

ANNUAL PERFORMANCE REPORT

Part 1: Agency Summary

Agency: Department of Administration

Mission Statement:

The mission of the Department of Administration is "to improve the quality and productivity of Minnesota government." We provide our customers in state and local agencies with business management and administrative services that enable those agencies better to serve the public.

Programs:

The department is organized into six programs.

Operations Management provides a broad range of services including transportation services, printing, mailing services, publishing, marketing and sale of publications and mailing lists, record storage, microfilming of documents, production and distribution of the State Register, purchasing, inventory management, disposal of surplus property, procurement from small, disadvantaged and targeted businesses, office supply sales; insurance coverage, and statewide leadership to the volunteer community.

InterTechnologies provides services in managing and operating information technology resources. InterTech provides services in telecommunications, computer operations and data services.

Facilities Management manages the state's real estate operations by planning, designing, constructing, operating, maintaining, leasing, renovating, and preserving state buildings and grounds.

Administrative Management provides internal management and support services to Admin's operating divisions. Activities include financial management, personnel services and grant administration.

Information Policy Office works to assure that major state government information management activities are coordinated and well-managed. IPO develops and implements public policy to provide quality and productivity improvements in managing state information systems, public access to data, data privacy and security protection, retaining and disposing of government records, and cooperative state and local government management of joint information systems.

Management Analysis' mission is to increase the quality and productivity of government through improving its ability to manage resources and create and implement effective business strategies. The program provides consultant services to state agencies, the governor, the legislature and local units of government.

Part 1: Agency Summary (Cont.)

OPERATIONS MANAGEMENT PROGRAM

The Operations Management Bureau/Program supports the Department of Administration's mission by providing a range of services to government agencies. Specifically, this program provides: transportation services; printing; mailing services; publishing; marketing and sale of publications, products and mailing lists; record storage; microfilming of documents; production and distribution of State Register; purchasing; inventory management; asset disposal; procurement from small, disadvantaged and targeted business; office supply sales; insurance coverage; and statewide leadership to the volunteer community.

The individual objectives and measures were developed at the activity level in this program. Those activities included are:

- Risk Management
- Materials Management
- Travel Management
- Print Communications
- MN Office on Volunteer Services (MOVS)

As time goes on, it may be possible to have more highly aggregated outcome measures at the program level. For this first performance report, the decision was made to present this information at the activity level because of the diversity of activities.

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Part 2: Program Information

Agency: Department of Administration
Program: Operations Management - Risk Management

Program Purpose: To provide and promote proactive risk management techniques in state government to minimize the adverse impact of risks and losses.

Risk Management's goals are:

1. To provide a low cost alternative to the purchase of conventional insurance for state agencies.
2. To maintain the fiscal integrity of the Risk Management Fund so that it has sufficient monetary reserves to pay claims as they come due.
3. To provide the means for processing claims against the Risk Management Fund so that valid claims are promptly paid and claims where there is no state liability are denied.
4. To develop insurance and risk management programs for state agencies on an as needed basis either through self-insurance in the risk management fund or through the conventional market.
5. To promote risk management principles and techniques through consultation with state agencies regarding their insurance needs and expand client base.

Performance Objectives and Measures:

1. Auto liability and physical damage premium 10 percent less than the premium that could be obtained in the conventional market through a carrier with a Best's rating of A+ or better.

Measure: Ratio of Risk Management premium to the conventional market premium.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Prior Objectives							

2. Increase coverages underwritten in the Risk Management Fund by 10 percent (exclusive of automobile liability and physical damage). These coverages include general liability, property and inland marine.

Measure: Ratio of insurance placements in the Risk Management Fund to the total number of placements.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Prior Objectives							

3. Be 85 percent reserved one year after the end of the policy year to the ultimate losses for that year.

Measure: Ratio of reserves one year after end of policy year to the ultimate reserves. This calculation is done annually on the most recent claims evaluation date.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual	80%	102%			<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Prior Objectives							

Part 2: Program Information (Cont.)

4. Maintain a combined loss and expense ratio of 100 percent or less.

Measure: Total incurred losses, loss adjusting expense and expenses to total premium earned.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	99%	94%	202%	75%			
Prior Objectives							

5. Claims paid within five days of receiving the warrant request from GAB.

Measure: Percentage of claims paid within five days of receiving the warrant request to the total number of claims. (FY93 99.82 percent average prompt payment.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

6. Acquire five new policy holder per year.

Measure: The number of new policy holders placed in the risk management fund or commercial market during the year.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

7. Maintain a high client retention ratio of 95 percent and add 5 new clients annually.

Measure: Add 5 new clients annually and retain 95 percent of existing clients.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Operations Management - Risk Management

Objective 1. Auto liability and physical damage premiums 10 percent less than the premium that could be obtained in the conventional market through a carrier with a best's rating of A+ or better.

Measure: Ratio of Risk Management premium to the conventional market premium.

Definition: The actual risk management premium charged agencies for the automobile liability exposure compared to the lowest cost quotation that can be obtained in the conventional market from a financially sound carrier. (Rating of A+ or better.)

Rationale: This outcome measure demonstrates that coverage in the risk management fund is a lower cost alternative to coverage in the conventional market.

Data Source: Commercial market premium charges will have to be obtained by actually obtaining price quotations from commercial carriers. This measure will be done every five years because of the time and expense required to prepare a submission in the commercial market. Also, if submissions are made annually with no commercial carrier receiving the business, companies will not longer respond to our submissions.

Objective 2. Increase coverages underwritten in the fund by 10 percent (exclusive of automobile liability and physical damage). These coverages include general liability, property and inland marine.

Measure: Ratio of insurance placements in the risk management fund to the total number of placements.

Definition: Insurance placement in the risk management fund is a measure of the quality and demand for service.

Rationale: This is a direct measure of the capacity of the risk management fund to provide low cost alternatives to commercial insurance.

Data Source: The policy register within the risk management information system.

Objective 3. Be 85 percent reserved one year after the end of the policy year to the ultimate losses for that year.

Measure: Ratio of reserves one year after end of policy year to the ultimate reserves. This calculation is done annually on the most recent claims evaluation date.

Definition: When a claim occurs, an estimate is made as to what that claim will ultimately cost. This amount is then reserved for the payment of that claim. As additional information is obtained, the reserve is revised to reflect the new information.

Rationale: The reserves are a measure of liabilities against the risk management fund. These liabilities need to be estimated as reliably as possible so that the risk management fund maintains its capacity to pay claims and develop accurate rate packages. Since the ultimate reserves are not known until the policy period has closed, we use the reserves as of the most recent June 30 valuation date as a proxy. Policy years that are less than two years old cannot be measured because we do not have the proxy for the ultimate reserves to use in the denominator.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Risk Management Information System

Objective 4. Maintain a combined loss and expense ratio of 100 percent or less.

Measure: Total incurred losses, loss adjusting expense and expenses compared to total premium earned.

Definition: This is the ratio of loss and loss adjustment expenses to premiums earned plus the ratio of expenses incurred to premiums written. This is a standard measure in the insurance industry to measure underwriting profit.

Rationale: Although the Risk Management Division does not make a profit, this measure indicates our performance in maintaining the financial integrity of the fund.

Data Source: Risk management information system.

Factors Beyond Agency's Control That Affect Performance: Accidents by definition are random events over which the Risk Management Division has little control. Since we cannot engage in selective underwriting for the majority of the coverages we provide, we have little control over the risks covered in the fund.

Objective 5. Claims paid within five days of receiving the warrant request from the General Adjustment Bureau.

Measure: Ratio of claims paid within five days of receiving the warrant request to the total number of claims.

Definition: This ratio provides the prompt payment percentage.

Rationale: The Fair Claims Practices Act and the internal policy of the Department of Administration require prompt payment.

Data Source: Prompt payment reports.

Objective 6. Acquire five new policy holders per year.

Measure: The number of new policy holders placed in the risk management fund or commercial market during the year.

Definition: New policyholders are either new agencies that we have never served or agencies we have served that need a new type of coverage.

Rationale: This measures our ability to develop insurance programs for state agencies and our Risk Management consulting activities.

Data Source: None currently.

Objective 7. Maintain a high client retention ratio of 95 percent and add 5 new clients annually.

Measure: Add 5 new clients annually and retain 95 percent of existing clients.

Definition: A consultation may range anywhere from a phone request for information to an in depth risk management analysis for a particular agency. For the purposes of this measure a consultation is a specific request from an agency for specific risk management advice.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: Consultation with state agencies is the means through which the division promotes risk management principles and techniques. The products and services of the risk management division will be promoted if they offer an appropriate solution to the problem presented. If not, other alternatives will be explored.

Data Source: We have not kept a count of the number of consultations, but this can be easily done.

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Part 2: Program Information

Agency: Department of Administration
Program: Operations Management - Materials Management

Program Purpose: To provide responsible material and service acquisition, inventory management and property disposition through professional, timely and worthwhile services meeting customer expectations.

Materials Management goals are:

1. To provide state and local government with efficient and effective commodity/service acquisition services which achieve the greatest monetary and societal value.
2. To provide state and local government with access to state and federal surplus property.
3. To provide state government with the tools to manage fixed and consumable assets.

Performance Objectives and Measures:

1. Increase number of certified Targeted Group and Economically Disadvantaged (TG/ED) vendors.

Measure: Number of certified TG/ED vendors.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual		470	650	858	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					1000	1200	2500

Prior Objectives

2. Increase percentage of commodity/service contracts and dollars awarded to TG/ED vendors.

Measure: Percentage of purchasing/contract dollars awarded to TG/ED vendors.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual		2%	2.1%	3.5%	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					10%	10%	10%

Prior Objectives

3. Increase percentage of construction dollars awarded to TG/ED vendors.

Measure: Percentage of construction dollars awarded to TG/ED vendors.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual		4.5%	7.1%	15.4%	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					20%	20%	20%

Prior Objectives

4. Decrease purchase order processing time.

Measure: Purchase order processing time (in working days).

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	18	16.9	19.7	19.9	19.7		18.15
Prior Objectives							

5. Increase percentage of products delivered "on-time" as requested by agencies.

Measure: Percentage of products delivered "on-time" as requested by agency.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			79%	84%	86%	90%	95%
Prior Objectives							

6. Increase purchase order and contract savings.

Measure: Savings to agencies (\$'s in millions).

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
(Purchasing)			\$3.9	\$3.9	\$4.4	\$4.9	
(Contracts)			\$46.3	\$47.5	\$47.5	\$49.9	

7. Increase number of contracts with electronic data interchange (EDI) capability.

Measure: Number of contracts with some EDI functions or contract plans with offer the access to EDI transactions.

					<u>Objectives</u>		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				1	3		610
Prior Objectives							

8. Increase amount of environmentally responsible purchasing.

Measure: Number of dollars spent on environmentally responsible products and service (\$ in millions).

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			\$4.9	\$8.4	\$10.6	\$11.7	
Prior Objectives							

Measure: Number of products/services available through contracts. (Classes of product; does not include S & T catalog items.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual		52	93	106	138		
Prior Objectives							

Part 2: Program Information (Cont.)

Measure: Increase number of recycled products (line items) available for sale through Central Stores.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	45	65	122	1132	1115	1280	1425

Prior Objectives

9. Decrease Central Stores average order fill turn-around time.

Measure: Central Stores average order fill turn-around (days, measured from date received to date shipped).

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	3	3	2.5	2	1.5	1.25	1

Prior Objectives

10. Increase number of political subdivisions subscribing to the cooperative purchasing venture (CPV).

Measure: Number of CPV members.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			288	269	290	290	300

Prior Objectives

11. Increase Central Stores service and accuracy level.

Measure: Central Stores a) service level/line fill percentage; b) accuracy level percentage.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
A	97.6	98.2	98.1	98.8	98.8	99	99.2
B	99.8	99.8	99.8	99.8	99.8	99.8	99.8

12. Increase annual number of government customers at state surplus.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	1500	1550	1675	1750	1835	1925	2125
Prior Objectives	1500	1600	1700	1800			

13. Increase annual sales at surplus operations.

Part 2: Program Information (Cont.)

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	536	617	512	540	588	588	600
Prior Objective	500	600	500	550			

14. Increase annual sales at auction.

Measure: State Auction Sales (\$ in millions).

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	2.2	2.7	2.3	2.4	2.5	2.6	3.2
Prior Objective	1.8	2.3	3	2.5			

15. Increase percentage of agencies that report fixed asset transactions and consumable asset inventory.

Measure: Percentage of agencies reporting fixed asset transactions.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	75%	81%	94%	89%	95%	98%	100%
Prior Objective							

16. Increase percentage of agencies that consumable asset inventory.

Measure: Percentage of agencies reporting consumable asset inventory.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	79%	78%	95%	100%	100%	100%	100%
Prior Objective							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Operations Management - Materials Management

Objective 1. Increase number of certified Target Group and Economically Disadvantaged (TG/ED) vendors.

Measure: Number of certified TG/ED vendors.

Definition: Total number of Targeted Group (minority, women or disabled-owner) and Economically Disadvantaged (located in counties of high unemployment or low median income, or rehabilitation facilities) small businesses certified by the division as eligible to receive preferential treatment in state purchasing.

Rationale: Increasing the number of vendors in these groups will increase the opportunity to achieve the proportional utilization required by M.S. 16B.19. Proportional utilization means that for each category of goods or services purchased, the state shall attempt to assure that the percentage of purchasing from each type of targeted group business is proportional to the representation of that targeted group among all businesses in the state in the purchasing category. The purpose for the program to achieve proportional utilization is to remedy the effects of past discrimination.

Data Source: Vendor Manager Expert System - updated on-line, real time.

Factors Beyond Agency's Control That Affect Performance: Number TG/ED businesses existing.

Objective 2. Increase percentage of commodity/service contracts and dollars awarded to TG/ED vendors.

Measure: Percentage of purchasing/contract dollars awarded to TG/ED vendors.

Definition: State purchasing and contracting dollars awarded to TG/ED vendors as a percentage of total state purchasing and contracting dollars awarded to all vendors.

Rationale: Increasing the amount of business done with Targeted group/Economically Disadvantaged vendors will move toward the goal of proportional utilization thus providing a remedy for the effects of past discrimination.

Data Source: SWA, PALS, PC-based systems.

Factors Beyond Agency's Control That Affect Performance: Number TG/ED businesses existing.

Objective 3. Increase percentage of construction dollars awarded to TG/ED vendors.

Measure: Percentage of construction dollars awarded to TG/ED vendors.

Definition: State construction dollars (non-highway) awarded to TG/ED vendors as a percentage of total state construction dollars (non-highway) awarded to all vendors.

Rationale: Increasing the amount of business done with Target Group/Economically Disadvantaged vendors will move toward the goal of proportional utilization thus providing a remedy for the effects of past discrimination.

Data Source: Admin records.

Part 3: Substantiating the Performance Measures (Cont.)

Factors Beyond Agency's Control That Affect Performance: Number TG/ED businesses existing.

Objective 4. Decrease purchase order processing time.

Measure: Number of working days to process a purchase order.

Definition: Total number of working days required to process all purchase orders (processing time starts the day the MR is entered by the agency and ends the day Admin enters the purchase order) divided by the total number of purchase orders for the period of one year.

Rationale: This measure directly evaluates the efficiency and effectiveness of Admin's direct acquisition purchasing services. Quick turn around provides agencies with the goods and services they need in a timely manner, allowing them to better manage their inventory and providing them with a consistent response on which they can rely.

Data Source: PALS, the automated purchasing system.

Objective 5. Increase percentage of products delivered "on-time" as requested by agencies.

Measure: Percentage of products delivered "on-time" as requested by agencies.

Definition: The number of orders delivered at or before the time requested (by the agency on the original purchase order) divided by the total number of orders delivered.

Rationale: This measure evaluates the efficiency and effectiveness of Admin's purchasing services. On-time delivery provides agencies with the goods and services they need in a timely manner, allowing them to better manage their inventory and providing them with a consistent response on which they can rely.

Data Source: PALS.

Objective 6. Increase direct acquisition and contract savings.

Measure: Savings to agencies (\$'s in millions).

Definition: Direct acquisition savings are calculated by subtracting the actual amount of the purchase from the estimated amount (usually supplied by the customer/agency).

Contract savings are calculated by comparing the total estimated purchases from a contract with the estimated amount which would have been spent had the purchases not been made from a contract, for example: the direct acquisition price when purchasing a single item; the normal retail cost; other vendors' prices; the contract vendor's non-discounted prices; pump prices (for fuel) etc.

Rationale: This is a direct measure of how central purchasing provides monetary value to customer agencies.

Data Source: Compiled manually from data gathered by staff.

Factors Beyond Agency's Control That Affect Performance: The total volume of purchasing done within a specified period may vary. There may be greater or lesser savings depending on the product mix in a specified period.

Objective 7. Increase the number of contracts with electronic data interchange (EDI) capability.

Part 3: Substantiating the Performance Measures (Cont.)

Measure: Number of contracts with some EDI functions or contract plans which offer the access to EDI transactions.

Rationale: The number of contracts is an indirect measure; it is an indication of how accessible the department can make EDI to users. Electronic data interchange will improve the business of government by eliminating paper from transactions when appropriate, replacing paper with electronic records; reducing records storage space and providing the ability to make better decisions based on more accurate transaction data that is automatically and systematically captured. Data on actual improvements in efficiency and effectiveness will be developed and evaluated after the systems are in place.

Data Source: Admin records; data compiled manually.

Objective 8. Increase amount of environmentally responsible purchasing.

Measure: Number of dollars spent on environmentally responsible products and services (# in millions).

Definition: Amount spent by state agencies on products and services which meet certain criteria of environmental responsibility, e.g. contain recycled materials; are remanufactured or rebuilt; or are reusable, waste reducing, recyclable, less (or non) toxic or more efficient when compared to a previously-used product.

Rationale: Environmentally responsible purchasing is required by Chapter 16B.121, 122, 123 and Chapter 115A.15. This measure supports the goal of achieving societal values.

Data Source: Admin records; data compiled manually.

Factors Beyond Agency's Control That Affect Performance: Administration provides purchasing services and contracts to agencies, but does not make final buying decisions for them.

Measure: Number of products/services available through contracts. (Classes of product; does not include S & T catalog items).

Definition: An enumeration of number of types or categories of products (as opposed to individual line items) available through commodity contracts.

Data Source: Admin records.

Measure: Increase number of recycled products (line items) available for sale through Central Stores.

Definition: Products which contain recycled material stocked for resale.

Data Source: Admin records.

Objective 9. Decrease Central Stores average order fill turn-around time.

Measure: Central Stores average order fill turn-around (days, measured from the date order is received to the date shipped).

Definition: Days, measured from the date order is received to the date shipped.

