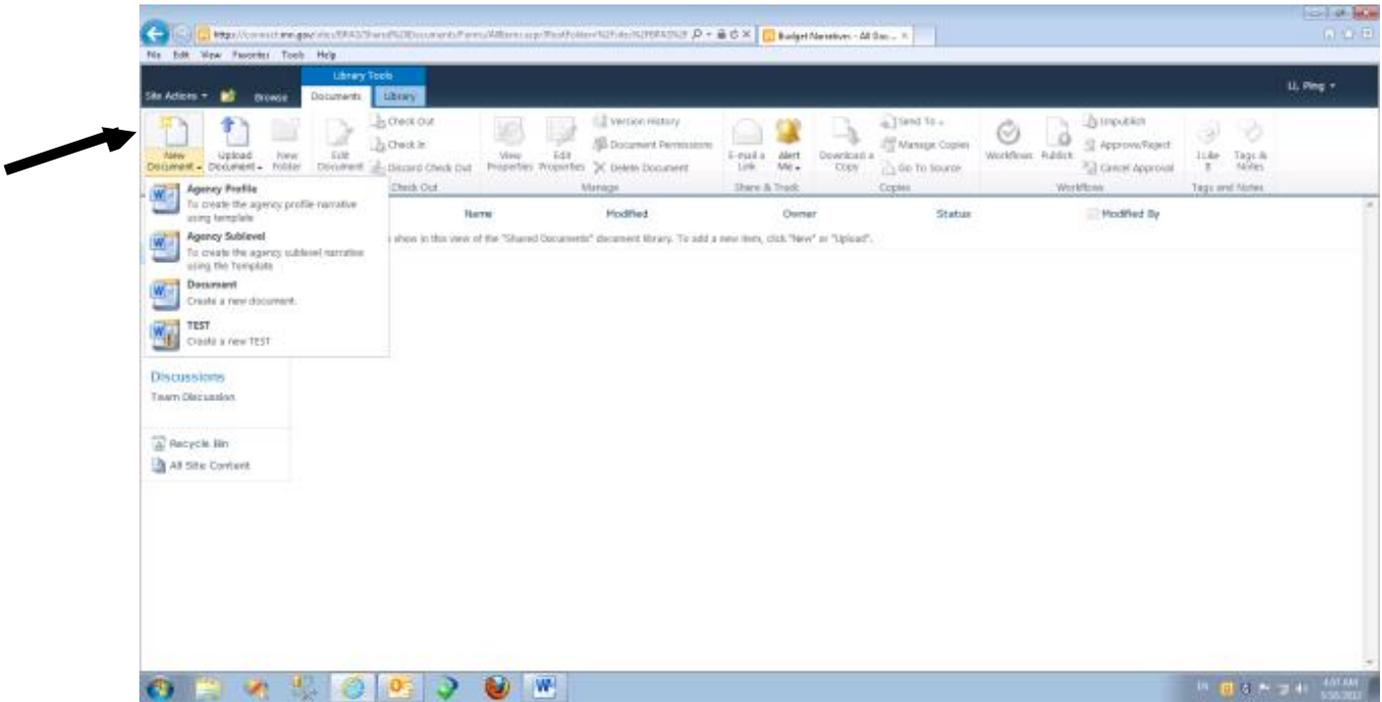
Select Budget Narrative Folder



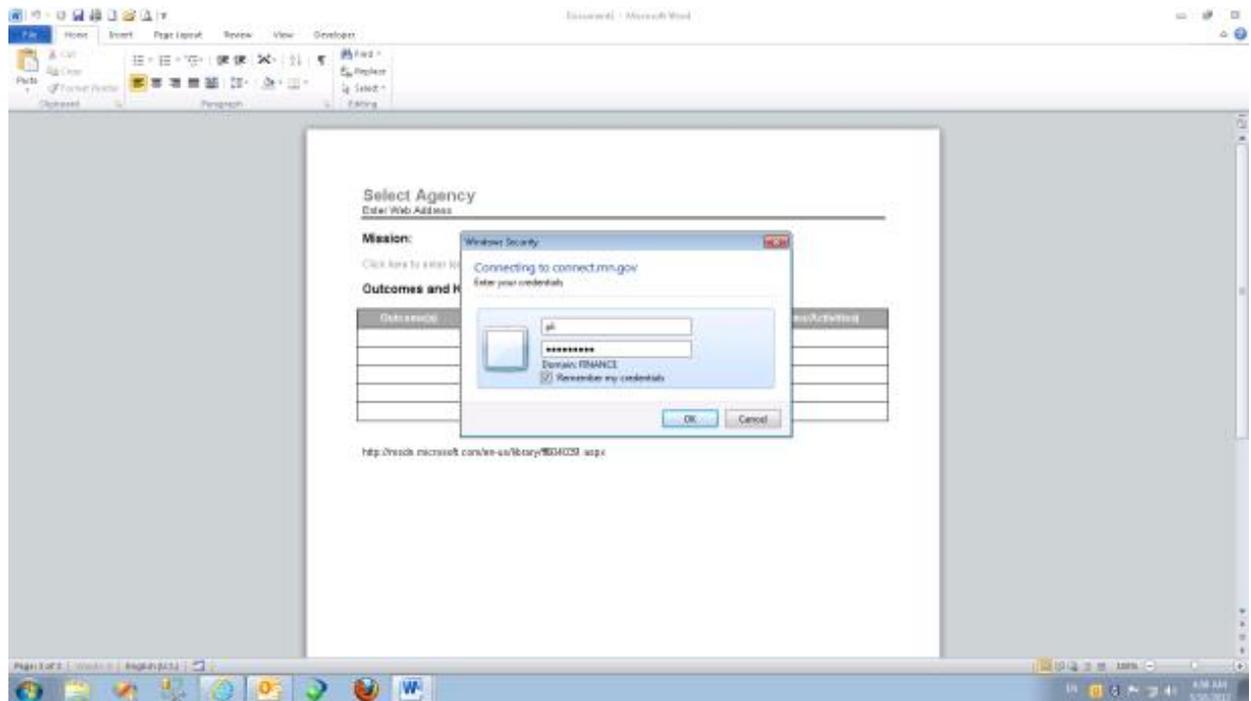
Click Document from the Library Tools list on top of the menu bar



