



Shared Services Service Level Agreement

FY22-23

FY22-23 Shared Services SLA

This agreement is between the Operations Services Division and the Commissioner of the Minnesota Department of Natural Resources.

Programs and services include budget, buildings, communications and outreach, data governance, design and construction, fleet, finance, human resources, internal audit, materials management, planning, procurement, safety, and sustainability.

Services provided to the Minnesota Department of Natural Resources

Executed by:



August 9, 2022

Sarah Strommen
Commissioner of Natural Resources

Date

Reena Solheid
OSD Director

Date

Fully executed copies of this agreement are kept on file with the Operations Services Division.

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Service Level Agreement

This Service Level Agreement (SLA) covers the Commissioner of Natural Resources (“Commissioner”) delegation of obligations for services provided by the Operation Services Division (OSD). It covers the service delivery for fiscal years 2022-23 and is consistent with Operational Order No. 122 – Shared Services Governance Framework (“Operational Order 122”).

Purpose

The purpose of this Service Level Agreement (SLA) is to describe the working relationship between those providing and those using the services as set forth in Operational Order 122. It outlines how products and services will be paid for and includes ways to measure service effectiveness. This SLA will:

1. Outline services to be offered and working assumptions between OSD and its customers.
2. Establish service level expectations.
3. Describe the methods used to measure the quality of service provided.
4. Define mutual requirements and expectations for services and overall performance.
5. Strengthen communications between shared service providers and its customers.

Mission

The mission of the Minnesota Department of Natural Resources (DNR) is to work with Minnesotans to conserve and manage the state’s natural resources, to provide outdoor recreation opportunities, and to provide for commercial uses of natural resources in a way that creates a sustainable quality of life.

DNR’s Strategic Plan, 2020-2022

The effective delivery of the services described in this agreement is an important factor in DNR’s overall strategic performance and directly supports the following strategic goal, priorities, and approaches:

- Goal 4: The DNR demonstrates operational excellence and continuous improvements in service to Minnesotans.
- Priority: Cultivate a healthy, supportive, and safe workplace
 - Priority: Ensure DNR’s financial vitality
 - Strategic Approach: Enhance One-DNR
 - Strategic Approach: Expand communications to reach wider audiences

Term of Agreement

This agreement covers the period from July 1, 2021, through June 30, 2023.

Core Hours of Operations

DNR's Call Center operates from 8 a.m. to 6 p.m., Monday through Friday; Saturdays, 8 a.m. to 4:30 p.m. OSD's reception areas are staffed from 8 a.m. to 4:30 p.m., Monday-Friday, except for approved holidays. Hours may be adjusted due to system/power outages, emergencies, or disasters.

Costs

The Commissioner maintains executive decision-making responsibilities for shared services. The Shared Services Governance Board ("Board") sets services, funding levels and the allocation of costs. Service levels and costs are based on the services the divisions need to conduct their operations and deliver their programs. Divisions determine the funding sources for their shared services assessments so that fund integrity is maintained.

For all areas of shared services, "extraordinary" costs are managed as exceptions. Assessments to the units that incur the extraordinary costs reflect all costs incurred to provide the service. At times, single events or unanticipated economic conditions may affect the OSD's ability to provide needed services. The Board maintains a fund balance in the shared services account to assure that there is a sufficient fund balance to minimize the impact to these events.

Shared services provided to DNR under this SLA are paid for across all units on a fee for service basis and are administered through Service Level Agreements (SLAs). OSD will prepare semi-annual invoices for the divisions based on the rates set by the Board and approved by the Commissioner. Fleet, facilities, equipment (radios and computers), and professional services are billed separately.

The total cost of shared services work performed under this agreement is described in Exhibits A and C, and as incorporated into this SLA. This amount is based on the approved shared services rate model, Board recommended and Commissioner-approved initiatives, interagency services, credits, direct and necessary billings, and other such services.

Rates

Shared services costs are determined by a series of rates based on service use and cost drivers. Rates and costs, except for professional services rates, are reviewed annually by the Board. Descriptions of each rate model are described in Exhibit A and incorporated into this SLA. The cost allocation and estimated costs for these services are incorporated into the DNR's annual spending plan process and are posted on the DNR's intranet.

1. Facilities, fleet, radios, and computing equipment fleet (CEF) rates are charged on a unique cost per unit or rate basis. These services are used or consumed on a regular basis.
2. The shared services rate structure for safety, internal audit, human resources, planning, materials management, financial management, operations, and communications is tied to the cost-drivers of budget and full-time equivalents (FTEs), which indicate overall volume of work, staffing support and operational complexity. The variables show a high correlation to actual cost of service and are sensitive to changes in inputs managed by the divisions.
3. Contract or project services are tied to specific division initiatives and are provided through supplemental SLAs between OSD and the requesting division. Contract services or project services costs are allocated on a time and materials basis and are billed using the DNR's professional services rate.

Supplemental Work and Initiatives

The Board may recommend, and the Commissioner may approve, additional funding for OSD to provide supplemental work on initiatives (new or expanded services that lie outside of the scope of the SLA). New initiatives are typically projects of shorter duration, scoping projects, and discrete services that are supplemental to the SLA. This funding often comes from the shared services corpus and may not result in a direct billing to the divisions during the SLA term. Exhibit D describes the nature and costs of these services, which are incorporated into this SLA for FY22-23.

Authorized Representatives

Operations Services Division (OSD) Authorized Representatives, or his/her successor(s), are:

- Reena Solheid, Division Director
- Greg Kruse, Deputy Director
- Mary Robison, Chief Financial Officer
- Denise Legato, Human Resources Director
- Sam Minkler, Capital Asset Manager
- Gail Nosek, Communications Director
- Katie Shea, Internal Audit Manager

General questions about this SLA may be directed to Marcia Honold, Planning Director, OSD.

Obligations

Implementation Obligations

Through this SLA, the Commissioner assigns responsibility to OSD to provide services as described in this agreement. OSD has the authority to expend funds collected under this SLA. OSD agrees to provide the assigned services and is obliged to develop the supporting management and service delivery systems. These include, but

are not limited to effective communications, tracking performance against standards, and corrective action as appropriate.

Roles and Responsibilities

Roles and responsibilities are set forth in Operational Order 122 and include the duty to comply with the responsibilities detailed in the SLA.

Service Constraints

Conformance Requirements

OSD policy changes and/or federal or state regulations may alter procedures and service delivery timeframes.

Dependencies

Achievement of the service level commitment is dependent upon customer compliance with agency policies and procedures.

Service Demands

Changes in workload caused by natural disasters, or man-made acts such as power outages, system unavailability or system response time may result in temporary reduction of services or the types of services that are offered.

Staffing Constraints

OSD will prioritize service delivery based on staffing capacity and availability and in consultation with agency leadership.

Periodic Reviews

The OSD Director and the Board will review the performance of the SLA against agreed-upon service level expectations annually or more often if needed. The scope of the performance reviews may include:

- business needs;
- scope, quality and cost of shared services;
- cost control, both from the OSD and Board perspective; and
- progress reports on SLA goals and services.

OSD assesses customer satisfaction through surveys and may use the results as a basis for changes to this agreement.

Service Provision

OSD provides shared enterprise services in the areas of assets, finance and planning, information, and workforce services. Descriptions of OSD's shared services programs by service provision area are documented in Exhibit C and are incorporated into this SLA. Services and programs are as follows:

Assets

- Design and Construction, Buildings and Sustainability, Fleet and Materials Management

Finance and Planning

- Budget and Finance, Procurement, Internal Audit, Planning

Information

- Data Governance, Outreach and Communications

Workforce Management

- Human Resources, Safety

Service Level Agreement Maintenance

This agreement will be reviewed periodically and updated as needed. Service, rate, and cost revisions may become necessary due to changing service needs, modifications to existing services, addition of services, or significant variations from agreed upon service levels. Amendments to this SLA will be reviewed by the Board and approved in writing by the Commissioner and OSD Director.

Exhibit A – Rate Allocation and Methodology

Shared Services Rate

It is the policy of the Department of Natural Resources to establish rates and fees to recover the full costs of providing shared services for the agency. The shared service rate is designed to address the complex financial and operating environment of the department, which must be considered when determining services and rates. This policy is consistent with Operational Order 122 and assures that:

- Costs are consistent, transparent, fair, and create incentives for customers to control costs.
- The revenue model provides financial stability, manageability, and capacity for continuous improvement.
- The budget recovers the full cost of providing the shared service.

Spending Authority and Budget Setting

The shared services annual budget (spending authority) is set as the sum of the following items:

Prior year base +/- one-time spending +/- legislative changes for SS +/- approved increases/decreases based on internal initiatives and statewide initiatives as recommended by the Board.

The spending authority determines the shared services budget, which includes the following services: budget and grants services, financial management, planning, operations, communications, human resources, procurement, internal audit, and materials management.

Billing Allocation

The spending authority determines the budget. The shared services budget is funded through annual billings to the divisions. The billings for these shared services must be allocated as follows:

- 30 percent allocation based on full-time equivalents (FTEs) per division or program area of total FTEs.

Calculation = $0.3 * (\text{Full-time equivalent (FTE) in a division or program area from March to March of the prior year}) / (\text{FTE in the total agency from March to March of the prior year})$

- 70 percent allocation based on division or program area budget over total agency budget for the coming fiscal year as enacted by the legislature, less excluded funds.

Calculation = $0.7 * ((\text{Legislatively enacted budget for division or program area}) / (\text{Total legislatively enacted budget for the full agency}))$

Shared Services Rate Methodology

1. The shared services budget is measured as a percentage of the agency's budget (less excluded funds) plus the direct and necessary revenues from projects funded with the Outdoor Heritage Fund and Environment and Natural Resource Trust Fund appropriations. The percentage serves as a reference point. It is tracked from year to year to identify trends in the relationship between program budget appropriations and the cost of shared service delivery.
2. The Operations Services Division (OSD) calculates the budget each year of the biennium and adjusts for supplemental budget changes based on the spending authority. This allows shared services to grow and contract as business demands dictate.
3. OSD manages the shared services budget and has the authority to carry-forward unexpended funds from the first fiscal year into the second year of the biennium. At the end of the biennium, unexpended dollars revert to the shared services corpus unless otherwise directed by the Board and Commissioner.
4. The Board may approve credits to a division's or program's allocation to be applied based on the Board's recommended method (e.g., prior year's allocation).
5. The shared services budget may be adjusted when additional services are added to the shared services portfolio, or a different level of effort is requested. All adjustments must be approved by the Commissioner based on recommendations from the Board. One-time adjustments may be paid from the shared services corpus.
6. Base budget changes must be requested through the Board and must be based on demonstrated need, informed by workload indicators that are developed and maintained by OSD.

Shared Services Rate Allocation and Billing

The Chief Financial Officer (CFO) allocates the shared services budget based on a formula of FTEs and division or program budgets (30%/70%). In addition, the CFO:

- Applies the Federal Indirect Cost (IDC) revenue as a credit to offset the division's or program's shared services allocation.
- Calculates FTEs based on a 12-month count from March to March of the year prior to the coming fiscal year for which the billing is being calculated.
- Updates the annual program budgets used to calculate the allocation based on the legislatively enacted budget (considering both the biennial and any supplemental budget).
- Applies any approved Board credits to the division's or program's allocation.
- Prepares first and second half invoices based on the allocation of costs to each division or program.
- Maintains the list of excluded funds from the allocation calculation (see Shared Services Budget Setting and Calculation Administrative Policy – terms section for a detailed list of these funds).

Fleet Rates

Fleet rates: all costs in this area are billed to customers based on their use of the equipment. Charges for the fleet and shops are based on a rate or rate formula. Rates are applied monthly on customer usage, a “pay-as-you-go” system. Rates are set annually by reviewing key assumptions relative to use and cost parameters.

