

<http://www.mn.gov/admin>

AT A GLANCE

- 489 employees in FY17
- Overseeing restoration of Minnesota State Capitol
- Oversee nearly \$3.2 billion in state procurement annually, including negotiating more than \$32 million in contract savings for government entities and increasing purchasing from diverse businesses
- Reduced energy consumption by 25 percent in 23 Capitol complex buildings since 2008
- Manage more than 280 construction projects and 750 commercial property leases
- Oversee a fleet of more than 1,800 vehicles, increasing use of electric and fuel efficient vehicles
- Trained more than 1,200 public officials and stakeholders about open government laws in 2016
- Provided direct training and informational resources to more than 10,000 individuals with developmental disabilities or family members in FY16

PURPOSE

The Department of Administration is a core central service agency for the executive branch serving the Governor, legislature, state agencies, local governments, and the public. Our mission is to benefit all Minnesotans by leading innovation, creating solutions, and providing exceptional services. That mission is achieved by focusing on diversity and inclusion, customer satisfaction, technology optimization, sustainability, employee engagement, and best value.

We provide enterprise leadership and coordination to a broad range of business and professional services so agencies can achieve their missions. Our ability to provide core administrative services centrally allows us to get a better value for state agencies by leveraging economies of scale, ensure open and fair competition through standardized processes, and improve transparency to state operations and purchasing.

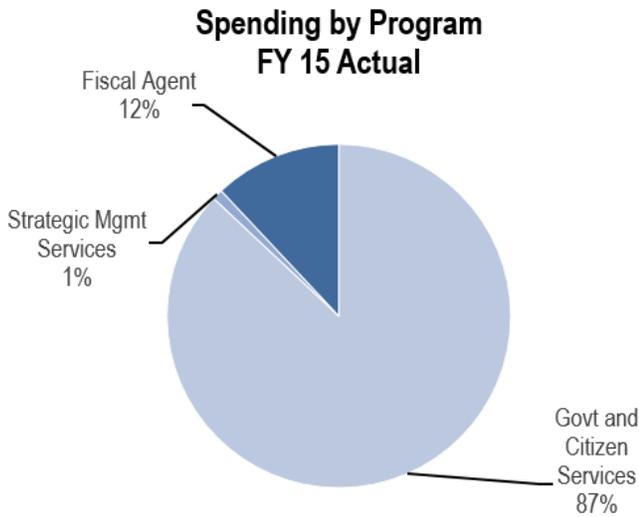
Our lead role in ensuring the efficient organization of state government includes overseeing real property and

sustainable state operations. We help agencies get the best value in purchasing goods, services, and vehicle fleets. We oversee state facilities' construction and leasing. We provide property, liability, and workers compensation insurance coverage for state operations. We set policy for state grants administration. And, we make sure the Capitol Complex buildings run efficiently and keep the Capitol grounds beautiful.

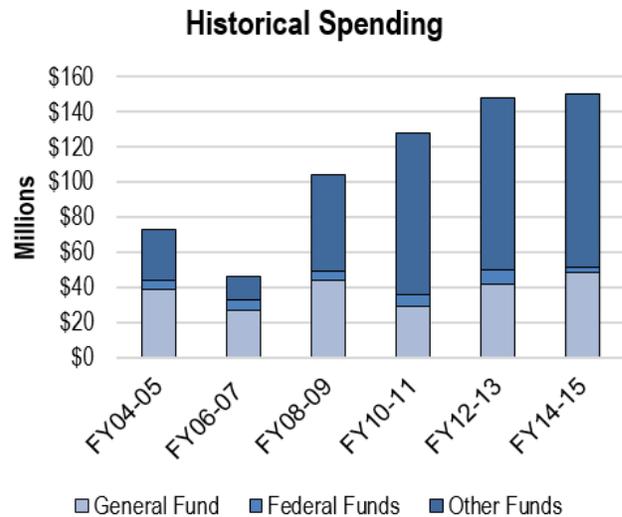
In addition to providing vital services to agencies, we provide key services to the public. On an individual level we ensure that citizens understand their rights to access government information. We provide opportunities for those with developmental disabilities and their families to advocate for their rights to education, work, and community participation. And, we provide assistive technology so those with physical disabilities can lead more independent and productive lives. Our community oriented services help ensure efficient and fair distribution of state grants and provide essential population data through our demographic services.

By ensuring Minnesota's executive branch agencies receive excellence in enterprise services, Admin contributes to the statewide outcome of: Efficient and accountable government services. By providing persons with disabilities assistive technology to help them be productive and involved in their communities, Admin contributes to the statewide outcomes of: Minnesotans have the education and skills needed to achieve their goals; and Strong and stable families and communities.

BUDGET



Source: BPAS



Source: Consolidated Fund Statement

Our mix of funding is as complex and diverse as the services we provide, with fully 87% of funds spent through the internal service, special revenue, and enterprise funds we manage. Additionally, more than half of the general fund dollars we are appropriated are passed on to, or spent on behalf of, other entities via our fiscal agent program.

STRATEGIES

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

- Sustainable services that leverage our enterprise expertise in fleet, leasing, construction, facilities, and purchasing services, and the expertise of our partner agencies to advance environmentally sustainable operations and reduce the State's carbon footprint.
- Real property services that provide a single, enterprise-wide inventory of facility conditions necessary to strategically plan for asset preservation, workforce, and citizen service investments.
- Procurement services that leverages 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.
- Construction and space leasing services such as serving as the state's leasing agent and owner's representative on construction projects. We provide efficient and effective oversight of capital construction projects, ensure facility solutions that meet the space needs of state agencies and their customers, and facilitate effective management and optimal use of state real property assets.
- Government-to-Government shared services that provide financial and human resource services to small agencies, boards and commissions, continuous improvement (Lean) training, workers compensation, archeological services, and vehicle fleet services.
- Government management services that advise agencies on achieving energy reduction goals, complying with open government requirements, reducing workers' compensation costs, helping small agencies follow state human resources and financial policies and procedures, and reducing the state's reliance on gasoline.
- Citizen services that include assistive technology, demographic services, and resources for citizens with developmental disabilities. We also facilitate the public's access to state government by educating citizens on their rights 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>)
16B (<https://www.revisor.mn.gov/statutes/?id=16B>)
16C (<https://www.revisor.mn.gov/statutes/?id=16C>)
4A.02 (<https://www.revisor.mn.gov/statutes/?id=4a.02>)
176.541 (<https://www.revisor.mn.gov/statutes/?id=176.541>)
138.31-138.42 (<https://www.revisor.mn.gov/statutes/?id=138.31>)
307.08 (<https://www.revisor.mn.gov/statutes/?id=307.08>)

Program: Government and Citizen Services

Activity: Community Services

<http://www.mn.gov/admin>

AT A GLANCE

- To guide planning in the coming decades, produce updated data projections about people by age/gender for Minnesota, its Economic Development Regions and all counties
- Provided long-term loans of assistive technology that saved Minnesotans with disabilities \$416,292 (FY15) and approved 89 accommodation requests from 14 State Agencies totaling \$166,263 (FY16)
- Distributed more than 1.1 million publications on developmental disabilities in FFY14 and FFY15
- Provided training and technical assistance to over 39,700 individuals in FY16
- Provide guidance to state grant making entities through 13 comprehensive grant policies to improve state grant-making
- Maintain files for all 19,000+ recorded archaeological sites in Minnesota
- Assist the Commissioner in issuing data practices and open meeting advisory opinions

PURPOSE & CONTEXT

Community Services consists of six diverse programs providing unique expertise to citizens and government in the areas of demography, developmental disabilities, assistive technology, grants management, government transparency and privacy laws, and archaeology.

The Office of the State Demographer assists state and local leaders in making informed decisions by providing timely and reliable demographic information. We coordinate activities to support the decennial census, which serves as the basis for Congressional reapportionment, legislative redistricting and the distribution of federal funds. Our work helps leaders to understand their current contexts and plan for future changes.