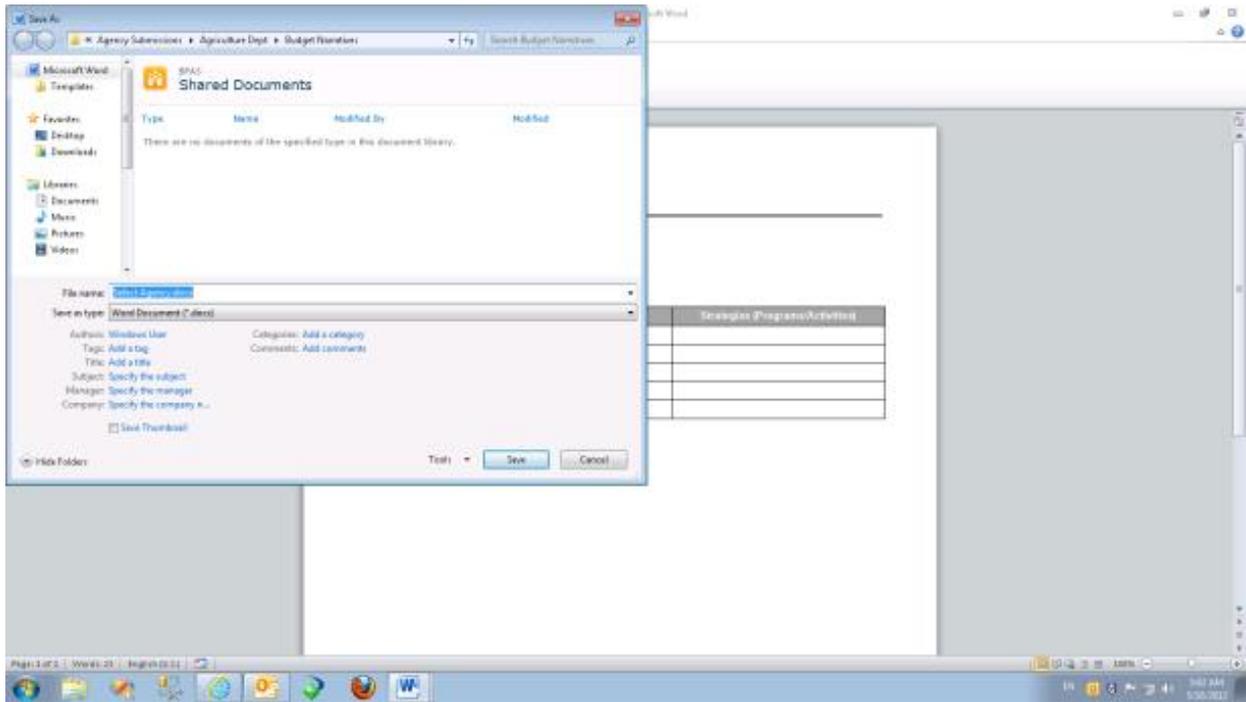
Select New Document and a list of document templates displays.



Click on the template you want to open. Log in and check Remember My Credentials.



After you finish the document, click Save icon to bring up the save screen.



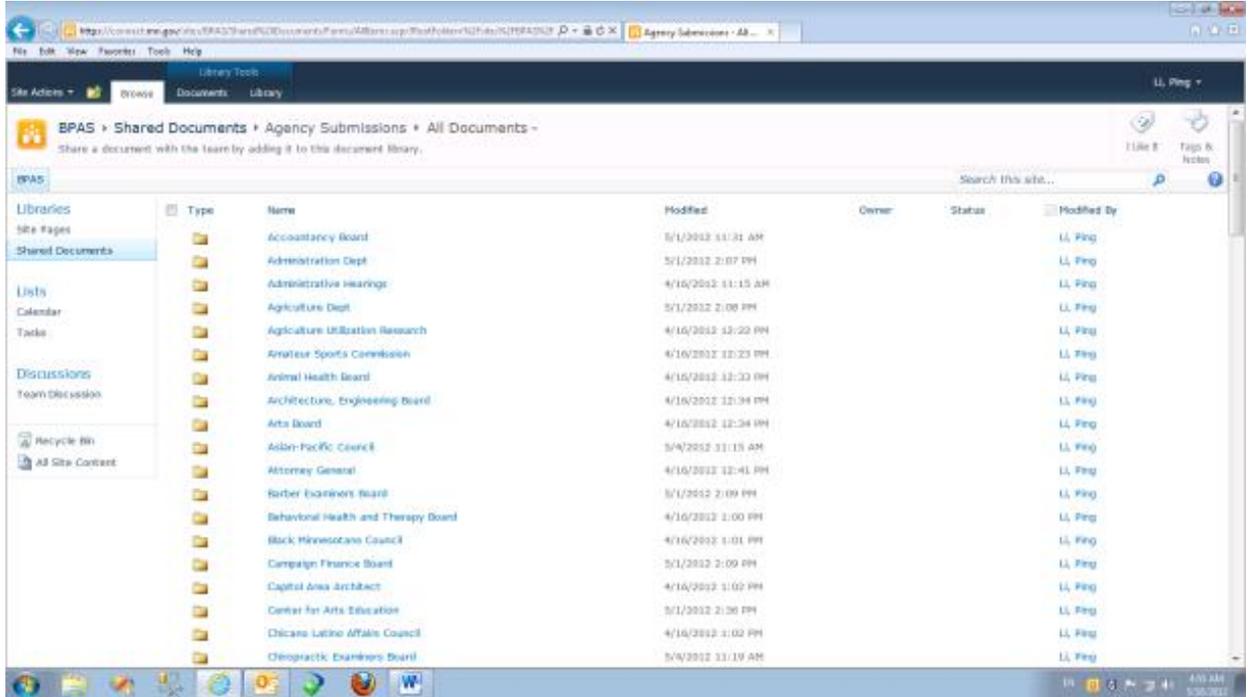
Naming conventions for the templates are as follows:

Template	File Name when Saving the Document to SharePoint
Agency Profile	2014 Agency Profile
Program/Activity Template	SWIFT Program/Activity Number_Name of Program or Activity