Fleet Rate Methodology

$$\text{Fleet Rate} = \text{Capital Costs} + \text{Taxes and Licensing} + \text{Fuel} + \text{Maintenance and Repairs} + \text{Insurance} + \text{Administration} - \text{Salvage Value}$$

See Fleet Policy Management section for additional information.

Radio Rate Methodology

Radio Equipment Fleet Program rates are set by calculating the replacement cost for a type of radio amortized over the expected lifespan of the radio. In addition to the amortized replacement, divisions are charged a monthly Maintenance and Administration (M&A) rate for each radio in use. The M&A rate accounts for Minnesota Department of Transportation (MNDOT) maintenance billing, other repair and parts costs, tower lease billings, warehouse space costs and DNR and MNIT program salaries.

The Monthly M&A rate is calculated via the following formula:

$$\text{Monthly M\&A Rate} = (\text{Total Annual Maintenance and Administration Costs} / \text{Count of Active Radio}) / 12$$

The Radio Equipment Fleet Program bills divisions on a quarterly basis.

$$\text{Monthly Radio Rate} = \text{Amortized Radio Cost} + \text{M\&A Rate}$$

Computing Equipment Fleet (CEF) Methodology

Monthly CEF computer rates are based on the MNIT Enterprise rates for computers, plus amortized upgrade charges on non-standard computers, plus the costs for local services not covered through MNIT Enterprise rates. Local services include costs for peripheral equipment such as monitors and keyboards, management of surplus equipment, and additional costs associated with non-standard engagement.

$$\text{CEF Computer Rate Formula} = \text{MNIT Base Computer Rate} + \text{Amortized Upgrade Cost} + \text{Local Services Cost}$$

CEF infrastructure costs are allocated based on the “relative work site presence: index” defined in the MNIT DNR Shared Services Service Agreement (SA). Core network equipment replacement costs are allocated based on a combination of the “network services” and “enterprise application support” indexes as defined in the MNIT SA.

Facilities Management Account Rates

Maintenance Rate Methodology

Buildings Maintenance Fee

A maintenance service fee is calculated for each active owned building in the DNR building inventory. Historic buildings that are no longer in use, and where demolition or divestiture is not possible, may be excluded from the active inventory. Division fees are based on aggregating the fees from all active owned building under the division's custodial control as well as the prorated share for buildings operated under a direct cost plan (DCP) based on the space allocation in the DCP. The divisions are billed their portion of the Buildings Maintenance Fee semi-annually, in July and January.

The base formula for the buildings maintenance fee charged to each division is:

$$\text{Buildings Maintenance Fee} = \text{Current Replacement Value} \times \text{Maintenance Rate}$$

Current Replacement Value (CRV)

Current replacement value (CRV) for buildings is the estimated cost to replace a building based on RSMeans (the dominant construction industry data firm) construction costs for basic labor, materials, and equipment. The CRV is calculated in the ARCHIBUS facility management software and is based upon the size of the building, the number of the systems in the building, the components in the building, and the types of materials used in construction. ARCHIBUS calculations apply a multiplier for 1.2 for all state agencies when determining CRV for historic buildings. The multiplier accounts for higher costs associated with maintenance and repair of designated historic buildings.

Maintenance Rate

The maintenance rate is set by the Board and is a percentage of total CRV for all DNR-owned buildings. FY22-23 rates are posted on the DNR intranet.

During the biennium, Facility Management Account (FMA) funds are used to address the highest-priority maintenance needs as determined by program staff, regional management teams and in some cases the Buildings and Signs Asset Team. Over time, the program goal is to expend funds in proportion to the source of funds. Funds are used on buildings, excluding residences, and directly associated infrastructure. Maintenance costs for co-located buildings are allocated and billed to divisions based on the proportion of the space assigned in the site's DCP. FMA funds are expended consistently with Administrative Policy 8.13, *Facilities Maintenance Account and Residence Management Account*.

The Shared Services Governance Board, in accordance with the Administrative Policy 8.13 and Operational Order 12, *Residence Policy*, shall set a separate maintenance rate for residences. The Residence Management Account (RMA) is a sub-account of the FMA account and the RMA's expenditures are limited to the buildings including residences and the International Wolf Center.

Technical Assistance Rate Methodology

The Technical Assistance (TA) is available to support initial consultation with Design and Construction professionals or space planners to obtain options and alternatives prior to proceeding with a formal project that will be billed to the customer. Annual TA funding is set at \$1.047M by Administrative Policy 8.03, *Technical Assistance Billing and Allocation*. Each division's TA billing is based 80% on a 4-year rolling average of the division's TA use and 20% on the total square feet the division occupies in both owned and leased buildings. The specific formula is established in the Technical Assistance Policy. TA is billed semi-annually at the start of the fiscal year, and in January along with FMA.

Workers' Compensation Rate

Workers' Compensation rates are based on two factors:

1. The fees charged to DNR by Department of Administration, Risk Management Division, for administering the program.
2. An estimate of the actual direct costs of the program – payments to Department of Administration, Risk Management Division, for injury costs such as medical, wage replacement, rehabilitation, etc.

The fees are assessed within DNR based on calendar year FTEs. The direct costs are assessed based on an experience allocation, which is based on a 5-year rolling average of the direct costs incurred by each division or program. These are then added to determine the total charge.

Creative Services Rates

The Creative Services rate is based 60 percent on the Shared Services allocation of FTE and budget, and 40 percent on the three-year rolling average of each division's use of CSU for division-specific work.

Professional Services Rates

OSD may charge an hourly rate for services requested that are above and beyond the capacity or typical scope of work at the discretion of the Authorized Representatives. The hourly rate for services is billed at the professional services rates approved by the DNR's Deputy Commissioner and is posted on the DNR intranet.

Exhibit B – Billing

Costs for services are charged through established rate structures as described on the DNR’s Spending Plan page located on the DNR’s intranet or on file with OSD. Professional Services are billed separately. The following is a summary of services, allocation methods and billing frequency for services described in this SLA. This does not include other agency-wide shared services, such as Leadership or Real Estate, or Centralized Pool accounts, such as Attorney General, General Counsel or Workers’ Compensation.

Costs for Service Summaries

Shared Services – Budget Allocations

Service	Description	Allocation	Billing Timing
Shared Services	Provides centralized support services including Materials Management, Budget and Finance, Procurement, Internal Audit, Planning, Data Governance, Outreach and Communications, Human Resources, and Safety.	The approved shared services budget is allocated among divisions based on consolidated index of FTE and Budget. Proportion of budget is weighted at 70% and FTE at 30%. Budget does not include revolving funds, clearance accounts and pass-through funds.	July/Jan
Facilities Management Account (FMA)	Provides general maintenance for DNR owned buildings	Maintenance cost allocation is based on the division’s share of current replacement value of DNR buildings, not including residences. Technical assistance support is based 80% on the division’s prior year activities and 20% on occupied square feet. Residence fees are charged to the division if the building is an	July/Jan

Service	Description	Allocation	Billing Timing
		essential residence and to the tenant if the building is a non-essential residence.	
Fleet Account	Fleet Program. Does not include aviation.	Billed for actual use at approved rates.	Monthly
Computing Equipment Fleet (CEF)	Includes computer and accessory replacement, field site equipment replacement and core network hardware.	Computer rates are charged for deployed computers. CEF infrastructure costs are allocated based on relative work site presences. Core network equipment replacement costs are allocated based on a combination of network services and enterprise application support indices.	Costs are incurred monthly, billed quarterly.
Radio Account	Management of radio equipment.	Radio rates are billed on deployed radios at approved rates.	Costs are incurred monthly, billed quarterly.
Creative Services	Creative Services Unit (CSU) services provided to the department.	The CSU rate is based 60% on the shared services allocation and 40% on a three-year rolling average of each division's use of CSU hours for division-specific work.	July

Exhibit C – Services and Programs

The purpose of Exhibit C is to provide transparency, good customer service, balance, and value by making it easier to find information on OSD services provided to the DNR. Service delivery is prioritized based on the OSD work plan, biennial budget, Conservation Agenda, and other agency plans and priorities.

The SLA's programs are grouped by Core Management Area – (Assets, Finance and Planning, Information, and Workforce Management) and then are organized as follows for each program area:

Program Purpose and Scope: contains brief overview of services provided.

Common Services: describes the scope of services that are provided by the base rate and a description of the funding model.

Specialty Services (fee for service): describes any services not provided in the base rate and how the customer requests these services, and how OSD determines the costs for services.

Customer Input: describes any committees or customer advisory groups for that service or program area.

Customer Requirements: describes customer requirements, including a description of how the customer can control costs through the choices that they make regarding this service if applicable.

Key Performance Measures and Standards: describes the key process area and its related service expectation, metric or key performance indicators, and monitoring plan.

Core Management Areas

Assets

OSD manages DNR's assets (including materials, fleet, buildings, and infrastructure) which have a current replacement value of approximately \$3.9 billion. The DNR's asset program ensures that department goods and service needs are met during the asset lifecycle as outlined in the SLA:

- Acquire approximately \$100 million worth of material assets each biennium.
- Coordinate inventory, policy and reporting for all 20,000+ assets, including oversight of computer equipment fleet and radios.
- Ensure assets are safe, accessible, promote sustainability and support the work of the DNR.
- Facilitate timely and effective services starting at procurement through divestiture.
- Provide construction, maintenance, renewal, and replacement services as well as occupancy and leasing services for over 2,800 buildings.
- Provide planning, management, and operations for fleet equipment for approximately 5,000 items.
- Establish policies and procedures for the acquisition, management, and distribution of all assets.

Finance and Planning

OSD's commitment to provide financial and planning services to the DNR. OSD strategically manages the financial resources of the department, works to uphold compliance with state law, and leads DNR's strategic planning, and internal audit services. DNR's finance and planning services ensures that the agency's operations are managed to meet the business needs of the department as outlined in the SLA:

- Process 60,000 transactions annually.
- Maintain SWIFT security, training, and reports.
- Coordinate grant policy for department.
- Process approximately 800 construction and service contracts and 425 grant projects biennially.
- Ensure fiscal integrity for DNR funding sources.
- Provide risk assessment/internal audit services to the Commissioner and senior leadership
- Help the Commissioner's Office plan, budget, and implement agency priorities.
- Coordinate and facilitate interdisciplinary policy and planning activities.

Information

OSD's Communications and Data Management programs facilitate the strategic management and use of data and information that promote agency communications and transparency. DNR's information services deliver data governance, communications and outreach services for the department as outlined in the SLA:

- Provide strategic, effective, and efficient media relations.
- Deliver public outreach and communication services to DNR divisions and to the Commissioner's Office.
- Manage DNR's data practices, records management, outcomes reporting and data management activities, including DNR library operations.
- Ensure staff, decision makers, and the public have access to the best possible information to address Minnesota's complex natural resources challenges.

Workforce Management

OSD's Human Resources and Safety Programs reflect the DNR's commitment to providing personnel and safety support services to the DNR. DNR spends \$200 million annually on workforce costs, which includes the salaries and support for DNR's 2,750 full-time employees (FTEs) and their safety needs as outlined in the SLA:

- Develop employees to deliver natural resources results.
- Train and prepare current and future agency leaders.
- Increase workforce diversity.
- Facilitate agency hiring to attract and retain a highly qualified, diverse workforce.
- Keep DNR's workforce safe through loss control, safety training and claims management.
- Deliver high quality emergency management services to the agency.