Rationale: This measure directly evaluates the efficiency and effectiveness of Central Stores' distribution services. Quick turn around provides agencies with the goods they need in a timely manner, allowing them to better manage their inventory and providing them with a consistent response on which they can rely.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Management reports.

Objective 10. Increase number of political subdivisions to the cooperative purchasing venture (CPV).

Measure: Number of CPV members.

Rationale: Measures extent to which Admin Services are available to local government.

Data Source: Admin records.

Objective 11. Increase Central Stores service and accuracy level.

Measure: Central Stores a) service level/line fill percentage; b) accuracy level percentage.

Definition: Measures the percent of items in stock and the accuracy of the order picking.

Rationale: This measure directly evaluates the efficiency and effectiveness of Central Stores' distribution services. The proper inventory level and accurate order picking provides agencies with the goods they need in a timely manner, allowing them to better manage their inventory and providing them with a consistent response on which they can rely.

Data Source: Management reports.

Objective 12. Increase annual number of government customers at surplus operations.

Measure: Number of government customers at surplus operations.

Definition: Certified eligible customers.

Rationale: Provides measurement of state agencies and local units of government participating in surplus property.

Data Source: File.

Objective 13. Increase annual sales at surplus operations.

Measure: Annual surplus operations sales.

Definition: Annual sales.

Rationale: Sales are a measure of participation by state agencies and local units of government.

Data Source: Financial reports.

Objective 14. Increase annual sales at auctions.

Measure: State Auction Sales (\$ in millions).

Definition: Revenues generated from annual auctions.

Rationale: Provides a measure of surplus state property no longer used by state agencies and sold to the public.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Financial reports.

Objective 15. Increase percentage of agencies that report fixed asset transactions.

Measure: Percentage of agencies reporting fixed asset transactions.

Definition: Compares agencies reporting to total number of state agencies required to report.

Rationale: Measures state agency use of tools provided to manage fixed assets.

Data Source: File.

Objective 16. Increase percentage of agencies that report consumable asset inventory.

Measure: Percentage of agencies reporting consumable asset inventory.

Definition: Compares agencies reporting to total number of state agencies required to report.

Rationale: Measures state agency use of tools provided to manage consumable assets.

Data Source: File.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Operations Management - Travel Management

Program Purpose: To provide state employees with efficient and effective transportation alternatives in the conduct of state of business.

Performance Objectives and Measures:

1. Increase percentage of annual miles traveled of motor pool vehicles as compared to private vehicle usage.

Measure: Miles traveled

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	36%	20%	2%	0%	1%	1%	1%
Prior Objectives							

2. Provide no more than 1 percent annual increase in vehicle use rates

Measure: Percent of increase/decrease over previous year

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual		1.9%	(1%)	(1%)	(2.7%)	(1%)	(1%)
Prior Objectives							

3. Increase total dollars saved through use of a preferred travel vendor

Measure: Total dollars saved on airfare compared to actual cost of tickets

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	1,200,684	1,081,901	1,487,750	2,191,869	2.6M	2.7M	2.8M
Prior Objectives							

4. Increase number of state employees utilizing the Commuter Van Pool

Measure: Total number of paying passengers

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	213	211	231	232	246	250	255
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Operations Management - Travel Management

Objective 1. Increase percentage of annual miles traveled of motor pool vehicles as compared to private vehicle usage

Measure: Miles traveled

Definition: Difference between total miles traveled and TMD miles traveled

Rationale: State Statute 16B.54 designates the commissioner to manage a central motor pool to be used by state agencies

Data Source: SWA Manager's Financial Report provided by the Department of Finance

Objective 2. Provide no more than 1 percent annual increase in vehicle use rates

Measure: Percent of increase/decrease over previous year

Definition: Comparison of previous years rates with current rates

Rationale: MN Statutes include authority to charge agencies for use of motor pool vehicles based on costs incurred including reasonable overhead costs, vehicle depreciation, insurance and other costs

Data Source: TMD rate packages and financial statements

Factors Beyond Agency's Control That Affect Performance: Fuel prices, automobile prices

Objective 3. Increase total dollars saved on airfare compared to actual cost of tickets

Measure: Total dollars saved over regular coach fares

Definition: Employees will at times have an opportunity to take a lower fare over coach depending on certain circumstances

Rationale: MN Statute 16B.531 authorized the commissioner to offer a centralized travel service to all state departments

Data Source: Monthly reports provided by travel agency

Objective 4. Increase number of state employees utilizing the Commuter Van Pool

Measure: Number of paying passengers

Definition: With the addition of 2 mini-vans, the result would be 2 additional van pool routes

Rationale: MN Statute 16B.56 establishes an employee transportation program to conserve energy and alleviate traffic congestion.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Commuter van monthly reports

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Operations Management - Print Communications Division

Program Purpose: To provide state government with cost effective, efficient services for printing, mailing, microfilming, storing and distributing documents and information.

Performance Goals, Objectives and Measures:

Goal 1: To provide cost-effective, environmentally-sound, quality printing products to state agency customers.

Objective: Maintain average pricing for printing jobs that is at least 5 percent below the average of private sector pricing for comparable products.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	45%	--	33%	5%	5%	5%
Prior Objectives							

Objective: Increase by 1% over FY'94 the percent of recycled paper purchased which has at least a 10% content of post-consumer waste.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	29%	49%	74%	75%	76%	79%
Prior Objectives							

Objective: Achieve a minimum of a 95 percent satisfaction rating from customers surveyed on elements of "quality" (meeting customer requirements on printing jobs' appearance, delivery and other product and service factors).

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	--	--	--	95%	95%	95%
Prior Objectives							

Goal 2: To provide cost effective, efficient mailing and related services to state agencies.

Objective: Achieve actual/documentated savings of a minimum of \$600,000 per year in postage costs.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	\$340,000	\$489,000	\$559,000	\$598,000	\$600,000	\$620,000	
Prior Objectives							

Objective: Achieve 95 percent or better of same-day processing turnaround on first class mail (average annual volume is approximately 20,000,000 pieces).

Part 2: Program Information (Cont.)

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	--	--	--	Oct-June 95%	95%	95%
Prior Objectives							

Goal 3: To provide cost-effective, efficient records management alternatives to paper filing systems for state agencies and related governmental units.

Objective: Increase by 1 million in FY'95 over FY'94 images converted to microfilm.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	15,000,000	16,000,000	17,000,000	14,000,000	15,000,000	16,000,000	
18,000,000							
Prior Objectives	15,000,000	15,000,000	17,000,000	18,000,000			

Objective: Achieve 95 percent or better ratings in quality assurance surveys conducted of current customers.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	--	93%	98%	95%	95%	95%
Prior Objectives	--	--	90%	95%			

Goal 4: To provide efficient records storage services for state agencies and related governmental units.

Objective: Provide retrieval turnaround of 24 hours or less.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	64%	64%	64%	100%	100%	100%	100%
Prior Objectives	100%	100%	100%	100%			

Objective: Achieve 95 percent or better rating in quality assurance surveys conducted of current customers.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	--	--	--	97%	95%	95%	95%
Prior Objectives	--	--	--	95%			

Goal 5: To serve as a profitable and efficient distribution point/sales outlet to the public for state and federal publications, products, subscriptions and mailing lists.

Objective: Increase profit by 5 percent in FY'95 over profit from FY'94.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	(\$32,000)	\$112,000	\$16,000	\$76,000	\$126,000	\$132,000	
\$150,000							
Prior Objectives	\$19,000	\$27,000	\$35,000	\$114,000			

Objective: Increase by 10 percent in FY'95 over FY'94 the number of state agency products acquired for distribution.

Part 2: Program Information (Cont.)

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	28	14	30	35	24	27	35
Prior Objectives	20	24	24	24			

Objective: Increase by 5 percent in FY'95 over FY'94 the number of total subscribers for the State Register.

Measures:

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	967	1,016	1,025	1,126	1,390	1,460	1,600
Prior Objectives	1,000	1,200	1,200	1,200			

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Print Communications Division

Goal 1. To provide cost-effective, environmentally-sound, quality printing products to state agency customers.

Objective: Maintain average pricing for printing jobs that is at least 5% below the average of private sector pricing for comparable products.

Definition: Printing Services produces a number of different types of printing jobs. This measure will compare the average pricing for those jobs as produced at Print Communications to the average pricing of those jobs produced by private sector printing companies.

Rationale: To meet the program purpose the printing services must be cost-effective. Comparing prices to those of private sector printing companies demonstrates the cost-effectiveness.

Data Source: Annual surveys will be conducted with the assistance of an outside, objective entity. These surveys will be done by creating a package of printing specifications for each job type, sending one or more of those specifications to representative private printing companies, and asking those companies for a price quote. At the same time, Print Communications will generate a price quote using its standard pricing policy and practices.

Factors Beyond Agency's Control That Affect Performance: Print Communications' printing prices are dependent upon achieving certain volumes of work. If the state agency customers reduce the amount of work sent to Print Communications, the pricing on jobs may increase.

Objective: Increase by 1% over FY'94 the percent of recycled paper purchased which has at least a 10% content of post-consumer waste.

Definition: Print Communications purchases paper to be used in producing its printing jobs. In support of the environmental printing statutes (Minn. Stat. 16B.122) Print Communications has attempted to increase the number of jobs which are printed on recycled paper which has a minimum of 10% post-consumer waste. This measure is an indication of Print Communications' success in supporting the statutes.

Rationale: Support for the environmental printing statutes is important to improving the quality of state operations.

Data Source: Monthly reviews and annual statistics of Print Communications' paper purchase orders.

Factors Beyond Agency's Control That Affect Performance: If agencies refuse to comply with the statutes, Print Communications' ability to meet this objective will be significantly affected.

Objective: Achieve a minimum of a 95% satisfaction rating from customers surveyed on elements of "quality" (meeting customer requirements on printing jobs' appearance, delivery and other product and service factors).

Definition: An averaged rating of customer survey response on items in the categories listed.

Rationale: This measures customer satisfaction with the overall products and services provided.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Surveys conducted on at least an annual basis with annual averaging by sending feedback forms to customers along with completed jobs.

Factors Beyond Agency's Control That Affect Performance: There could be a variety of unplanned, unpredictable events which affect the operation's ability to deliver the product or service satisfactorily. Things such as sudden equipment breakdowns, last-minute specification changes or unplanned personnel absences all included.

Goal 2. To provide cost effective, efficient mailing and related services to state agencies.

Objective: Achieve actual/documented savings of a minimum of \$600,000 per year in postage costs.

Definition: Using postal discount programs (presort, zip+4 and barcoding).

Rationale: To reduce cost to state agencies.

Data Source: On a monthly basis we will calculate those savings using forms (3602) showing the discounts which are submitted to the post office.

Factors Beyond Agency's Control That Affect Performance: Outcome is dependent on the volume of mail generated by agencies and by postal regulations that support our ability to achieve them.

Objective: Achieve 95% or better of same-day processing turnaround on first class mail (average annual volume is approximately 20,000,000 pieces).

Definition: First class mail not processed the same day will be measured.

Rationale: To measure service and dependability.

Data Source: Using mail slips that are dated and first class mail received, we will keep track on a daily basis the amount of mail that is not processed the same day.

Factors Beyond Agency's Control That Affect Performance: Mail volume increase, reduction in help and high volume cycles.

Goal 3. To provide cost-effective, efficient records management alternatives to paper filing systems for state agencies and related governmental units.

Objective: Increase by 1 million in FY'95 over FY'94 images converted to microfilm.

Definition: Images are counted as they are photographed; yearly totals are derived.

Rationale: Images represent original documents that are reduced in size by 98%, translating to space savings of the same percentage. Boxes of paper destroyed represent 1.5 cubic feet each no longer stored in expensive office space.

Data Source: Micrographic cameras provide automatic image counts. Totals updated on demand.

Part 3: Substantiating the Performance Measures (Cont.)

Factors Beyond Agency's Control That Affect Performance: Image count is the most quantitative measure we can provide to express the volume of our contribution to state savings. However, this measure does not take into account other processes that may or may not be related to image count, such as jacket loading or titling. In other words, image count does not always directly affect revenue. In FY'93 an image-intensive job was discontinued, however our volume of work actually increased through procedures on other types of jobs.

Objective: Achieve 95% or better ratings in quality assurance surveys conducted of current customers.

Definition: Customer surveys cover three areas: Product Quality, Service Quality and Overall Value of System. Questions are multiple choice as to level of satisfaction. Totals are calculated as a percentage of respondents.

Rationale: As a customer-driven organization, we use these qualitative surveys to ascertain whether we are meeting customers needs and specifications.

Data Source: The survey is conducted quarterly.

Factors Beyond Agency's Control That Affect Performance: Survey responses are often subjective rather than objective. However, we realize that it is our customers' perceptions that we are measuring and that must be maintained as positive.

Surveys discontinued in FY'90 and FY'91 because many customers of Administration actually complained that they were receiving too many surveys.

Goal 4. To provide efficient records storage services for state agencies and related governmental units.

Objective: Provide retrieval turnaround of 24 hours or less.

Definition: Maximum time from when a request is made to when the customer receives the document.

Rationale: 24 hours is a limit which customers find acceptable for retrieving records off their site.

Data Source: Any retrievals that would take longer than 24 hours are noted and the customer informed.

Factors Beyond Agency's Control That Affect Performance: In the past, the Records Center was understaffed to handle all the requests coming in from the Department of Labor and Industry. The Department of Labor and Industry's records are now being filmed by the Micrographics Unit and requests are met within the specified timeframe.

Objective: Achieve 95% or better rating in quality assurance surveys conducted of current customers.

Definition: Customer surveys are multiple choice as to level of satisfaction on such things as procedures, forms, security, courtesy and value. Totals are calculated as a percentage of respondents.

Rationale: As a customer-driven organization, we use these qualitative surveys to ascertain whether we are meeting customers needs and specifications.

Data Source: The survey is conducted quarterly.

Part 3: Substantiating the Performance Measures (Cont.)

Factors Beyond Agency's Control That Affect Performance: Survey responses are often subjective rather than objective. However, we realize that it is our customers' perceptions that we are measuring and that must be maintained as positive.

Surveys discontinued in FY'90, FY'91, and FY'92 because many customers of Administration actually complained that they were receiving too many surveys.

Goal 5. To serve as a profitable and efficient distribution point/sales outlet to the public for state and federal publications, products, subscriptions and mailing lists.

Objective: Increase profit by 5% in FY'95 over profit from FY'94.

Definition: Profitability = Sales - cost of goods sold - operating expenses.

Rationale: Measure is relevant to the long term financial success of the Bookstore, Mailing List Service and State Register.

Data Source: Monthly financial statements.

Factors Beyond Agency's Control That Affect Performance: General economic conditions.

Objective: Increase by 10% in FY'95 over FY'94 the number of state agency products acquired for distribution.

Definition: Number of state agency products.

Rationale: Supports mission of selling state agency products, supports growth of Bookstore and Mailing List Service, supports long-term financial success of the Bookstore and Mailing List Service.

Data Source: Inventory records.

Factors Beyond Agency's Control That Affect Performance: State agencies' financial ability to produce products.

Objective: Increase by 5% in FY'95 over FY'94 the number of total subscribers for the State Register.

Definition: Number of subscribers to State Register.

Rationale: Supports mission of selling state agency products, supports long term financial success of the Bookstore.

Data Source: Subscription records.

Factors Beyond Agency's Control That Affect Performance: General economic conditions.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration

Program: Operations Management - Minnesota Office on Volunteer Services

Program Purpose: Provide leadership by identifying and acting on issues of policy and practice that affect volunteerism in Minnesota through monitoring trends, research, advocacy, convening and making recommendations.

Performance Objectives and Measures:

1. Identify the needs of those volunteer communities which are under-represented in MOVS membership and program participation.

Measure: (a) The Director will interview every MOVS Advisory Committee member, and staff from at least twelve volunteer centers throughout the state to learn about volunteerism trends and issues from their perspectives. (b) The Director will meet with at least twelve volunteers and/or volunteer coordinators in constituency controlled programs of low income persons; youth; informal, "grassroots" and neighborhood-based volunteering; Greater Minnesota's volunteers; persons with disabilities; and people of color, to gather information on the issues, needs and concerns of these volunteer communities.

2. Create and distribute an article and/or brochure outlining standards and proactive risk management strategies for effective screening, placement, supervision and communication systems in volunteer programs.

Measure: By the end of the fiscal year, MOVS staff, volunteers and other interested individuals will produce an article and/or brochure outlining recommended characteristics and procedures for volunteer recruiting, screening, placement, supervision and communication systems in high quality volunteer programs.

Program Goal: Support volunteerism by informing, coordinating and maximizing the effectiveness of volunteer programs and initiatives in Minnesota.

Performance Objectives and Measures:

1. Improve access to information and experts on issues impacting volunteerism.

Measure: (a) Co-sponsor two satellite workshops on Volunteer Issues for the '90s, available in a minimum of 15 communities throughout the state, attended by at least a total of 300 people. (b) Provide information by telephone, FAX or mail, responding to at least 4000 inquiries regarding various aspects of volunteer administration.

2. Strengthen and expand the Minnesota Mentor Network through promotion, enlargement of the program database, and resource/training support.

Measure: a. Partner with Padilla Speer Beardsley (pro bono) to produce and distribute 2000 brochures, and press kits to 250 media contacts and key promotion allies throughout the state. b. Provide information/technical assistance/referral in response to inquiries.

3. Stimulate volunteerism and assist in the recruitment of volunteers for programs throughout the state.

Part 2: Program Information (Cont.)

Measure: (a) Recruit 500 volunteers through sponsorship of a Volunteer Booth at the State Fair and sublet booth space to at least 30 MOVS member organizations to assist in their volunteer recruitment. (b) Coordinate and staff Volunteer Connection, a week-long recruiting effort with phone bank, volunteer promotion tabloid, and public service announcements in partnership with KARE 11 and others, to secure pledges of at least 300,000 hours of volunteer service.

Program Goal: Promote volunteerism by bringing visibility and public recognition to the values and accomplishments of volunteerism in Minnesota.

Performance Objectives and Measures:

1. Conduct a survey/data collection to measure/document the extent of volunteering by Minnesotans to provide factual context for volunteer promotion.

Measure: (a) Contract with the University of Minnesota's Minnesota Center for Survey Research to participate in statewide survey. (b) Interview and/or survey at least fifty volunteer coordinators working in state, county and local government to assess the extent of volunteerism used to accomplish the goals of government programs; publish the findings.

2. Sponsor Minnesota's observance of national Volunteer Recognition Week.

Measure: (a) Serve as a liaison for the Governor's Youth Recognition Day. (b) Select theme and develop artwork and recognition premiums for promoting recognition for Minnesota volunteers. (c) Develop, assemble and distribute volunteer recognition packets for over 6,500 volunteer programs and media contacts throughout the state.