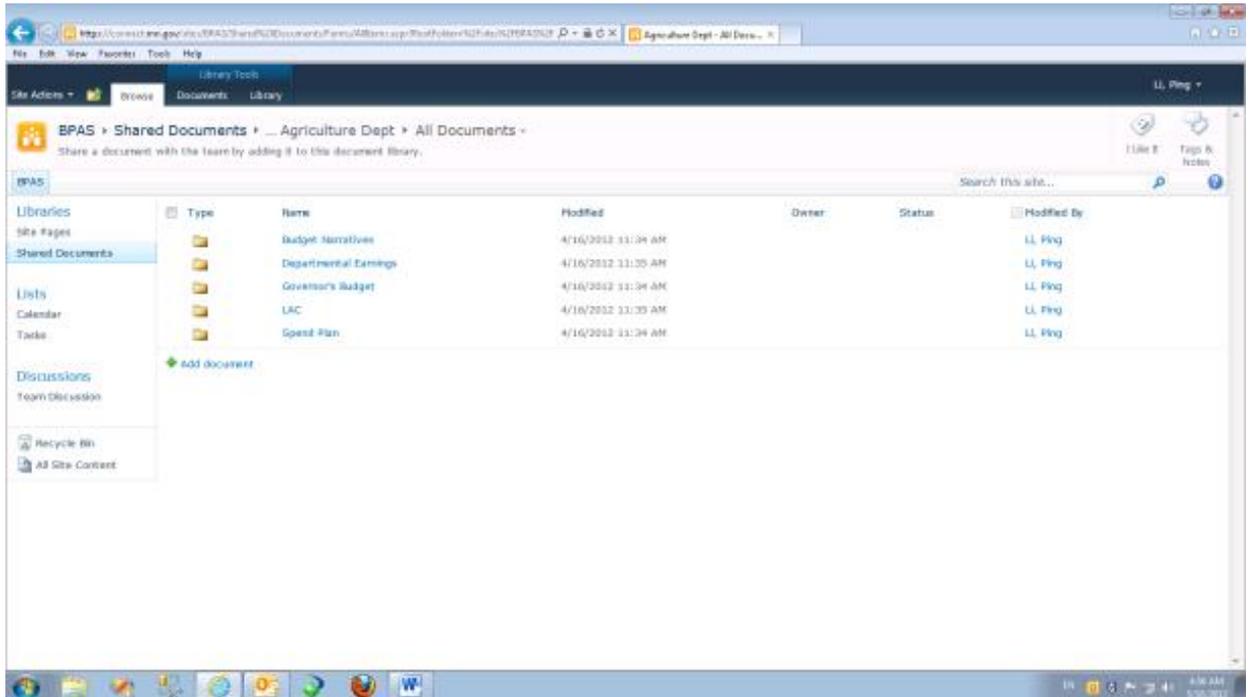
By default, the path is to save it back to the same folder on your SharePoint site. If you want to save it to a different location, you can change it on the Save As screen just like you would with any other document.

Upload an Agency Profile/Narrative to SharePoint

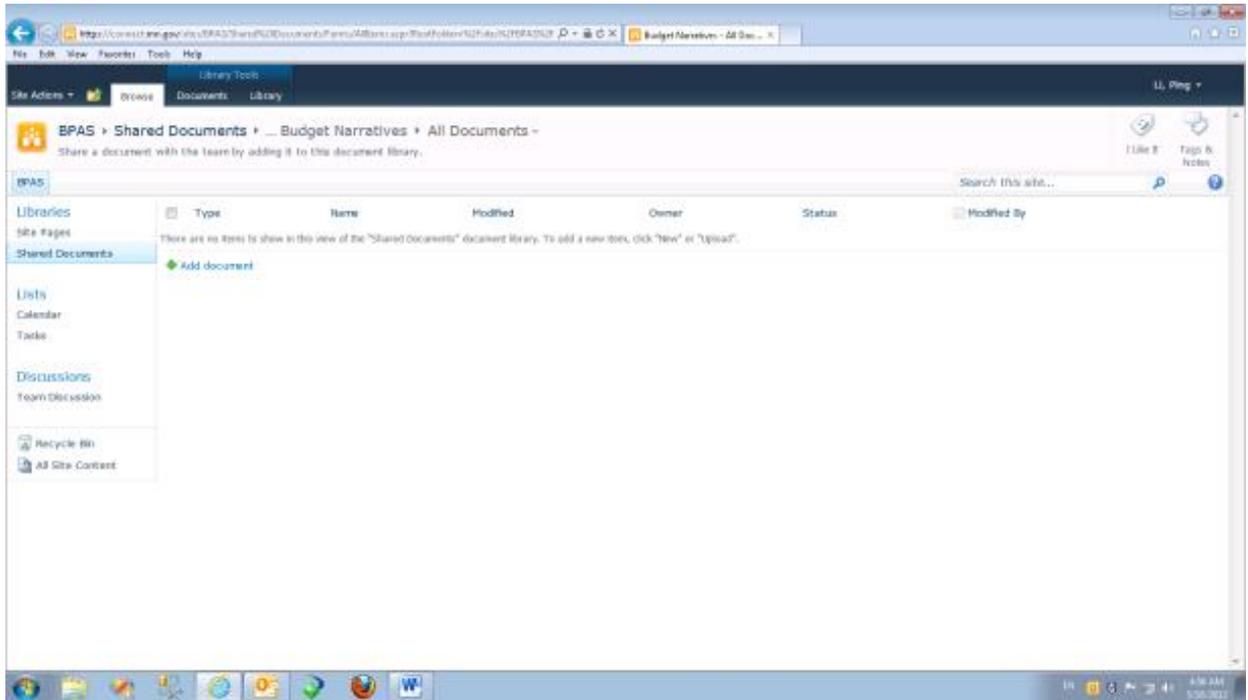
Select Agency Submission Folder.



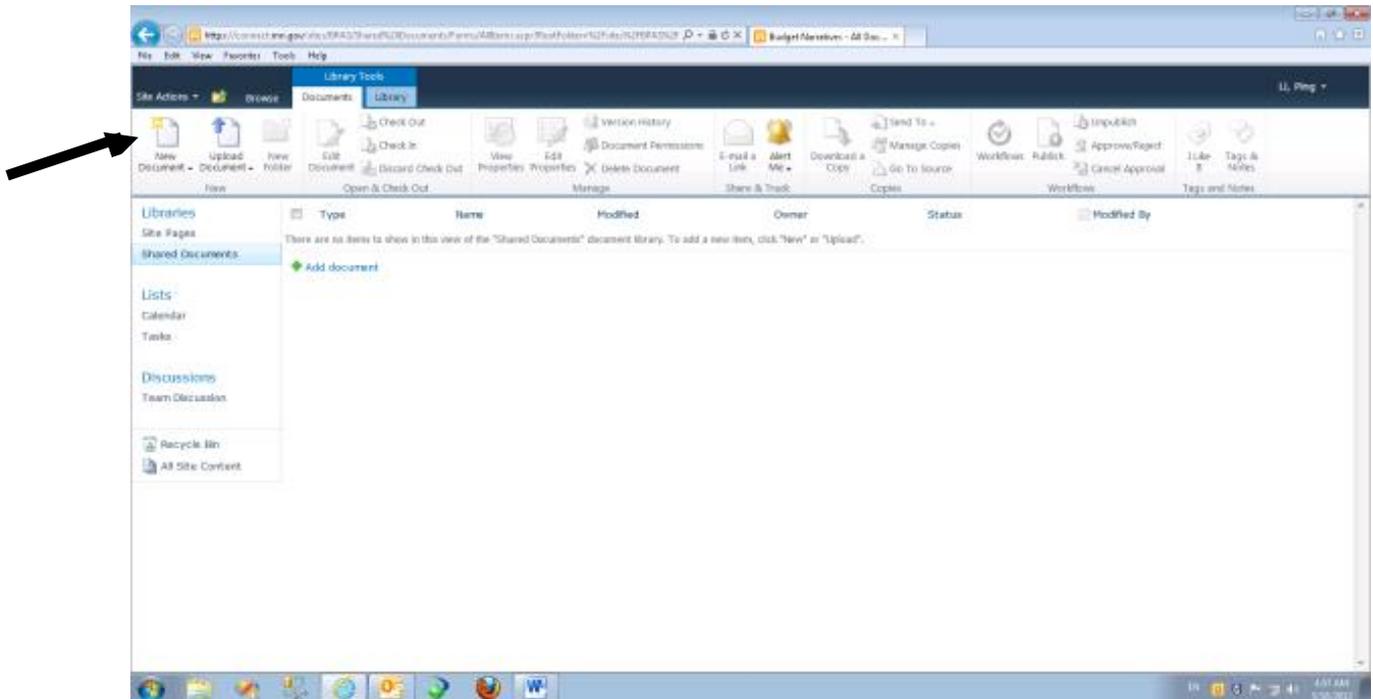
Click on your agency name (example shown is Agriculture Dept).