Buildings and Sustainability Program

Program Purpose and Scope

The Buildings and Sustainability (BAS) Program supports DNR's outdoor recreation, economic development, and conservation mission by maintaining and repairing buildings and associated infrastructure, so they are safe and accessible, support natural resource work, and model proactive environmental sustainability and energy conservation. Program services include:

- System level planning and analysis of building conditions and capital priorities
- Maintenance, repair, and renovation of DNR buildings
- Management of facility leases
- Building occupancy, space planning and furniture management
- Technical assistance
- Environmental sustainability

Common Services

The BAS Program provides for the maintenance and renovation of DNR buildings and occupancy needs. Renovations are coordinated with Design and Construction Services (architects and engineers). Maintenance work is generally funded by the Facilities Management Account (FMA), authorized by MN Statute 84.0857, which establishes the authority of the Commissioner to bill organizational units within the DNR for the costs of providing them with building and infrastructure facilities. Costs billed may include modifications and adaptations to allow for appropriate building occupancy, building code compliance, insurance, utility services, maintenance, repair, and other direct costs as determined by the Commissioner. FMA program expenditures focus on maintaining current building functions and capacities. FMA expenditures are governed by Administrative Policy 8.13, *Facility Management Account and Residence Management Account*. BAS works to improve and enhance buildings when bonding appropriations or division funding allows.

The Technical Assistance (TA) account, (which is a subset of the FMA), is available to support division consultation with Design and Construction or space planning professionals to identify options and alternatives prior to proceeding with a formal project. The rate descriptions and allocations are provided in Exhibits A and B. Services that are provided to divisions under the FMA include the following:

Buildings and Infrastructure

- Provide for maintenance, repair and renovations of buildings and infrastructure, including:
 - coordinate annual building maintenance budgets and plans,
 - assess maintenance needs, options, and cost estimating,
 - conduct facility condition assessments, and

- coordinate and prepare information in the 10-year capital asset plan, which is used to demonstrate the capital investment needs of all DNR infrastructure.
- Manage DNR leases in conjunction with DNR's Lands and Minerals Division and the Department of Administration. This includes office space, storage space, water access, towers, and DNR residences. Technical Assistance can be used for feasibility planning and coordination of new leases.
- Provide energy audits, indoor air quality testing, hazardous material testing and abatement as needed for building projects.
- Provide coordinated services with OSD sections including contract administration, construction, and professional and technical contracts and ensuring bidding processes meet statutory and best practice standards.
- Respond to urgent repair needs associated with disasters or other system failures and assist in emergencies that impact structural integrity of infrastructure.
- Maintain the authoritative DNR building asset database, which adheres to the criteria established by the Department of Administration.
- Prepare, conduct, and update the Report-To-Work locations of DNR employees.
- Provide building occupancy services, including card access management, site management plan guidance and building policy management to support site coordinators.
- Provide space and furniture management technical assistance for small tasks and projects.
- Consult with division decision-makers regularly to understand ongoing project priorities and obtain necessary approvals for individual projects.
- Coordinate the divestiture of buildings as part of DNR building asset management.

Sustainability

- Provide department-wide leadership on sustainability and environmental performance within DNR operations.
- Collect, analyze, and report data pertaining to sustainability goals and metrics involving, facility energy and water use, solid waste management, operational greenhouse gas emissions, fleet fuel use, and green purchasing.
- Represent DNR on interagency sustainability forums and programs.

Specialty Services

Professional services on DNR capital assets

- Provide project or construction management service as needed.
- Monitor and manage building maintenance projects, including warranty phase.
- Space programming, design, and construction management of large projects.

Statewide specialty services provided as part of the Technical Assistance Account

- Provide feasibility and technical assistance services.

- ARCHIBUS and associated data management (record systems for building management).
- DNR State Fair building projects (work planning and providing cost estimates).
- Sustainability planning.
- Central Office and Regional Operations special projects and emergencies.

Building demolition and site clean-up

- Manage the contracts necessary for sale or divestiture of buildings, including assessment, abatement, and demolition services.

Customer Input

The Buildings and Signs Committee, representing regional and divisional perspectives, is responsible for validating and providing direction for the overall buildings program priorities. Project priorities are established near the beginning of a fiscal year and are subject to change as conditions and financial considerations change.

Customer Requirements

For OSD to successfully meet customer expectations, DNR managers are obligated to adhere to division and department policy, procedures, and standards. This includes informing the program of strategic changes made to the operations of a building or site and in assisting with establishment of work plan priorities.

- Identify and submit a list of division staff with the authority to make facility-related recommendations or decisions to OSD (Authorized Division Lead, ADL).
- Provide clear project definitions, scope, and overall division building priorities appropriate for the project type.
- Assemble division project teams that will be engaged from project initiation through close-out.
- Provide timely responses to issues needing clarification and requests for feedback related to specific projects.
- Identify possible invasive species, natural, cultural, historical, archeological resources, issues, and constraints associated with buildings work as part of project initiation or scoping.
- Communicate natural resource objectives, program and statutory requirements, department strategies and values.
- Practice responsible and safe building occupancy and operation (i.e., monitor conditions, report problems, seek technical assistance for repairs and renovations, provide custodial care that is necessary to support the work of divisions).
- Ensure buildings are used per building occupancy codes.
- Support space planning standards and efforts to improve workplace conditions.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance.

Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Buildings Condition	DNR building condition is improved to be average (fair) condition or better.	Decrease the number of buildings with a Facility Condition Assessment of unacceptable (crisis) or poor (1 or 2) over time.	Annually this information is reported to each division and the Buildings and Signs Assets Team.
Sustainability Measures	DNR addresses its contribution to the cumulative environmental impacts of energy use and production, including water consumption, carbon pollution, and conventional air pollution.	Reduce energy use (per square foot), water use and greenhouse gasses and increase waste recycling rate.	Quarterly energy and sustainability reports are provided to agency leadership and Office of Enterprise Sustainability.
Employee Locations	DNR staff locations are verified so employees can be contacted in the event of an emergency situation.	100% of employees reporting to DNR Report-to-Work (RTW) sites will be verified annually and a map published.	Annual survey provided to supervisors/managers will be communicated via agency leadership.
Diversity and Inclusion	Space planning and building design create a more inclusive work environment.	Number of new and renovated buildings incorporate inclusive and universal design elements.	Annually this information is collated and provided to each division.

Design and Construction Program

Program Purpose and Scope

The Design and Construction (DAC) Program supports the DNR's outdoor recreation, economic development and conservation mission through the design and construction of facilities and infrastructure (e.g., buildings, recreational sites, trails and trail bridges, water control structures, roads and bridges, water and wastewater systems, and water access sites). The program ensures that these developments are safe, accessible, support natural resource work, and model environmental sustainability, alternative energy use and energy conservation.

Common Services

Common services paid for from the shared services account include:

Americans with Disabilities Act (ADA) – Title II Compliance

DNR's Title II ADA Coordinator is responsible for coordinating agency-wide efforts to comply with Title II and investigating any complaints that the agency has violated Title II. Specific duties of the ADA Title II Coordinator are identified in the DNR Affirmative Action Plan.

Agency-wide Services

DAC provides agency representation and leadership for projects of statewide significance such as response to disasters and participation on agency teams such as Invasive Species or other general functions. These services may or may not be paid for by the shared services account depending on the specific situation. If not funded by the shared services account, these services are funded as an included service from the professional services account.

Specialty Services – Professional Services

DAC's primary source of funding is through the Professional Services Account based on an approved professional services rate. Professional services provided under this funding structure include overseeing the design and construction of new (or significant renovation of) DNR buildings, recreational facilities, and their associated infrastructure services.

Billed Services

- Provide facility infrastructure and site professional design services, contract specification, contract administration, construction management, facility commissioning, and facility divestiture services.
- Provide division-specific, program-specific, or site-specific ADA accessibility analyses and technical guidance, billed through the technical assistance account.

- Provide technical consultation, evaluation, and scope development of potential projects, billed through the technical assistance account.
- Provide statewide asset management services for DNR's road and trail bridges, including recurring inspections, maintenance requirement forecasting, and asset data management, billed through the technical assistance account.
- Manage the State Park Road Account program for the agency, including collection, vetting and prioritization of candidate projects, and facilitating agency funding decisions. Billed through the technical assistance account.

Included Services (as part of the professional service rate)

- Consult with division decision-makers regularly to understand ongoing project priorities and obtain approval for individual projects.
- Draft, solicit, award, pay invoices and administer Professional/Technical Services contract amendments and closeouts.
- Support DAC's financial management, purchasing, and financial analysis services.
- Manage a collaborative, intra-agency process to administer Natural Resources Asset Preservation (NRAP) appropriations.
- Develop the DNR's capital budget requests and manage those appropriations.

Customer Input

Design and Construction meetings are held with the divisions' project managers on a regular basis.

Customer Requirements

For OSD to successfully meet customer expectations, DNR managers are obligated to adhere to division and department policy, procedures, and standards.

- Identify and submit a list of division staff with the authority to make facility-related recommendations or decisions to OSD.
- Provide clear project definitions; communicate goals and overall division priorities.
- Assemble division project teams that will be creatively engaged from project initiation through close-out.
- Provide timely responses to issues and requests for feedback.
- Identify possible invasive species, natural, cultural, historical, archeological resources, issues, and constraints.
- Communicate natural resource objectives, code and department requirements, department strategies and values.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Customer Satisfaction	Customer satisfaction rates that are comparable to or higher than those in the private sector.	Achieve customer satisfaction ratings of 4 out of 5 or better.	Upon project completion.
Project Management	Funds are managed effectively, and customer needs are met.	All projects over \$250,000 have project management plans that establish roles and responsibilities for communications, budget, scope, schedule, and quality control.	Quarterly review of projects over \$250,000.

Fleet Equipment Program

Program Purpose and Scope

The DNR's Fleet Equipment Program keeps staff on the move with safe, reliable, environmentally friendly, and cost-efficient equipment. DNR fleet manages 5,000 pieces of road and off-road equipment, from electric utility vehicles to 80,000 lb. trucks. The fleet puts on over 13 million miles every year and consumes slightly under 1 million gallons of fuel.

Program services include:

- Complete fleet asset management.
- Fleet financial and data management.
- Equipment insurance and safety management.
- Representing DNR on statewide committees and work groups.
- Assisting divisions with equipment planning, fleet right sizing and achieving sustainability goals.

Common Services

Standard program services include, but are not limited to the following:

Vehicle Acquisitions

- Determine vehicle replacement needs and specifications based on vehicle lifecycles and user needs.
- Establish vehicle standards and create selector lists with approved vehicle choices.
- Process eFleet transaction and cut purchase orders.

Fleet Data Management

- Track all fleet units, fleet fuel use, and fleet maintenance within M5 (web-based program) fleet database.
- Process Monthly Usage Reports (MURs) for fleet billing.
- Process transfer requests to maintain an accurate inventory location in M5.

Fleet Administration

- Register, license, and title fleet equipment.
- Administer fuel card program: maintain approved user lists, renew, and distribute fuel cards.
- Administer insurance program: track incident reports, manage repairs and coordinate coverage and payments through insurance provider, including subrogation coordination.
- Establish vehicle rates and lifecycles based on past and projected costs.

- Assist divisions with achieving sustainability goals through fuel use reduction.
- Maintain fleet policy and procedures.

Fleet Safety

- Maintain ELM (Enterprise Learning Management) training courses and track task book completions.
- Provide training resources for field staff.
- Maintain safe usage standards, such as communicating standard towing limits, establishing training requirements, and managing exceptions to policy and manufacture use standards.
- Coordinate commercial drivers' licenses verification and drug & alcohol testing.

Maintenance Management

- Coordinate vehicle maintenance with regional shops and outside vendors.
- Provide repair approvals on repairs over \$200.
- Deny approvals on units when additional repairs are not in the best interest of the state.