3. Provide industry news and information for volunteers, policymakers, volunteer coordinators and programs throughout the state.

Measure: (a) Publish four newsletters, including statewide calendar of volunteerism related events, and distribute to over 6,500 individuals and volunteer programs. (b) Publish six bulletins for MOVS members containing action items and other timely information.

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration

Program: Operations Management - Minnesota Office on Volunteer Services

Goal 1: Leadership

Objective 1. Identify the needs of those volunteer communities which are under-represented in MOVS membership and program participation.

Measure: (a) The Director will interview every MOVS Advisory Committee member, and staff from at least twelve volunteer centers throughout the state to learn about volunteerism trends and issues from their perspectives. (b) The Director will meet with at least twelve volunteers and/or volunteer coordinators in constituency controlled programs of low income persons; youth; informal, "grassroots" and neighborhood-based 'volunteering' Greater Minnesota's volunteers; persons with disabilities; and people of color, to gather information on the issues, needs and concerns of these volunteer communities.

Definition: The outcome will be a sampling of volunteerism issues and trends collected from all of the thirteen Development Regions, as well as from at least twelve areas served by volunteer centers and at least twelve constituency controlled volunteer programs. It is measured by the number and variety of interviews conducted, as well as by the summary reports which will be presented to the MOVS Advisory Committee and others.

Rationale: The service is providing current and relevant information, network contacts and other forms of support to MOVS customers. The interview process is an effective means of gathering the information necessary to meet that portion of the Leadership program purpose to identify issues of policy and practice which affect volunteerism in Minnesota, staying current on information, and connecting with practitioners as a means of supporting the DOA mission "To improve the quality and productivity of Minnesota government."

Data Source: MOVS members, customers and other volunteer coordinators and volunteers.

Factors Beyond Agency's Control That Affect Performance: If unforeseen circumstances prevented the Director from conducting face-to-face interviews, other personnel or other information gathering techniques would have to be employed.

Objective 2. Create and distribute an article and/or brochure outlining standards and proactive risk management strategies for effective screening, placement, supervision and communication systems in volunteer programs.

Measure: By the end of the fiscal year, MOVS staff, volunteers and other interested individuals will produce an article and/or a brochure outlining recommended characteristics and procedures for volunteer recruiting, screening, placement, supervision and communication systems in high quality volunteer programs.

Definition: The outcome will be an information and technical assistance article and/or brochure produced by 6/30/94.

Rationale: The article/brochure process is one means for MOVS to fulfill its responsibility to identify and act on issues of policy and practice that effect volunteerism in Minnesota, and to make recommendations.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: MOVS library reference materials, Bureau of Criminal Apprehension staff and volunteer coordinators.

Factors Beyond Agency's Control That Affect Performance: The ability to secure funding for design and printing will determine whether the product is an article or a brochure for distribution.

Goal 2: Support

Objective 1. Improve access to information and experts on issues impacting volunteerism.

Measure: (a) Co-sponsor two satellite workshops on Volunteer Issues for the '90s, available in a minimum of 15 communities throughout the state, attended by at least a total of 300 people. (b) Provide information by telephone, FAX or mail, responding to at least 4000 inquiries regarding various aspects of volunteer administration.

Definition: The service provided will be workshops offered by satellite. MOVS will measure interest in this format of information delivery by tracking participation levels.

Rationale: Customer feedback consistently identifies lack of funds for conference attendance and travel as barriers to professional development and the benefits of networking with peers.

Data Source: MOVS customers.

Factors Beyond Agency's Control That Affect Performance: Technology problems could interfere with transmission of the workshops.

Objective 2. Strengthen and expand the Minnesota Mentor Network through promotion, enlargement of the program database and resource/training support.

Measure: (a) Partner with Padilla Speer Beardsley to produce and distribute 2000 brochures, and press kits to 250 media contacts and key promotion allies throughout the state. (b) Provide information/technical assistance/referral in response to inquiries.

Definition: Services provided include advertising the existence of the Minnesota Mentor Network and the provision of technical assistance for starting and managing mentor programs.

Rationale: The Minnesota Mentor Network is a major volunteer initiative in Minnesota. The measures are strategies recommended by the Minnesota Mentor Network Advisory Committee as means of increasing the quality and quantity of mentor programs in the state.

Data Source: The initial recommendations for the creation of the Minnesota Mentor Network came from the Governor's Task Force on Mentoring and Community Service. The number of mentoring programs in the MOVS database will be tracked as well as inquiries and media coverage.

Factors Beyond Agency's Control That Affect Performance: Programs and agencies will make their own decisions regarding their interest and resources for creating mentor programs.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. Stimulate volunteerism and assist in the recruitment of volunteers for programs throughout the state.

Measure: (a) Recruit 500 volunteers through sponsorship of a Volunteer Booth at the State Fair and sublet booth space to at least 30 MOVS member organizations to assist in their volunteer recruitment. (b) Coordinate and staff Volunteer Connection, a week-long recruiting effort with phone bank, volunteer promotion tabloid, and public service announcements in partnership with KARE 11 and others, to secure pledges of at least 300,000 hours of volunteer service (valued at the average non-agricultural wage plus 12% benefits or \$11.58/hour for a total of \$3,474,000 in contributed services).

Definition: The number of individuals who complete volunteer service applications and the number of volunteer service hours pledged will be measured.

Rationale: The activities are consistent with the program purposes of event sponsorship and maximizing the effectiveness of volunteer programs. The strategies are direct measures of volunteer recruitment: number of individuals, volunteer service hours.

Data Source: Volunteer applications completed at the State Fair booth and Volunteer Connection pledge records

Factors Beyond Agency's Control That Affect Performance: If for some reason MOVS was unable to lease a booth at the State Fair or if KARE 11 decided not to sponsor the Volunteer Connection, it would not be possible to obtain these goals.

Goal 3: Promotion

Objective 1. Conduct a survey/data collection to measure/document the extent of volunteering by Minnesotans to provide factual context for volunteer promotion.

Measure: (a) Contract with the University of Minnesota's Minnesota Center for Survey Research to participate in statewide survey. (b) Interview and/or survey at least fifty volunteer coordinators working in state, county and local government to assess the extent of volunteerism used to accomplish the goals of government programs; publish the findings.

Definition: The MCSR survey will provide a quantitative sample of the level of participation in volunteering in Minnesota, reported by various demographics: age, gender, household income, geography, etc. The interview/survey of government based volunteer coordinators will furnish a qualitative sample of the delivery of government services through the use of volunteers.

Rationale: The measures are consistent with MOVS' role in communicating the accomplishments of volunteering in Minnesota. Both quantitative and qualitative information are needed in order to communicate the accomplishments of volunteerism in Minnesota.

Data Source: Minnesota Center for Survey Research and MOVS interviews/survey of volunteer coordinators working in entities of government.

Factors Beyond Agency's Control That Affect Performance: MOVS will not be able to afford the MCSR research unless it can secure funds to cover participation.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 2. Sponsor Minnesota's observance of national Volunteer Recognition Week.

Measure: (a) Serve as a liaison for the Governor's Youth Recognition Day. (b) Select theme and develop artwork and recognition premiums for promoting recognition for Minnesota volunteers. (c) Develop, assemble and distribute volunteer recognition packets for over 6,500 volunteer programs and media contacts throughout the state.

Definition: The measures are documentation of several elements of sponsorship of Volunteer Recognition Week.

Rationale: The measures are relevant because Volunteer Recognition Week is the most significant recognition/promotion event in the industry and MOVS staff and volunteers insure that all the information and materials are available to programs in Minnesota.

Data Source: MOVS members, library resources, staff and volunteers.

Factors Beyond Agency's Control That Affect Performance: The Governor authorizes the observance of the Governor's Youth Recognition Day.

Objective 3. Provide industry news and information for volunteers, policymakers, volunteer coordinators and programs throughout the state.

Measure: (a) Publish four newsletters, including statewide calendar of volunteerism related events, and distribute to over 6,500 individuals and volunteer programs. (b) Publish six bulletins for MOVS members containing action items and other timely information.

Definition: The measure is the production of newsletters and bulletins.

Rationale: The production of volunteerism publications is part of MOVS Promotion program service and is a service which is consistently ranked as highly valued by MOVS customers.

Data Source: MOVS

Factors Beyond Agency's Control That Affect Performance: Unanticipated staff vacancies would interfere with MOVS' ability to produce publications.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: InterTechnologies Group

Program Purpose: The mission of the InterTechnologies Group (InterTech) is to provide service in managing and operating information technology resources to help improve the quality and productivity of Minnesota government.

InterTech services include data processing, telecommunications, and 9-1-1. Approximately 90 percent of the services are provided on a fee-for-service basis. The remaining services, since they directly benefit the State or serve its citizens, are funded by other means. These other activities are generally funded (telephone communications center, telecommunications analysts) or funded by special revenue (9-1-1).

Problems/Issues

The revolving fund operation must achieve economies of scale to make new communications services affordable to InterTech's customers. To achieve these economies of scale, InterTech must have a strong customer focus and shift from multiple networks to a single, unified network. A single unified network supports InterTech's goal of "equal access without regard to geography."

In the future, State directives for telecommunications funding should encourage the development of a unified statewide telecommunications system, and discontinue the past practice of funding functionally, institutionally, and regionally based networks. By their nature, these independent networks offer little opportunity for sharing transmission or network operational costs to a limited group of public sector users.

In contrast, Telecommunications network services offer significant opportunities to take advantage of economies of scale throughout the public sector in Minnesota. A shift in funding policy will allow InterTech to take advantage of these economies of scale, improve technology transfer to users, and speed communications service deployment. As a result, Minnesota will more quickly benefit from a high-capacity, high-connectivity statewide network. A network of contemporary technology will permit the State to implement more efficient government operations, avoid the expense of maintaining outdated systems, and realize savings through economies of scale.

Factors Driving Program Services

Historically, periods marked by poor economic indicators and tight budgets have resulted in increased business for InterTech. The increase comes from two sources: additional customer volumes in public support systems, and increased interest in leveraging technology to accomplish program goals. These opportunities create corresponding budget issues. One such issue is the difficulty of making accurate volume predictions with customers in sufficient time to ensure additional resource needs are met. Another is that costs increase as a result of InterTech staff assessing the costs and benefits of technical solutions to customers' business problems. Costs must be carefully managed to minimize the impact on rates.

State priorities, including increased efficiency of State government and Minnesota Milestones, will raise budget issues for InterTech. As the State continues to modify, add, and change programs, there will be a corresponding adjustment to the information systems that impacts the resource needs of these programs.

Part 2: Program Information (Cont.)

Goals

InterTech's goal is to cost effectively meet customers' changing needs in an increasingly complex technological environment. This goal enables customer agencies to meet the needs of Minnesota citizens.

Statutory References

Not applicable.

Performance Objectives and Measures:

1. InterTech will meet 97 percent of customer service level objectives in 10 of 12 months.

Measure: Number of months in fiscal year that InterTech met 97 percent of service level objectives.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives					10	10	

2. InterTech rates will be reduced by 9 percent and 4 percent in FY94 and FY95, respectively, while continuing to meet customer changing technological needs, e.g., DB2 software implementation, disaster recovery, and MNet (the STARS statewide telecommunications network).

Measure: The percent rate reduction proposed by InterTech in the FY94 and FY95 rate packages to the Department of Finance.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives		(8%)	(36%)	(12%)	(9%)	(4%)	

3. InterTech will implement the backbone network (MNet's 12 nodes) by December 31, 1993.

Measure: Number of nodes implemented.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives					12	N/A	

4. InterTech will test disaster recovery facilities four times a year to ensure the State's computers, network systems, and customer applications can be recovered. By the end of FY94, the disaster recovery test will recover the State's central servers and network, as well as 50 percent of critical customer applications.

Measure: Percent of critical application workload on central server that is recoverable.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives					50%	75%	

Part 2: Program Information (Cont.)

5. The 9-1-1 services will be available to all residents of the State of Minnesota.

Measure: The percent of the State's population that receives 9-1-1 service and enhanced 9-1-1 service.

9-1-1 Service

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	99.97%	99.97%	99.98%		99.99%	100%	
Prior Objectives							

Enhanced 9-1-1 Service

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	66.6%	67.9%	71.1%		72%	73%	
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: InterTechnologies Group

Objective 1. InterTech will meet 97 percent of customer service level objectives in 10 of 12 months.

Measure: Number of months in fiscal year that InterTech met 97 percent of service level objectives.

Definition: The total number of service level objectives that are not met, divided by the total number of service level objectives.

Rationale: This measure demonstrates InterTech's ability to meet the service demands of State agencies. The service level objectives include measures of both timeliness and availability which are key to customers. This measure currently identifies measures for mainframe services and the current network. As the new network and operation center are implemented, additional service level objectives will be developed.

Data Source: InterTech measures performance against the stated objectives and produces monthly reports for each agency. These reports show which service level objectives have or have not been met.

Factors Beyond Agency's Control That Affect Performance: Customer workload volume exceeding the agencies' forecasts can affect computer and network availability and ultimately performance. Although additional workload can hinder the ability to meet its service objectives, InterTech works with customers to monitor computer usage. This cooperation effectively avoids performance problems by ensuring timely hardware purchases, software changes, and other technology enhancements.

Objective 2. InterTech rates will be reduced by 9 percent and 4 percent in FY94 and FY95, respectively. In following bienniums, InterTech will avoid rate increases while continuing to meet customers' changing technological needs, such as DB2 software implementation, disaster recovery, etc.

Measure: The percent rate reduction proposed by InterTech in the FY94 and FY95 rate packages to the Department of Finance.

Definition: Change in projected revenue at current fiscal year rates, divided by the total projected revenue at prior year rates.

Rationale: This measure indicates whether InterTech is able to cost effectively deliver the required services to its customers.

Data Source: This calculation is included in the annual rate package sent to the Department of Finance for approval.

Factors Beyond Agency's Control That Affect Performance: Cost can exceed projections because of additional customer requirements and vendor price increases. While certain cost factors are beyond control, InterTech plans to manage within the 10 percent budget cut (for biennium) the legislature has set for State agencies. For the InterTechnologies Group, this translates to a 10 percent rate decrease.

Objective 3. InterTech will implement the backbone network (MNet's 12 nodes) by December 31, 1993.

Measure: Number of nodes implemented.

Part 3: Substantiating the Performance Measures (Cont.)

Definition: The measure is based on whether the network is in place and operating by December 31, 1993.

Rationale: During the FY94-95 biennial budget process, the legislature approved a loan to fund the initial implementation of the network. Measuring against the original implementation schedule is appropriate since it tests InterTech's ability to meet the goal of a unified, statewide network. Once the upgraded network and Network Operations Center (which manages the network) are implemented, InterTech will develop measures to assess the service provided to customers.

Data Source: Based on testing of system nodes by network staff.

Factors Beyond Agency's Control That Affect Performance: Vendor performance is requisite for InterTech to meet its objectives. The vendor must deliver timely and effective work in tandem with InterTech to successfully implement the network.

Objective 4. InterTech will test disaster recovery facilities four times a year to ensure the State's critical computers, network systems, and customer applications can be recovered. By the end of FY94, the disaster recovery test will recover the State's central servers and network, as well as 50 percent of customer applications.

Measure: Percent of application work load on central server that is recoverable. As greater percentages of critical production work are recoverable, the measure will shift to a prioritized list of critical production applications.

Definition: The percent of application workload performed on InterTech servers that has been recovered during the disaster recovery test. The size of the application workload is based on resource usage data.

Rationale: This measure shows what work currently being performed on InterTech servers can be recovered in case of a disaster.

Data Source: This is measured on a quarterly basis by testing at the off-site disaster recovery site.

Factors Beyond Agency's Control That Affect Performance: Applications systems are the responsibility of other State agencies.

Objective 5. The 9-1-1 services will be available to all residents of the State of Minnesota.

Measure: The percent of the State's population that receives 9-1-1 service and enhanced 9-1-1 service.

Definition: This is measured by the population in the State of Minnesota that has 9-1-1, or enhanced 9-1-1 service, divided by the total population in the State of Minnesota.

Rationale: This measure shows the level of access to 9-1-1 service.

Data Source: The data is derived from the counties' 9-1-1 contracts.

Factors Beyond Agency's Control That Affect Performance: Approximately 1,000 Minnesotans do not currently have 9-1-1 service. This group receives telephone service from telephone exchanges located in adjoining states. The respective county 9-1-1 plans specify service to these residents upon implementation of 9-1-1 in those exchanges. That implementation may be dependent on the other state and county initiative. Other areas are best served by having 9-1-1 calls answered in the non-Minnesota counties. InterTech encourages resolution of these issues based on cooperation among the telephone companies and government entities.

Part 3: Substantiating the Performance Measures (Cont.)

Likewise, increasing the population served by enhanced 9-1-1 depends upon the initiative and resources of the county. Implementing an enhanced 9-1-1 system is a complex process of up to two years duration. This process involves defining public safety agency boundaries, developing and implementing mapping systems, building an Automatic Location Identification database, and procuring new 9-1-1 answering equipment. The extent of InterTech's control over the pace of these projects is limited. Converting from basic to enhanced 9-1-1 is a county decision, which often depends upon the county's funds available to invest in implementation.

Part 3: Substantiating the Performance Measures (Cont.)

FACILITIES MANAGEMENT PROGRAM

The Facilities Management Program provides development and control services affecting the land and buildings owned or leased by the state (with the exception of certain Department of Natural Resources, Department of Transportation, and State University System properties). This program manages the real estate operations of state facilities by planning, designing, constructing, operating, maintaining, leasing, renovating and preserving state buildings and grounds.

The individual objectives and measures were developed at the activity level in this program. The activities included are:

- Real Estate Management
- Plant Management
- Building Codes and Standards
- Building Construction

As time goes on, it may be possible to have more highly aggregated outcome measures at the program level. For this first performance report, the decision was made to present this information at the activity level.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Facilities Management - Real Estate Management

Activity Purpose: The purpose of this activity is to manage real estate transactions to protect the state's interest and meet state agency real estate needs at the most economical cost.

The following are primary goals to achieving the activity purpose:

- Provide for the use of state-owned and non-state owned real estate enabling the operation of state agencies and delivery of their services through cost effective leasing, including negotiating agreements that protect the state's interests (M.S. 16.24, Subd. 5, 6 and 8; M.S. 16B.58).
- Convey interests in real estate for the benefit of state agencies by acquisition, disposition, easement and permit in order maximize resources (M.S. 117; M.S. 94.09-16; M.S. 16B.26; M.S. 16B.25; M.S. 15.16).
- Analyze potential capital investments on a life cycle cost basis for the purpose of making decisions regarding expenditures.