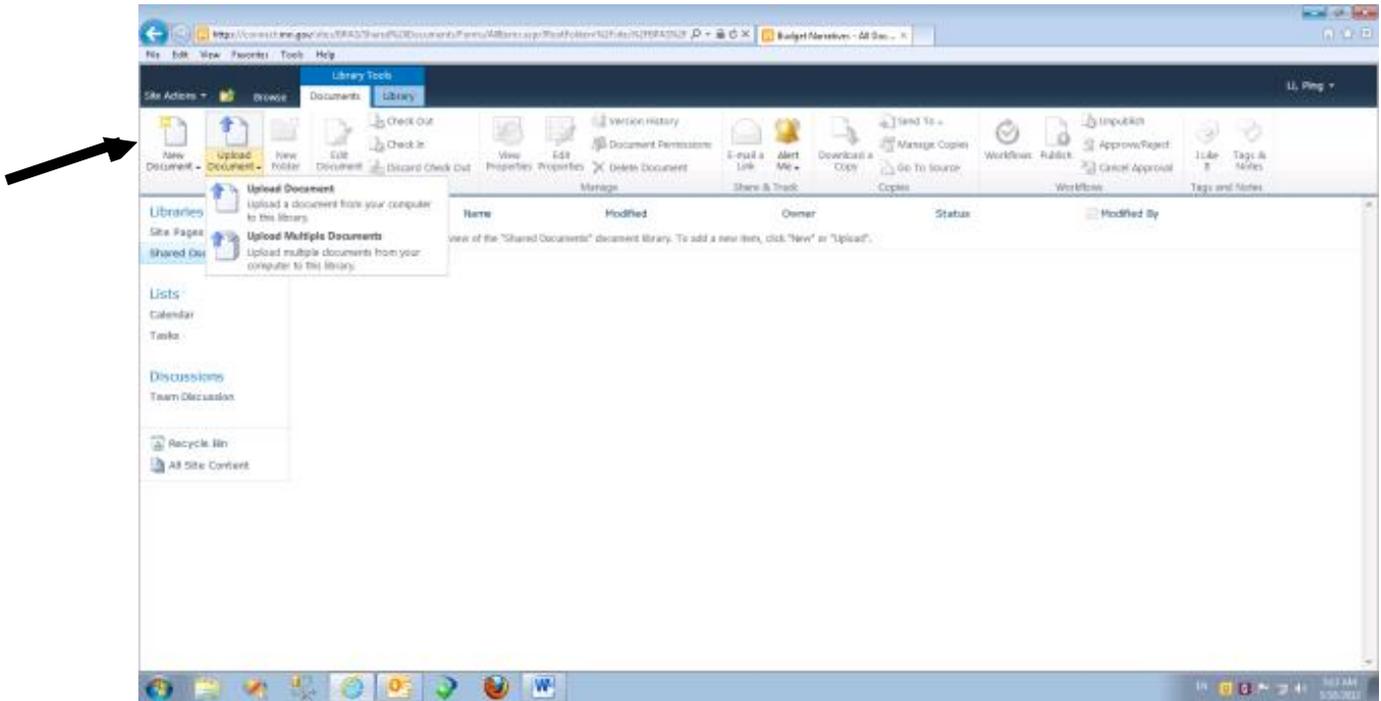
Select Budget Narrative Folder.



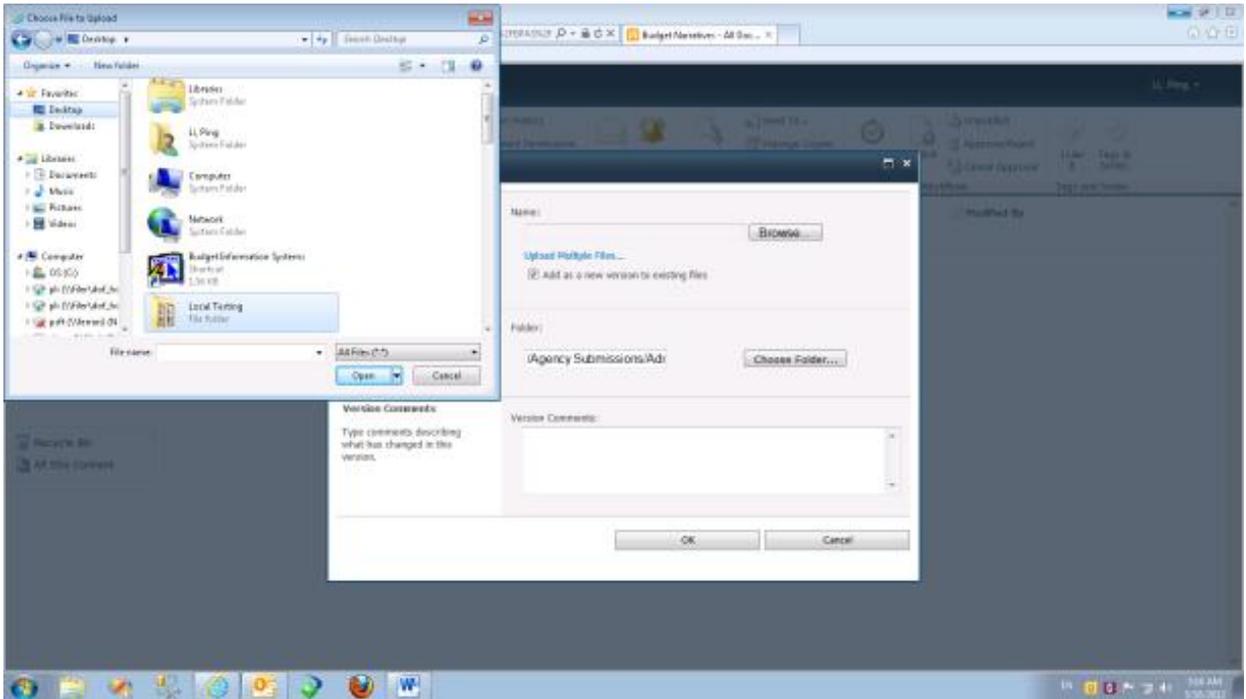
Select Document from the Library Tools list on top of the menu bar.