Vehicle Disposals

- Coordinate disposals with the Department of Administration.
- Host four annual equipment auctions.

Specialty Services

Nonstandard services requested by divisions include, but are not limited to the following:

- Liability Insurance for non-owned equipment.
- Assist with the acquisition, receipt, and upfitting of non-fleet owned items (boats, attachments, etc.).
- Custom training (hands-on defensive driver training, group heavy equipment training, etc.).

Customer Input

- The DNR Fleet Committee, through the divisional Fleet Representatives, serves as the primary communication point between the divisions and the fleet program.
- The Fleet Committee is established in Operational Order 111. The Committee meets at least 6 times per year for the purpose of keeping fleet management and fleet users informed on desired and proposed changes in the program. Common meeting agenda items are fleet rate and budget review and recommendations, establishing safety and replacement standards, approval of vehicle selector lists, and training updates.
- Fleet staff are also located at each regional office, and often serves as the first point of contact for many of the day-to-day fleet needs, such as repair requests, upfit needs, explanation of rates and lifecycles, and training questions.

Customer Requirements

For the fleet program to contain costs, achieve sustainability goals, and provide safe equipment, users must:

- Provide qualified staff to serve on the Fleet Committee.
- Follow state and local laws and regulations.
- Comply with DNR policy on operator training, licensing, and CDL registration as needed.
- Inspect and maintain equipment per DNR standards and procedures.
- Ensure Divisional Fleet Plan is updated annually, and equipment composition is maintained at the approved level.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Fleet Sustainability	Fleet Fuel Economy improves year-over-year.	Miles per gallon of light road vehicles. (<8,500 lbs. GVRW)	Quarterly review of M5 Usage reports.
Fleet Sustainability	Gallons of fossil fuel consumed decreases.	Total annual gallons of fossil fuel purchased on the fuel card.	Quarterly reporting in conjunction with sustainability staff.
Fleet Costs	Fleet costs are less than Utilimarc averages for road vehicles.	DNR pool rate vs. Utilimarc total rates for road vehicles.	Utilimarc data is collected every two fiscal years, with report produced by fleet staff.
Fleet Utilization	Fleet vehicles see utilization of 75% of more.	Annual use/planned annual use from M5.	Quarterly reporting from M5.
Risk Management	DNR maintains tier 1 insurance rating.	Admin risk management insurance rating.	Annual determination from Risk Management.

Materials Management Program

Program Purpose and Scope

The Materials Management Program (MMP) provides asset management services for the DNR. Each year the physical inventory tracks and verifies over 15,000 items located throughout the state. The Radio, Computer Equipment Fleet (CEF), and Sign Programs receive oversight and management through the MMP. The MMP also serves as the policyholder for several Operational Orders related to materials including Hazardous Materials, Explosives and Pesticides.

Common Services

Standard services include, but are not limited to the following:

Annual Inventory

- Develop inventory lists for SWIFT, Fleet, Radios, and Enforcement items.
- Create and maintain inventory SharePoint site.
- Assist users with processing transfers and Lost/Stolen reports.
- Produce inventory reconciliation and annual inventory report.

Asset Classification and Tracking

- Ensure items are assigned proper classes within SWIFT and assignment locations are current.

Asset Disposal

- Process disposal requests for all DNR assets.
- Ensure state and DNR policy are followed.
- Coordinate disposition with Department of Administration.

Policy and Program Administration

- Provide program leadership, and develop and maintain policies and procedures for Property Management, Radios, CEF, Signs, Hazardous Materials, Explosives, Pesticides, Cell Phones and other Electronic Devices, etc.

Specialty Services

Non-standard CEF and Radio items will have custom billing per the program rate memos and SLAs.

Customer Input

Sign Subteam

The Sign Subteam provides input to MMP staff to organize a statewide sign system to provide DNR sites with signs that convey a clear message, meet applicable standards, have common mounting methods, and require minimal maintenance. Additional goals of this system are to employ cost effective sign production techniques, use standard materials, and establish continuity of design, fabrication, and placement. The Sign Subteam includes representatives from all divisions and subject matter experts from OSD Purchasing, the Office of Communication and Outreach (OCO), and MMP.

Customer Requirements

- Acquire, use, and dispose of state property, assets, and sensitive items in accordance with state and DNR policy.
- Surplus underutilized and obsolete items following divisional policy.
- Complete annual inventory in a timely manner.
- Supply staff for program teams.
- Use and administer Radio and CEF assets in accordance with program policies.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Radio Inventory	The radio inventory is managed by MNIT DNR through the MNIT DNR Shared Services SA and requires a 100% match between SWIFT and radio databases.	Percent match between databases.	Annual comparison of data.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
CEF Inventory	Computers are classified as sensitive items. The CEF inventory is managed by MNIT DNR through the SA and SLA and requires a 100% match between MNIT inventory lists and MNIT inventory results.	Percent match between databases.	Annual comparison of data.
Annual Inventory	95% of inventoried items are verified during the annual inventory.	More than 95% of asset tagged items are verified in each annual inventory.	Review annual inventory results.

Budget and Grants Program

Program Purpose and Scope

The Budget Program provides high-quality budget planning, implementation, monitoring, reporting, and analysis. The Grants Program seeks to mitigate risk and promote individual grant outcomes.

Common Services

The Budget and Grants Program provides high-quality budget planning, implementation, monitoring, reporting, and analysis. Budget services are designed to deliver a seamless budget environment by:

- Providing oversight on the agency spending plan process.
- Providing coordination and support for the Governor’s and legislature’s biennial, supplemental and capital budget processes within DNR.
- Ensuring fiscal integrity of the DNR organization through financial analysis and monitoring.
- Providing budget reporting services to meet statewide requirements, fund balance analysis, stakeholder requests and other budget information sharing needs.
- Developing and maintaining DNR policies and procedures for grants management, ensuring compliance with federal and state policy and procedures, and coordinating federal grant application and spending authority processes.

Specialty Services

Not applicable.

Customer Input

The Budget and Grants unit needs to work closely with the divisions daily to fulfill the unit’s mission of providing agency wide leadership in these two areas. At this time, we have formally created two workgroups that meet regularly with a defined purpose.

Financial Leaders and Oversight Workgroup (FLOW)

This chartered group meets regularly to formulate and implement new and improved methods to ensure consistency, accountability, and transparency in financial practices across the department. This group consists of financial section managers and accounting directors from each division and key Office of Management and Budget Services (OMBS) financial staff.

DNR Grants Coordinators Group

This ad hoc group is composed of DNR staff who coordinate incoming and outgoing grants. They meet every other month with the goal of mitigating risk in grant management through 1) identifying and addressing gaps and inconsistencies, and 2) information sharing. This group is open to any DNR employee who works with grants. Input from and collaboration with this group results in improved grants management agency-wide.

Customer Requirements

For the agency to successfully meet expectations for quality fiscal and grant management, DNR managers are obligated to be good and equal stewards of this important goal. This includes but is not limited to:

- Identifying and alerting OMBS to fiscal and grant issues.
- Working collaboratively to address issues balancing the agency's strategic and business needs as appropriate.
- Aligning fiscal resources with the agency's and divisions' strategic goals.
- Being good ambassadors for fiscal and grant policies, processes, and procedures (PPP). This includes being knowledgeable of the PPP, helping other staff follow them, providing context as to why they are important, and meeting process deadlines.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Service Area	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Biennial Budget	Coordinate the agency’s budget process for the Commissioner’s Office (CMO) to make informed budget decisions.	Internal decisions reflect agency priorities. MMB deadlines are met, and materials are accurate.	Monitor progress of budget development against timeline. Adapt accordingly as needed by Governor’s Office, CMO or MMB. Budget presentations and communication materials are clear and effective. Monitor fiscal note completion against deadlines.
Budgetary Reporting	Fund statements are accurate and timely.	Accurate fund statements are produced on time for the November and February forecasts, Governor’s budget, end of session and fiscal close.	February and November forecast briefing will be held for CMO, Senior Management Team, and financial staff.
Financial Analysis and Monitoring	Federal Indirect Rate, Single Audit Report, and the Annual Comprehensive Financial Report (ACFR) Certification Reports are timely and accurate.	Federal and MMB deadlines for indirect costs, Single Audit and ACFR reporting are met.	Monitor submission of reports against deadlines, timeliness, and accuracy.
Financial Analysis and Monitoring	Coordinate agency financial monitoring to assure strategic management of fiscal resources	Reports developed against agency priorities and needs are provided to leadership on a quarterly basis.	Budget strategy meetings are regularly conducted to assess budget health and strategic threats and opportunities.

Service Area	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Grant Administration	Provide information, assistance, and training on grant management as needed.	<p>Federal grant application processes are followed, and spending authority is received for incoming grants.</p> <p>DNR staff receive accurate and timely assistance with grant management as needed.</p>	<p>Develop a plan to address the internal grant audit findings including identifying the full universe of grant managers in the agency.</p> <p>Tracking of federal and non-state grants awarded.</p> <p>Grant Coordinator Group meetings are regularly scheduled, and information is provided that effectively allows staff who work with grants to ensure compliance with the latest federal, state and DNR grant requirements.</p>

Finance and Procurement Program

Program Purpose and Scope

The Finance and Procurement Program provides strategic management of the financial resources of the department, upholds compliance with state law, and meets the business needs of the department. These services are designed to help promote a high-functioning organization that support durable natural resource decisions by:

- Providing direction, services, and control over all accounts payable, accounts receivable, and contracting within the department.
- Procurement services, including specialized commodities purchasing.
- Developing, maintaining, and enforcing financial/administrative policies and procedures to maximize the effective and efficient utilization of DNR financial resources.
- Delivering integrative fiscal and management leadership services that enable the DNR to responsibly and effectively achieve its natural resources mission.
- Ensuring the DNR has sound business operations to ensure accountability of the department's assets and financial systems.

Common Services

Accounts Payable Services

- Provide centralized accounts payable services for the DNR.
- Monitor and prepare monthly prompt payment reports.
- Process expenditure corrections greater than \$5.00.
- Provide centralized processing of employee business expenses.

Revenue Processing

- Manage revenue at an agency-level and record all receipts.
- Monitor and prepare data to meet statewide reporting requirements for accounts receivable.
- Coordinate with the office of state treasury to reconcile systems with the state bank.

Procurement and Professional-Technical (PT) Contracting Services

- Provide Contract Administration under Department of Administration Delegated Authority.
- Assist DNR units in drafting solicitations and reviewing contracts.
- Ensure construction, biddable services, professional technical contracts, and leases meet statutory and best business practices standards.

- Provide specification development and consultation.
- Provide strategic sourcing and vendor qualification.
- Provide operations purchasing (i.e., commodities, including assets and sensitive items).
- Provide centralized bulk procurement processing including uniform, signage, special equipment, and bulk commodity purchasing.
- Coordinate IT procurement with MNIT Enterprise.
- Develop, implement, and administer procurement policies and procedures.
- Develop training and operation guidance documents.

Purchasing Card Administration and Management Services

- Coordinate and oversee the purchasing card program.

Financial System Services and Reporting

- Provide and maintain secure access to SWIFT and WIRES.
- Maintain DNR accounting structure.
- Provide expertise regarding financial systems and interfaces. Provide standard and customized financial reports.
- Conduct detailed analysis to allocate costs for annual spending plan development.
- Perform reconciliations on various statewide appropriations for compliance.
- Develop, manage, and monitor budgets for direct cost plans at regional headquarters and area co-located offices.

Policies and Procedures

- Develop, implement, and administer financial policies and procedures.

Specialty Services

Not applicable.