The Information Policy Analysis Division (IPAD) is the state’s resource on Minnesota’s data practices and open meeting laws. Whether customers participate in training or visit IPAD’s website, our leadership promotes more accountable and transparent government services and helps the public understand laws related to privacy and open government.

Community services also includes two disability programs: the Governor’s Council on Developmental Disabilities (Council) and the STAR Program. The Council seeks increased independence, productivity, self-determination, integration, and inclusion for people with developmental disabilities and their families. We achieve this mission by providing information, and education that help develop skills and change attitudes. STAR is Minnesota’s Assistive Technology Act program and is 100% federally funded. STAR helps Minnesotans of all ages who have disabilities 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 independently perform tasks. Examples of assistive technology include communication devices, handheld magnifiers, computer software that reads aloud, assistive listening devices, adapted eating utensils, and grab bars. Additionally, STAR oversees the State’s Accommodation Fund, which provided reimbursement to state agencies for their costs to accommodate employees and job applicants with disabilities. The Accommodation Fund received one-time funding approval during the 2015 Legislative Session.

The Office of Grants Management (OGM) provides policy leadership and direction to promote consistent grants administration between state agencies, funders, and grantees resulting in greater program accountability and transparency of state grantmaking. OGM also increases public information about state grant opportunities.

The Office of the State Archaeologist (OSA) strives to preserve archaeological sites and burials that are specified in property records; encourage communication between state agencies; foster collaboration between the archaeological and tribal communities; and promote archaeological research and education to preserve, protect, and interpret Minnesota’s archaeological resources.

SERVICES PROVIDED

The State Demographer’s Office promotes the decennial census and provides technical support to the Census Bureau. The decennial census serves as the basis for Congressional reapportionment, legislative redistricting and the distribution of federal funds in Minnesota. We produce data and research to support Diversity and Inclusion efforts around the state; 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; and produce new data for Minnesota’s unique needs and populations, such as on our immigrant groups and languages spoken in Minnesota homes.

IPAD’s work includes technical assistance, training and resource development, and statutory duties. These services help promote government accountability and efficiency by providing government entities with resources to ensure compliance with the laws and providing the public, media, and legislature with an understanding of rights and implications of the laws.

The Governor’s Council on Developmental Disabilities provides training, education, and awareness to people with developmental disabilities and their families. Specific services provided include:

- Leadership training through our Partners in Policymaking® program (a leadership training program for people with developmental disabilities and their family members)
- Free training materials and online training courses
- Sponsorship of training conferences
- Grant funds to assist individuals with developmental disabilities to advocate for themselves
- Outreach to diverse communities and increased employment opportunities for people with developmental disabilities.

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

- Device demonstration, device loan, and reuse of previously owned but still usable assistive technology
- Public awareness, information and assistance, technical assistance, and training

OGM promotes more efficient and effective management of state grants and provides access to state-wide grant opportunities through:

- Policy development and state grants leadership
- Training, technical assistance, consulting, and professional development

The OSA serves Minnesota by:

- Compiling and maintaining recorded archaeological site and burial information that is not specifically detailed in property records.
- Educating the public about cultural resources and providing training opportunities for professional archaeologists
- Facilitating research activities and land development planning

RESULTS

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quantity	Number of demographic report downloads	N/A	603	Jan.-July 2016
Results	Customers identified an increase in their knowledge of data practices or open meeting law following IPAD training on Data Practices and Open Meeting Law training	85%	99%	FY15, FY16
Quantity	Downloads/print of training courses and materials on developmental disabilities	94,118	1,136,361	2004, 2015

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quantity	Graduates of Partners in Policymaking, a leadership program for individuals with developmental disabilities and their families	789	954	2010, 2016
Results	Percentage of device loans that resulted in borrowers determining if assistive technology would meet their employment needs	90%	100%	2015, 2016
Results	Percent of participants in OGM training who report increasing their knowledge, skills, and abilities	90%	99%	2014, 2016

Community Services websites:

State Demographer <http://mn.gov/demography>

Information Policy Analysis Division www.ipad.state.mn.us

Governor's Council on Developmental Disabilities <http://mn.gov/mnddc> and <http://mn.gov/mnddc/pipm>

STAR Program <http://mn.gov/admin/star/>

Office of Grants Management <http://www.mn.gov/admin/government/grants> and <http://www.grants.state.mn.us/public/>

Office of the State Archaeologist <http://mn.gov/admin/archaeologist/>

The Minnesota State Demographic Center tasks are set forth in M.S. 4A.02 (<https://www.revisor.mn.gov/statutes/?id=4A.02>), which outline that the State Demographer “shall continuously gather and develop demographic data relevant to the state,” among other duties.

Legal authority for the Information Policy Analysis Division is provided in [M.S. 13.073](https://www.revisor.mn.gov/statutes/?id=13.073) (<https://www.revisor.mn.gov/statutes/?id=13.073>).

The legal authority for the Governor's Council on Developmental Disabilities is provided in the Developmental Disabilities Assistance and Bill of Rights Act (P.L. 106-402) <http://www.acl.gov/Programs/AIDD/DDA BOR ACT 2000/index.aspx> and M. S. 16B.053 and M.S. 16B.054 <https://www.revisor.mn.gov/statutes/?id=16B&view=chapter#stat.16B.053>

The Minnesota STAR Program is 100% federally-funded under the Assistive Technology Act of 1998, as amended (PL 108-364) (<http://www.gpo.gov/fdsys/pkg/PLAW-108publ364/html/PLAW-108publ364.htm>) and also authorized in M.S. 16B.055 (www.revisor.mn.gov/statutes/?id=16B.055).

The legal authority for the Office of Grants Management's duties are set forth in M.S. 16B.97 and M.S. 16B.98. <https://www.revisor.mn.gov/statutes/?id=16B.97> and <https://www.revisor.mn.gov/statutes/?id=16B.98>

The following Minnesota Statutes guide the work of the State Archaeologist: 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>); 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: Continuous Improvement

<http://mn.gov/admin/continuous-improvement/>

AT A GLANCE

- Established a continuous improvement maturity index for every Cabinet-level agency to provide a baseline from which to measure Continuous Improvement growth
- Trained more than 400 managers in nearly every cabinet-level state agency in how to create a 'culture of continuous improvement' in FY16
- Increased participation on the Continuous Improvement Advisory Council from 14 to 23 cabinet-level state agencies from FY15 to FY16.
- Developed interagency data system plan to support the Olmstead Employment Plan and Executive Order 13-01 in FY16.

PURPOSE & CONTEXT

The Minnesota Office of Continuous Improvement (MNCI) works with state and local agencies to improve Minnesota government operations, consistent with the Department of Administration's mission: to benefit all Minnesotans by leading innovation, creating solutions, and providing exceptional services.

As MNCI begins its 10th year, its focus is on enterprise level improvements that will have the greatest impact across state government. Our goal is that our work has a significant and sustainable impact on the efficiency and effectiveness of government services for Minnesotans despite challenges facing state government such as: shrinking workforce, aging population, public pressure for greater accountability and transparency, increasing customer expectations, declining or static budgets, and increasing employee retirement rate.

Our Vision: State government is recognized by Minnesotans as having the most efficient and effective services.

Our Mission: To lead and support efforts that increase the continuous improvement culture, capacity, and results for Minnesota state government agencies and staff.

Our Values: customer focus, excellence, respect, results.