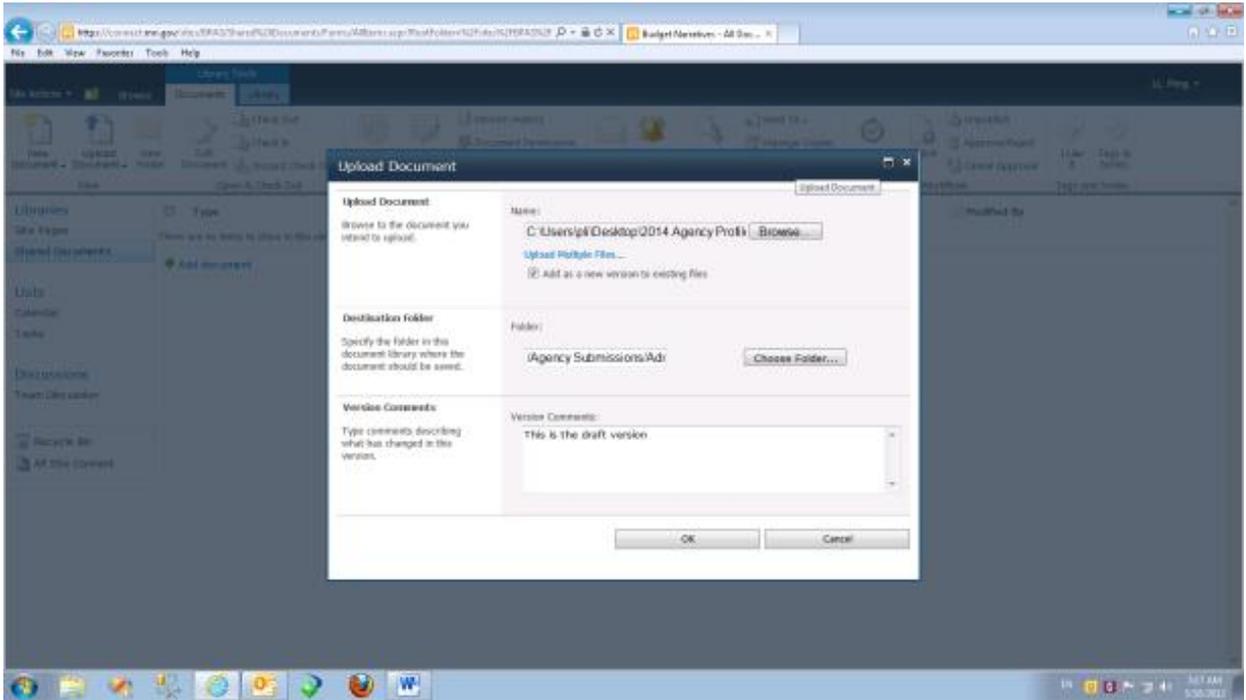
Select Upload Document then click on either to Upload Document or Upload Multiple Documents.



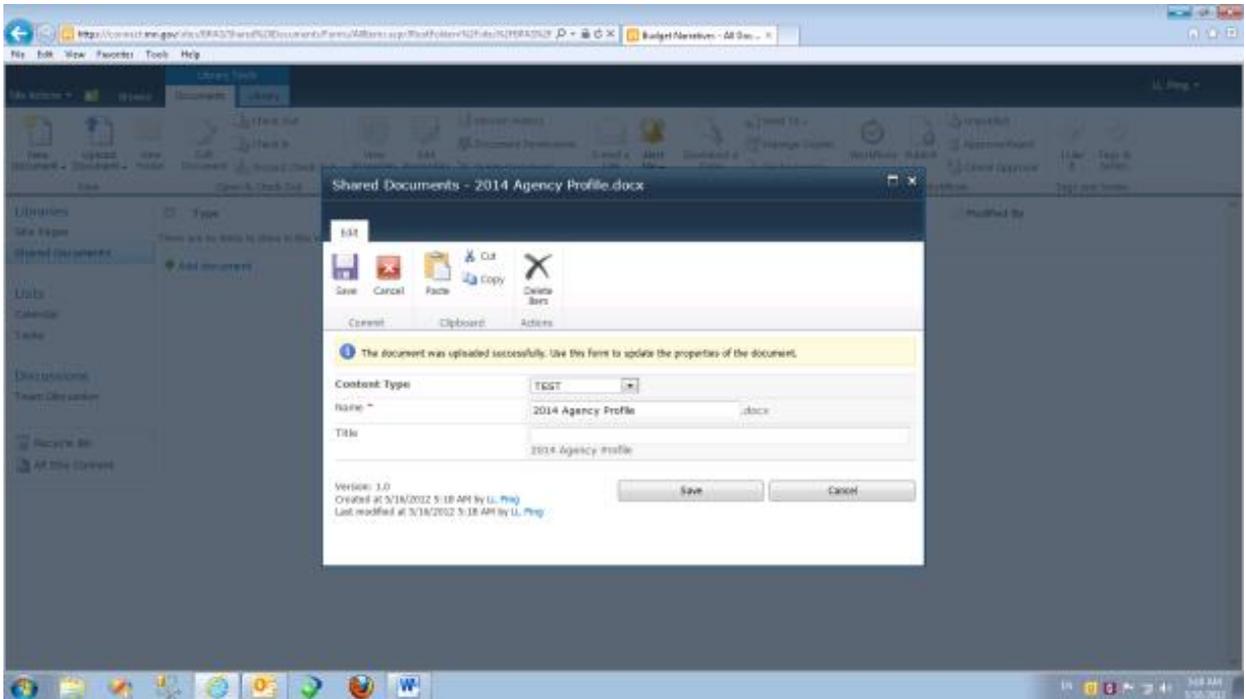
Browse to the document on your local path.