Customer Input

Financial Leadership and Oversight Workgroup (FLOW)

The Finance and Procurement program collaborates with FLOW members to ensure financial practices are consistent, accountable, and transparent across the DNR. The Chief Financial Officer relies on FLOW to provide input on shared services initiatives prepared for the Board's consideration and action.

Customer Requirements

For OSD to successfully meet customer expectations, DNR managers are obligated to:

- Establish and maintain an internal control structure sufficient to ensure compliance with state, federal, and departmental policies, and procedures.
- Prepare and submit all required information in a timely and accurate manner, using the tools provided by OSD.
- Familiarize staff with accounting and related fiscal procedures and policies.
- Ensure staff attends required financial trainings offered by OSD, Dept. of Admin, and MMB.
- Seek advice in advance on proper procurement and grant management administration and best practices.
- Report theft, misuse, or abuse of state property or assets.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Accounts Payable	At least 98% of payments at the DNR are made within 30 days.	Prompt payment is at or above 98%.	Prompt payment reports are produced quarterly.
Accounts Payable	Business expenses are accurately reviewed according to state policy and procedure, and processed as efficiently as possible.	Number of business expenses processed.	Reported annually and summarized in the biennial report.
Purchasing (goods, services, and construction)	Purchase orders are processed following state policy and procedure. Internal controls are in place and efficiently implemented.	Number of purchase orders processed.	Reported annually and summarized in the biennial report.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
PT Contracting	Professional and technical contracts are executed in a manner that complies with Minnesota law and policy.	<p>Number of professional and technical contracts processed.</p> <p>Contracts are enacted in a timely manner with all required language.</p>	Reported annually and summarized in the biennial report.

Internal Audit Program

Program Purpose and Scope

The Internal Audit Program provides DNR with independent and objective assurance to:

- Assist management in evaluating risks that can occur in operations, functions, and activities.
- Provide consulting services for financial and program areas.
- Aid management in understanding and implementing an adequate control structure for internal controls, safeguarding assets and compliance with department policies and federal/state regulations.

Common Services

The Internal Audit Program describes the scope of services through the department's shared services billing, which is described in Exhibits A and B. Services that are provided to divisions at no additional charge and as set forth in the annual internal audit plan include the following:

Audit Review

Perform reviews on a regular, ongoing basis according to a strategic plan.

Quality Assurance and Controls

Follow-up on status of prior audit recommendations and perform mitigating control reviews.

- Prepare corrective action plans.
- Provide periodic updates to senior leaders.
- Assist and recommend strategies for making corrective improvements.

Planning, Analysis and Reporting

Categorize department fiscal activity into an audit population by program, division, and/or function.

- Develop an audit strategy and an annual audit plan.
- Conduct financial reviews of selected financial transactions to determine compliance with state, federal, and department policies and procedures.
- Conduct exit conferences, and prepare quarterly, bi-annual, and annual status reports.

Audit Training and Self-Assessment

- Provide annual Code of Conduct training.
- Complete the Minnesota Management and Budget (MMB) internal control self-assessment.

Consultation and Assessment Services

Lead independent and objective assurance and consulting activities.

- Evaluate internal controls, safeguarding of assets, compliance with department policy, and compliance with federal/state regulations.
- Assist divisions in preparing for an external or internal audit.
- Provide risk-based approach of financial reviews designed to identify significant control deficiencies in the areas of financial, operating, compliance, and information technology.

Internal Controls

Develop and provide tools to Directors, Managers, and Supervisors responsible for maintaining an effective internal control system.

Specialty Services

The Internal Audit Program does not offer specialty services. Service provision is included in the contents of the SLA.

Customer Input

DNR Audit Committee

The DNR Audit Committee is created to provide guidance and oversight to the Internal Audit Manager and staff regarding internal audit projects, methods, and corrective actions, and to help oversee and ensure the independence of the IA activity so that it remains a transparent and accountable tool for assessing programs and operations at the DNR.

Chartered by the Commissioner in 2014, the Committee consists of the Deputy Commissioner (chair), Chief Financial Officer, Director of OSD, as well as one Division Director and one Regional Director chosen by the chair. The Committee also includes two members knowledgeable about finance and auditing from outside the DNR. They meet twice yearly to review reports, provide consultation and advice, and oversee the Quality Assurance and Improvement Process conducted annually by the Internal Audit Manager.

Customer Requirements

Filing Complaints

Individuals with evidence of a loss, theft, damage, misuse, or unlawful use of state property or public funds, or with code of conduct concerns, should email or fax the complaint/allegation form posted on the DNR's intranet to the Internal Audit unit or DNR Human Resources (HR) section. This can be done anonymously or by calling Internal Audit or DNR HR directly.

Conflict of Interest Disclosure/Resolution

Individuals with concerns surrounding a potential conflict of interest disclosure or resolution, should contact the Internal Audit unit or DNR HR section for further direction. People may also submit concerns via the disclosure form, located on the DNR’s intranet page.

Corrective Action Plan Monitoring/Updates

Corrective action plans are prepared by audit staff to record management's response to the audit recommendations. Periodic updates from the division's key audit contacts are documented on a secured website by Internal Audit and communicated to senior management bi-quarterly. Updates are also provided to the Commissioner's Office on a quarterly basis.

Internal and External Audits

Prior to the start of fieldwork and throughout the course of an audit, staff may receive requests for information. Prompt and complete responses are needed to keep internal and external audits on track. Requests for information can be informal and handled electronically, or they may warrant a more extensive face-to-face meeting. Occasionally, a request for audit information is received from an external auditor (i.e., federal government).

Divisions should inform the Chief Financial Officer and the Internal Audit unit of any external audit contacts as soon as possible using the auditor contact form located on the DNR’s intranet. Internal Audit can help divisions coordinate the department's response, and/or help facilitate communication of the control structure and state policies that may be of interest to the external auditors. An Audit Survival Kit checklist has been prepared to assist divisions in preparing for an external or internal audit.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Audit Plan Performance	Complete 75% of more of the approved internal auditing and priority work.	Number of planned audits against number performed.	Annual tracking of audits not completed and why they were not done (workload, high number of requests, etc.).

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Corrective Action Status	Completion of corrective actions is tracked and barriers to implementing corrective actions are identified.	Percentage of corrective actions recommended/ planned that have been implemented. For those not implemented, determine the cause.	Results are reported to senior management and the Audit Committee annually.
Customer Service	Audit clients find value in the work performed, including quality of communication during the project, the readability of the report, and other factors that require a qualitative assessment.	Achieve custom satisfaction ratings of 4 out of 5 or better.	A post-engagement questionnaire/survey is distributed by the audit manager after the final report has been completed for each project.

Policy and Planning Program

Program Purpose and Scope

The Policy and Planning Program maximizes the cost-effectiveness, strategic focus, and interdisciplinary coordination of agency operations. These services:

- Support development, implementation, and accountability of agency-wide strategic priorities and initiatives.
- Foster effective collaboration and coordination to meet agency goals and objectives.
- Provide assistance to the Special Assistant to the Commissioner for Strategic Priorities for measuring and reporting progress on strategic priorities.
- Provide facilitation and related support to interdisciplinary agency teams.
- Collaborate with the Special Assistant to the Commissioner for Strategic Priorities to increase the knowledge, skills, and abilities of staff to improve business processes and innovation.
- Support science-based research and policy development that results in useful, integrated information to decision-makers.

Common Services

The Planning Program's scope of services described in this section are provided through the department's shared services billing, which is described in Exhibits A and B. Services include the following:

Continuous Improvement

- Provide consulting services for all agency continuous improvement efforts.
- Represent DNR on interagency continuous improvement efforts.
- Support the Commissioner's Office in the planning and implementation of awards for excellence, listening sessions, and related activity to reward strong performance and ongoing improvement efforts.

Social Science Research and Program Evaluation Support

- Provide consultation on quantitative and qualitative research design and methods to staff across the department, including advice on survey questions, focus group development, and other information gathering mechanisms.
- Conduct high-priority inter-divisional and/or short-term surveys, focus groups, or interviews depending on project scope and current staff capacity. (See fee-based section for larger and/or division-specific projects.)
- Translate social science information and trends into a useful context for management, planning, marketing and outreach, or other related purposes.

Strategic Planning and Facilitation

- Provide facilitation and coordination assistance to the Special Assistant to the Commissioner for Strategic Priorities for priority agency initiatives, as well as to specified agency projects and initiatives as directed by the Commissioner's Office.
- Provide support to the Special Assistant to the Commissioner for Strategic Priorities to implement and guide strategic planning as directed by the Commissioner's Office.
- Provide participatory approaches to engage citizens, stakeholders, and partners toward common goals and decisions that are aligned with natural resource results. (See fee-based section for division-specific projects.)
- Provide planning services to support the Special Assistant to the Commissioner for Strategic Priorities in advancing agency priorities.
- Provide planning assistance as directed by the Commissioner's Office.

Policy Coordination and Management

- Provide policy development support to the Statewide Interdisciplinary Review Service (SIRS), Game and Fish Fund Budgetary Oversight Committee, and other groups that either make or recommend action on agency policies and programs.
- Provide up-to-date internal policies, including Commissioners Orders and administrative, operational, and division policies.
- Communicate new and revised policies to DNR staff.

Specialty Services

The Policy and Planning Program provides specialty services (beyond initial consultation) on a fee for service basis for projects that are division- or program-specific. Services available include rulemaking; division or program-specific strategic planning; continuous improvement specialty projects; project management; project-specific analyses; and social science research and program evaluation.

Customer Input

The Policy and Planning Program works with the Commissioner's Office, Senior Managers, Operations Managers, and others who provide guidance and support for the Planning Program's work.

Customer Requirements

For OSD to meet customer expectations, DNR managers should:

- Confirm customer's desired outcome or purpose of request.
- Provide information needed to achieve policy, research, and budget objectives in a timely fashion. This includes expectations and deadlines set by the Commissioner's Office.

- Follow the decision-making process to fill requests for assistance. In general, priorities for service requests are in the following order:
 1. Commissioner’s Office and senior management sponsorship.
 2. Interdisciplinary department priority.
 3. Statewide, department priority.
 4. High level of complexity or conflict.
 5. Included in a departmental project portfolio or work plan.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Services Area	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Continuous Improvement	Provide training and support for agency efforts.	Number of agency staff supported and training sessions provided.	Provide an annual report on project participation, training sessions and similar data.
Strategic Planning and Facilitation	The DNR has sufficient support for its strategic initiatives, agency priorities, and interdisciplinary projects, and an accountability structure to measure progress.	Development of agency priorities and strategic plan. Development and ongoing update of performance measures and associated dashboard.	Strategic planning documents, performance measures and dashboards are established, and regularly updated and communicated to SMT. Quality of facilitation and planning support is periodically evaluated and communicated to OSD leadership.

Data Governance Program

Program Purpose and Scope

The Data Governance Program includes the agency's data practices, records management, outcomes reporting, and data management activities. This program helps staff, decision makers, and the public store and access the best possible information to address Minnesota's complex natural resources challenges. The programs' goals are to:

- Provide the framework and guidance for a comprehensive data practices program that ensures DNR's data is protected, managed, and in compliance with the Minnesota Government Data Practices Act.
- Lead the agency's emerging data governance strategies, including the assembly of data and metadata inventories, the integration of data in priority domains, and the development of appropriate policy.
- Provide agency leadership for issues of data security, including partnering with MNIT DNR and developing appropriate policies and guidance.
- Administer the department's records management and library programs, including classification, secure storage, disposal, and archival preservation of records, publications, and other information under the agency's care.
- Coordinate and administer agency-wide efforts to collect, store, and disseminate data to elected officials and the public on program performance, agency performance, and relevant population statistics.