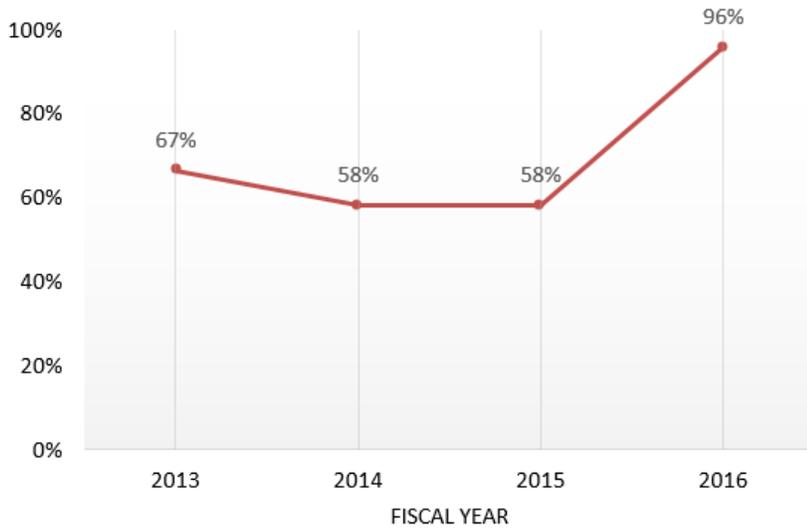
This program is funded by the General Fund.

SERVICES PROVIDED

Specific services provided to all cabinet-level agencies include: Providing leadership training to all new state managers/supervisors; highlighting best practices and new practices in the public sector; leading training courses in foundational continuous improvement concepts, methodologies, and tools; working with agencies to help them utilize continuous improvement in setting and reaching strategic goals; facilitating the annual Governor's Continuous Improvement Awards; managing enterprise-wide projects from initial scoping through implementation; and supporting agency improvement projects with consulting and project management.

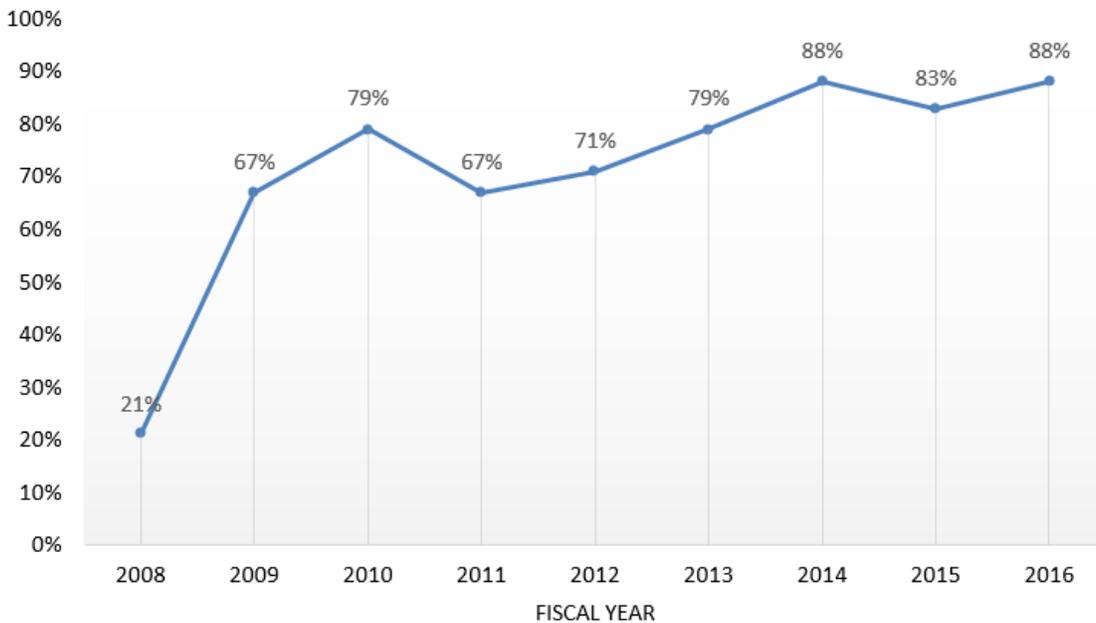
RESULTS

Percent of Cabinet Agencies Represented on MNCI Advisory Group



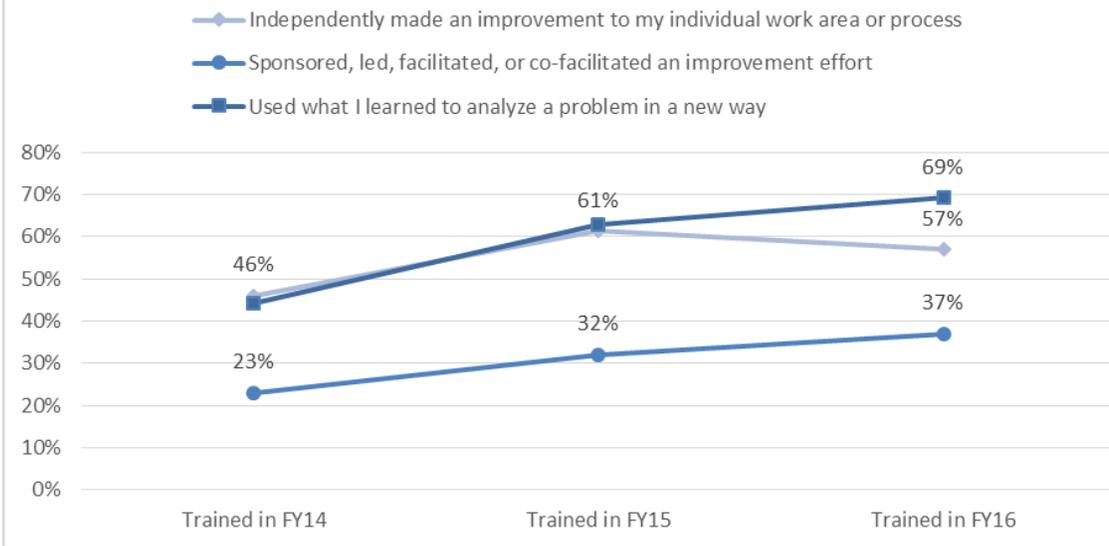
This chart shows the percentage of cabinet agencies represented on the MNCI Advisory Group. Our goal is to build the foundation for continuous improvement across the enterprise.

Cabinet Agencies with Staff Participating in Training



This chart shows the percentage of cabinet agencies with staff participating in the MNCI training. Our goal is to build a foundation for continuous improvement and create the capacity for change within each agency.

Percent of Survey Respondents Who Report Completing Improvement Activities When Surveyed Six (6) Months After Training



This chart shows the impact of our training across the enterprise: how many respondents reported doing at least one of the following activities within the six months after their trainings:

- Used what I learned to analyze a problem in a new way
- Independently made an improvement to my individual work area or process
- Sponsored, led, facilitated, or co-facilitated an improvement effort

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

Program: Government and Citizen Services

Activity: Enterprise Real Property Program

<https://mn.gov/admin>

AT A GLANCE

- The Enterprise Real Property Program assists state agencies to:
- Manage data for approximately 5,500 state owned buildings consisting of more than 36.5 million square feet, and more than 3.1 million acres of land
- Maintain a catalog of floorplans for more than 89% of state owned space
- Perform standardized and consistent facility condition assessments on 80% of state owned space
- Track approximately 120,000 maintenance and work orders annually for state facilities
- Manage and track more than 890 active leases
- Track more than 78,000 facility-supporting assets and equipment
- Track employee relocations that will allow for the most effective use of space

PURPOSE & CONTEXT

Enterprise Real Property provides the tools and information necessary for data-driven facility investment and management across state government.

By coordinating collaboration and data among the 19 state agencies that maintain state property, we can collectively operate state facilities more cost-effectively. Our consistent real-time data also allows policymakers the opportunity to understand a space's condition and how it is used.

The Enterprise Real Property Program, Archibus, consolidates data from 19 agencies that have custodial control over real property into one database and one application. We utilize this data to standardize real property management across state government. We direct collaborative efforts for developing and establishing policies, procedures, consistent standards, and guidelines for operating, sustaining, and managing the state's real property portfolio.

Our systems track space management, building operations, facility condition assessment, employee moves, project management (for small-scale projects), asset management, and lease management modules to operate and manage the state's real property.