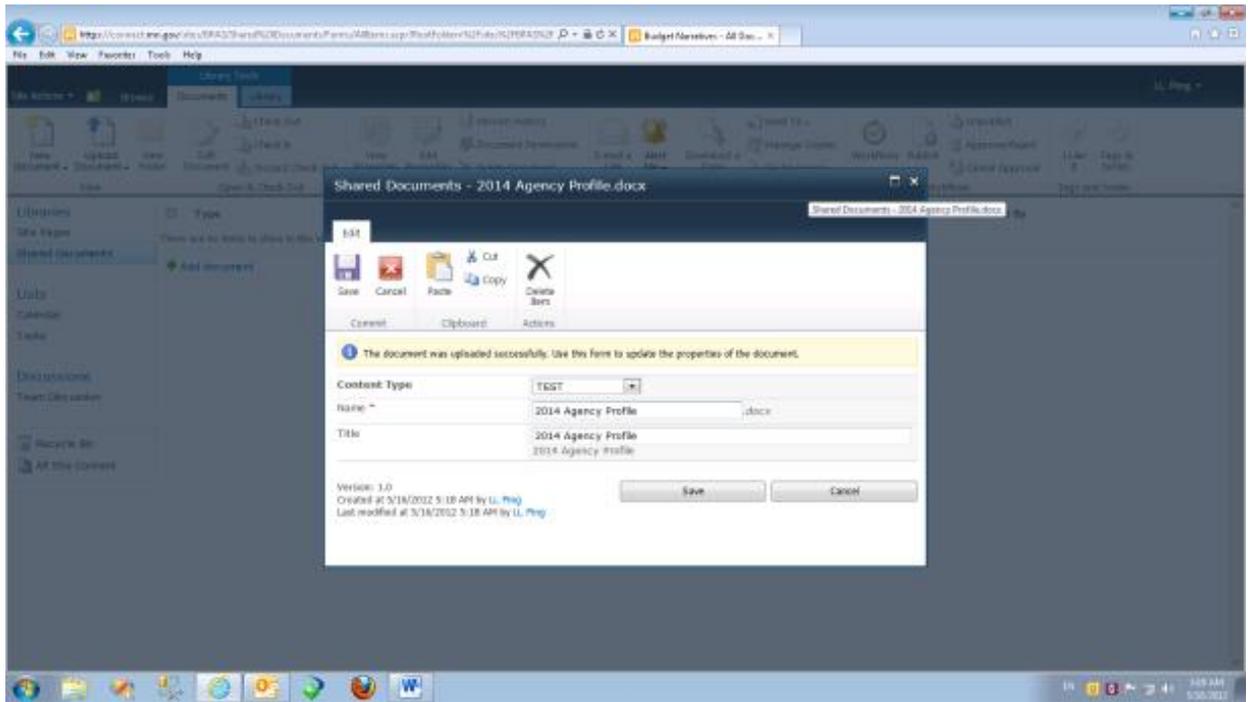
Leave the folder as default and add version comments if needed.



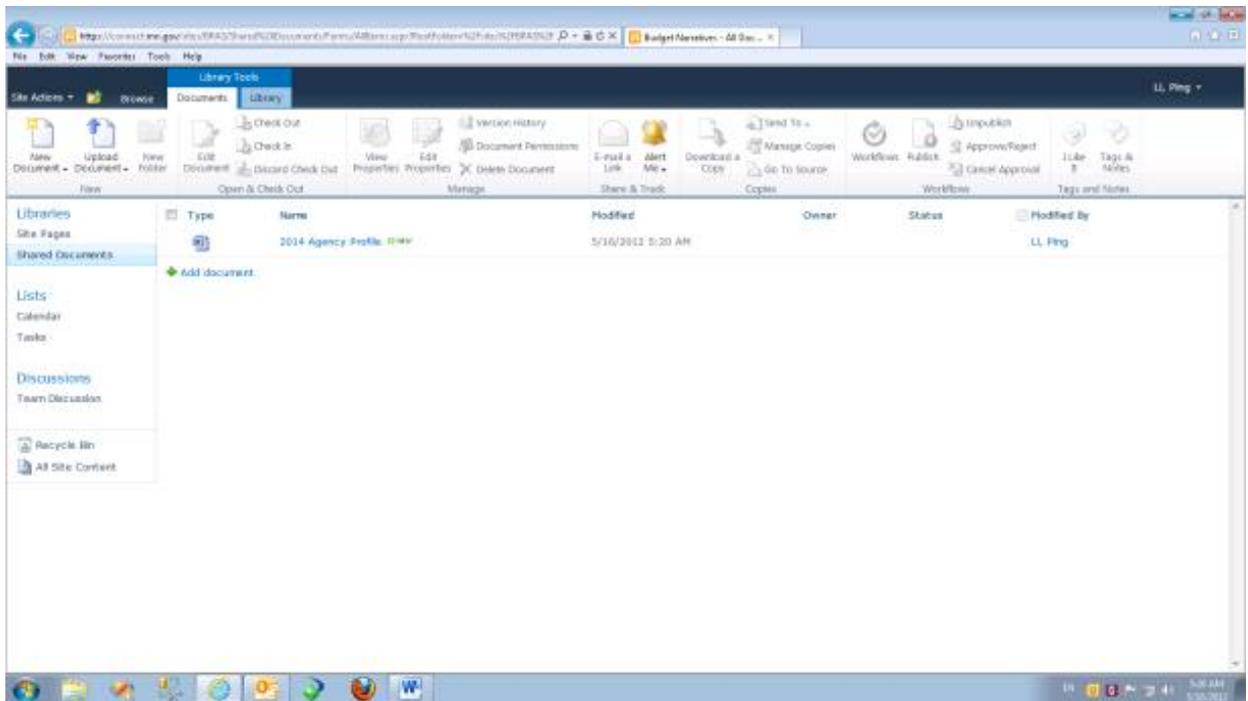
Click OK and you will see a confirmation page.



Leave the Content Type as is and fill in the Title as the same as the Name of the file.



Click Save. The screen refreshes and you will see your newly upload document on the screen.