Performance Objectives and Measures:

1. To increase lease savings by 5.5 percent by the year 2000.

Measure: Percentage savings resulting from negotiating rental rates.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives		
					F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	NA	NA	NA	NA	4.5%	5%	5.5%
Prior Objectives	NA	NA	NA	NA			

2. To reduce the number of commercial lease renewals executed after expiration by 70 percent by the year 2000. (If the state is in possession of property without an agreement, it is placed in a hold over position and as such can be charged any amount the owner of the property stipulates.)

Measure: Number of lease transactions executed after expiration of the previous lease.

	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	Objectives		
					F.Y. 1994	F.Y. 1995	F.Y. 2000
Actual	NA	NA	NA	NA	75	65	22
Prior Objectives	NA	NA	NA	NA			

3. To increase the percentage of easements (agreements which allow for the use of state property for a specific purpose such as utility installation) that are executed prior to the commencement of any construction work on the property to 90 percent by the year 2000.

Measure: Percentage of transactions executed prior to the commencement of construction work.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	NA	NA	NA	NA	70%	80%	90%
Prior Objectives	NA	NA	NA	NA			

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Administration

Program: Facilities Management Bureau - Real Estate Management Division

Objective 1. To increase lease savings by 5.5 percent by the year 2000.

Measure: Percentage savings resulting from negotiating rental rates.

Definition: The total annual savings resulting from the negotiated rent divided by the total annual rent proposed by lessors.

Rationale: State statute grants the Commissioner of Administration the authority to lease non-state-owned real estate for the benefit of state agencies to conduct their operations and deliver their programs and services to the citizens of the state. The division ensures compliance with state rules, regulations, statutes and laws while meeting state agencies needs within prescribed space guidelines and standards. Negotiations affect obtaining beneficial lease terms, conditions and rent. The measure for this objective demonstrates how effective we are in managing and saving resources.

Data Source: The percentage savings will be calculated from data maintained in a report listing proposed and negotiated rental amounts for commercial leases.

Factors Beyond Agency's Control That Affect Performance: The difference between proposed rental rates and negotiated rental rates is affected by the lessor's financing and expected return on investment. Market factors, such as supply and demand will also affect rental rates. A surplus of property may drive rental rates downward and conversely a scarcity of property may drive rents upward. Building code revisions and other regulatory factors, such as the adoption of indoor air quality codes and the enactment of the American with Disabilities Act, also impact rental rates; usually upward due to required building modifications. Statutory requirements specific to state leases, such as termination clauses and term limitations will also impact rental rates.

Objective 2. To reduce the number of commercial lease renewals executed after expiration by 70 percent by 2000.

Measure: Number of lease transactions executed after expiration of the previous lease.

Definition: The difference between the current annual number of lease transactions executed after lease expiration and the previous annual number of lease transactions executed after lease expiration divided by the annual current number of lease transactions executed after lease expiration.

Rationale: A goal of the activity is to meet state agency needs relative to real estate transactions and comply with applicable rules, regulations, statutes and laws. If the state is in possession of property without an agreement, it is placed in a hold over position and as such can be charged any amount the owner of the property stipulates. One factor in providing a service to state agencies and meeting their needs is to provide real estate transactions in a timely manner. This measure shows the effectiveness of our delivery service. This measure also demonstrates compliance with M.S. 16A.15, Subd. 3, which states in part that, "...An obligation may not be incurred against any fund, allotment or appropriation unless the commissioner has certified a sufficient unencumbered balance in the fund, allotment or appropriation to meet it...."

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: The percentage reduction will be calculated from data maintained in an annual report indicating the number of lease transactions executed after the expiration date of the previous lease.

Factors Beyond Agency's Control That Affect Performance: Although agencies are notified well in advance of the expiration of their leases, they may not notify us in time to facilitate a transaction prior to an expiration. An agency may not be able to notify us in time due to factors such as funding changes, program modifications or some other decision making delay. The timeliness of signatories signing the lease document may also affect the execution of the lease transaction. The bureaucracy of corporate lessors has added as much as several weeks to the signature process.

Objective 3. To increase the percentage of easements (agreements which allow for the use of state property for a specific purpose such as utility installation) that are executed prior to the commencement of any construction work on the property to 90 percent by the year 2000.

Measure: Percentage of transactions executed prior to the commencement of construction work.

Definition: The annual number of easements executed prior to commencement of construction work divided by the annual number of easements.

Rationale: State statute gives the Commissioner of Administration the authority to grant or deny easements. Easements provide needed utility services and roads while enhancing the value and utility of state property. However, the state's exposure to liability should be limited. Review of easement requests provides the opportunity to limit exposure as well as ensure compliance with applicable rules, regulations, statutes and laws. It is important that agreement to terms and conditions be reached prior to the commencement of any work on state property by a potential easement holder. This measure will demonstrate how successful we are in affecting compliance and communicating to state agencies the need for an easement prior to the commencement of any work on state land.

Data Source: The percentage of transactions in compliance will be calculated from data maintained in an annual report indicating the number of total easements granted compared to the total number in compliance when we receive them.

Factors Beyond Agency's Control That Affect Performance: Many times utility companies have been allowed, by state agencies having custodial control of property, to commence work on state land prior to execution of an easement agreement that would set forth terms and conditions of the use of state land. This exposes the state to liabilities that could be substantially limited or eliminated by execution of an agreement prior to commencement of work.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Facilities Management - Plant Management Division

Program Purpose: To deliver consistent quality services to ensure clean, safe and environmentally-sound buildings, grounds and operations in accordance with MN Statutes 16B.24, 16B.25, 16B.27, 16B.32, 16B.58 and 115A.15. The Plant Management Division will consist of four major management activities when the proposed organizational changes are finalized. The target date for these changes is February 1, 1994. These four activities are: Complex Services, Complex Operations, Technical Services and Support Operations

Complex Services has three primary goals:

- To operate the State Recycling Center and implement programs to educate users and decrease landfill waste.
- To provide mail service, materials delivery and move related activities.
- To maintain the grounds and parking facilities for clientele and public use.

Performance Objectives and Measures:

1. To implement the recycling retrofit program through changes in the collection of recyclables by June 30, 1994 in 75 percent of all Capitol Complex and Lafayette Park buildings.

Measure: Percentage of buildings converted.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F. Y. 2000</u>
Actual					75%	100%	
Prior Objectives							

2. To educate building clientele about the recycling program in all converted buildings.

Measure: Percentage of clientele educated.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					80%	80%	

Note: Percentage reflects building clientele in converted buildings.
 Prior Objectives

3. To increase clientele use of services provided by the Materials Transfer activity.

The Materials Transfer activity provides delivery of mail, central stores orders, PrintComm orders, recycled materials, trash, courier and moving services to state agencies. This activity also handles the setup for special events.

Measure: Five percent per year increase in work orders over the baseline years.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				800 orders	840 orders	882 orders	--

Part 2: Program Information (Cont.)

5% 5%

Prior Objectives

- To plow snow from 90 percent of all available spaces within 24 hours of the end of the snowfall.

Measure: Percentage of spaces plowed within 24 hours.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual				90%	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					90%	90%	

Prior Objectives

Complex Operations' primary goal is to maintain and operate buildings to ensure a healthy building environment for all tenants.

Performance Objectives and Measures:

- To establish off-normal condition response time.

Examples of off-normal conditions include building environment temperature, air quality, burnt out light bulbs, spills, elevator malfunctions, dripping faucets, power problems. Off normal conditions are reported by tenants, Capitol Security and Plant Management staff.

Measure: Achieve response time of 24 hours in FY94, 8 hours in FY95 and 4 hours in FY2000.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					24 hours	8 hours	4 hour

Prior Objectives

- To replace all carpeting in buildings under Plant Management's jurisdiction on a ten year cycle.

Measure: Percentage of square yards replaced.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					9,500 sq. yds. 10%	9,500 sq. yds. 10%	12,000 sq. yds. 10%

- To retrofit large roll toilet paper dispensers in all complex buildings by June 30, 1995, to reduce labor used for restroom care.

Measure: Labor hours saved per day.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					4 hours	8 hours	

Prior Objectives

Part 2: Program Information (Cont.)

Technical Services has two primary goals:

Maintain and repair buildings under the jurisdiction of the division.

Reduce the energy usage in all State owned and wholly leased building by 25 percent with reference to 1990 energy usage.

The State of Minnesota and Northern States Power have entered into an agreement to provide complete energy retrofit work. Northern States Power is providing the State of Minnesota with \$3 million dollars a year for five years in the form of a no interest loan to complete this work. After retrofit projects have been completed, money is paid back into a loan pool through the energy savings. The funds in this pool can be used for State energy retrofit projects for up to 15 years.

Performance Objectives and Measures:

1. To develop a planned maintenance program for maintaining buildings that will result in fewer equipment breakdowns and reduce the number of emergency repairs.

Measure: Percentage of equipment serviced through planned maintenance procedures.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				%	%	%	%
Prior Objectives							

2. To develop a retrofit program with Northern States Power Company to reduce energy consumption in State owned and wholly leased buildings.

Measure: Retrofit 12 million square feet of state owned or wholly leased buildings.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			Program Started	580,000	3,000,000	3,000,000	-0-
Prior Objectives							

3. To develop a retrofit program with energy providers, other than Norther States Power Company, to complete energy retrofits in State owned and wholly leased buildings.

Measure: Number of new programs developed.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					1	0	1
Prior Objectives							

The Support Operations has two primary goals:

- Coordinate transportation services for all commuters.
- Develop customer response line for all Plant Management services.

Part 2: Program Information (Cont.)

Performance Objectives and Measures:

1. To renew Capitol Complex parking contracts on a three (3) year cycle.

Measure: Percent of parking contracts renewed.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				23%	33%	33%	34%
Prior Objectives							

2. To establish and promote a bicycle program on the Capitol Complex.

Measure: Number of participants in bicycle program.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					100	115	200
Prior Objectives							

3. Reduce the number of single occupancy vehicles, with respect to the number of state employees.

Measure: Percentage of reduction.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					Baseline	5%	15%
Prior Objectives							

4. Increase number of bus passes sold annually.

Measure: Number of bus passes sold.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual	5,559	6,061	6,021	6,265	6,265	6,400	6,600
Prior Objectives							

5. Institute Quality Service Line and monitor customer satisfaction.

Measure: Percentage of satisfied customers.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				70%	70%	75%	80%
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Facilities Management - Plant Management Division

Complex Services:

Objective 1. To implement the recycling retrofit program through changes in the collection of recyclables in all Capitol Complex and Lafayette Park buildings.

Measure: Convert 75 percent by June 30, 1994 and 100 percent by December 30, 1994.

Definition: Change collection method to incorporate commingling of beverage containers and glass and change paper recycling containers/collection.

Rationale: Increase collection of recycled material to reduce landfill usage and to meet the requirements of legislation.

Data Source: Resource Recovery containers in each building. Resource Recovery data.

Factors Beyond Agency's Control That Affect Performance: Budget constraints, availability of contract services and changes in service priorities.

Objective 2. To educate building clientele about the recycling program in all converted buildings.

Measure: Educate 80 percent of all clientele in each building converted in each fiscal year.

Definition: Educate building clientele on the usage of the expanded recycling program. Percent of clientele educated will not meet 100 percent as all users will not be available for training, resistance to recycling, and employee turnover.

Rationale: To increase collection of recyclable material through education and increase participation through a more user friendly collection program while maximizing the sorting capabilities of the State Recycling Center.

Data Source: Resource Recovery Office records and individual agencies leasing space in Capitol Complex and Lafayette Park buildings.

Factors Beyond Agency's Control That Affect Performance: Changes in priorities. Lack of participation from clientele.

Objective 3. To increase clientele use of services provided by the Materials Transfer activity.

Measure: 5 percent increase each fiscal year.

Definition: The Materials Transfer activity provides delivery of mail, central stores orders, printcomm orders, recycling materials, trash, courier and moving services to state agencies. This activity also handles the setup for special events.

Rationale: The primary goal is to offer all clientele in the Capitol Complex buildings high quality, efficient services that will allow them to perform their activities more efficiently. Increasing clientele usage will indicate effectiveness of the Materials Transfer activity.

Data Source: Materials Transfer data will identify elective services performed.

Factors Beyond Agency's Control That Affect Performance: Other agencies experience budgetary restraints for services.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 4. To plow snow from 90 percent of all available spaces within 24 hours of the end of the snowfall.

Measure: 90 percent for each snow fall.

Definition: There are 1,814 surface spaces that are exposed to snowfall. The goal is to have 90 percent of these spaces available for convenient parking within 24 hours after the snowfall. The other 10 percent require the moving and hauling of accumulated snow.

Rationale: Efficient plowing will maintain economic parking rates. Removing the snow within 24 hours will allow users safe and convenient parking near their work location.

Data Source: Plant Management parking contracts will determine all spaces that are exposed to snow accumulation and surface parking areas monitored.

Factors Beyond Agency's Control That Affect Performance: Abnormal snowfall and equipment failure with parts unavailable for repairs.

Complex Operations:

Objective 1. To establish off-normal condition response time.

Measure: Reduce response time to 24 hours in F.Y. 1994, eight (8) hours in F.Y. 1995, and to four (4) hours in F.Y. 2000. Initial response only - Resolution will not always be accomplished during initial response.

Definition: Improve customer service by responding to off-normal requests within a specified timeframe to ensure the initiator is informed of the status of the request.

Rationale: Improving response time will reduce inconvenience and result in improved customer satisfaction.

Data Source: Plant Management records, tracking off-normal response time.

Factors Beyond Agency's Control That Affect Performance: Number of off-normals reported.

Objective 2. To replace 9,500 square yards of carpet per year in buildings under Plant Management's jurisdiction.

Measure: Replace 10 percent or 9,500 square yards per year. Square footage and budget will increase in 1997 with addition of Judicial and in 2000 with addition of DOT and History Center to the replacement cycle.

Definition: Replace carpet in buildings according to established schedule that plans for carpet replacement on a 10 year cycle.

Rationale: To maintain ascetically pleasing work areas for clientele and maintain the integrity of the building investment.

Data Source: Plant Management records and Department Purchase Orders.

Factors Beyond Agency's Control That Affect Performance: Change in priorities or budgetary restrictions.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. To retrofit large roll toilet paper dispensers in all complex buildings by June 30, 1995, to reduce labor used for restroom care.

Measure: June 30, 1994 - 4 hours
June 30, 1995 - 8 hours

Definition: Change restroom toilet paper dispensers from single roll dispenser to large roll systems.

Rationale: Reduce labor costs needed to restock and ensure adequate supply.

Data Source: Plant Management records.

Factors Beyond Agency's Control That Affect Performance: Product availability.

Technical Services:

Objective 1. To develop a planned maintenance program for maintaining buildings that will result in fewer equipment breakdowns and reduce the number of emergency repairs.

Measure: ___% of equipment serviced through planned maintenance program in FY94, ___% of equipment serviced through planned maintenance program in FY95 and ___% of equipment serviced through planned maintenance in FY2000.

Definition: Implementation of a planned maintenance program will reduce equipment breakdowns and malfunctions.

Rationale: By developing and implementing a planned maintenance program, emergency repairs and breakdowns will be reduced. This will improve Plant Management's service to building tenants and improve work scheduling efficiency.

Data Source: Planned maintenance records.

Factors Beyond Agency's Control That Affect Performance: Budget and labor available to institute an effective planned maintenance program.

Objective 2. To develop a retrofit program with Northern States Power Company to reduce energy consumption in State owned and wholly leased buildings.

Measure: Number of square feet retrofitted annually.

Definition: A team of personnel from the State of Minnesota, Northern States Power, and consultants will work to identify energy retrofit opportunities within State owned and wholly leased buildings. This team will then oversee engineering design and retrofit work in these buildings.

Rationale: Energy retrofit work is being completed to portray the State of Minnesota as a leader in energy conservation. At the same time, these retrofits will greatly reduce building operating expenses throughout the State of Minnesota.

Data Source: The former Energy Management Division, now part of Plant Management, tracks energy usage for State owned buildings.

Factors Beyond Agency's Control That Affect Performance: Some buildings may not be cost effective to retrofit. May not be a sufficient number of engineering firms, contractors, or staff to complete project.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3: To develop a retrofit program with energy providers, other than Northern States Power Company, to complete energy retrofits in State owned and wholly leased buildings.

Measure: One new program developed in FY94 and one new program in FY2000.

Definition: The former Energy Management Division, now part of Plant Management, continues its relationships with State energy providers; through these relationships, programs similar to the Northern States Power program will be established.

Rationale: The Northern States Power program can only be used for buildings served by Northern States Power until 1997. Many State buildings are not served by Northern States Power and would benefit from similar type of retrofit program.

Data Source: The former Energy Management Division, now a part of Plant Management, tracks energy usage for State owned buildings. With this information and working relationships with energy providers, additional programs will be developed.

Factors Beyond Agency's Control That Affect Performance: Utility companies interested in entering into programs must receive approval from the Department of Public Service and Attorney General's Office.

Support Operations:

Objective 1. To renew all Capitol Complex parking contracts on a three (3) year cycle.

Measure: 1994 - 33%, 1995 - 33%, 1996 - 34%

Definition: Renew all parking contracts and replace Identification Tags.

Rationale: To provide current contract information, reduce contract holder apprehension by discontinuing use of contract holder's last name and establish a method to detect unauthorized use.

Data Source: Parking contracts, which are updated daily.

Factors Beyond Agency's Control That Affect Performance: Change in priorities, staff shortages.

Objective 2. To establish and promote a bicycle program on the Capitol Complex.

Measure: 100 participants in 1994, 115 in 1995, and 200 in the year 2000.

Definition: Install bicycle lockers, racks, and encourage the use of bicycles as a mode of transportation.

Rationale: Encourage alternative forms of transportation.

Data Source: Monitor bicycle racks on a weekly basis.

Factors Beyond Agency's Control That Affect Performance: Weather conditions and security concerns.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. Reduce the number of single occupancy vehicles, with respect to the number of state employees.

Measure: Establish baseline in F.Y. 1994, reduce by 5 percent in F.Y. 1995, reduce by 15 percent by F.Y. 2000.

Definition: Through marketing, encourage individuals to use alternative forms of transportation.

Rationale: Encourage carpooling and alternative forms of transportation.

Data Source: Parking contracts, which are renewed daily.

Factors Beyond Agency's Control That Affect Performance: The low cost of driving is not conducive to encouraging the use of alternative forms of transportation as well as the lack of convenient public transportation. Transit companies ability to provide convenient and timely access to Capitol Complex.

Objective 4. Increase the number of bus passes sold annually.**

Measure: Maintain current level in F.Y. 1994, increase to 6400 in F.Y. 1995, overall increase to 6600 in F.Y. 2000.