Common Services

The Data Governance Program provides data governance services that ensure the most efficient and effective use of data throughout the agency and provide data practices services to comply with the Minnesota Government Data Practices Act as follows:

Data Governance

- Provide strategic planning for data analytics, integration, and decision support at DNR.
- Develop enduring and appropriate policies, standards, and procedures to ensure that DNR data is trustworthy, secure, integrated, consistent, and readily accessible to staff and the public.
- Collaborate with divisions to solve several pressing data integration and decision problems. These will help develop a data analytics, integration, and decision support "proof-of-concept" that can be replicated in other priority data domains.
- Provide DNR staff with the training they need to help the agency effectively implement data governance and advance decision support.
- Staff the Data Governance Steering Committee and other authorized structures to ensure sufficient support and follow-through for the policies and procedures these groups generate.

- Provide logistical support and content guidance to a data stewardship community of practice, so that data stewards from around the agency have a regular forum for peer learning and sharing on best practices and policy development.
- Serve as the agency’s “business-side” expertise on data security to interface with MNIT staff and provide agency-specific expertise on data security issues.

Performance Management and Integration

- Provide assistance to the Special Assistant to the Commissioner for Strategic Priorities to develop and oversee outcomes reporting tools to help DNR leaders track progress and make strategic course corrections on agency priorities.
- Coordinate division level review and update of DNR’s 90+ program-level performance measures.
- Support the Special Assistant to the Commissioner for Strategic Priorities in enhancing the DNR’s outcomes tracking system with a focus on improving agency performance on strategic conservation agenda goals by enhancing data import/export tools, system interconnectivity, staff reporting tools, and public reporting websites.

Data Practices

- Lead and manage DNR’s compliance with state Data Practices requirements.
- House the Data Practices Compliance Official (DPCO) and all related functions as described in Minnesota Statutes Chapter 13.
- Implement Operational Orders 75 and 127 in conjunction with division data practices designees, General Counsel’s Office, and other staff with specific roles in those policies.
- Provide policy development, classification analysis, and data sharing agreements.
- Implement management response to data practices recommendations.
- Provide Data Practices training on policies and procedures including Operational Orders 75 and 127, Data Breach Administrative Policies, and statutory requirements.
- Lead the initial reporting of potential data breaches internally and to the Office of the Legislative Auditor (OLA).
- Maintain the shared internal site, handbook, and resources for “not public” data that includes division-specific guidelines and best practices, security assessments, and detailed information regarding DNR “not public” data.

Records Management Program

- Administer DNR’s statewide Records Management Program, including its policies and procedures, records retention schedules, records storage, security, and retrieval.
- Manage and support DNR compliance with all relevant state statutes regarding records management, through appropriate agency-wide projects and training.
- Launch demonstration projects and develop an electronic document management system (EDMS) as an effective tool for efficient and effective records management.

Library Management

- Maintain a high-quality physical and electronic library.
- Assess the physical space of the library to support user needs and the health of the collection.
- Manage the physical library collection as a quality asset for DNR staff, stakeholders including external researchers, and the public.
- Coordinate interlibrary loan services, internet-based library services, and related information resource acquisition for the agency.

Specialty Services

The Data Governance Program does not offer specialty services.

Customer Input

Multiple internal groups provide customer input into Data Governance and Data Practices programs:

Data Governance and Data Practices Steering Team

The Data Governance and Data Practices Steering Team, established by the Senior Management Team, meets at least quarterly to provide strategic guidance to the emerging data governance policies. This team staff consists of operational leadership across the agency's divisions and is supported by Data Governance Team staff.

Data Governance Designees

Data Practices Designees are established by Operational Order 75 and 127 and play a specific role in the response to public requests for data under M.S. Chapter 13. They meet periodically to discuss, plan, and implement operational and strategic needs, at the request of the agency's DPCO.

Records Management Liaisons

Records Management Liaisons are established by Operational Order 115 and play a specific role in the assurance of appropriate record retention, handling, and disposal as required by state law. They meet periodically to discuss, plan, and implement operational and strategic needs, at the request of the agency's Records Coordinator.

Customer Requirements

For the Data Practices team to fulfill its required mission, all agency staff in all divisions must comply with relevant statutes, operational orders, and other direction from the Commissioner, Governor, and appropriate authorities. These include but are not limited to:

- Minnesota Statutes Chapter 13.
- Operational Orders 75, 115, and 127.
- Data Breach Disclosure Policies.

In addition to explicit policy, there are reasonable expectations of timeliness and customer service about fulfilling data practices requests, handling official records, and other data practices activities.

For the Data Governance Program to fulfill its mission, appropriate agency staff in all divisions must do the following:

- Follow the direction of the Commissioner’s Office in preparing data annually for public and legislative purposes, including but not limited to DNR by the Numbers and the Performance and Accountability Report (PAR).
- Prepare data as needed by the Senior Management Team, Operations Managers Team, and Commissioner’s Office to implement the DNR Strategic Plan and conservation agenda.
- Provide advice, guidance, and feedback as needed during the development of relevant policy and procedures, to maximize the effectiveness and efficiency of OSD work and ensure our responsiveness to our colleagues’ needs and requirements.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results for the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Data Practices	Data practices requests are addressed according to law and DNR policy, in a professional and timely manner.	Average response times to fulfill data practices requests.	The data practices database tracks response timeliness.
Data Governance	The DNR’s most critical data sets receive appropriate attention from the Steering Committee and agency staff.	Number of data sets defined into tiers based on risk and given appropriate plans for data management.	Tracking of the agency’s data sets including tier placement and a binary “yes/no” on the presence of a plan.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Performance Management	A Performance and Accountability Report (PAR) and strategic measures dashboard are produced to monitor, track and report on agency-wide performance metrics and key performance indicators on a timely basis (annually).	Compliance with timeline for PAR strategic measures dashboard.	The timeliness of completing the PAR and a performance measurement dashboard will be reviewed periodically by the Senior Management Team (SMT).
Records Management	Staff understand and follow the DNR's retention schedules, and the schedules are regularly reviewed and updated.	DNR's record retention schedules reflect current business needs and meet legal requirements. Annual statutory obligations are fulfilled.	Records retention schedules are reviewed annually and sent to the State Record Disposition Panel for approval. The Records Management Coordinator and Liaisons track staff responsiveness to requests for retention schedule updates and agency adherence to retention schedules.

Communications and Outreach Program

Program Purpose and Scope

The Office of Communications and Outreach (OCO) leads and manages information, communications and specialty programs that help the DNR achieve its strategic goals. OCO supports the agency through the strategic use of communications approaches and platforms to connect the DNR's internal and external audiences with key agency messages. OCO works closely with DNR leadership and staff to develop integrated communication programs, policies, tools, and best practices, and to create high-quality content, news, and information products.

Common Services

OCO provides these services to the agency at no extra charge through the DNR's Shared Services billings:

Communications Planning and Media Relations

- Collaborate with divisions to develop communication plans and strategies; create and coordinate key messages; and draft talking points for agency priorities.
 1. Provide traditional and digital media relations consulting services.
 2. Help create and execute communication plans.
 3. Prepare and implement crisis communications plans.
- Serve as primary point of contact for print and broadcast news media.
 1. Help arrange media interviews in coordination with divisions and CMO.
 2. Work with divisions to produce, edit, vet, and distribute news releases, editorials, and media advisories.
 3. Serve as media product liaison with the commissioner's and governor's offices.
 4. Provide media-event planning services.
 5. Produce news video and audio for newsrooms, website, and social media sites.
 6. Monitor, measure and respond to media coverage of DNR issues.
- Lead and coordinate social media content.
 1. Lead in developing policy and best practices, providing oversight and compliance for agency social media channels.
 2. Consult with DNR divisions and programs to coordinate consistent, accurate digital media messages that represent agency priorities.
 3. Provide oversight, coordination, and management of agency digital channels (Twitter, Facebook YouTube, Instagram, and GovDelivery).
- Lead the DNR's web governance efforts.
 1. Lead policy and program development; implement external website governance.
 2. Coordinate priority content and applications in tandem with divisions.

- Produce select internal communications.
 1. Write and distribute the DNR employee newsletter.
 2. Produce other key communications, such as the commissioner’s Wireside Chat.
 3. Create and implement internal communications plans on department-wide issues.

Information Center

- Operate a center that responds in a professional, timely manner to email, telephone and in-person requests for DNR information.
- Mail or email DNR materials requested by internal and external customers.

Creative Services

- Provide graphic design, photography, video, and audio products that support agency-wide and division communication goals.
- Lead creative services-related policy development, including implementation of Administrative Policy 11.01, *Use of Internal Creative Services*.
- Manage the transition from a professional services funding approach to a hybrid, agency-wide creative services cost-sharing approach.
- Ensure consistency across in branding, accessibility, iconography, and related graphic standards. Review public-facing audiovisual communications work done throughout the agency and offer advice and services to maintain consistency in the look and feel of products.
- Analyze the potential and advisability of a digital asset management system for further consideration by agency leadership.

Specialty Programs

Electronic Information Accessibility Program

- Manage the Electronic Information Accessibility (EIA) Program according to Minnesota Statutes section 16E.03, subd. 9., and state Web Content Accessibility Guidelines.
- Develop and maintain EIA policies and procedures, including Operational Order 132; offer training resources; conduct compliance tracking and manage metrics and reporting.
- Serve as lead for cross-divisional digital accessibility designee team.

DNR Volunteer Program

- Manage DNR Volunteer Program.
- Develop program policies and procedures; recruit and retain volunteers; provide guidance for volunteer safety program.
- Transition to secure digital management of program volunteers and data with agency-wide implementation of Volunteer Impact database software.
- Serve as lead for cross-divisional volunteer program designee team.

DNR Plain Language Program

- Coordinate DNR Plain Language Program.
- Lead and provide support to DNR's continued plain language efforts.

DNR State Fair Program

- Coordinate the DNR State Fair Program.
- Plan, implement and manage the agency's largest outreach event of the year in coordination with divisions and volunteers.
- Provide policy and safety leadership; maintain an interdivisional State Fair Coordinating group.

Regional Information and Outreach Services

Provide leadership and coordination of regional information officer (IO) work. Regional IO work includes:

- Supporting the communications and outreach planning needs of the DNR regions.
- Creating and sustaining strong working relationships with local stakeholders, partners, and media.
- Providing regional media relations services including managing media relationships, writing and editing news releases, creating media products, planning media events, and assisting with media relations consulting.
- Representing OSD communications and outreach interests as members of the regional management team.

Leadership and Administrative Services

- Act as the agency's communications liaison to the governor's office and manage special projects supporting administration priorities.
- Provide communications leadership and support to CMO.
- Provide communications policy leadership, strategic communication planning and crisis communications support to agency programs as needed.
- Serve as main point of contact regarding the use of copyrighted materials (e.g., photos, logos, videos) to protect DNR's intellectual property and help avoid instances of copyright infringement.

Specialty Services (fee based)

Creative Services

- CSU may charge an established hourly rate for projects that are anticipated to exceed 80 hours or are paid for with Federal or other dedicated funds. Divisions will be offered the alternative of paying for this work directly on a fee-for-service basis or having the work hours added to their three-year average of hours utilized.

- Services provided to external state agencies and organizations will be charged at the established hourly rate.

Information Center

- Provide overtime staffing for specialty or division-specific outreach events as requested.

Editing and Special Project Coordination

- Edit specialty documents as capacity allows.
- Provide long-term communications leadership for select high-profile external projects that have dedicated funding.