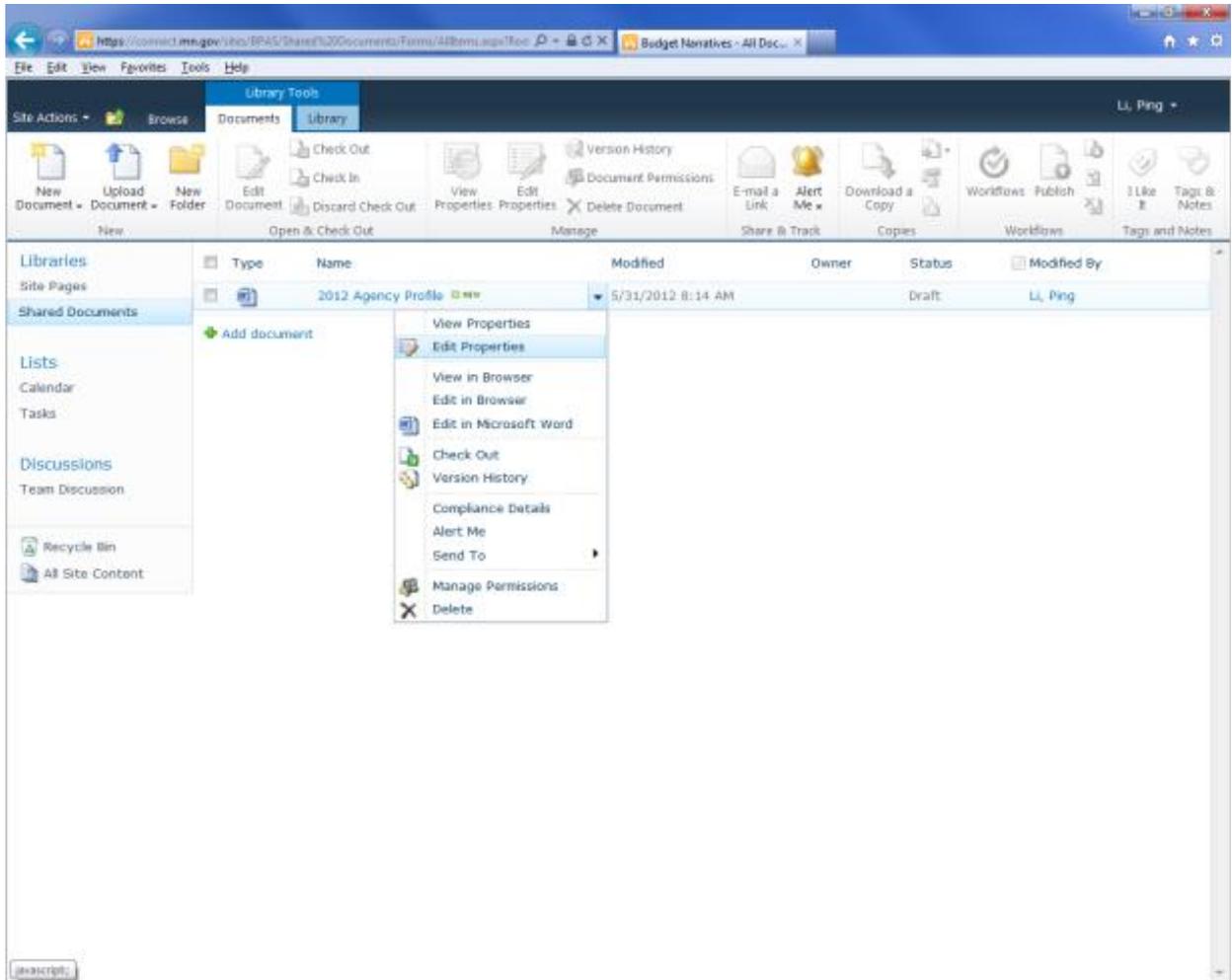


Changing document properties in SharePoint Site

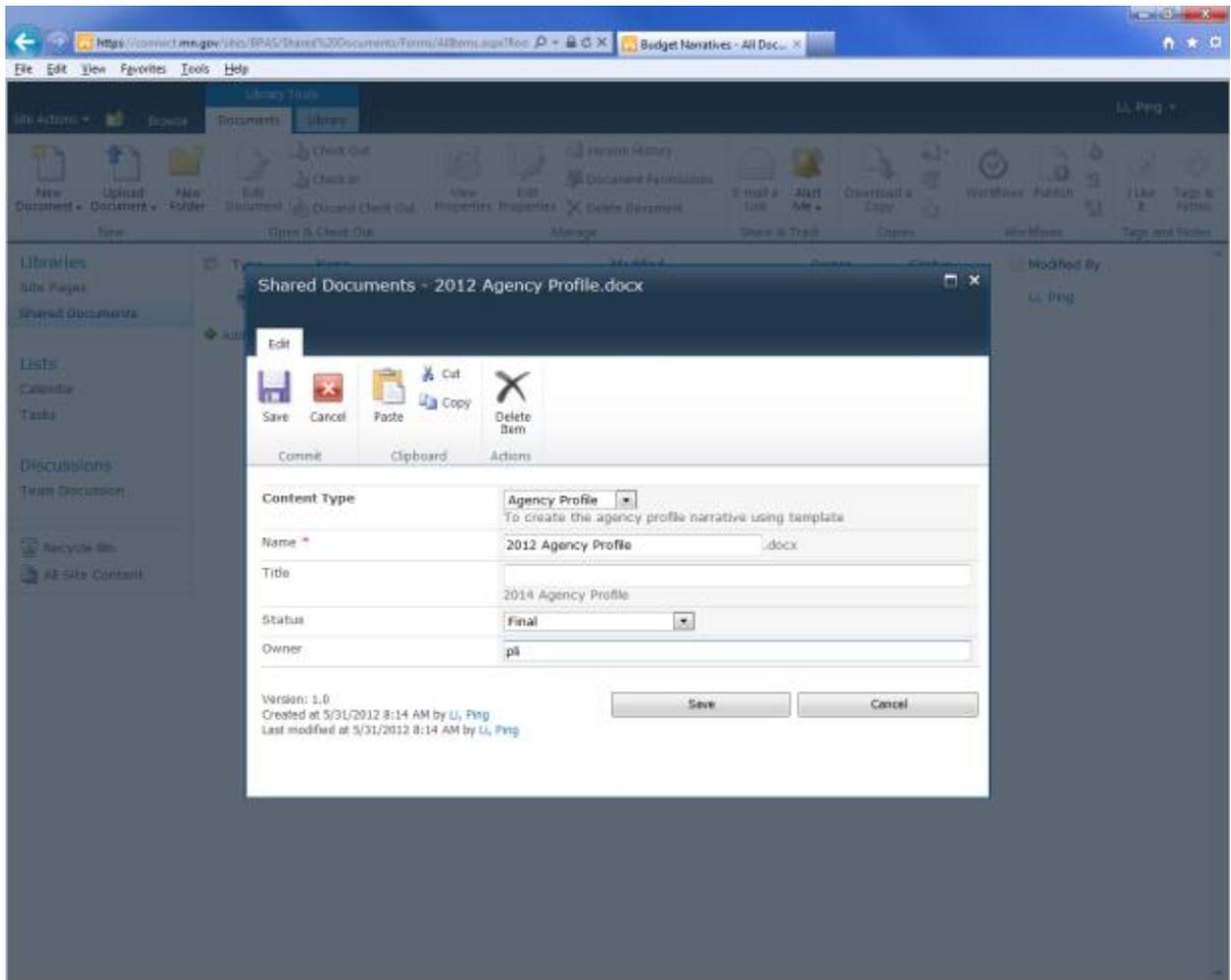
You can change document title, name, status and owner by following the steps below:

Select your document you would like to edit within your agency folder.