SERVICES PROVIDED

Services provided include: data management; maintaining standards, policies, and processes to ensure consistency; user training to maximize program results; maintain functionality of existing technology; research new technologies to leverage data and optimize operations; application installations and new technology implementations; implementation of agency work plans and agency consultation; issue resolution and system fixes within staff expertise; system enhancements for functionality; upgrade management; and creation of enterprise-level function specific reports.

RESULTS

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quantity	Active facilities personnel using system	423	1,438	2011, 2016
Quantity	Number of work orders	96	173	2012, 2016
Quantity	Number of data applications	4	9	2011, 2016
Quality	Percentage of agencies that have trained Facility Condition Assessment assessors	79%	89%	2013, 2016

The Enterprise Real Property Program support and maintain compliance with Minnesota Statutes: M.S.16A.632, M.S.16B.24–16B.26, M.S.16B.281–16B.287, and M.S.16B.30–16B.307.

Program: Government and Citizen Services

Activity: Fleet and Surplus Services

<http://mn.gov/admin/government/vehicles/>

<http://mn.gov/admin/government/surplus-property/>

AT A GLANCE

- Manage a fleet of approximately 2,000 vehicles
- Implemented a vehicle telematics program to increase fleet efficiency and effectiveness
- 90 percent of managed vehicles are capable of using alternative fuels
- Reduced gasoline usage by 15.5% from 2005 to 2015
- Assist state and local governments with the distribution and disposal of surplus property
- Repurposed nearly 11,000 items through the Surplus Property Distribution Center in FY16
- Returned \$14.1 million to agencies from surplus property sales in FY16
- Sold 6,073 lots of property through the State Auction Program last year in FY16

PURPOSE & CONTEXT

Fleet and Surplus Services strives to ensure that state agencies have access to critical logistical services related to transportation and property.

Our Fleet Services unit provides safe, cost effective transportation solutions for official government business. We ensure a cost effective operation by tailoring services to actual agency usage. We monitor key data points such as mileage and fuel consumption in order to advise agencies on the best vehicle to meet their needs, how long vehicles should be kept, and other transportation options.

In addition, our green fleet choice initiative is aimed at reducing greenhouse gas emissions and petroleum consumption. We are committed to helping agencies transition to “greener” vehicles through scheduled replacement of existing fleet inventory.

Surplus Services provides assistance to state agencies and local governments to distribute surplus property in an environmentally and financially responsible manner. Additionally, we maximize the public investment in equipment through redistribution to other public entities or sale. We return approximately 90 percent of sale proceeds to the agencies that dispose of surplus property.

Our primary customers 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 leasing program. Surplus Services is an enterprise fund and generates its revenue through the resale of goods.

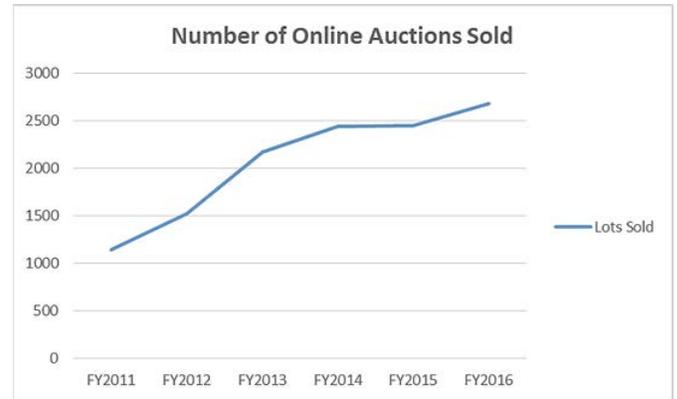
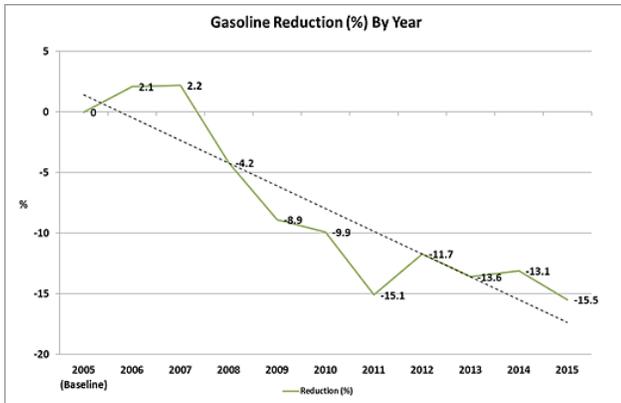
SERVICES PROVIDED

The work of Fleet and Surplus Services can be divided into two primary categories:

- Fleet Services
- Surplus Services

Specific services provided include: full service long-term vehicle rental program; vehicle maintenance service; fuel card program; statewide fleet reporting and information management system; telematics; agency assistance with vehicle utilization and lifecycle management; issue policy, guidelines and procedures for the management and disposal of state surplus property; management of a surplus redistribution center for state and federal surplus property; live and online auction program; surplus exchange program; and storage services

RESULTS



Measure (Quantity): Gasoline Reduction by Year. We measure fuel usage with a goal of utilizing alternative fuels and reducing gasoline consumption. From 2005 to 2015, gasoline purchases declined 15.5%.

Measure (Quantity): Number of online auction lots sold. MinnBid, our online auction site, is a cost-effective means to dispose of state surplus property. From 2011-2016, the number of items sold online increased 42%.

Type of Measure	MEASUREMENT GOAL	FY14 Baseline	FY16 Actual	FY18 Goal	FY20 Goal
Quality	Reduction of agency owned vehicles by converting to Admin leased vehicles. Controlling the life cycle of a vehicle is critical to safety, dependability, and cost effectiveness. Admin's leasing program provides a managed life cycle for vehicles to meet these three objectives. State agencies are converting agency owned vehicles to Admin leased vehicles for management and control of life cycles. In FY16 approximately 47 agency-owned vehicles were converted to lease vehicles. It is dependent on agency participation to convert remaining agency vehicles to lease vehicles during their vehicle replacement planning.	893	760	660	560
Quantity	Increase Surplus Services program active donee customer participation. Over 320 government entities and eligible non-profit organizations (donees) utilized the Surplus Services programs in FY2016. Our goal is to bring awareness to the surplus property disposal and reuse programs and increase our donee and auction sales participation. We track the number of active organizations participating in the Surplus Services re-purposing program with a goal of increasing participation by 7% over the next year.	201	320	342	N/A
Quantity	Increase the total number of electric/hybrid vehicles in Admin fleet. The Admin fleet currently has 118 electric and hybrid vehicles. Adding more energy and fuel efficient hybrid and electric vehicles as we replace current vehicles will help us meet our sustainability goals of reducing greenhouse gas emissions and petroleum consumption.	39	118	168	218

M.S. 16B.24 (<https://www.revisor.mn.gov/statutes/?id=16C.24>) and M.S. 16B.54 (<https://www.revisor.mn.gov/statutes/?id=16B.54>) provides the legal authority for these programs.

Program: Government and Citizen Services

Activity: Materials Management

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

AT A GLANCE

- Oversaw Minnesota state agency purchasing valued over \$3.2 billion in FY15 and \$2.7 billion in FY16
- Established the Office of Equity in Procurement (OEP) in FY16 to promote equity in contracting
- Managed about 2,300 contracts offering volume discounts to state agencies, counties, cities, and school districts in FY16
- Reviewed about 6,700 professional/technical contract documents annually
- Negotiated over \$32 million in contract savings for government entities in FY15 and FY16

PURPOSE & CONTEXT

The Materials Management Division strives to achieve the best value for taxpayers through strategic contracting and purchasing of goods and services. We facilitate and oversee state agency purchasing valued at approximately \$3 billion annually.

Our primary customers are state agencies, counties, cities, school districts, public health care facilities, and vendors doing business with the state.

A general fund appropriation funds the contracting and purchasing services we provide to state agencies. Vendor-paid contract administration fees fund the services we provide to other government entities and health-related facilities.