Definition: Increase the use of buses as an alternative form of transportation for state employees.

Rationale: Promoting the use of the bus system will reduce the number of vehicles on the roads.

Data Source: Monthly bus cards issued.

Factors Beyond Agency's Control That Affect Performance: Transit companies ability to increase ridership.

**Currently the bus card program is not a responsibility of Plant Management, with the implementation of a Travel Management program, centralization is expected.

Objective 5. Institute Quality Service Telephone Line and monitor customer satisfaction.

Measure: 70 percent of customers satisfied in FY94, 75 percent of customers satisfied in FY95 and 80 percent of customers satisfied in FY2000.

Definition: Centralized service line for all division services with follow up to determine level of satisfaction.

Rationale: Centralizing our service responses will provide customers with one telephone number to call for response to a Plant Management service while providing easy division-wide access to all services.

Data Source: Trained staff, telephone system and survey.

Factors Beyond Agency's Control That Affect Performance: Budget constraints, staffing.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Facilities Management - Building Codes and Standards

Performance Objectives and Measures:

1. Adopt the latest national model building codes (MS16B.59-16B.61) allowing designers and builders to use latest technology, new materials, and new methods of construction.

Measure: June 1994 -- proposed amendments to State Register; October - November 1994 -- adoption of model codes with amendments; October - December 1994 -- provide training programs to update building officials, designers and construction industry to new codes.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	88 Code	N/A	N/A	N/A	94 Code	

2. Adopt latest national model accessibility code (MS 16B.59-16B.61) to comply with ADA requirements.

Measure: August 1993 - finish review by Access Review Team; October - November 1993 - provide training programs and public comment meetings; February 1994 - proposed amendments to State Register; June 1994 - adoption of updated accessibility code.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	N/A	N/A	New Code	Update	Update

3. Building Official certification and recertification, and establish two new certifications levels allowing greater Minnesota municipalities more avenues toward code enforcement.

Measure: Certification/recertification ongoing, new certification levels to State Register December 1993, adopted March 1994, training programs in place April 1994.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	69/N/A	138/326	12/72	70	70	70	100

4. Provide Administrative and Technical Consultation (16B.61 subd. 1a)

Measure: Consultations (telephone, written) provided per fiscal year assisting building officials, designers, construction industry in application and interpretation of codes.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	29,151	34,345	32,480	32,500	32,500	32,500	32,500

Part 2: Program Information (Cont.)

5. Establish Minnesota Rules and Code Council to work with state agencies involved in regulating process to coordinate rules and laws.

Measure: Reduction of contradictory or redundant rules promulgated by regulator agencies.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	N/A	N/A	Exc. Order	Advisory	Active

6. Certification of Prefabricated Buildings (MS 16B59-16B.61), buildings built in a factory or plant.

Measure: Track: plant inspections, seals issued, plan review submittals.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	113/4,312	132/4,417	135/4,569	140/4,600	140/4,600	140/4,600	140/4,600

7. Implement Interstate Compact for prefabricated/modular buildings establishing one set of rules for shipment of prefabricated/modular buildings between states.

Measure: August 1, 1993 -- Voluntary implementation of Interstate Compact. August 1, 1993 - January 1, 1994 -- Transition period for manufacturer's, 3rd party inspection/evaluating agencies and state agencies to comply with compact rules. Adopt model rules and procedures through Administrative Procedures Act.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	N/A	N/A	500	500	500

8. Administer the Manufactured (Mobile) Home Building Code (MS327.31 - 327.36) ensuring compliant installation of homes.

Measure: Track: licensing of dealers/manufacturers, consumer complaints.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	201/79	130/62	143/81	125/75	125/75	125/75	125/75

9. Review Plans for compliance to Minnesota State Building Code for public buildings and licensed facilities required to be submitted to division (MS16B.61 and 16B.66).

Measure: Track: preliminary plan reviews and plans reviewed.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	390/646	470/780	525/85	450/600	450/600	450/600	450/600

10. Inspect Public Buildings for Building Code Compliance (MS 16B.61).

Part 2: Program Information (Cont.)

Measure: Track: contracts with cities and projects contracted.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	N/A	91	100	100	100

11. Modernize Technological Support with new computer equipment to reduce paper work and allow increased tracking of projects.

Measure: July 1993 - January 1994 - upgrade equipment.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	3 P.C.'s	4 P.C.'s	Network	CADD	

12. Inspect new or remodeled elevator installations throughout the State of Minnesota to ensure safe operation.

Measure: Track numbers of installations inspected per Fiscal year.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	486	763	768	800	800	800	700

13. Establish existing elevator monitoring or inspection program to verify that existing elevators are maintained in compliance with elevator safety standards.

Measure: Monitoring of existing elevators maintained and tested by elevator mechanics.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives	N/A	N/A	N/A	N/A	3,000	4,000	4,000

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Facilities Management - Building Codes and Standards

Objective 1. Adopt the latest national model building codes (MS16B.59-16B.61).

Measure: June 1994 -- proposed amendments to State Register; October - November 1994 -- adoption of model codes with amendments; October - December 1994 -- provide training programs.

Definition: Review model code changes with Building Official Advisory Board and division's code advisory committees; discuss proposed amendments with building officials, design professionals and builders associations; follow the Administrative Procedures Act; Publish new rules and amendments; provide training for building designers and building officials.

Rationale: Use model building codes as a base code because they contain latest technology, address new materials and modern construction techniques.

Data Source: Availability every three years.

Factors Beyond Agency's Control That Affect Performance: Rules process

Objective 2. Adopt latest national model accessibility code (MS 16B.59-16B.61).

Measure: August 1993 - finish review by Access Review Team; October - November 1993 - provide training programs and public comment meetings; February 1994 - proposed amendments to State Register; June 1994 - adoption of updated accessibility code.

Definition: Review model code changes with Access Review Team and Building Official Advisory Board; discuss proposed amendments with building officials, design professionals and accessibility groups; follow Administrative Procedures Act; publish new rules and amendments; provide training for building designers and building officials.

Rationale: Use model code approved by 3 major code groups in U.S. to achieve nation-wide uniformity.

Data Source: One time update to make Minnesota State Building Code consistent with ADA legislation.

Factors Beyond Agency's Control That Affect Performance: Submit adopted rule to U.S. Department of Justice for review for certification.

Objective 3. Building Official certification and recertification, increase number of communities adopting Minnesota State Building Code (MS 16B.65 subd. 3 and subd. 7).

Measure: December 1993 - use League of Minnesota Cities and Association of Townships and Counties newsletters to address avenues for startup of enforcement program; Ongoing - provide assistance and training for continuing education requirements.

Definition: Assist non code enforcement municipalities on implementation of code enforcement program by providing certification levels as needed; provide training programs for new certification programs and for continuing education credits.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: The demand for uniformity in construction standards throughout the state by designers, builders and general public to achieve uniform code enforcement.

Data Source: Certified Building Officials are required to be recertified by Building Codes and Standards Division every three years and meet continuing education requirements. Large areas of the state do not enforce the Minnesota State Building Code, since 1979.

Factors Beyond Agency's Control That Affect Performance: Municipal budgets affect level of training provided, compensation for recertification credits.

Objective 4. Provide Administrative and Technical Consultation (16B.61 subd. 1a).

Measure: Consultation provided per fiscal year.

Definition: Respond to written and telephone inquiries; provide assistance for contested case hearings, audits, and inspections; attend building official meetings, design profession meetings, municipal meetings, state agency and general public meetings; attend advisory committee meetings.

Rationale: Provide for uniform application and interpretation of the Minnesota State Building Code.

Data Source: Monthly summaries submitted by section supervisors.

Factors Beyond Agency's Control That Affect Performance: Fees remitted exceed budget but needed staff are not appropriated.

Objective 5. Minnesota Rules and Code Council.

Measure: Reduction of contradictory or redundant rules promulgated by regulatory agencies.

Definition: Coordinate state agency rules; avoid duplication and overlap; act as advisory to legislature.

Rationale: Provide user friendly, responsive rules and regulations.

Data Source: Evidence of contradictions, inconsistencies in current rules and statutes. No tracking available of inconsistencies in regulations.

Factors Beyond Agency's Control That Affect Performance: Enabling legislation, other state agency cooperation.

Objective 6. Certification of Prefabricated Buildings (MS 16B59-16B.61).

Measure: Track: plant inspections, seals issued, plan review submittals.

Definition: Review plans and specifications, Chapter 1360.2500; review quality assurance procedures, Chapter 1360.3100; arrange for inspections, Chapter 1360.0400; issue certification seals, Chapter 1360.0500; assist local building officials and the general public; accept third party inspection through applications and approvals, Chapter 1360.3300; assist in training for building officials.

Rationale: Assure compliance with the Minnesota State Building Code. Chapter 1360, so that local authorities can accept buildings of closed construction, manufactured in and out of this state.

Data Source: Monthly summaries submitted by section supervisors.

Part 3: Substantiating the Performance Measures (Cont.)

Factors Beyond Agency's Control That Affect Performance: State of overall economy will affect numbers.

Objective 7. Implement Interstate Compact for prefabricated/modular buildings.

Measure: August 1, 1993 -- Voluntary implementation of Interstate Compact. August 1, 1993 - January 1, 1994 -- Transition period for manufacturer's, 3rd party inspection/evaluating agencies and state agencies to comply with compact rules. Adopt model rules and procedures through Administrative Procedures Act.

Definition: Finalize Interstate Compact Model rules and procedures; prepare model rules and procedures for rules adoption through Administrative Procedures Act; Adopt model rules and procedures, January 1, 1994; correspond with existing reciprocal states on new rules and regulations.

Rationale: Establish one Approval and Inspection program to allow prefabricated/modular buildings to be shipped between compacting states with one seal.

Data Source: Industrialized Buildings Commission

Factors Beyond Agency's Control That Affect Performance: Other states cooperation in entering into compact.

Objective 8. Administer the Manufactured (Mobile) Home Building Code. (MS327.31 - 327.36).

Measure: Track: licensing of dealers/manufacturers, consumer complaints

Definition: Continue State Administrative Agency contract with HUD, (MS 327.33 Subd. 6): Consumer complaint handling; oversight of instate manufacturers procedures for complaint handling; instate production reports to HUD monthly.

Rationale: Use the Federal Manufactured Home Standards and Rules and the Installation Rules and Chapter 1350 to assure compliance and provide approvals.

Data Source: Monthly summaries submitted by section supervisors.

Factors Beyond Agency's Control That Affect Performance: State of overall economy will affect numbers.

Objective 9. Review Plans for Building Code Compliance.

Measure: Track: preliminary plan reviews and plans reviewed.

Definition: Preliminary reviews of construction documents to address basic code issues in early design stages; plan review of public buildings, MS 16B.61, Subd. 4; plan review of buildings required to be submitted to a state agency, MS 16B.66.

Rationale: Assure construction documents are in compliance with Minnesota State Building Code.

Data Source: Monthly summaries submitted by section supervisors.

Factors Beyond Agency's Control That Affect Performance: Legislation to change definition of public building and overall economy.

Objective 10. Inspect Public Buildings for Building Code Compliance (MS 16B.61 and 16B.61).

Measure: Track: contracts with cities and projects contracted.

Part 3: Substantiating the Performance Measures (Cont.)

Definition: Provide for contract inspectors per MS 16B.62, Subd. 2, provide for municipal inspectors per MS 16B.61 Subd. 1a; monitor contract and municipal inspectors; administer inspection program.

Rationale: Assure construction of buildings to approved plans and specifications.

Data Source: Monthly summaries submitted by section supervisors.

Factors Beyond Agency's Control That Affect Performance: Legislation to change definition of public buildings and overall economy.

Objective 11. Modernize Technological Support.

Measure: July 1993 - January 1994 - upgrade equipment.

Definition: Upgrade computer hardware and software for data handling and plan review processing; upgrade computer system to accept CADD; Review plans submitted on CADD system; use CADD system for education and training programs. Analyze information requirements; evaluate current computer system; evaluate and select hardware, software, support services, develop implementation strategy.

Rationale: Maintain faster response times and use new CADD systems for training programs.

Data Source: New technology to better facilitate division and clientele needs.

Factors Beyond Agency's Control That Affect Performance: Rate in which submittals come in on new CADD system.

Objective 12. Inspect new or remodeled elevator installations.

Measure: Track numbers of installations inspected per Fiscal year.

Definition: Inspect new or remodeled elevator installations for code compliance; inspect existing elevator installations after complaints or accidents.

Rationale: Assure safe operation of new or remodeled elevators.

Data Source: Monthly summaries submitted by section supervisors.

Factors Beyond Agency's Control That Affect Performance: Overall economy could increase and legislation appropriation for new staff.

Objective 13. Establish existing elevator monitoring or inspection programs.

Measure: Track number of existing elevators reinspected.

Definition: Prepare statute or rule changes to establish biannual or yearly monitoring or inspection of existing elevators.

Rationale: Assure maintenance and safe operations of existing elevators.

Data Source: Data does not exist, new program.

Factors Beyond Agency's Control That Affect Performance: Legislation appropriation for new staff.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Facilities Management Bureau - Building Construction

Program Purpose: To provide effectively managed assets through planning and construction of facilities for the branches and programs of state government.

The building construction program has four primary goals:

- implementing a new six year capital budget process
- managing the designer selection process M.S. 16B.33
- managing the design and construction process M.S. 16B.04
- managing a customer information resource service M.S. 16B.04

Both the governor and the legislature have committed to the development of a more disciplined capital budget process. Laws of 1991, Chapter 345, Article 1, Section 17, Subd. 4, provides for a statewide integrated infrastructure management system. Laws of 1992, Chapter 513, Article 4, Section 13, extends the law to improve the capital budget process. This will establish a disciplined strategic and space planning evaluation system that measures the need for new construction or remodeling alternatives and the preservation of existing capital assets together with a financial plan to support the need.

The activities associated with this goal are to develop and maintain a statewide building inventory, building classification system and program evaluation system, uniform project planning, estimating, scheduling and tracking systems, life cycle costing, space utilization studies, financing alternatives and site analysis.

Performance Objectives and Measures:

1. To create and maintain in cooperation with the agencies, a building facility audit and classification system to measure the condition and remaining life expectancy of state capital assets so that informed and disciplined decisions for future capital budget appropriations can be made.

Measure: Facilities audit will identify capital asset conditions, resources, and remaining life expectancy.

					Objectives		
	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			statewide	building	audit	audit	update
	statewide	building	buildings	condition	2000 bldgs	2000 bldgs	audit
	inventory	created	inventory	measurement	50%	50%	
			refined	(audit) form			
				developed			

2. To assist state agencies in developing a consistent method of identifying, quantifying and reporting capital project needs so that fair and informed recommendations can be delivered to the governor and the legislature.

Measure: Increase the average technical FY 94 scores in FY 96 and 98 by 25% per biennium.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1996</u>	<u>F.Y. 1998</u>
Actual							
Prior Objectives							
			Capital Budget Reform Report to Legislature	average technical score = 125	average technical score = 156	average technical score = 195	average technical score = 244

* Increase F.Y. 1996 and F.Y. 1998 scores by 25 percent per biennium for projects listed in six year plan.

Goal: To manage the designer selection process

Objective: To provide administrative staff support and information to the State Designer Selection Board in order to achieve quality based selection of consultant designers to meet statutory requirements (M.S. 16B.33) in a timely manner.

Measure: A designer shall be selected not more than 60 days after receipt of a request from a user agency.

A peer review was conducted in December 1990 by the American Institute of Architects Minnesota wherein the performance of the Board was rated very high.

Agencies utilizing the Board are required to evaluate the past performance of designers and to report these evaluations to the Board. These reports are used by the Board to guide future selections.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Time needed for selection (days)	41.0	42.1	40.3	41.0	41.0	41.0	41.0
Number of Designers selected	52.0	21.0	19.0	10.0	15.0	25.0	25.0
Proposals reviewed	757.0	332.0	297.0	157.0	235.0	392.0	392.0

Goal: To manage the design and construction process for new construction remodeling and renewal projects created by the legislative and executive agency processes so that agencies can take advantage of uniform knowledge consistently applied to projects and be relieved of the need for additional staff to provide these services, that small projects can be most economically performed relative to private sector costs and that large project consultants can be efficiently and properly managed.

Objective: To schedule, plan, design and construct each project in accordance with clients needs within the parameters of building codes and legislative intent.

Part 2: Program Information (Cont.)

Measure:

Consultant

Designed Projects :

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							
Dollar Volume (millions)	168.1	215.0	152.9	145.0	150.0	180.0	180.0
DSBC staff cost per project	.20%	.15%	.22%	.20%	.20%	.20%	.20%

In-House Projects :

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							
Dollar Volume (millions)	5.0	6.1	6.0	6.0	6.0	6.0	6.0
In-House Design cost per project	4.0%	3.0%	3.3%	3.0%	3.0%	3.0%	3.0%
DSBC hours/ In-House Project	39.3	73.7	66.9	70.0	70.0	70.0	70.0
Fee charged by Outside Designer for small projects:	10%	10%	12%	12%	12%	12%	12%
Design Cost Savings	300,000	427,000	540,000	540,000	540,000	540,000	540,000

Goal: To manage a customer information resource service for both the public and private sectors so that agencies can take advantage of uniform knowledge consistently applied to projects and be relieved of the need for additional staff to provide these services and that all project payments are promptly processed.

Objective: To provide professional/technical advice and information on construction related issues. This includes contract preparation and bidding procedures, feasibility studies, cost planning, capital asset management, hazardous materials surveys and abatement, asbestos claims coordination, building accessibility management and dispute resolution.

Measure: The prompt processing of payments has a direct impact on the level of bids on State projects. If firms are not paid promptly, they include an additional amount in their bid for this "float" time. In addition, claims and disputes are kept to a minimum. The prompt payment record of DSBC is acknowledged by professional and trade groups as significantly better than private sector owners.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							
Number of Invoices processed	3094.0	3032.0	2673.0	2700.0	2800.0	2900.0	2900.0
Prompt Payment Percentage	--	99.37	99.06	99.8	99.0	99.0	99.0
Number of M-Contracts							
(Professional & Technical)	123.0	253.0	273.0	300.0	325.0	340.0	340.0
Number of asbestos trust claims submitted	17	19	20	30	30	30	30
Amount received	305,028	271,016	302,749	250,000	250,000	250,000	250,000
Amount committed	328,045	316,431	444,421	383,500	300,000	300,000	300,000

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Administration

Program: Facilities Management Bureau - Building Construction

Objective 1. To create and maintain a facilities audit and classification system to analyze capital asset needs compared to resources and to measure the life expectancy of existing state assets.

Measure: Facilities audit will identify asset needs, resources and life expectancy.