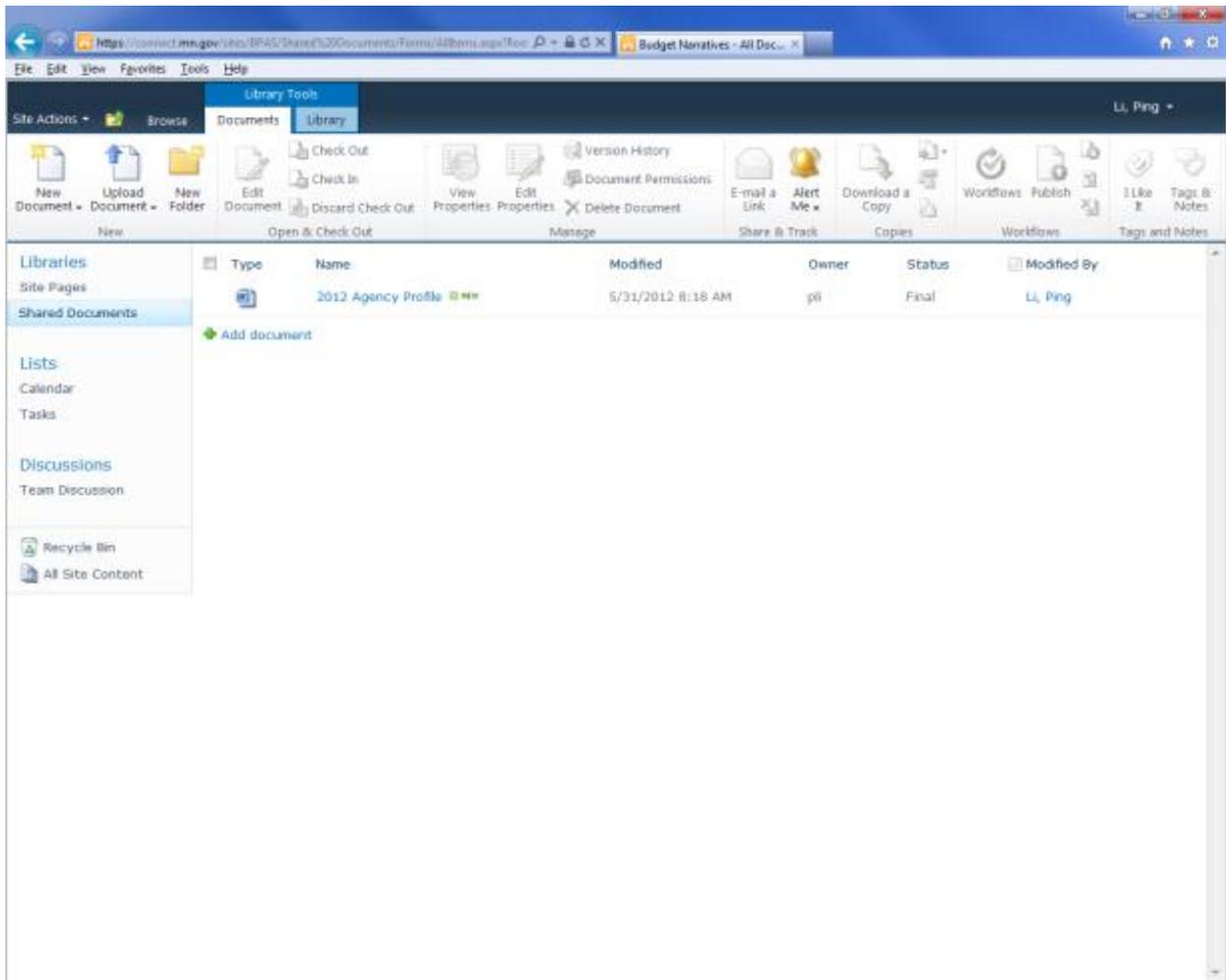
Move your cursor to the right side of your document then click on the arrow to select “Edit Properties”.



On the popup screen, change the title, status, or owner of the document.



Click Save button to refresh the screen and you will see the changes made.



Appendix B: Agency Profile Example

Minnesota Management & Budget

Agency Profile

Website: www.mmb.state.mn.us

Mission:

Minnesota Management & Budget (MMB) is responsible for managing state finances, payroll and human resources - providing systems for daily business operations and information access and analysis.

Our mission is to increase state government's capacity to manage and utilize financial, human, information and analytical resources to ensure exceptional service and value for Minnesota's citizens.

Statewide Outcomes:

MMB supports the following statewide outcome:
Efficient and accountable government services.

Context:

MMB is a central service agency, serving the Governor, the Legislature, x# of state agencies, # state employees and the public. The priorities of MMB include:

- Supporting the Governor in establishing policies, and proposing and implementing budgets that benefit the people of Minnesota.
- Providing information that is accessible, consistent, objective, timely, and accurate to state agencies, the Legislature and citizens.
- Providing financial, human resources, and management expertise to help state government meet its goals and responsibilities in an effective and efficient manner.
- Creating a culture in state government that is supportive, constructive and healthy for our employees.

Strategies:

MMB emphasizes several strategies across two program areas to deliver its mission and support the statewide outcome of efficient and accountable government services. These include:

- Accounting and human resources systems necessary to support daily activities of the state.
- Information access, forecasts and analysis to provide information on state activities and anticipate issues.
- Oversight, controls, and compliance outreach needed to ensure overall integrity of state operations.
- Decision support activities for budget development and collective bargaining processes.
- State treasury banking transactions, employee health insurance, and management consulting for all agencies.
- Strategic workforce planning and management.

Measuring Success:

MMB measures success by how well planning and daily business management systems, processes and information access meets state agencies', executive branch, legislative and public needs. At the macro level, the impact of MMB activities are reflected by the *overall financial health* of state government as determined through the state bond ratings and evaluation of our financial statements. External stakeholder evaluations measure our planning, budgeting, financial and human resources, and information management activities' contribution to effective state management – how well they support state decision-making and improvements in state management practices.

Appendix C: Program/Budget Activity Example

Minnesota Management & Budget

Budget Services

Website: www.beta.mmb.state.mn.us/fiscal

Statewide Outcomes:

Budget Services supports the following statewide outcome(s):
Efficient and accountable government services.

Context:

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 fiscal policy in decision-making and a statewide view in the management of state resources. The primary customers for Budget Services are the Governor, state agencies, the Legislature and citizens. This activity is funded through general fund appropriations.

Strategies:

The work of Budget Services can be divided into three broad categories:

- **Budget Process** - Coordinating the development of the governor's biennial, capital and supplemental budget recommendations, including providing instructions to agencies
- **Information and Analysis** - Developing and publishing budgetary and financial information for use by decision-makers, staff and citizens
- **Oversight** - Providing oversight and monitoring of budget implementation by agencies and the state's cash flow position.

Each of these functions helps to improve the efficient and effective use of state resources and prudent management of state resources.

Results:

While no single entity can claim to be responsible for Minnesota's budget and financial position, having timely, relevant and objective budget information available to decision makers is fundamental to having a financially well managed state. MMB monitors a number of broad statewide financial management indicators to help track our goals. Budget Services also evaluates performance based on whether data is provided to decision makers in a timely manner.

Performance Measures	Previous	Current	Trend
Fiscal Notes Complete	90%	93%	Improving
Average Number of Days to Complete Fiscal Note	10	9	Improving
Rating: Do budget systems and processes fully meet needs? State Agencies	7.8	8.2	Improving
Legislature, Executive Branch	8.3	8.3	Stable
Rating: Is budget information accessible and useful? Legislature, Executive Branch	6.8	7.2	Improving
Media, Public, Non-Governmental Organizations	8.3	7.2	Worsening

Performance Measure Notes:

1. Fiscal note data compares 2009-2010 legislative session (previous) to 2011-2012 legislative session (current). Data excludes fiscal notes that were inactivated by the requestor.

2. MMB management survey of key stakeholders conducted every two years. Survey questions, responses and results may be viewed at: www.beta.mmb.state.mn.us/mgmt_survey.