SERVICES PROVIDED

The Materials Management Division utilizes two key strategies to achieve best value in state procurement:

- Statewide leadership
- Commitment to fairness and ethics

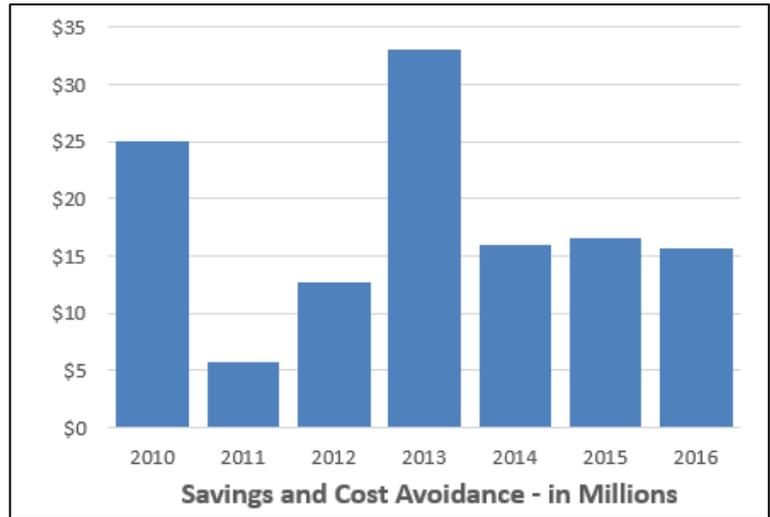
Specific services provided include: purchasing and contracting for goods, services, utilities, and construction; promoting equity in contracting and environmentally responsible purchasing; approving professional/technical contracts; working with businesses to ensure fair competition; managing procurement functions through the Statewide Integrated Financial Tools (SWIFT); monitoring compliance with state procurement law and policy; conducting training for state agencies, vendors, and other customers; operating a cooperative purchasing program for more than 1,200 local units of government; and operating the Minnesota Multi-State Contracting Alliance for Pharmacy, a pharmaceutical/medical supplies purchasing program on behalf of 49 states and the cities of Chicago, Los Angeles and Washington, D.C..

RESULTS

We use a variety of quantity, quality and result metrics to monitor our success.

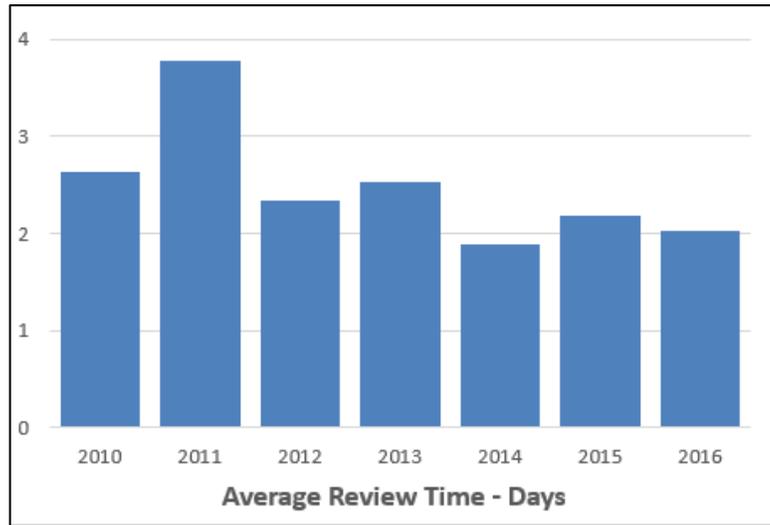
**Performance Measure (Result of Program):
Dollars saved through our contract negotiations.**

In FY16, we tracked savings and cost avoidance of \$15.7 million, which is more than six times greater than our General Fund appropriation of \$2.5 million for the same period.



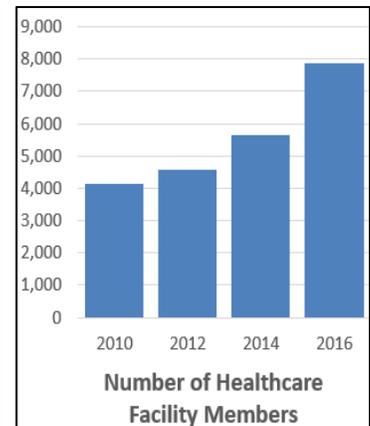
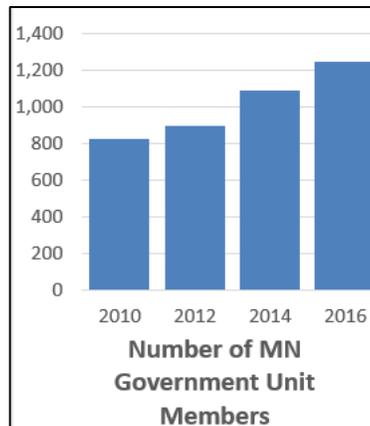
**Performance Measure (Quality of Program):
Average time it takes to provide a legal review.**

Agencies need prompt turnaround on the nearly 6,700 contract documents they send us annually for compliance review. We measure our work quality by assessing the average time it takes to provide a legal review.



**Performance Measure (Quantity of Program):
The number of local governments and healthcare facilities that use our contracts.**

We track this measure because local governments and healthcare facilities can choose among a wide variety of purchasing programs that they determine provides the best value to their organization.



**Performance Measure (Quantity of Program):
The number of Certified Targeted Group,
Economically Disadvantaged, and Veteran-
Owned Businesses participating in our targeted
small business program.**

	2015	2016
Number of Certified MN Small Businesses	985	1,222

We track this measure because our success in promoting equity in our contracting practices ties directly to the number of certified vendors able, willing, and available to provide goods and services to the State.

M.S. 16C (<https://www.revisor.mn.gov/statutes/?id=16c>) provides the legal authority for MMD's procurement services.

Program: Government and Citizen Services

Activity: Plant Management

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

AT A GLANCE

- Maintain 4.5 million square feet of office, laboratory, ceremonial, meeting, and other space in 23 buildings, including State Capitol building public spaces
- Maintain the grounds of the 140 acre Capitol Complex
- Maintain 25 monuments and memorials
- Operate and maintain 31 parking facilities (6,000 stalls)
- Issue over 500 special event permits annually
- Processed 19 million pieces of mail and achieved \$1.4 million in postage savings for state agencies in FY16
- Serve over 70,000 Minnesota Bookstore customers
- Reduced energy consumption by 25 percent from 2008 to 2016
- Oversee a Toward Zero Waste recycling program.

PURPOSE & CONTEXT

Plant Management's (PMD) maintains facilities and grounds on the State Capitol Complex and other select locations in the State of Minnesota while keeping lease and parking rates low. We seek innovative solutions for parking asset management and to ensure sustainability through energy management and environmental stewardship.

Additionally, our mail processing, publishing and distribution services through Central Mail and Minnesota's Bookstore provide cost-effective solutions critical to state agency functions. Our publication of the State Register provides the public a convenient way to find critical state information.

Our primary customers are state agencies and their customers, state employees, the Governor's Office, the Legislature, and visitors to the Capitol Complex. Minnesota's Bookstore serves state and local governments, school districts, and higher education entities.

PMD operates as an internal service fund with income generated from building lease rates charged to state agencies and other tenants. Income also comes from central mail postage rates, parking fees, and bookstore sales. There is a general fund appropriation for processing federal mail and for interagency mail delivery.

SERVICES PROVIDED

PMD provides services in four primary categories:

- Facilities
- Parking and alternative transportation
- Grounds
- Centralized mail service for agencies located in St. Paul

Specific services provided include: provide clean, safe, and environmentally-sound facilities; energy management; recycling; event permitting/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 manage parking facilities; and publish the State Register.