Donor-Supported Services

Minnesota Conservation Volunteer Magazine

- Write and edit stories and manage freelance writers and photographers.
- Work with division directors and CMO on developing stories that advance agency’s communications strategies.
- Design and publish the magazine.
- Create marketing and readership outreach that support the magazine’s reader-funded business model and help the agency reach its diversity, equity, and inclusion goals.
- Distribute magazine to schools, libraries, and other institutions.

Minnesota State Fair

Historically DNR’s annual State Fair expenses have been 15% supported by visitor contributions to the “wishing wells” located in the DNR building.

Customer Input

OCO shares information and solicits division involvement in program decisions in many ways. These include leading, bi-monthly Information Officer meetings, State Fair Coordinating Group meetings, Volunteer Program Advisory Group meetings and EIA Division Designee team meetings. The Creative Services Unit holds periodic Project Approver/Business Manager meetings and occasionally convenes an informal agency-wide Graphics Group.

Customer Requirements

For OSD to meet division expectations, DNR managers are obligated to:

- Participate in the multi-divisional social media and web oversight efforts.
- Involve division communication and outreach staff in enterprise project planning.

- Support division information officers in attending IO meetings and training, and in executing enterprise communications.
- Support division staff serving as delegates to the State Fair Coordinating Group and the Volunteer Program Advisory Group.
- Support division designees in achieving DNR’s goal of creating all electronic documents and products accessibly.
- Support staff in advocating for plain language and designating plain language champions.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
High-Profile Issue Management	Lead or support in developing plans, strategy, messaging, media outreach and other elements involved in managing high-profile issues.	Number of high-profile issues managed.	Track and report annually.
Social Media Leadership	Lead the agency in developing and supporting an integrated, dynamic social media outreach strategy.	Number of posts; audience growth; reach (Facebook) and impressions (Twitter); click-through rates on paid campaigns.	Track and report annually.
Website Communication Function	Manage communications focus of website and coordinate overall content strategies in collaboration with divisions.	Website traffic: tracking link data for select high-profile initiatives; number of web team requests completed.	Track and report annually.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Internal Communication	Support effective internal communication.	Open rates for Spotlight GovDelivery bulletin; viewership of Wireside Chats.	Track and report annually.
External Communication	Produce and distribute news releases and assist with media special events.	Number of releases written and/or edited and distributed; number of media availabilities coordinated or assisted with.	Track and report annually.
Information Center Customer Requests	Efficiently handle information requests from the public with minimal transfer to other DNR staff.	Number of calls and emails answered; speed of answer; call abandon rate; number of answers provided without transfer to DNR subject matter expert or Enforcement Officer.	Track and report annually.

Human Resources Program

Program Purpose and Scope

The DNR's Human Resources ("HR") Program serves as a business partner to managers and supervisors in providing professional services that facilitate delivering on the recreation, economic development, and conservation mission of the department.

HR's services include staffing, employee and labor relations, staff development and training, performance management, investigations, payroll and transaction processing, data maintenance and reporting, benefits administration, classification and compensation, organizational health and development, and policy/procedure development and implementation.

Common Services

The Human Resources Program describes the scope of services that are provided through the department's shared services rate and billing, which is described in Exhibits A and B. Services provided to divisions at no additional charge include the following:

Employment Services

- Manage the agency's hiring and selection processes to assure workforce readiness to meet DNR business needs, support implementation of the DNR Affirmative Action Plan, and maintain the integrity of the state's HR systems.
 1. Determine the appropriate classification of all agency positions – new and changing to ensure consistency within the statewide classification system.
 2. Advise hiring supervisors regarding minimum and preferred qualifications for job announcements to attract the best qualified candidate pool; develop job announcements and post on MMB's website.
 3. Advise hiring supervisors on assessment tools for selection including development of job-related, appropriate interview questions and anchors.
 4. Review resumes of job applicants to determine qualifications relative to minimum/preferred job requirements and prepare final roster of candidates for hiring supervisor.
 5. Advise hiring supervisors on bargaining unit agreement language, statutes, laws, and rules related to hiring and selection so that the agency is in compliance with applicable requirements.
 6. Coordinate an agency-wide approach when hiring Interns to broadly market opportunities to diverse groups of candidates.
 7. Advise hiring supervisors on compensation determinations, ensuring compliance with bargaining unit requirements, state and federal law, internal equity, and compliance with delegated authority from MMB.

8. Advise and consult with supervisors and managers on employee-related performance issues. Review and provide input on performance related documentation such as performance reviews and performance improvement plans.
9. Coordinate with workers' compensation regarding employee appointment, compensation, benefits, and leave issues for employees injured on the job.

HR Operations

- Manage the department's bi-weekly payroll process, along with collateral related functions, to ensure timeliness and accuracy as well as compliance with all legal/policy requirements.
 1. Provide off-payroll cycle insurance cost information to business offices accurately and on time monthly.
- Manage all data related to employee and position records to ensure employees receive timely and accurate pay and benefits.
 1. Maintain and update records in response to changes as they occur.
 2. Provide standard data reports to managers and supervisors to assist them in monitoring their employee and position activity.
- Create special query data reports in a timely manner based on type of request.
- Serve as liaison between MMB Payroll Services and DNR employees regarding tax inquiries, payroll deductions, and time sheet issues.
- Serve as liaison between MMB insurance division and DNR employees regarding insurance benefit information to assist employees in understanding their rights, coverage levels, and responsibilities in maintaining their benefits.
 1. Assist employees with retirement information specific to their situation.
- Serve as agency security administrator for access to statewide HR systems.
 1. Inform employees of their training requirements and expectations with system data and provide them the access level they need to perform their job duties.
 2. Conduct annual audit of access to ensure compliance with statewide policy and procedures.
- Coordinate agency response to unemployment claims.
 1. Review unemployment claim forms to ensure eligibility and to provide accurate and complete information for claims processing.
 2. Coordinate unemployment appeal hearings on behalf of divisions. Prepare the case to be presented, organize, and prepare witnesses, and present case information.
 3. Manage fraudulent Unemployment Insurance (UI) claims, serving as contact with Minnesota Department of Economic and Economic Development (DEED) and the employee involved to coordinate data, records, and communication.
- Administer employee leave of absence programs, in accordance with labor contracts, state and agency policy, and state and federal laws (i.e., FMLA, parenting leave, contractual leaves, etc.).
- Manage employee electronic information, (i.e., personnel files).
 1. Respond to requests for employee information for such things as employment verifications.
 2. Ensure information is accurately filed in employee personnel files so that is properly categorized, accessible, and properly retained.

Learning and Organizational Development

- Conduct New Employee Orientation and New Supervisor Orientation sessions to provide basic information to employees who are new to DNR, or new to their role as a supervisor, to provide foundational information needed to function within the DNR.
- Coordinate delivery of required agency-wide training in administrative and department-wide areas, working with subject matter experts and division representatives on the development of the training.
 1. Provide framework for training delivery in a variety of modes (instructor led, e-learning, and mentoring) on mandatory and elective training topics. Administer the state's learning management system, ELM, and train and consult with agency liaisons.
 2. Consult with division/region leadership regarding learning and development needs for leaders, teams, and staff providing guidance on approach and delivery.

Ethics

Serve as the agency's Ethics Officer, analyzing individual situations involving potential employee ethics and conflicts of interest issues, and providing written assessments and recommendations regarding existing and potential conflicts.

- Provide guidance to supervisors and employees regarding interpretation, application, and compliance with the state Code of Ethics for Employees in the Executive Branch.

Labor Relations

Provide agency leadership on matters related to the agency's relationship with state labor organizations.

- Support, advise, and convene Labor-Management Committees, and Meet & Confer sessions. Provide advice to regions regarding regional committees.
- Process union and plan grievances, prepare responses, negotiate settlements, prepare, and represent management in arbitration proceedings.
- Advise managers and supervisors on interpreting and applying labor contract/plan language.
- Represent the interests of DNR management on all applicable statewide bargaining teams.
- Conduct supplemental contract negotiations for all applicable contracts, representing the interests of DNR management to secure appropriate agreements.

Americans with Disabilities Act (ADA) Coordination

Serve as the agency's ADA Coordinator.

- Analyze and respond to requests for reasonable accommodation under the ADA.
- Compile and submit required reports of ADA Reasonable Requests and requests for reimbursement under the state's ADA Reimbursement Fund.
- Administer the Connect 700 program, advising applicants, assisting hiring managers, tracking data, and completing required reports.

- Collaborate with the agency’s Diversity, Equity and Inclusion (DEI) team to ensure that issues related to the disability community are integrated into DEI efforts.

Investigations

- Conduct internal employee investigations to internal and external complaints, employee misconduct, and policy violations to ensure that all relevant facts are presented to management for decision-making; ensure that investigations adhere to all contractual, legal, and policy requirements.

Leadership Services

- Serve as agency designee on matters related to requests for personnel data in accordance with the Minnesota Data Practices Act.
- Provide advice and consultation to agency management on human resources aspects of business decisions.
 - Develop, implement, and administer agency policies and procedures that carry out agency priorities.
 - Incorporate strategic planning for human resources into overall agency planning efforts.
 - Consult with management regarding organizational design and workforce planning.
- Represent the DNR on statewide initiatives and committees.
- Provide support, consultation, and advice to internal management teams and projects, (i.e., Culture of Respect, Organizational Health, Executive Learning and Development, Diversity and Inclusion).

Specialty Services

- Design and deliver customized training for a unit/section/division. Fees for this service are based on complexity and timing of the request.
- Conduct large-scale classification studies for units/divisions involving high volume or complex job audits and position analysis that are outside the routine hiring and selection processes.
- Design and deliver customized meeting facilitation/presentation for a unit/section/division.
- Conduct group/team assessment/evaluation and develop action plan for implementation of recommendations.
- Conduct intensive workforce planning analyses for division strategic planning efforts.
- Design and implement, and/or participate in, special projects outside the scope of this SLA.
- Conduct, or arrange for, internal investigations that exceed any division’s historical average, or that require extraordinary time/analysis/complexity.
- Divisions are responsible for covering the costs for legal and/or MMB services associated with individual labor relations issues.

Customer Input

The Operations Managers Team, the Organizational Health Team, and the Senior Managers Team provide input and prioritization for HR related services and programs. In addition, labor/management committees for the

American Federation of State, County and Municipal Employees (AFSCME), Minnesota Association of Professional Employees (MAPE), and Middle Management Association (MMA) bargaining units provide input on employee related actions that may be under consideration or are being implemented.