Definition: Approximately 4000 state-owned and occupied buildings must be surveyed in order to determine their physical condition and life expectancy. Identification of the condition of building components i.e., roofs, windows, walls, mechanical and electrical systems will provide a first time opportunity for the state to determine the condition, value and renewal cost of its capital assets.

Rationale: State law requires the Department of Administration to develop a statewide integrated infrastructure management system. The Division of State Building Construction has managed the development of this process through a facility audit committee which networks all state agencies work activities.

This outcome measure demonstrates progress on the six year plan of the capital budget process, by whether or not all buildings are surveyed according to schedule.

Data Source: Statewide building data base created in F.Y. 1994.

Factors Beyond Agency's Control That Affect Performance: The ability of each agency to perform facility audits and submit associated data.

Objective 2. To assist state agencies in improving the scoring received for the technical portion of their capital budget requests.

Measure: Increase F.Y. 1994 score in F.Y. 1996 and 1998 by 25% per biennium.

Definition: All capital budget requests receive scores based on the quality of information submitted in support of both an agencies strategic mission and the level of technical detail concerning the characteristics of the project.

Rationale: One of the main goals of the capital budget process is to increase the quality of information available at each decision making juncture. The score reflects the level of detail presented as it relates to where the project is in its development time frame. The role of the Building Construction Division is to assist in the improvement of the agencies scores through the dissemination of information on how to generate a predesign document that satisfactorily identifies the needs to be satisfied through a construction project.

Data Source: This will be composed of the projects submitted for review each biennium.

Factors Beyond Agency's Control That Affect Performance: The Building Construction Division will be challenged to compete with the sheer volume of predesign submittals and will be dependent on receiving timely responses from agencies.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. To provide administrative staff support and information to the State Designer Selection Board in order to achieve quality based selection of consultant designers to meet statutory requirements (M.S. 16B.33) in a timely manner.

Measure: A designer shall be selected not more than 60 days after receipt of a request from a user agency.

Definition: The outcome measure is the number of actual days taken to select a designer for a building or planning project.

Rationale: Every state funded building project with a planned cost greater than \$750,000.00 or a planning project greater than \$60,000.00 with the exception of the Capitol Area Architectural and Planning Board must use a designer appointed by the Designer Selection Board. The law requires designers to be appointed within 60 days of request. As in all construction projects, time is of the essence.

Data Source: Records of requests for designers and selections made are kept by the Building Construction Division as a part of its administrative management responsibility for the Board's activities.

Factors Beyond Agency's Control That Affect Performance: Work activity flourishes when large bonding bills are passed. To the present, timeliness, have been achieved. However, debt capacity forecasts for the next 6 year period predict the largest bills in the states history. The number of projects is an uncontrollable function. At some moment the demand could exceed the capacity to meet the 60 day requirement.

Objective 4. To schedule, plan, design and construct each project in accordance with client needs within the parameters of building codes and legislative intent.

Measure: Type and number of projects managed, dollar volume, hours of management time per project, percentage of cost average per project and cost comparison to the private sector on smaller design projects.

Definition: The types and level of complexity of construction, remodeling and renewal projects are many and varied. Individually, they are difficult to measure output, but collectively, they are trend setting and can be used to forecast future staffing needs based on operational economics.

Rationale: These measures display an accurate account of the division's productivity in association with project numbers, types, dollar volume, and percentage of personnel cost to produce a project.

Data Source: Bi-monthly time records are recorded in a data base on a project and activity format. A quarterly status report on all major projects is provided to the Governor and legislature which identifies budget and schedule detail on all contractual phases of the project.

Factors Beyond Agency's Control That Affect Performance: Each construction project brought to completion represents the outcome of several interdependent parties held by contract to perform according to program requirements set forth therein. Timeliness and budgets are also requirements of the contract. However, many external factors can influence these elements of the project i.e., weather, strikes, unknown site conditions, delays due to owner program changes, legislative intent clarifications, regulatory agency approvals, bidding complications and material deliveries to name a few. Still an overwhelming percentage of projects are completed on time and within budget due to careful management of the project schedules critical path.

Objective 5. To provide professional/technical advice and information on program related issues. This includes contract preparation and bidding procedures, feasibility studies, cost planning, capital asset management, hazardous materials surveys and abatement, asbestos claims coordination building accessibility management and dispute resolution.

Part 3: Substantiating the Performance Measures (Cont.)

Measure: Staff time allocations, number of invoices processed, number of design contracts prepared, number of M-contracts, prompt payment (M.S. 16A.124) and Asbestos Trust claim outcome.

Definition: Outcomes relative to professional/technical advice are easily measured against quantifiable measures. These measures as shown above, have been routinely maintained by DSBC for a number of years for the purpose of establishing budget levels.

Rationale: The measures are relevant since they translate directly from employee involvement to activity outcome. The measures shown above all quantify the division's commitment to provide professional/technical advice and as has been stated, result from quantifiable records.

The Division administers a variety of professional and technical M-Contracts for firms providing expertise with respect to building projects. We have established these contracts such that they can be used by any State agency or any political subdivision of the State.

Data Source: Division personnel time records, Admin Fiscal monthly invoice totals, contract log, dollars received from John Mansville Trust.

Factors Beyond Agency's Control That Affect Performance: Requests for advice which exceed available staff hours.

Part 3: Substantiating the Performance Measures (Cont.)

ADMINISTRATIVE MANAGEMENT PROGRAM

The Administrative Management Bureau/Program provides internal management support services to Admin's operating units and disseminates grants. Functions included in this program are: financial management services; personnel services; and grant administration. The outcome of this program is a well-managed department making the best use of its human and financial resources as it supports the divisions within the department in fulfilling Admin's mission.

The objectives and measures were developed at the activity level in this program. Those activities included are:

- Fiscal Services
- Personnel Services
- System of Technology to Achieve Results (STAR)
- Governor's Planning Council on Developmental Disabilities
- Employee Assistance Program (EAP)

It is unlikely the outcome measures covering all of the above activities will be developed at the program level because of the disparate nature of the activities. Two of them are staff functions internal to the department of Administration, two serve persons with disabilities throughout the state, and EAP serves state employees and their families statewide.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Administrative Services - Fiscal Services

Program Purpose: The purpose of this program is to support the divisions within the Department in fulfilling Administration's mission through the effective management of financial resources. Fiscal Services establishes and maintains a centralized and integrated budget and accounting system for the Department, for general, revolving and other funds. It also provides regular advice and counsel to divisions on problems or improvements that can be made to the way they manage financial resources. In addition, Fiscal Services provides financial support services to Capital Area Architectural and Planning Board, Citizens Committee on Voyagers National Park, Spanish Speaking Affairs Council, Council on Black Minnesotans, Council on Asian/Pacific Minnesotans, and the Telecommunications Access for Communications Impaired Persons Board.

Performance Objectives and Measures:

1. To comply with the State Prompt Payment Law by reaching the 98 percent goal each calendar year.

Measure: Number of months Administration reaches the 98 percent goal.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
	0	1	5	12	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					12	12	12
Prior Objectives							

2. To provide accurate GAAP based financial statements on Administration's Revolving Fund accounts to the Department of Finance on a regular and timely basis.

Measure: There will be no more than one audit citation on Administration financial statements per fiscal year.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
	0	1	0	-	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					0	0	0
Prior Objectives							

3. To direct the completion and submission of annual Administration Revolving Fund rate package requests to the Department of Finance, for their approval per statute, by the beginning of each fiscal year.

Measure: Percent of funds with rates plus or minus five percent from BBS projections.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
	82%	73%	45%	55%	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
					85%	85%	90%

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Administrative Services - Fiscal Services

Objective 1. To comply with the State Prompt Payment Law by reaching the 98 percent goal each calendar year.

Measure: Number of months Administration reaches the 98 percent goal.

Definition: The number of payments processed within 30 days of receipt of invoice for completed delivery of the product or service, divided by the total number of payments processed.

Rationale: This outcome measure indicates the efficiency of the Department on paying incurred obligations in a prompt manner. Minnesota Statutes Section 16A.124 requires state agencies to pay valid obligations to vendors within the vendor's early payment discount period, or in the absence of a stated period, within 30 days following the receipt of the invoice for the completed delivery of the product or service. A possible financial burden can result if the agency does not meet the prompt payment goal. Vendors can bill interest charges on past due invoices. Late payment of invoices can also influence a vendors desire to do business with the State.

Data Source: Department of Finance "Prompt Payment Summary Report" and "Prompt Payment Detail Report."

Objective 2. To provide accurate GAAP based financial statements on Administrations Revolving Fund accounts to the Department of Finance on a regular and timely basis.

Measure: There will be no more than one audit citation on Administration financial statements per fiscal year.

Definition: The number of citations contained in the annual Department of Administration financial audit.

Rationale: This outcome measure directly demonstrates whether our efforts toward the mission statement and the stated objective are successful. This office strives toward accurate, timely disclosure of financial conditions and makes every effort to secure the assistance of both the Department of Finance and the Legislative Auditors Office in advance of any known questionable or problem area. When financials are audited, differences in the interpretation of GAAP and State policies, laws and procedures can occur. The Legislative Auditors report is the final position which we must follow. Every effort is made to conform with and correct any citation that may be made on the financial statements.

Data Source: Office of the Legislative Auditor, Financial Audit Division, "Financial Audit Report."

Objective 3. To direct the completion and submission of annual Administration Revolving Fund rate package requests to the Department of Finance, for their approval per statute, by the beginning of each fiscal year.

Measure: Percent of funds with rates plus or minus five percent from BBS projections.

Definition: The number of Revolving Fund rate packages submitted for approval with a rate variance of submitted for approval with a rate variance of plus or minus five percent from the BBS projection.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: To accommodate the BBS process, the revolving funds must estimate rates for their products and services. They have to estimate customer volume up to two years in advance. When rates are estimated, agencies use these figures in estimating their budgets for the BBS. It is extremely crucial that rates determined in the yearly rate process are in line with the BBS estimates. Deviations from the BBS rate projections create either a wind fall or burden on the agencies operating budget. In theory, if volume estimates were constant and actual rates were below BBS projections, agencies would save money for same level of work, thus creating surplus in their budget to be spent elsewhere. On the other hand, if actual rates were above BBS projections, agencies would pay more for the same level of work, thus creating a shortage in their budget. In practice, volumes are not constant and a deviation in actual rates from BBS projections can cause agencies to increase volume for a favorable rate or decrease volume for a unfavorable rate. Agencies make conscious choices on how they spend available resources. Our goal is to minimize any changes in actual rates verses BBS projections and to give every agency our best projections on what it will cost to do business with us.

Data Source: The State of Minnesota "Biennial Budget" document and the Department of Administration Revolving Fund rate packages.

Factors Beyond Agency's Control That Affect Performance: Customer volume projections. Non-State Government vendor competition. Union contracts, especially salary and fringe benefit packages.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Administrative Services - Human Resources Department

Program Purpose: To participate in partnership with managers and supervisors to increase productivity of the Department's human resources through the following core activities: staffing, employee development, affirmative action, labor relations wage and benefit administration, health and safety programs.

Performance Objectives and Measures:

1. Staffing: To improve customer satisfaction with consultative and administrative services in the areas of job design, recruitment and selection.

Measure: Average customer satisfaction survey responses for classification and vacancy filling (rating of 1 equals "satisfied").

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			.82	1	1.2		
Prior Objectives							

2. Training and Development: To improve customer satisfaction with consultative and administrative services related to employee development programs, training, tuition reimbursement and new employee orientation programs.

Measure: Average customer satisfaction survey responses in the training and development area (rating of 1 equals "satisfied").

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			.49	1	1.2		
Prior Objectives							

3. Affirmative Action: To increase diversity within the Department.

Measure: Percent of protected group members (women, minority and disabled) in the Department at the end of each fiscal year.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual		.59	.60	.65			
Prior Objectives							

Measure: Percent of protected group members (minority and disabled) in the Department at the end of each fiscal year.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual		.15	.15	.20			
Prior Objectives							

4. Labor Relations: To increase customer satisfaction with consultative services provided to managers/supervisors on labor/management relations and other labor relations issues.

Measure: Average customer satisfaction survey responses in the labor relations area (rating of 1 equals "satisfied").

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			1	1.2			
Prior Objectives							

5. Wage and Benefit Administration: To increase customer satisfaction with providing wage and benefit information and problem resolution.

Measure: Average customer satisfaction survey responses in the wage and benefit area (rating of 1 equals "satisfied").

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			1.2	1.3			
Prior Objectives							

6. Safety and Worker's Compensation: To improve the safety of Department employees.

Measure: Number of workstation ergonomic classes held in the Department.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual		4	4	6			
Prior Objectives							

Measure: Average customer satisfaction in the area response to occupational health concerns (rating of 1 equals "satisfied").

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual			.64	1			
Prior Objectives							

7. Health Awareness Programs: To improve health awareness of the Department's employees through a variety of programs.

Measure: Number of programs sponsored per year.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				13	15	15	

Measure: Percent of participants in each program reporting positive changes

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual				.30	.40	.45	
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Administrative Services - Human Resource Department

Objective 1. Staffing: To improve customer satisfaction with consultative and administrative services in the areas of job design, recruitment and selection.

Measure: Average customer satisfaction survey responses for classification and vacancy filling (rating of 1 equals "satisfied").

Definition: The total of average responses for all staffing components of the survey, divided by the number of survey items in this core area.

Rationale: The program purpose is to partner with managers and supervisors to increase the productivity of the Department's human resources and a critical part of this function is getting the correct set of job skills in place to perform the work required to support the organization's goals. The annual human resource survey is designed to measure whether or not managers and supervisors are getting the assistance they need to accomplish this.

Data Source: Annual Human Resource Survey

Factors Beyond Agency's Control That Affect Performance: Managers and supervisors may perceive that the Human Resource Department is responsible for external forces such as, length of time to establish a position at DOER, length of time to get a list from DOER, recruitment difficulties and limited personnel resources in the HR office during high demand times such as during restructuring activities.

Objective 2. Employee Development and Training: To improve customer satisfaction with consultative and administrative services related to employee development programs, training, tuition reimbursement and new employee orientation programs.

Measure: Average customer satisfaction survey responses in the training and development area (rating of 1 equals "satisfied").

Definition: The total of average responses for all training and development components of the survey, divided by the number of survey items in this core area.

Rationale: A critical part of being in partnership with managers and supervisors to increase productivity of the Department's human resources is to assist them in providing training and development opportunities. To the extent that managers and supervisors are satisfied with the assistance they receive in ensuring that employees knowledge and skills are current, this function is accomplishing its goal.

Data Source: Annual Human Resource Survey

Factors Beyond Agency's Control That Affect Performance: The perception of the effectiveness of the training and development function may at times be confused with inadequate funding.

Objective 3. Affirmative Action: To increase diversity within the Department.

Part 3: Substantiating the Performance Measures (Cont.)

Measure: Percent of protected group members (women, minority and disabled) in the Department at the end of each fiscal year.

Measure: Percent of protected group members (minority and disabled) in the Department at the end of each fiscal year.

Definition: The total number of employees in the department divided by the appropriate protected group total.

Rationale: Affirmative Action programs tend to focus on missed opportunities. The problem with this measurement is that one department could have met all but one AA goal and have several missed opportunities as a result of many vacancy fills, and another department that is not hiring and is considerably more disparate would have no missed opportunities. By focusing on the percent of protected group members rather than missed opportunities, the HR department will have a better idea of the success of programs which are intended to foster diversity. This data will also help to identify whether diversity is increasing or decreasing and whether the department has a potential retention problem.

Data Source: Department of Employee Relations database.

Factors Beyond Agency's Control That Affect Performance: Availability of qualified protected group members for the positions that will need to be filled in any given fiscal year.

Objective 4. Labor Relations: To increase customer satisfaction with consultative services provided to managers/supervisors on labor/management relations and other labor relations issues.

Measure: Average customer satisfaction survey responses in the labor relations area (rating of 1 equals "satisfied").

Definition: The total of average responses for all labor relation components of the survey divided by the number of survey items in this core area.

Rationale: Labor/management relations are improved to the extent that managers and supervisors receive adequate consultative services on labor relations issues.

Data Source: Annual Human Resource Survey

Factors Beyond Agency's Control That Affect Performance: The perception of the effectiveness of this function may be intermixed with the discomfort that some managers and supervisors have with labor relations issues.

Objective 5. Wage and Benefit Administration: To increase customer satisfaction with providing wage and benefit information and problem resolution.

Measure: Average customer satisfaction survey responses in the wage and benefit area (rating of 1 equals "satisfied").

Definition: The total of average responses for all wage and benefit administration components of the survey divided by the number of survey items in this core area.

Rationale: The key activities in these areas are transaction processing, providing information and problem resolution. Satisfaction with the manner in which services are delivered is what the Department HR function has control over, and not the specific wage and benefit programs.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: Annual Human Resource Survey

Factors Beyond Agency's Control That Affect Performance: Survey responses may include perceptions of wage and benefit programs in addition to service delivery.

Objective 6. Safety and Worker's Compensation: To improve the safety of Department employees.

Measure: Number of workstation ergonomic classes held in the Department.

Measure: Average customer satisfaction survey responses to occupational health concerns (rating of 1 equals "satisfied").

Definition: The total number of classes held in the Department on workstation ergonomics and the total average responses for all safety and worker's compensation components of the survey divided by the number of survey items in this core area..

Rationale: The classes on workstation ergonomics are designed to be preventative programs by provided information to employees prior to injury. In addition, customer satisfaction is a measurement of the extent that managers and supervisors are satisfied with the response to occupational health concerns, workstation ergonomic assessments and the employee return to work program.

Data Source: Safety Director's workplan and the Annual Human Resource Survey

Factors Beyond Agency's Control That Affect Performance: The perception of the effectiveness of the Safety and Worker's Compensation program can be impacted by external events such as restructuring activities, high work load demands, other external employee stresses and individual employee influences.

Objective 7. Health Awareness: To improve health awareness in the Department's employees through a variety of programs.

Measure: Number of programs sponsored per year.

Measure: Percent of participants in each program reporting positive changes.

Definition: The total number of programs held in the Department on health awareness issues and the percent of participants who report positive changes in health awareness behavior.

Rationale: The number of programs is designed to measure, in part, the effort of the HR function to provide health awareness opportunities. The percent of participants in each program who report positive changes will help to identify the effectiveness of these efforts.

Data Source: The Health Awareness Nurse's workplan and the annual health program evaluation survey.

Factors Beyond Agency's Control That Affect Performance: The amount of time employees have to participate in these programs and each individual's motivation to change health awareness behaviors.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration

Program: Administrative Services - Minnesota Governors' Planning Council on Developmental Disabilities

Program Purpose: The mission of the Minnesota Governor's Planning Council on Developmental Disabilities (DD Council) is to work toward assuring that persons with developmental disabilities receive the necessary support to achieve increased independence, productivity and integration into the community.