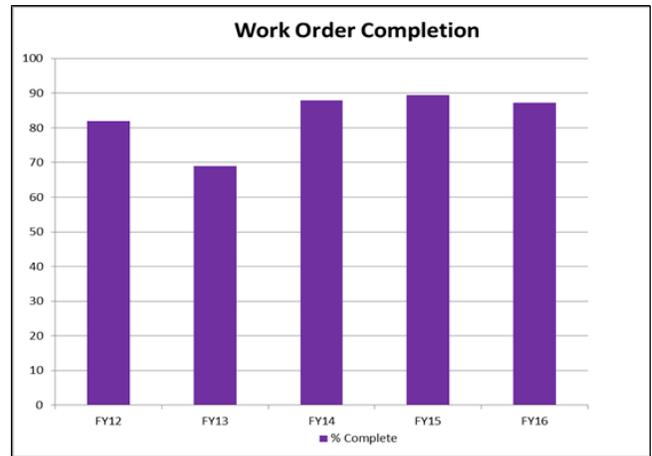
RESULTS

We measure performance in multiple ways including: customer satisfaction, service disruptions, work completion rates, recycling rates energy consumption and carbon reduction. We also continually monitor the conditions of the buildings we manage by conducting annual facility condition audits.

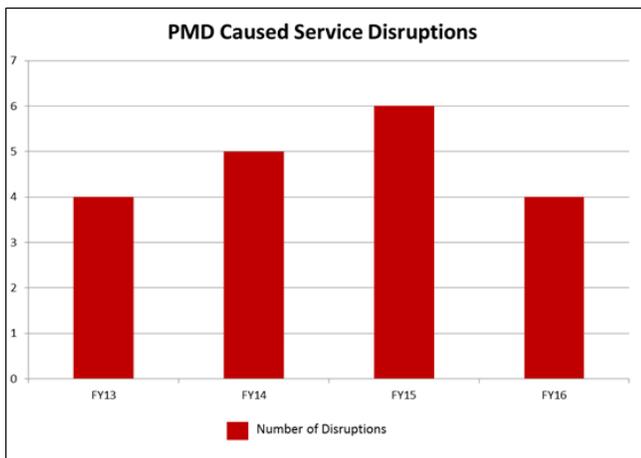
Performance Measures:



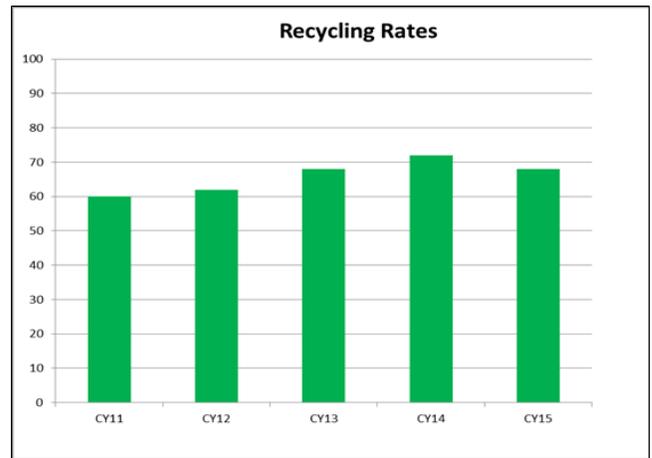
Customer Satisfaction: Data is taken from Building Occupant Annual Survey results. The percentage identifies consistently high tenant satisfaction with Admin managed facilities.



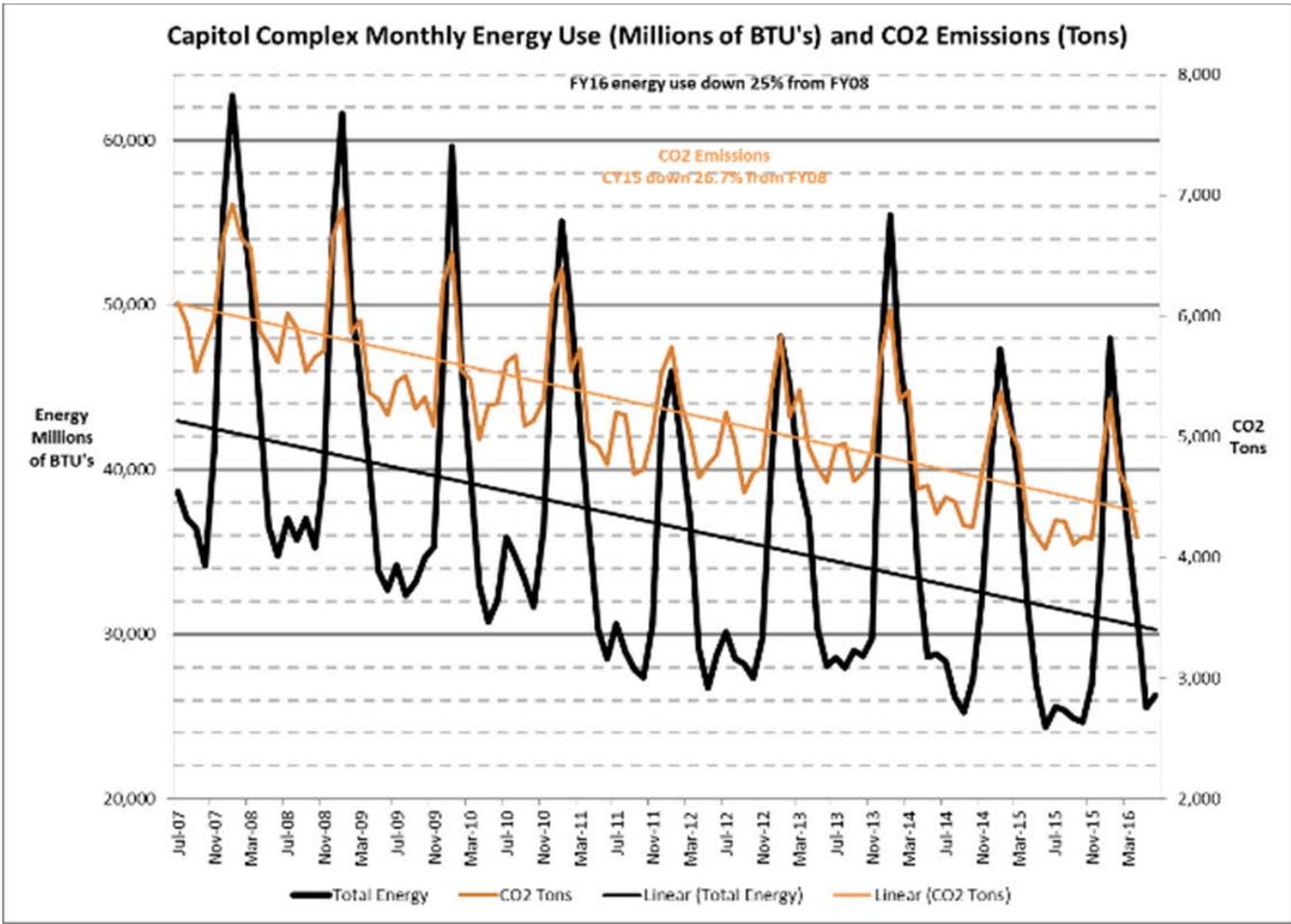
Best Value: Percentage of work orders completed on-time statistics show improved timeliness of work order completions



Best Value: Our goal is to have zero PMD caused-service disruptions. A service disruption is any change or interruption in a building service such as heating, cooling, plumbing, or electrical service that degrades an occupant's ability to accomplish their mission.



Sustainability: Recycling rates in our facilities shows room for improvement as we strive to reach a rate over 90% (percentage based on total waste weight) in the next biennium.



Sustainability: All Capitol Complex energy sources for all facilities in millions of British Thermal Units (MMBTUs). The current energy reduction of 25% has been normalized for weather.

M.S. 16B.24-28 (<https://www.revisor.mn.gov/statutes/?id=16B>) provides the legal authority for Plant Management Division's services.