Customer Requirements

For HR to successfully meet customer expectations, DNR managers and supervisors must:

- Submit information and documentation in a timely, accurate, and complete manner.
- Review distributed reports/notifications in a timely manner and take required action (i.e., progression due dates, performance review dates, probation end dates, seasonal layoff/recall).
- Communicate desired outcome or purpose of request.
- Comply with all legal, policy, and labor contract requirements.
- Commit to the established priorities of the agency and/or division.
- Understand that service is guided by the following priorities:
 1. Statewide systems requirements and constraints.
 2. Enterprise merit principles.
 3. Federal and state laws and policies.
 4. Agency policy and procedure.
 5. Degree of complexity and precedent.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
New Employee Orientation (NEO)	<p>NEO training provides information that employees find helpful in orienting them to department policies and procedures.</p> <p>All new permanent classified employees participate in NEO.</p>	<p>Achieve customer satisfaction ratings of 4 out of 5 or better.</p> <p>Percent of new employees who attend new employee orientation.</p>	Quarterly

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
New Supervisor Orientation (NSO)	<p>NSO provides information that new supervisors need to assist them in performing their supervisory responsibilities.</p> <p>All new supervisors participate in NSO.</p>	<p>Achieve customer satisfaction ratings of 4 out of 5 or better.</p> <p>Percent of supervisors who attend new supervisor orientation.</p>	Quarterly
Job Postings	HR staff complete timely reviews of resumes submitted by applicants to determine eligibility and if the minimal qualifications are met.	The indicator measures the turnaround time from the closing date to submission of a candidate list to the hiring supervisor, which is important to supervisors in filling their staffing needs. The goal is to keep the processing time to less than seven business days.	Quarterly
Job Classifications	HR staff review and analyze documentation submitted by supervisors in a timely manner to determine appropriate classification levels for new positions or changes to vacant positions.	This indicator measures the turnaround time from submission of accurate and complete documentation by supervisors to determination by HR of the appropriate classification. The goal is to keep the processing time to approximately 30 business days.	Quarterly

Safety and Risk Program

Program Purpose and Scope

The purpose of DNR's Safety and Risk Program is to monitor, guide, and improve workplace safety and maintain compliance with state and federal laws. Safe work is synonymous with a productive workforce. Safety is essential to all our business functions and is never to be compromised. We put safety first and design our work with consideration for safe practices, such as hazard recognition, customized training, use of personal protective equipment, and defensive driving. Safety and Risk Management Program services include:

- Occupational safety
- Health and environmental management
- Risk management
- Emergency preparedness and response
- Commercial drivers' license (CDL) testing

Common Services

DNR's Safety and Risk Program provides professional consultation, administration, and management services to keep the DNR workforce safe through loss control, claims management, and safety leadership. The Safety and Risk Program also provides leadership and coordination in emergency preparedness and response for the DNR. The services provided to divisions within the shared services SLA include the following:

Loss Control

- Workplace Hazards
 1. Consult on hazard recognition to identify potential workplace hazards.
- Safety Analysis and Communications
 1. Monitor, review, analyze and report safety incident data to track and evaluate risk and provide mitigation measures.
 2. Consult on job safety and recommend program or policy changes needed to control incidents in the workplace.
 3. Communicate safety program policies, procedures, and guidance to all staff.
- Safety Training
 1. Provide agency-wide mandatory and basic safety training appropriate for all staff.
 2. Consult on workplace safety concerns through pro-active prevention training and re-education efforts after incidents occur.

Claims Management

- Reporting
 1. Administer reporting of incidents and processing of claims to meet medical and legal obligations.
- Personal Injury
 1. Consult with employees on requests for medical treatment, follow-up and rehabilitation and Return-to-Work efforts. Return-to-Work is coordinated with Human Resources Section as a part of shared services costs.
- Tort Claims
 1. Manage the department's tort claim process consistent with Operational Order 105 Claims against the DNR.
- Incident Investigations
 1. Consult on incident reporting, reviews and corrective actions needed to prevent future incidents.
- Financial
 1. Manage the department's Workers' Compensation revenue recommendations and track costs so that divisions contribute their share of the administration and claims costs of injuries.
- Legal
 1. Assist attorneys and compensation specialists in preparation for hearing and claims settlements for workers' compensation and/or tort claims.

Emergency Management

- Emergency Response
 1. Provide leadership and support to emergency events, such as pandemic, floods, severe weather, power plant Radiological Emergency Preparedness (REP) and active threats as they arise.
- Emergency Recovery
 1. Coordinate with business staff for all hazard recovery tracking and continuous improvement of emergency management.
- Emergency Planning
 1. Provide planning for all hazard response in coordination with federal, state, and local emergency response programs.
- Continuity of Operations Planning (COOP)
 1. Provide recovery plan based on the DNR business impact analysis.
 2. Review and update the COOP annually.
- Training
 1. Coordinate the delivery of all hazard emergency response training within the department to ensure a safe and effective response.
 2. Track compliance with training requirements for the National Incident Management System (NIMS) and other required state or local emergency response requirements.
- After Action Review (AAR)

1. Review and evaluate incident responses and make recommendation as needed.

Safety Leadership

- Consult with department and division leadership and safety committees on loss control, risk management and emergency preparedness.
- Strategic Planning, Goals and Measures
 1. Provide strategic planning to meet Department of Administration and DNR safety goals and initiatives.
- Financial and Staff Management
 1. Provide budgeting, budgetary expense, fiscal controls and authorizations that support the DNR's commitment to safety.
- Policies, Procedures, Guidance and Standards
 1. Provide clear policy for division management so the division's goals, values and processes are met in safe, incident-free workplace environments.
- Management Information Systems
 1. Provide reporting and information from data systems used in delivering services to the program to inform it of trends, incident prevention, claims management and emergency preparedness needs.
- Communications and Employee Involvement
 1. Provide timely information to decision-makers, regarding safety, incident prevention, claims management and emergency preparedness.
- Accountability
 1. Provide a framework of accountability to help the divisions understand their obligations to make safety a priority and safe work behaviors the norm. Engage with and support DNR's Executive Safety Committee and appropriate agency leadership to ensure alignment with DNR's goals and the enterprise MnSAFE (MN Safety Accountability from Everyone) initiative.

Specialty Services

There are limited situations in which the Safety Program services would be provided on a fee-for-service basis:

- Administration costs of the Workers' Compensation (WC) Program are documented in Administrative Policy 03:04, *Workers' Compensation Costs Allocation Pool*.
- Advanced or specialized safety training may be provided that recovers costs through a registration fee. These courses would be advertised and billed based on the number of trainees attending.
 - Safety Leadership Training is required for all managers and supervisors and is currently provided by an outside safety consultant.
- Specific divisional safety initiatives which would require extensive preparation and direct staffing support beyond general consultation. These requests would be initiated by the requesting division to the director and structured through a Service Level Agreement. The costs would be based on the actual costs to provide the services.

Customer Input

Customer input to the strategic planning and annual work planning for the Safety and Risk Management Program occurs through both internal and external customer input. Compliance-related guidance and goals are provided by the Department of Labor and Industry's MN OSHA Program, Department of Administration's MnSAFE program and the Department of Public Safety's Homeland Security and Emergency Management Division. Department level input to the vision, mission, and goals of the Safety Program occurs through the Operations Managers Team and Senior Managers Team. Internal input to the Shared Services Board for strategic planning and budgeting for the Safety Program will occur principally through the Safety Team. Additionally, the chartered program and division safety committees provide feedback on existing services, continuous improvement initiatives and annual workload priorities.

Customer Requirements

For OSD to successfully meet customer expectations, DNR managers and supervisors need to:

- Communicate department safety values and management guidelines.
- Ensure compliance to established training and safety standards.
- Demonstrate a personal commitment to safety, model safe behaviors and support safety policy.
- Develop needed job safety analyses to identify potential hazards and risks and to integrate standard safety practices into job duties, work assignments and department operations.
- Provide appropriate personal protective equipment (PPE) to all staff and ensure its proper use.
- Establish annual safety goals and report performance within division programs.
- Ensure that all incidents are reported and reviewed immediately to assess mitigation measures and reduce the potential for recurrence.
- Ensure that all injured employees receive proper medical treatment
- Coordinate an injured employee's return to work with the Human Resources section as soon as determined medically able.
- Ensure appropriate emergency plans are prepared and kept current.
- Train employees annually on safety, emergency, and security plans.
- Provide resources as requested during an emergency.
- Develop and provide safety training for division specific programmatic needs.

Key Performance Measures and Standards

OSD recognizes the need to provide efficient, high-quality services aligned to achieve departmental priorities. Evaluation measures and metrics are designed to quantify outcomes to ensure a high level of performance. Metrics or Key Performance Indicators (KPIs) are one method by which we can measure and evaluate the effectiveness, quality, and results of the service area.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Recording and Reporting (all First Report of Injury)	All reported injuries are documented, reviewed, and tracked to improve safety.	Annual Total Number of Reported Injuries, compared to historical numbers.	<p>Monthly Safety Performance reports emailed to managers/supervisors.</p> <p>Monthly post on safety webpage.</p> <p>Review First Report of Injury reports with safety committees.</p>
Reporting OSHA Recordable Injuries	<p>Reduction of 5% per calendar year.</p> <p>Maintain rates below national average for similar industries.</p>	<p>OSHA Total Recordable Injury Rate (TRIR) defined as the OSHA Recordable Injury Rate per 100 employees.</p> <p>OSHA Days Away, Restricted or Transferred (DART) Injury Rate.</p> <p>Compare TRIR and DART annual numbers to historical data.</p>	<p>Monthly Safety Performance Reports emailed to all managers/supervisors.</p> <p>Monthly post on safety webpage.</p> <p>Review OSHA recordable injury reports with safety committees.</p>
Workers' Compensation (WC) Claims Management	<p>Goal of zero harm.</p> <p>Reduce the incidence of workplace injuries by 5% annually for fiscal years 2020-2023 as stated in the agency MnSAFE plan</p> <p>Below national average or similar industries.</p>	<p>WC Total Number of Claims</p> <p>WC Claims Costs per Employee (FTE)</p>	<p>Monthly WC Reports emailed to division leaders.</p> <p>Quarterly MnSAFE Reports from Dept. of Admin.</p> <p>Posted on safety webpage.</p> <p>Annual report to leadership.</p>

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Tort Claims Management	Professional administration and consultation are provided to division leadership.	Operational Order 105: <i>Claims against the DNR</i> is followed for all claims.	Follow up with divisions to assess satisfaction with claim management, litigation, and settlements.
Emergency Management	Meet emergency management planning, response, and recovery requirements.	Planning documents are maintained, communicated and exercised. Follow-up reports and data are managed following department protocols. Emergency response operations follow standard procedures and requirements provided by the enterprise and through department emergency operations and COOP plans.	Annually review, update and exercise COOP documents. After action reviews are completed for department emergencies.
Managers and Supervisors trained in Safety Leadership	100% completion of required training.	Percent of leaders who have completed the training. Track annual numbers completed vs. not completed and compare to historical numbers.	Annually review safety leadership training report with HR and Ops Managers. Posted on safety webpage.

Process	Service Expectation	Metric or Key Performance Indicator	Monitoring Plan
Disaster Aid Coordination	Coordinate disaster aid program.	<p>Number of projects in progress and on time vs. projects not started or in progress and behind schedule.</p> <p>Number of completed projects reimbursed and closed vs. completed but not closed.</p>	Use monitoring plan to ensure project progress and administrative effort.
DNR Employee Satisfaction or Approval	Safety-related survey results show continuous improvement in organizational safety culture.	<p>DNR Workplace Climate Surveys</p> <p>Dept. of Admin Safety Perception Survey</p>	<p>Review survey reports.</p> <p>Work plans reflect areas of needed improvement from surveys</p>

Exhibit D – Approved Initiatives

Adjustments to Base Service Level

The following changes have been made to the base service level for the FY22-23 Shared Services SLA:

- Funding for an additional Human Resources Investigator (1 FTE)
- Funding for the Electronic Information Accessibility Coordinator (1 FTE)
- Program funding for Beyond the Yellow Ribbon (\$25,000)
- FY22 operating adjustment (\$63,000)
- FY23 based budget increase (\$300,000)

One-time Payments from the Shared Services Corpus Account

The following one-time investments will be made in FY22-23 from the Shared Services Corpus:

- A corrective transfer in the amount of \$542,013 from the Shared Services Corpus to the professional services account to address a deficit in the account.
- A one-time transfer to support the Cloud IT project (\$500,000).
- FY22 DNR contribution for inter-agency and state enterprise efforts: Environmental Quality Board (EQB) pollinator position (\$25,000), and Office of Administrative Hearings (OAH) Rulemaking/Public Comment project (\$75,000).
- FY22 and FY23 DNR contributions to the following inter-agency and state enterprise efforts: Enterprise Talent development (\$99,000), and Chief Inclusion Officer (\$30,500).
- Funding for COVID-19 testing.