The goals identified are:

1. To implement the existing and new mandates of the Developmental Disabilities Act (P.L. 101-496).
2. To support the passage of national family support legislation during the next Congressional session.
3. To expand public awareness and knowledge about developmental disabilities issues through public education.
4. To provide, administer and evaluate demonstration grants in the area of leadership for empowerment.

Performance Objectives and Measures:

1. To support the Minnesota Governor's Planning Council on Developmental Disabilities so that it is an effective group (systems change agent) within state government.

Measure: Conduct six Council meetings during the fiscal year, the membership comprised of 27 appointed members. Actions taken by the Council during this fiscal year will positively change at least 5 public policies which affect at least 1,000 people with disabilities.

2. To produce a three-year state plan by the end of this fiscal year based on the input of individuals with developmental disabilities and families obtained during a series of 12 town meetings held throughout the state.

Measure: Ten thousand copies of the State Plan will be produced and distributed. Evaluation of the State Plan will generate a 30 percent consumer response rate. The average rating will be 7.0 or higher on a scale of 1 - 10. Production costs will be decreased by 10 percent by reducing the length of the document. The town meeting series will not be duplicated to obtain additional input for developing the State Plan.

3. To seek \$1 million for the State of Minnesota to assist families with children with developmental disabilities.

Measure: Allocate about \$300/month to 330 families for family supports. Prevent 330 out-of-home placements of children with developmental disabilities by keeping families intact and assuring that children with developmental disabilities can live and grow in a natural family environment. Provide an average of \$300/month in family supports rather than an average of \$300/day for institutional placement. A reduction in funds to Minnesota would result in fewer families receiving family supports and/or a lesser average amount available monthly to families.

4. To inform over 3500 people about developmental disabilities issues through eight different publications during the next fiscal year.

Part 2: Program Information (Cont.)

Measure: Ten thousand publications, eight different titles, will be distributed. Monthly newsletter will be distributed to over 4,000 people and agencies. Publication quality and impact of information will be collected via evaluation postcards. Evaluation will be based on a 30 percent return on postcards, with consumer satisfaction ratings of 7.5 or greater on a scale of 1 - 10. Three day turnaround time on publication requests. Private sector mailing service will handle requests, and assure low cost postage rates and volume discounts where applicable.

5. To create citizen leadership in the area of developmental disabilities in all 87 Minnesota counties during the next fiscal year through demonstration grants totaling \$650,000.

Measure: Award 5 grants that affect 355 youth, and 3 grants that affect 235 adults and families with children with disabilities during the next fiscal year. Youth will evaluate the quality of and personal satisfaction with programs by demonstrating increased self-determination skills and leadership abilities. Adults and families with children with disabilities will prepare 10 articles and 5 testimonials, make 25 presentations, write 100 letters to policymakers, achieve 25 service changes, and 25 changes in community activities as a result of their participation in programs funded by demonstration grants. Reduce the per participant cost by 10 percent for the next fiscal year.

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration

Program: Administrative Services - Minnesota Governor's Planning Council on Developmental Disabilities

Objective 1. To support the Minnesota Governor's Planning Council on Developmental Disabilities so that it is an effective group (systems change agent) within state government.

Measure: Actions taken by the Council during this fiscal year will positively change at least 5 public policies which affect at least 1,000 people with disabilities.

Definition: Positive changes in five public policies that relate to developmental disabilities issues and affect individuals and families are measured by this outcome.

Rationale: The Developmental Disabilities Act (DD Act) requires states to review and analyze state policies and practices, the effectiveness and consumer satisfaction with services that are provided with state or federal funds.

The DD Council will conduct policy studies and disseminate publications previously printed that focus on major issues related to developmental disabilities. The purpose of these activities is to assist governmental agencies; legislators; federal, state and local executive branches to make positive policy and administrative decisions.

Data Source: The DD Council will monitor and document policy changes at local, state and federal levels that are directly linked to these studies and publications.

Objective 2. To produce a three-year state plan by the end of this fiscal year based on the input of individuals with developmental disabilities and families obtained during a series of 12 town meetings held throughout the state.

Measure: Evaluation of the state plan will generate a 30 percent consumer response rate. The average rating will be 7.0 or higher on a scale of 1 - 10.

Definition: The quality and responsiveness of the DD Council's three-year state plan is being measured by this outcome.

Rationale: The DD Act requires the development of a state plan. The receipt of federal financial assistance is conditioned upon the approval of the state plan by the Administration on Developmental Disabilities and serves as a basis for the DD Council's participation in programs and activities under the DD Act.

The DD Council can best carry out its mission and meet the federal mandates by developing a state plan that is responsive to the needs of people with developmental disabilities and families. The Three-Year State Plan for FY 1995 - 1997 will be based on the input from Minnesotans on developmental disabilities issues that is contained in Minnesotans Speak-Out!

Data Source: Evaluation cards will be included with the state plan as it is distributed. Consumer responses will be collated and averaged on a monthly basis.

Part 3: Substantiating the Performance Measures (Cont.)

Objective 3. To seek \$1 million for the State of Minnesota to assist families with children with developmental disabilities.

Measure: Prevent 330 out-of-home placements of children with developmental disabilities by keeping families intact and assuring that children with developmental disabilities can live and grow in a natural family environment.

Definition: The number of families (330 families) who can care for their children with developmental disabilities in their own home with family supports is being measured by this outcome.

Rationale: One of the purposes of the state grant program is to enhance the role of the family. This means supporting families and building inclusive communities rather than separating families and using limited public dollars to finance segregated settings.

Data Source: Evaluating cards will be included with publications. Consumer responses will be collated and averaged on a monthly basis.

Objective 4. To create citizen leadership in the area of developmental disabilities in all 87 Minnesota counties during the next fiscal year through demonstration grants totaling \$650,000.

Measure: Youth will evaluate the quality of and personal satisfaction with programs by demonstrating increased self-determination skills. Adults and families with children with developmental disabilities will prepare 10 articles and 5 testimonials, make 25 presentations, write 100 letters to policymakers, achieve 25 service changes, and 25 changes in community activities as a result of their participation in programs funded by demonstration grants.

Definition: The effectiveness of demonstration grants to create citizen leadership throughout Minnesota is being measured by this outcome.

Rationale: Leadership is developed through state-of-the-art training, skill, competency-based curriculum and experiential learning in natural communities. Funds have been allocated for demonstration grants for Youth Leadership, Partners in Policymaking, Summer Leadership Institute, Mini-Grants and Training Conferences.

Data Source: Grants will be monitored and ongoing technical assistance will be provided to assure quality outcomes.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration

Program: Administrative Services - System of Technology to Achieve Results (STAR Program)

Program Purpose: To create a comprehensive, consumer responsive, statewide program of technology related assistance for individuals with disabilities of all ages.

The goals of STAR are:

1. **Public Education:** To increase the awareness of the needs of individuals with disabilities for assistive technology devices and services.
2. **Public Policy:** To increase awareness of policies, practices and procedures that facilitate or impede the availability or provision of assistive technology devices and assistive technology services.
3. **Funding:** To increase the availability of and funding for the provision of assistive technology devices and services for individuals with disabilities.
4. **Consumer Involvement:** To increase awareness and knowledge of the efficacy of assistive technology among individuals with disabilities their families or representatives, individuals who work for public agencies and private entities including employers and other appropriate individuals.
5. **Service Delivery:** To increase the capacity of public and private entities to provide technology related assistance.

Performance Objectives and Measures:

1. Develop and disseminate public education materials.

Measure: Disseminate 18 piece brochure series on request and in alternative formats and increase market penetration to: a) medical and rehabilitation community; b) increase direct outreach to general public by fostering relationships with the media; c) direct marketing targeted to older Minnesotans; d) marketing targeted to low incidence and under-represented groups in the disability community.

Documented customer review of all publications prior to publication and documentation of all marketing plans to above groups. Conduct customer satisfaction survey quarterly on quality and impact of information.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual								
Prior Objectives								

2. Sponsor training and awareness activities for people with disabilities, families and professionals.

Measure: Minimum of 72 training events annually for general population, private sector and disability community reaching over 5,000 people. Develop a training plan to reach populations of color by September 30, 1994. Implement a multi-state training program in coordination with the American Medical Association that targets physicians and trains a core Train-the-Trainer team in each of five states by March 1995.

Documented list of participants with characteristic data. Consumer satisfaction survey at time of training with target of 7.0 or higher on ten point scale. Quarterly follow-up regarding training impact in helping individuals gain access to assistive technology devices or services.

Part 2: Program Information (Cont.)

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

3. Advocate for the implementation of recommendations associated with policy and practice that affect access to assistive technology by people with disabilities.

Measure: Continue advocacy and information exchange between policy makers, service providers and consumers through the development of a policy agenda. Facilitate advocacy by stakeholders to build their capacity as self advocates through daily technical assistance, training and bimonthly meetings. Examine and work toward alternative financing options for Minnesotans with disabilities to purchase assistive technology they need. Track the implementation of policies and procedures that affect access to assistive technology through an annual compilation of systems change utilizing our already developed system change protocol and monitoring allocation of funds for technology related service delivery. Systemic changes in the availability or efficiency of use of funding systems as collected annually in systems change protocol in each of five major federal programs. Successful implementation of an alternative financing option (low interest or revolving loan fund) with public/private mix of financing.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

4. Disseminate updated Minnesota directory of funding resources.

Measure: Update and re-print the directory and disseminate to 15,000 Minnesotans. Quarterly evaluation of document in its usefulness/impact in helping individuals acquire assistive technology device.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

5. Conduct funding workshops for individuals with disabilities family members and professionals.

Measure: Incorporate assistive technology into the "Who Pays" workshops sponsored by Services to Children with Handicaps for 18 workshops statewide. Resulting in eight additional workshops with more comprehensive training saving staff time of individuals from five major funding agencies (Health, Human Services, Education, Vocational Rehabilitation and Social Security Administration). Coordinate with other agencies for a minimum of six additional workshops per year. Conduct satisfaction surveys at the end of each training with quarterly post training evaluations to determine impact/usefulness in acquiring devices and services.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

Part 2: Program Information (Cont.)

6. Ensure input and direction by person with disabilities and family members for all STAR activities through membership on the Governor's Advisory Council on Technology for People with Disabilities and STAR task forces.

Measure: Six regular meetings of the council will be held as well as task force meetings in order to monitor evaluated and assist project planning. Actions taken to affect the establishment of consumer responsive services in all seven goal areas of the grant.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

7. Collect needs assessment data from persons with disabilities and family members to assess the impact and need for technology related devices and services.

Measure: Satisfaction surveys distributed through STAR funded projects--projected response pool: 500 individuals. InfoTech follow-up survey--projected response pool: 250 individuals. STAR brochure tear-off--projected response pool: 100 individuals. Information requests of InfoTech--projected response pool: 600 individuals. Training evaluations--projected response pool: 300 individuals. Development of consumer responsive products and services in years 6 - 9 of the grant.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

8. Expand the capacity of community based service delivery programs by a) building a technology related service into existing services delivered by an agency or b) expand the capacity of existing technology-related services.

Measure: Distribution of RFP statewide. Completion of five technical assistance workshops statewide. Response to Northeastern Minnesota priority. Five - six organizations funded that have not been successful in acquiring funding from STAR previously and organizations that are geographically dispersed.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

9. Expand the capacity and geographic coverage of the mobile outreach program.

Measure: Demonstrate need to NIDRR for additional funding in mobile outreach based on demand and use of program in years 1 - 3. Increase the by three number of satellite locations where technology is available. Increase infrequency of visits to each satellite location number to be determined on resources available.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual							
Prior Objectives							

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration

Program: Administrative Services - System of Technology to Achieve Results (STAR Program)

Objective 1. Develop and disseminate public education materials.

Measure: Disseminate 18 piece brochure series on request and in alternative formats and increase market penetration to: a) medical and rehabilitation community b) increase direct outreach to general public by fostering relationships with the media c) direct marketing targeted to older Minnesotans d) marketing targeted to low incidence and under-represented groups in the disability community. Documented customer review of all publications prior to publication and documentation of all marketing plans to above groups. Conduct customer satisfaction survey quarterly on quality and impact of information.

Definition: Documentation of usefulness of educational materials to target audience and measure calculated by written prior review and follow-up survey.

Rationale: Prior consumer review by all target audiences will insure that information "makes sense" to intended audiences; documentation of marketing efforts coupled with quarterly follow-up evaluation will help us determine if we are reaching our target and if materials are effective in helping people acquire technology.

Data Source: Prior review and quarterly follow-up.

Factors Beyond Agency's Control That Affect Performance: (Begin typing here.)

Objective 2. Advocate for the implementation of recommendations associated with policy and practice that affect access to assistive technology by people with disabilities.

Measure: Continue advocacy and information exchange between policy makers, service providers and consumers through the development of a policy agenda. Facilitate advocacy by stakeholders to build their capacity as self advocates through daily technical assistance, training and bimonthly meetings. Examine and work toward alternative financing options for Minnesotans with disabilities to purchase assistive technology they need. Track the implementation of policies and procedures that affect access to assistive technology through an annual compilation of systems change utilizing our already developed systems change protocol and monitoring allocation of funds for technology related service delivery.

Definition: Measurement of system changes in financing and implementation of a new financing option.

Rationale: A systems change protocol has already been developed by NIDRR technical assistance contractor to compile systems change across programs. This protocol will track positive changes in the system of financing. An alternative funding system to traditional third party payers does not exist for people with disabilities in Minnesota, as it does in some other states. Such a system would enable more persons with disabilities to obtain necessary assistance devices.

Data Source: Practices, procedures, rules and law.

Objective 3. Disseminate updated Minnesota directory of funding resources.

Measure: Update and reprint the director and disseminate to 15,000 Minnesotans. Quarterly evaluation of document in its usefulness/impact in helping individuals acquire assistive technology devices.

Part 3: Substantiating the Performance Measures (Cont.)

Definition: Measurement of the directories' usefulness to consumers.

Rationale: The funding directory is the "only of its kind" in Minnesota. We continually evaluate its effectiveness in helping people acquire assistive technology through a series of ranking and open ended questions. We experience a 25 percent return rate.

Data Source: Survey is conducted quarterly.

Objective 4. Conduct funding workshops for individuals with disabilities family members and professionals.

Measure: Incorporate assistive technology into the "Who Pays" workshops sponsored by Services to Children with Handicaps for 18 workshops statewide. Resulting in eight additional workshops with more comprehensive training saving staff time of individuals from five major funding agencies (Health, Human Services, Education, Vocational Rehabilitation, Social Security Administration). Coordinate with other agencies for a minimum of six additional workshops per year. Conduct satisfaction surveys at the end of each training with quarterly post training evaluations to determine impact/usefulness in acquiring devices and services.

Definition: Measurement of customer satisfaction through survey.

Rationale: By co-sponsoring workshops that were previously held separately we can avoid duplication and provide a more comprehensive product to the consumer in more locations throughout Minnesota. Our customer survey is the best way to assess workshop quality and effectiveness.

Data Source: Survey.

Objective 5. Collect needs assessment data from persons with disabilities and family members to assess the impact and need for technology related devices and services.

Measure: Satisfaction surveys distributed through STAR funded projects--projected response pool: 500 individuals. InfoTech follow-up survey--projected response pool: 250 individuals. STAR brochure tear-off--projected response pool: 100 individuals. Information requests of InfoTech--projected response pool: 600 individuals. Training evaluations--projected response pool: 300 individuals. Development of consumer responsive products and services in years 6 - 9 of the grant.

Definition: Measurement of response to existing programs and services and need for continued/different services. Measure calculated through surveying, comment cards and training evaluations.

Rationale: NIDRR requires that the STAR program be consumer responsive. By continually evaluating our programs, services and products we are able to develop products that better meet consumer needs.

Data Source: Surveys, evaluations.

Objective 6. Expand the capacity of community based service delivery programs by a) building a technology related service into existing services delivered by an agency or b) expand the capacity of existing technology-related service.

Measure: Distribution of RFP statewide. Completion of five technical assistance workshops statewide. Response to Northeastern Minnesota priority. Five - six organizations funded that have not been successful in acquiring funding from STAR previously and organizations that are geographically dispersed.

Definition: Increased capacity to provide services to a more geographically dispensed audience.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: Providing technical assistance in how to apply for grant funds will allow sites in previously underrepresented areas to apply for funding. Approved budget for this category appears to allow for five - six community based grants.

Objective 7. Expand the capacity and geographic coverage of the mobile outreach program.

Measure: Demonstrate need to NIDRR for additional funding in mobile outreach based on demand and use of program in years 1 - 3. Increase by three the number of satellite locations where technology is available. Increase in frequency of visits to each satellite locations number to be determined on resources available.

Definition: Number of satellite locations and frequency of visits.

Rationale: This outcome is largely determined on budget and proposals for service. Currently 12 outreach sites are operating throughout the state (all at capacity). If we are able to increase the number/frequency more individuals would be served in areas closer to their home.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration

Program: Administrative Services - Employee Assistance Program

Program Purpose: The mission of the State Employee Assistance Program Division (EAP) is to provide confidential cost free services to individual employees and state agencies on effective ways to restore, maintain and strengthen the health and productivity of employees. EAP's statewide services extend to all agencies of the Executive, Legislative and Judicial branches of state government. EAP addresses a broad range of employee needs and problems and their affect on the workplace. EAP's focus on behavioral health care addresses the rapidly changing human and social issues of state employee work environments. Employees can look upon EAP as a everyday living resource benefit; EAP is also a valuable management resource through its process of identifying and understanding agency's problems and initiating a plan of action.

Activity Goals:

1. To provide information, assessment and referral counseling for individuals experiencing serious distress and the potential for deterioration in job performance, attendance or behavior. EAP's focus is on efficiency connecting troubled employees with appropriate, affordable resources and to provide support and motivation through a period of problem resolution.
2. To provide consultation and intervention with conditions directly related to the work environment. EAP's focus is to enhance work cultures by assisting individual employees and management representatives with constructive problem-solving initiatives and the development of better functional work teams.

Performance Objectives and Measures:

1. To reduce the negative affect that employees' personal, family and workplace problems have on work performance.

Measure: Output Measure: EAP staff and contractors will provide information, assessment and referral assistance to approximately 1700 state employees throughout FY94. The primary focus of this service is the resolution of personal, family, and workplace problems.