Program: Government & Citizen Services
Activity: Real Estate & Construction Services

<http://mn.gov/admin/government/real-estate/>

<http://mn.gov/admin/government/construction-projects/>

AT A GLANCE

- Manage 920 non-state-owned and state-owned real property leases in FY17
- Lease 3.8 million useable square feet of non-state-owned space at an annual cost of \$66.4 million
- Manage over 280 construction projects for state-owned facilities including the restoration of the State Capitol, memorials on the Capitol Mall, and veterans' cemeteries in FY17
- Oversee more than \$500 million in capital appropriations in FY17.

PURPOSE & CONTEXT

Real Estate and Construction Services delivers project management and leasing services to achieve facility solutions that help state agencies deliver efficient and effective services.

Our construction services team leverages our statewide reach to increase the sustainability standards in state buildings. This is accomplished through our development of the sustainability guidelines in partnership with the Department of Commerce and the University of Minnesota.

Additionally, by utilizing statutory contracting preferences, subcontracting goals, and set-aside contracts, we are

working to advance greater diversity and inclusion in public construction projects.

Our effective lease negotiations ensure that agencies receive competitive rates in the market. We also help agencies get the most from their space through implementation of space standards.

Our activities are primarily funded through general fund and capital appropriations.

SERVICES PROVIDED

We provide services in two primary categories:

- Construction services
- Real Estate services

Specific services provided include: professional project management of new, remodel, and asset preservation building projects; management of statewide capital asset preservation and replacement funds; management of the statewide predesign program; negotiation and drafting of lease documents; management of state-owned and non-state-owned real property leases; negotiation and drafting of easements and permits; coordination of transfers of real property between agencies; management and oversight of the Minnesota Sustainable Building Guidelines and Benchmarking Tool; and space utilization services for efficient facility management.

RESULTS

Performance Measure (Result of the Program): Key performance areas include: 1) Diversity and Inclusion; 2) Sustainability and, 3) Best Value.

Implementation Goal	FY17 Baseline	FY18 Goal	FY19 Goal
Achieve at or below market rental rates for all office / warehouse lease renewals and new leases	100%	100%	100%
Incorporate at least one new sustainability measure into all lease renewals and new leases	0%	100%	100%
Review Capital improvement projects to determine if set-aside eligible	0%	Implemented for 100% of projects	Implemented for 100% of projects
Send 10% or more of professional / technical services solicitations to Targeted Group vendors	0%	Implemented for 100% of solicitations	Implemented for 100% of solicitations

M.S. 16A.632, M.S. 16B.24-16B.26, M.S. 16B.281-16B.287, M.S. 16B.30, M.S. 16B.305, M.S. 16B.31, M.S. 16B.32, M.S. 16B.321-16B.328, M.S. 16B.33, M.S. 16B.335, M.S. 16C (<https://www.revisor.mn.gov/statutes/?id=16B>) and (<https://www.revisor.mn.gov/statutes/?id=16C>) are the statutes that provide the legal authority for Real Estate and Construction Services.

Program: Government and Citizen Services

Activity: Risk Management

<http://mn.gov/admin/risk>

AT A GLANCE

- Manage 3,334 new liability, property and workers' compensation claims annually
- Insure \$15.7 billion in state property and 13,618 vehicles for auto liability
- Lead the statewide injury reduction effort, MnSAFE, which has prevented over 1,750 injuries to state employees

PURPOSE & CONTEXT

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

We help our customers understand their operational risks and maintain financial stability through insurance or the use

of other risk management strategies. In addition, we help state agencies develop and promote a safe, productive workplace that helps protect state employees and state resources. We deliver 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 as a special revenue fund and the Property and Casualty Program operates as an internal service fund.

SERVICES PROVIDED

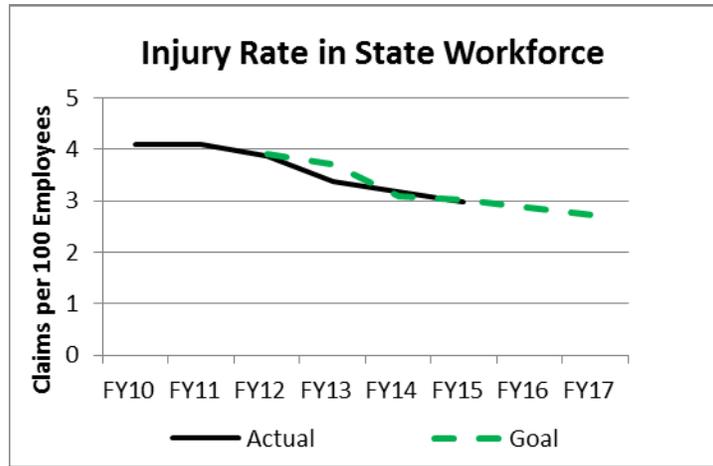
Risk Management helps state agencies and employees return to serving Minnesota citizens following unexpected events or accidents.

The services provided by Risk Management include:

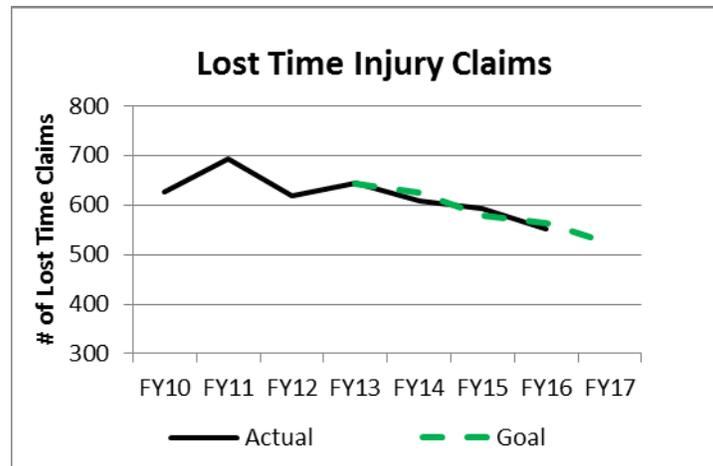
- Advising customers about how to best control risks
- Protecting state property and the public
- Preventing injuries to employees and providing benefits when injuries occur that are work related
- Returning employees to work as soon as possible following workplace injuries
- Resolving property damage and injuries to the public caused by our customers
- Repairing our customers' damaged property and vehicles

Risk Management serves as the state's insurance company by offering: coverage for state-owned and operated vehicles; property and general liability insurance; workers' compensation coverage for state government; workplace safety and loss control services; and claim services that help the state minimize financial loss associated with accidents.

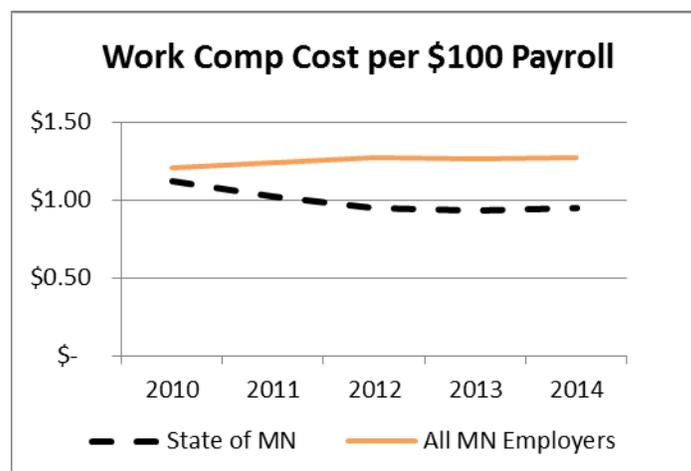
RESULTS



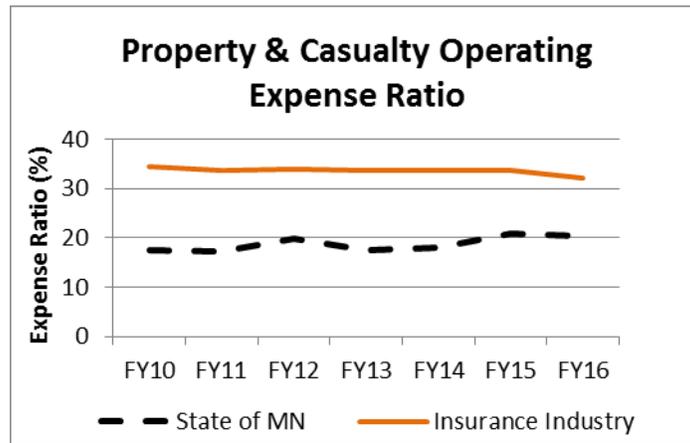
Performance Measure (Result of the Program): The number of workplace injuries is declining



Performance Measure (Result of the Program): The number of lost time injury claims is declining



Performance Measure (Quality of the program): To ensure cost effective services, we routinely compare our costs with those of private and public employers. Our workers' compensation cost per every \$100 of payroll is less than that of other Minnesota employers.



