

MINNESOTA
STATE AGENCY

DEPARTMENT OF ADMINISTRATION

SANDRA J. HALE
COMMISSIONER

ACTION
PLAN
1984-86

Executive Branch Policy Development Program
1984-1985

DEPARTMENT OF ADMINISTRATION

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EXECUTIVE SUMMARY

It is the mission of the Department of Administration (DOA) to provide both professional centralized services and leadership to other agencies on effective, efficient and innovative ways to manage and operate their own programs.

Our plan emphasizes five goal areas and lists strategies for action in each goal area. DOA managers will develop more specific action plans each year to implement these strategies and results will be reported at least annually.

The goal areas directly relate to three of Governor Perpich's priorities. Goal I reflects a review of efforts to improve the efficiency and effectiveness of state government. These efforts will not only improve the services DOA provides, like our motor pool and copying activities, but will also directly help agencies improve their efficiency through efforts like STEP (Strive Toward Effectiveness and Productivity), program consolidation and energy monitoring. A major effort at preparing for the future in the key areas of information systems and telecommunications is also outlined.

Goal II reflects our efforts at promoting usage of alternative fuels. More conversions to wood and peat are planned, along with greater utilization of gasohol in state vehicles.

Goal III reflects initiatives for expanded cooperative efforts with the private sector. This includes encouraging DOA employees to actively participate in their professional associations, seeking more private sector advice, reducing red tape in DOA activities and utilizing private sector financing for acquisition or management of capital assets.

Goals IV and V reflect the need to improve DOA's own services. We intend to increase client involvement in our services, reduce turnaround time, continue our management development and performance improvement programs, expand training and automate wherever possible.

All together, 40 strategies will be undertaken. These ideas were developed by our managers and, while the list is extensive and ambitious, it is being addressed enthusiastically within DOA.

GOAL I

Reduce the cost and increase efficiency of operating state government by providing cost effective services, management and technical assistance for state agencies.

Strategies

1. DOA will manage a statewide program involving department managers and outside experts to help all agencies analyze and implement cost saving ideas. (STEP)
2. DOA will assist agencies in consolidating their physical locations to help reduce costs of operations or increase efficiency.
3. DOA will provide central services at rates less than those for similar services which could be purchased elsewhere and its service quality will be at least equal to the competition.
4. DOA will assist state agencies in meeting their Information Management needs by:
 - upgrading computer and disk capacity to meet increasing client demands and ensure system responsiveness
 - acquiring "user friendly" development tools to facilitate systems development
 - expanding the Training and Information Center to ensure appropriate levels of client personal computing and office automation assistance
 - continuing in the implementation of the strategies published in the October, 1983 report "Managing the Information Services of Minnesota State Government"
 - seeking implementation of the policy directives of the Governor's Blue Ribbon Committee on Information Management which will be released in September, 1984.
5. DOA will evaluate ways to continue to upgrade the state's telecommunication system by:
 - studying state owned microwave facilities
 - evaluating packet switching network applications

5. Continued
 - ° installing a utility broadband local area network for the Capitol Complex
 - ° pilot testing teleconferencing facilities which support graphics and/or video.
 - ° implementing the recommendations contained in Dr. W. Chou's report on "State Telecommunication Networks".
6. DOA will provide assistance to agencies interested in quality circles, problem solving groups and zero defect programs to improve productivity in state government.
7. DOA will promote an expanded volunteerism program for state agencies to take advantage of the many services available from the volunteer community to improve programs.
8. DOA will utilize leasing as an alternative to purchasing when leasing will bring lower asset life cycle costs to an agency.
9. DOA will expand its motor pool and monitor agency private mileage reimbursement so agencies may reduce their travel costs.
10. DOA will manage its fleet purchases so over the next three years fuel efficiency is increased by 30%.
11. DOA will review Capitol Complex copy making procedures and recommend changes to agencies that will reduce copy costs at least 5% over the next three years.
12. DOA will advise state agencies and local governments on new records management techniques so records handling and space costs can be reduced.
13. DOA will monitor energy utilization statewide and advise agencies of energy saving measures to help keep energy costs down.
14. DOA will continue its internal preventative maintenance program and help other agencies implement or improve a preventative maintenance program for their facilities so the life of capital assets will increase.

GOAL II

Promote the usage of alternative Minnesota energy sources in state programs.

Strategies

1. DOA will annually switch at least three state facilities to burn wood, peat, or other Minnesota produced fuel.
2. DOA will promote and facilitate the use of gasohol as the primary fuel for state vehicles.
3. DOA will analyze the feasibility of using alternative Minnesota fuel in each new major building design.
4. DOA will ensure that its building code and administrative procedures support the use of Minnesota fuels.
5. DOA will investigate ways to encourage its vendors and landlords to use Minnesota fuels.

GOAL III

Develop new and expanded cooperative efforts with the private sector.

Strategies

1. DOA will seek proposals utilizing private third party financing and management of capital acquisitions in order to reduce costs or facilitate acquisition.
2. DOA will encourage staff to maintain active participation with professional organizations to maintain private sector contacts and keep abreast of new development.
3. DOA will review "red tape" we impose on the private sector including access to data to reduce barriers to private sector participation.
4. DOA will develop strategies for communicating to the public how state government works and the measures we are taking to make it more efficient and effective.
5. DOA will increase the use of private sector experts as advisors to widen our outside perspective on our operations.
6. DOA will help more small businesses participate in state contracts.

GOAL IV

Ensure that all DOA programs are conducted with a strong service orientation.

Strategies

1. DOA will increase client involvement in each of our services to give clients a direct voice in planning and guiding DOA programs.
2. DOA will reduce program turnaround time so services will reach clients in a more timely fashion.
3. DOA will delegate a greater share of authority to agencies to allow them more responsibility for operating their programs.
4. DOA managers will expand their networking and visit client sites to gain a first hand understanding of user needs.
5. DOA will experiment with department-wide action teams in helping solve agency problems so that agencies with problems needing help from more than one DOA division will be assured of a coordinated effort.
6. DOA will continue its Agency Relations Division to facilitate an independent feedback from clients and help DOA managers solve problems.

GOAL V

Strengthen DOA's internal ability to plan and operate its many and varied programs.

Strategies

1. DOA will continue its Management Development Program to sharpen the skills of its managers and develop a unified commitment to department-wide mission and goals.
2. DOA will develop and implement a public information program to increase the public awareness of DOA's services.
3. DOA will expand training opportunities for career employees to allow them to enhance their current job skills and to become better prepared for known promotional opportunities.
4. DOA will continue to develop programs to give all managers additional incentives to exceed their goals.
5. DOA will establish a Materials Management Division to consolidate its functions dealing with supplies and equipment for state government.
6. DOA will establish a systems office to help its divisions plan and implement automation.
7. DOA will automate its functions whenever cost justified.
8. DOA will hold more and regular inter-division planning sessions to facilitate unified programs.
9. DOA will plan for a combined services center to physically consolidate several of its divisions and provide a modern operating center.