Outcome Measure: A positive correlation is expected between EAP utilization and improved work performance. EAP will routinely administer a self-report survey to its clients following their use of EAP services, focusing specifically on improved work performance. Improvement in work performance may be indicated by the following criteria:

- improvement in relationship with supervisor
- improvement in relationship with coworkers
- improvement in ability to concentrate
- improvement in general attitude toward work
- improvement in attendance
- improvement in overall effectiveness on the job

2. To reduce negative affects within state work environments caused by inter-personal conflict, communication problems, change and transition issues, and threats of violence.

Part 2: Program Information (Cont.)

Measure: Output Measure: Conduct assessment, intervention and referral services within approximately 150 different work groups throughout FY94.

- Facilitate management discussion groups that assist participants with workplace transition issues.
- Develop a protocol and facilitate collaboration across functional lines to address threats of violence in state work environments.

Outcome Measure: All projects and activities relating to organization effectiveness will be evaluated on an individual basis. Service recipients will rate their overall satisfaction and the perceived impact of the service.

ANNUAL PERFORMANCE REPORT

Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Administrative Services - Employee Assistance Program

Objective 1. To reduce the negative affect that employees' personal, family and workplace problems have on work performance.

Measure: Output Measure: EAP staff and contractors will provide information, assessment and referral assistance to approximately 1700 state employees throughout FY94. The primary focus of this service is the resolution of personal, family and workplace problems.

A positive correlation is expected between EAP utilization and improved work performance. EAP will routinely administer a self-report survey to its clients following their use of EAP services, focusing specifically on improved work performance. Improvement in work performance may be indicated by the following criteria:

- improvement in relationship with supervisor
- improvement in relationship with coworkers
- improvement in ability to concentrate
- improvement in general attitude toward work
- improvement in attendance
- improvement in overall effectiveness on the job

Definition: Employees use of EAP services can be shown to reduce the harmful affects that personal, family, and workplace problems have on job performance.

Rationale: By using EAP services, employees take an important step towards finding solutions to problems, restoring personal and physical well-being and maintaining work productivity.

Data Source: Self-report survey administered by EAP central office. Clients who identify the presenting problem/issue has caused a negative impact on work performance prior to getting EAP services will be surveyed for improvements three months following their use of program services.

Objective 2. To reduce negative affects within state work environments caused by inter-personal conflict, communication problems, change and transition issues, and threats of violence

Measure: Output Measure: Conduct assessment, intervention and referral services within approximately 150 different work groups throughout FY94.

- Facilitate management discussion groups that assist participants with workplace transition issues.
- Develop a protocol and facilitate collaboration across functional lines to address threats of violence in state work environments.

Outcome Measure: All projects and activities relating to organization effectiveness will be evaluated on an individual basis. Service recipients will rate their overall satisfaction and the perceived impact of the service.

Definition: EAP services that address organizational effectiveness are being measured by individuals whose work group has been impacted by the service.

Part 3: Substantiating the Performance Measures (Cont.)

Rationale: It is believed that many organizational problems involving interpersonal and communications issues can be successfully resolved through EAP assessment and intervention. By using EAP, state agencies can increase their organizational insight and maintain healthy work environments.

Data Source: Service recipients will provide outcome data on each project. The focus will measure perceived improvements in the overall effectiveness of the work group.

ANNUAL PERFORMANCE REPORT

Part 2: Program Information

Agency: Department of Administration
Program: Information Policy Office

Program Purpose:

(Note: statutory references to expand understanding of the goals of the program are Minnesota Statutes Sections 13.04, 13.05, 13.06, 13.07, 13.072, 15.171, 15.172, 15.173, 16B.41, 16B.42 and 138.17. Minnesota Agency Rules Sections 1205.1400, 1205.1500, 1205.1600, 1205.1700 and 1205.1800)

The Information Policy Office (IPO) is charged by the legislature and governor with assuring that all major state government information management activities are coordinated and well-managed. IPO takes a statewide view of the public information systems, provides a vision beyond that of the individual agency, and acts as the state's information technology leader. IPO works with policymakers and others to develop policies related to data management, records retention, fair information practices and access to publicly and privately held information. IPO works with public and private agencies who are the subjects of information regulation to comply with those regulations and with persons, who are given rights by information regulation, to actualize those rights.

The Information Strategies and Planning (ISP) activity within IPO assists state agencies and the legislature by developing and implementing an open architecture (including policies, guidelines and standards) for information systems and by implementing management discipline that allow agencies to effectively use information resources to achieve business objectives. A completely implemented open architecture would allow any computer in government to be easily connected to another computer and would allow efficient sharing of appropriate data between systems or computers.

The Public Information Policy Analysis Division activity within IPO assists government agencies and private organizations to understand and comply with a variety of laws that constitute public policy decisions about data practices, records management and access to information. The Division plays a significant role in assisting the legislature and other policy makers in the development of information policy through the enactment of statutes relating to information regulation. The Division also assists citizens by providing information and referral services.

The Intergovernmental Information Systems Advisory Council (IISAC) is an activity within IPO. IISAC's charge is to promote and encourage the effective, efficient use and exchange of information among local and state government agencies. IPO supports and assists IISAC.

State government's investment in information resources and the management of these resources continues to grow to support state business needs. Opportunities for effective use of information tools increase every year. As the investments and opportunities increase, it is of critical importance that the state manage these investments in the most fiscally responsible way. IPO provides the policies, standards and methodologies as well as the support and encouragement agencies need to effectively manage information resources as a business investment.

PROGRAM MISSION: The Information Policy Office will assert leadership in the management of Information resources through the development and advocacy of policies that support effective government and ensure citizens rights to access and privacy.

Part 2: Program Information (Cont.)

The mission of ISP is "to develop and implement an information architecture that maximizes the appropriate sharing of data."

The goals identified for ISP are:

1. To promote good data resource management in state government.
2. To ensure an orderly migration to an open systems environment.
3. To ensure adequate information resource planning.
4. To engage stakeholder in active participation in information policy development.

The mission of PIPA is: To advise the legislature and others in the formulation and implementation of public information policy that effectively balances the ability of government and other institutions to collect, use, share and preserve data necessary to their operations, with the privacy and other rights of individuals and the rights of the public to gain access to both data and information.

The goals identified for PIPA include:

1. To perform all staff work for the Commissioner of Administration on a number of statutory duties.
2. To inject public policy information requirements into discussions about and development of the state's information architecture and policies, procedures and standards for information systems.
3. Provide inquiry answering, referral, consultative and educational services to agencies institutions and citizens to help them deal with rights and requirements of existing and new public information policy statutes.
4. Take an active leadership role in working with policy makers and others to continue development of coherent and workable public policy relating to data creation, collection, access, practices and disposition.

Performance Objectives and Measures:

A. Information Strategies and Planning Activity

1. To complete the Information Resource Management Strategy Plan and a tactical plan for selected critical tasks within the strategy plan by January 1, 1994 and to implement selected critical tasks (to develop interim policies, standards and methodologies for IRM) by September 30, 1994.

Measure: Completion of Strategy Plan and tactical plan for critical tasks by January 1, 1994; completion of interim policies, standards and methodologies for IRM by September 30, 1994

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Prior Objectives	N/A						

2. To complete follow-up quarterly review on all FY 94-95 Information Resource Budget requests reviewed by IPO until budget review and legislative requirements are met.

Measure: Completion of quarterly reviews through June 30, 1995.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
Actual					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>

Part 2: Program Information (Cont.)

Prior Objectives N/A

B. Public Information Policy Analysis Activity

3. To affect a change in public policy about how disputes about the accuracy and completeness of government data, that relates to child maltreatment, are resolved and if the public policy change is not accomplished eliminate the entire backlog of data challenge appeals by the end of fiscal 1996.

Measure: Draft a bill establishing a due process appeal right for citizens accused of maltreatment and get it introduced in the 1994 session. Work for passage by the end of the 1994 session. If passage is not achieved, begin work with the backlog of appeals estimated to be 35 appeals as of October 1, 1993 so that 10% of the appeals are handled by January 1, 1995 20% of the backlogged appeals are handled each six months thereafter until the entire backlog is eliminated by January 1, 1997.

4. To assure the government agencies include the scheduling of electronic records in the preparation of records retention schedules as required by the Records Management Statute, Minnesota Statutes Section 138.63 et.seq.

Measure: By the end of fiscal 1994, educate 20 state and local government agencies about records management scheduling of electronic records and assist those agencies with completion of records retention schedules. Each 6 months thereafter, assist 50 agencies with completion of records retention schedules that deal with electronic records.

	<u>F.Y. 1990</u>	<u>F.Y. 1991</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>Objectives</u>		
					<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 2000</u>
Actual					20	100	
Prior Objectives							

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Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Administrative Services - Information Policy Office

Objective 1. To complete the Information Resource Management Strategy Plan and a tactical plan for selected critical tasks within the strategy plan by January 1, 1994 and to implement selected critical tasks (to develop interim policies, standards and methodologies for IRM) by September 30, 1994.

Measure: Completion of the Strategy Plan and tactical plan for critical tasks by January 1, 1994; completion of interim policies, standards and methodologies for IRM by September 30, 1994.

Definition: Actual completion of a Strategy Plan and a tactical plan by a given date is what is being measured. Actual completion of selected critical tasks outlined in the tactical plan by a given date is also being measured.

Rationale: IPO is required by law to establish a state information architecture, ensure that the most efficient and cost-effective method of producing and storing data for or sharing data between agencies is used, and to assist state agencies in the planning and management of information systems so that an individual information system reflects and supports the state agency's and the state's mission, requirements and functions. In order to continue to build on the accomplishments IPO has achieved to date in these areas, IPO must complete the information resource strategy plan and tactical plan and must move forward to implement critical tasks in the plan. The plan focuses attention on appropriate methodologies and policies for agencies to follow to support statewide business functions and to move towards to effective data sharing and management.

Data Source: Recognition that the plans have been completed by the date indicated and that tasks are completed as required by the plan.

Objective 2. To complete follow-up quarterly reviews on all FY 94-95 Information Resource budget requests reviewed by IPO until budget review and legislative requirements are met.

Measure: Completion of quarterly reviews through June 30, 1995.

Definition: Actual completion of quarterly reviews until all requirements are met by agencies or through June 30, 1995 is being measured.

Rationale: IPO approval is required before agencies can purchase equipment. IPO must certify in many cases that all requirement have been met. The reviews provide the information and evidence that requirements have been met. IPO has an on-going responsibility to review agency investments in information systems to assure that the systems are operated efficiently and meet statewide standard and policy requirements. The quarterly reviews provide some of the necessary information for the IPO review.

Data Source: Data will be collected to verify that quarterly reviews have been completed, when they were completed, and what requirements had been met or completed. The type of data has not been previously collected in a formal way.

Objective 3. Work on either a legislative or administrative solution to reducing the appeal backlog.

Part 3: Substantiating the Performance Measures (Cont.)

Measure: Secure passage of a bill during the 1994 session or work to reduce the backlog by 20% during each six month period beginning on July 1, 1994.

Definition: What is being measured is either a change in public policy, i.e. enactment of a statutory change or the actual reduction of the number of appeals outstanding that relate to challenges to child maltreatment data.

Rationale: Under Minnesota Statutes Section 13.04, subdivision 4, individuals have the right to challenge data maintained about them. The Department of Administration and PIPA have a role in processing those appeals if they cannot be resolved in the agency maintaining the challenged data. This form of appeal has come to be used in child maltreatment situations because no other form of appeal is provided. This form of appeal is not effective in resolving these disputes in a timely and cost effective manner that protects the due process rights of individuals and, possibly, the health and safety of children. The measure proposed here is to attempt to deal with this problem by achieving a better method of resolving disputes by actually having the legislature establish a dispute resolution mechanism that is tailored to deal specifically with child maltreatment disputes. If this direct solution fails, then increased work to solve an existing backlog problem with cases that have been presented to the Department is proposed so that citizens are no longer left in a form of limbo with unheard cases.

Data Source: The data source for whether a legislative solution is achieved will be whether or not a statute is enacted and its content. The data source for reduction of the existing backlog will be the files of the PIPA Division that track processing of appeals through to their completion by the issuance of a Commissioner's order or an agreement by the parties to the dispute to resolve the matter informally.

Factors Beyond Agency's Control That Affect Performance: The part of this measure which is tied to the legislative process contains factors beyond the agency's control that include the realities of the legislative process itself, including concern for issues with budgetary implications, and opposition from other agencies. Factors beyond the agency's control for the administrative reduction of the backlog include willingness of parties to settle cases without resort to hearings, agency and agency attorney perceptions of whether settlements will subject the agency to other liability, incorrect explanations by other agencies about how the appeal process works and what can be appealed and other workload demands on the personnel who are available to work with the details of these appeals.

Objective 4. Work with government agencies so that they schedule electronic records as part of their preparation of records management retention schedules

Measure: Assist 20 agencies in the preparation of schedules by the end of fiscal 1994. Each six months thereafter assist 50 agencies with completion of proper schedules.

Definition: What is being measured here is progress toward assuring that government agencies actually consider proper retention periods for their electronic records just as they do for records maintained in traditional paper form.

Rationale: The state Records Management Act, Minnesota Statutes Section 138.163 et.seq. requires that all state and local government agencies properly dispose of government records so that legal, auditing and historical factors are considered as part of the decision making process leading to the actual disposal of the records. The ease of disposing of electronic forms of records raises concerns that agencies may not be properly disposing of those types of records as they push erase buttons and purge files. The Department of Administration is charged with establishing and administering a records management programs. Attention to proper disposal of electronic records is clearly an issue that ought to be dealt with as part of that program. This measure will address progress toward that general goal.

Part 3: Substantiating the Performance Measures (Cont.)

Data Source: The primary source of data will be retention schedules prepared by agencies that indicate that the types of records schedules for proper disposition are records held in electronic form. These forms are routinely filed with the state Records Disposition Panel and with the staff of PIPA who deal with records management issues.

Factors Beyond Agency's Control That Affect Performance: Negative attitudes of agencies about including electronic records as part of the records management process. Improper disposal of electronic records before PIPA is able to get to, educate and assist any noncompliant agencies. Improper disposal because agency personnel refuse to comply either through intent or ignorance.

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Part 2: Program Information

Agency: Department of Administration
Program: Management Analysis Division

Program Purpose: The Management Analysis Division (MAD) is state government's in-house management consulting organization. The mission of the division is to increase the quality and productivity of government through its ability to manage resources and to create and implement effective business strategies. The division provides consultant services to state agencies, the governor, the legislature and local units of government. The division has three primary goals:

1. To provide state employees with leading edge methods and approaches to increase the efficiency and effectiveness of state government.
2. To provide objective, timely third party analysis to state agencies and local units of government.
3. To provide effective consultation services.

Performance Objectives and Measures:

1. One or more concepts provided during training sessions are applied by 55 percent or more participants who complete coursework.

Measure: Survey participants. Baseline data to be established.

2. Analytical reports are judged as accurate and objective by clients and key stakeholder.

Measure: Interviews and/or surveys to assess response to report. Baseline data to be established.

3. Seventy percent of clients are satisfied with consultation services provided.

Measure: Interviews and/or surveys of clients to assess response to services; percentage of current clients (at agency level) who have previously used the division's services. Baseline to be established.

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Part 3: Substantiating the Performance Measures

Agency: Department of Administration
Program: Management Analysis

Objective 1. One or more concepts provided during training sessions are applied by 55 percent or more participants who complete coursework.

Measure: Survey participants. Baseline data to be established.

Rationale: The goal of all training exercises is to impart useful information for participants. The key element in evaluating the success of the training is whether participants are using methods and approaches taught.

Data Source: Surveys designed by division and sent to participants.

Factors Beyond Agency's Control That Affect Performance: 1) Participant's work place may not allow or encourage use of new methods; 2) the willingness and attitudes of participants who are receiving training can impact its success.

Objective 2. Analytical reports are judged as accurate and objective by clients and key stakeholder.

Measure: Interviews and/or surveys to assess response to report. Baseline data to be established.

Rationale: The significance of analysis is to provide clients with an objective framework from which informed decisions can be made.

Data Source: Structured interviews and surveys designed and conducted by division staff.

Factors Beyond Agency's Control That Affect Performance: Being objective may involve providing information which is difficult for the client to hear.

Objective 3. Seventy percent of clients are satisfied with consultation services provided.

Measure: Interviews and/or surveys of clients to assess response to services; percentage of current clients (at agency level) who have previously used the division's services. Baseline to be established.

Rationale: Consultant services are provided at the client's request to address specific needs. Satisfaction with how these needs are addressed is the primary measurable outcome of the services.

Data Source: Structured interviews and surveys designed and conducted by division staff; data maintained on repeat business.

Factors Beyond Agency's Control That Affect Performance: 1) Problems and needs being addressed may be difficult and complex and require significant change on client's part; client may be unwilling to address the issue; 2) consulting services are often requested in situations where other efforts have failed and the likelihood of success is remote, which could impact of the satisfaction level of clients; 3) frequent turnover in upper management of agencies can impact implementation of recommendations, which may affect client satisfaction.

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Part 4: Improving Programs and the Reporting Process

Agency: Department of Administration

Process Used: The Department of Administration began the process of developing this report by issuing re-written instructions to its managers. This was necessary since some Admin bureaus could submit their report at a unified, cohesive program/bureau level, while others needed to submit the report at the division/activity level. Those bureaus submitting at the level generally have a more disparate set of activities to coordinate. Further, a glossary was developed as it became clear that words such as "goal" and "objective" were not uniformly understood to mean the same thing to all employees.

Katie Shea, Management Analysis Division, then critically reviewed the measures for Admin in the 1994-95 biennial budget document. Ms. Shea's written feedback was shared with all managers so that it could be used in improving the measures in the performance report. We discovered from her review that we needed to focus on writing better objectives before we could improve our performance indicators. On September 9, a two-hour training session was provided for our entire management team, while they were in the process of writing their first drafts.

Drafts were provided by division directors to their bureau chief by September 24, and the bureau chief's feedback was provided quickly so managers could begin work on their final drafts.

Because we were operating under such short time frames, we decided to focus solely on getting our draft to the Department of Finance. Had we attempted to convene, train, and give our worker participation committee a chance to comment prior to submission to Finance, the committee might have been left with the perception that we didn't care about their input, since we didn't allow much time for them to respond. Once the draft is complete, we will convene our worker participation committee, provide them some basic training, and allow them several weeks to review our draft. Their comments will be incorporated into the next draft.

Ways to Improve Program Outcomes:

The incentives for any state agency to improve its program outcomes is much greater now since an annual performance report will be required, and the budget will undoubtedly continue to be focused more on outcomes. The focus Admin placed on the preparation of a quality performance report should be interpreted by managers as an incentive to look for more information on the subject and apply it to their own functions. As various divisions/bureaus hold staff meetings, retreat, and planning sessions, outcomes measures can be discussed as part of overall work planning. Further, divisions will be asked to report progress on the refinement of objectives and measures to quarterly operations reviews with the commissioner.