Performance Measure (Quality of the Program): We strive to keep our administrative expenses low and measure our costs annually against insurance market averages. Our property and casualty operating expenses are less than the average insurance industry operating costs.

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>) provide the legal authority for Administration’s Risk Management Division.

Program: Government and Citizen Services

Activity: Small Agency Resource Team

<http://mn.gov/admin/government/small-agency/>

AT A GLANCE

- Serves 20 diverse agencies, boards, and councils
- Financial guidance for budgets totaling \$65 million in FY17
- Human resource services for 300 employees in FY17

PURPOSE & CONTEXT

The Small Agency Resource Team (SmART) provides accounting, budgeting, and human resources services to small agencies, boards, and councils.

Our staff learn the business needs of our customers and provide expert technical knowledge of policies, procedures,

and best practices to help customers operate successfully. We eliminate the need for customers to hire dedicated administrative staff to handle these transactional functions so that each small agency, board, and council can focus on its core mission. Additionally, we provide an outlet for each customer to plug in to the wide range of compliance activities (e.g. annual spending plans, affirmative action plans, etc.) required in the large and dynamic state government environment.

Our program is required by statute to serve the state's three Ethnic Councils, the Indian Affairs Council, and the Minnesota State Council on Disability, enabling resources directed to these entities to be put to work in support of the state's goals surrounding diversity and inclusion in public programs and services. We also serve a variety of voluntary participants ranging from the Minnesota Racing Commission to the Minnesota Department of Human Rights.

The majority of our resources come from a General Fund appropriation, which supports the smallest agencies. We also enter into pay agreements with several customers who have the desire, need, and ability to obtain these finance and human resources services at a greater value and lower cost than hiring administrative staff directly.

SERVICES PROVIDED

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

- State policies, procedures and legal requirements
- Transaction work

Specific services provided include: affirmative action planning; payroll services; entering personnel transactions; benefits administration; performance management and labor relations; classification and compensation analysis; vacancy filling; budget support; biennial budget guidance and entry; fiscal note assistance and processing; budget entries; processing of purchase orders, professional/technical contracts, grant contracts, inter-agency agreements, annual plans and employee business/travel reimbursements; payment processing; deposits; reporting; and training.

RESULTS

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quality	Customer rating (Scale of 1-5 with 5 being outstanding)	4	4.65	2013 2015
Results	General Fund savings achieved through SmART when compared to costs for each agency, board, or council to perform same duties independently	38%	39%	2014 2016

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

Program: Strategic Management Services

<http://www.mn.gov/admin>

AT A GLANCE

- Administration of the agency's \$170 million budget in FY17
- Human resource services for nearly 1,000 employees in three agencies and 20 small boards and commissions in FY17
- Oversight of diversity and inclusion initiatives in state purchasing
- Incorporation of sustainable practices in state operations
- Strategic direction and oversight of 15 diverse business activities ranging from the State Archaeologist to statewide purchasing
- Oversight and improvement to agency's internal controls

PURPOSE & CONTEXT

Strategic Management Services seeks to ensure the agency is meeting its mission to benefit all Minnesotans by leading innovation, creating solutions, and providing exceptional services. This is done by setting and communicating the agency's strategic vision and establishing and monitoring performance standards.

The department is able to leverage the enterprise scale of its services to assist agencies in meeting key human resource and facility needs. Our Human Resource division serves nearly 1,000 employees and is able to help the entities create and serve a workforce that is reflective of Minnesota's diversity. Similarly, the department is well positioned to ensure that state operations are sustainable with a reduced carbon footprint.

In addition to agency employees, other critical stakeholders include the Governor's Office, state agencies, the Legislature, media, local government, and citizens. This program is funded by the General Fund.

SERVICES PROVIDED

Strategic Management Services provides agency leadership in the following areas:

- Executive Support
- Communications and Legislative Affairs
- Financial Management
- Human Resources
- Internal Audit
- Continuity of Government/Continuity of Operations Planning
- Information Technology

Specific services provided include: agency leadership and communications; direct enterprise sustainability; coordinate legislative activities; compliance with data practices laws; plan for business continuation and emergency preparedness and continuity of government planning; fill vacancies and recruit and retain staff; train and develop employees; manage employee performance; prepare, monitor, and report on budgets; process financial transactions including purchasing, payments, deposits, and employee reimbursements; complete fiscal notes; develop policies, procedures, and training; promote strong internal controls and accountability; and complete internal audits.

RESULTS

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quality	Agency staff ranking of employee engagement in providing efficient services to other agencies, other government groups, and the community (Scale of 1-5 with 5 being high)	3.82	3.88	2012 2014
Quantity	Percent of agency staff receiving performance appraisals	100%	100%	2014 2016
Quality	Percent of payments made in a timely manner	97%	98%	2014 2016

The legal authority for Administrative Management Services comes from M.S. 16B (<https://www.revisor.mn.gov/statutes/?id=16B>).

Program: Fiscal Agent

AT A GLANCE

- Administered and managed 35 public broadcasting General Fund grant contracts to 21 grantees in FY16
- Administered and managed 41 Arts and Cultural Heritage grant contracts to public broadcasting stations, museums, zoos, small theatres, cities, and nonprofits in FY16
- Conducted 36 financial reconciliations and monitoring visits with grantees in FY16

PURPOSE & CONTEXT

The fiscal agent function 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 us 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; Arts and Cultural Heritage grantees representing museums, zoos, small theatres and local government; and other funds appropriated by the legislature.

Funding for these activities generally comes from general fund appropriations and the Arts and Cultural Heritage Fund.

SERVICES PROVIDED

The fiscal agent function oversees funding for:

- Public television and noncommercial radio station General Fund grants (M.S. 129D.11-16)
- Arts and Cultural Heritage Fund grants
- Other funding:

In lieu of rent

- Rent Waived – space occupied in the Capitol, State Office, and Veterans Service buildings by the House of Representatives, Senate, Revisor of Statutes, Legislative Reference Library and Congressionally chartered veterans’ organizations.
- Ceremonial areas – space in the Capitol such as the rotunda, the governor’s residence, and ceremonial grounds and monuments/memorials in the Capitol area.
- Services for the Blind – space occupied by blind vending operators in buildings under our custodial control.

Capitol rent loss and relocation

- Relocation – includes physical move costs required for the Capitol restoration project.
- Rent Loss – pays expenses that will continue to be incurred in vacant spaces in the Capitol, such as utility services, building maintenance, and limited custodial services. Rent appropriated for Rent Waived is used to pay rent in the temporary spaces.

- Other legislatively assigned grants

Specific services provided include: administer grants and ensure state grant policies and procedures are followed; provide consultation and technical assistance to grantees; conduct focus groups with grantees to improve effectiveness; maintain information on the state’s Legacy website; oversee funding for spaces that are not paid though lease agreements, such as ceremonial areas, services for the blind, and rent waived; and manage capitol building rent loss and relocation expenditures during restoration.

RESULTS

<i>Type of Measure</i>	<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
Quantity	Percent of required reports from grantees received in a timely manner	91.7%	99%	2014, 2016

M.S. 16B (<https://www.revisor.mn.gov/statutes/?id=16B>) provides the legal authority for this program.