Minnesota Department of Natural Resources

FY14-15 Shared Services
Service Level Agreement
between the

Operations Services Division and the
Commissioner of Natural Resources

Services Include: Communications and Outreach; Facilities; Fleet; Human Resources; Management and Budget Services; Materials Management; Planning; and Safety

Services Provided to: Department of Natural Resources

Executed By:

Tom Landwehr /s/ 8/5/13
Laurie Martinson /s/ 7/31/13

Tom Landwehr
Commissioner of Natural Resources
Laurie Martinson
Operations Services Division Director

Fully executed copies of this agreement are kept on file with the Operation Services Division
General Information

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 2014-15 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:

- outline services to be offered and working assumptions between OSD and its customers;
- establish service level expectations;
- describe the methods used to measure the quality of service provided;
- define mutual requirements and expectations for services and overall performance;
- strengthen communications between shared service providers and its customers

DNR Mission

We will work with citizens 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.

Conservation that Works, Goal 4

DNR will have operational excellence and a focus on continuous improvement in service to its conservation mission.

Terms of Agreement

This agreement commences on July 1, 2013 and expires June 30, 2015.

Core Hours of Operations

OSD’s reception areas are staffed between the core hours of 8:00 am to 4:30 pm Monday-Friday, with the exception of approved holidays. Core working hours may be adjusted due to system/power outages, emergency situations, or disaster.
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. Services levels and costs are based on the services the divisions need to deliver natural resources results. Divisions determine the funding sources 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.

The total cost of work performed under this agreement (excludes billings for Data Governance; Exhibit D, Facilities; Fleet; Project Specific SLAs for Outdoor Heritage Fund and Environment and Natural Resources Trust Fund; Professional Services) is $13,305,993 as described in Exhibit A and incorporated into this SLA.

Rates

Shared services costs are determined by a series of rates based on service use and cost drivers. Rates and costs, with the exception of professional services rates, are reviewed annually by the Board. Descriptions of each rate model are described in Exhibit B and incorporated into this SLA.

- Facilities and Fleet rates are charged on a unique cost per unit or rate basis. These services are used or consumed on a regular basis.

- The shared services’ rate structure for safety, human resources, planning, materials management, financial management, and communications is tied to the cost-drivers of budget, FTE and allotments, which indicate overall volume of work, staffing support and operational complexity respectively. The variables show a high correlation to actual cost of service and are sensitive to changes in inputs managed by the divisions.

- 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.
• DNR’s professional services rates are applied when OSD professional staff performs work on specific division initiatives and requests.

**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 trend toward projects of short-duration, scoping projects, and discrete services which are supplemental to the SLA. This funding generally 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 FY14-15.

**Authorized Representatives**

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

- Denise Anderson, Chief Financial Officer
- Denise Legato, Human Resources Director
- Kent Lokkesmoe, Capital Investments Director
- Laurie Martinson, Operations Services Director
- Chris Niskanen, Communications Director
- Mark Wallace, Operations 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 support OSD to provide services at a specific level. OSD has the authority to expend funds collected under this SLA. OSD agrees to provide the delegated service at that level 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.

*Compliance*

Through this SLA, the Commissioner assigns Division Directors the duty to comply with the responsibilities detailed in the SLA. These responsibilities are designed to ensure efficient and effective provision of support services. They include, but are not limited to, responsibilities such as providing priorities, providing sufficient lead time, proper completion of request forms, and establishing reasonable deadlines.
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 the policies and procedures of OSD.
- **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.

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 reviews may include a review of:

- Business needs
- Scope, quality and cost of shared services
- Cost control, both from the OSD and Board perspective
- 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 currently provides services in the areas of budget and financial, planning services, communication and outreach, facilities management, procurement, fleet, safety, and human resources. A description of the service area, including programmatic goals, scope of services and service goals, customer requirements, key performance measures is included in Exhibit C and incorporated into this SLA. Services are described as follows:

- **Appendix A: Communication and Outreach**
  - News and editorial; creative services; information center; education; volunteer programs; other outreach; regional information officer communications; administration and leadership services

- **Appendix B: Facilities**
  - Planning and design; construction administration; building occupancy and operation; leadership services

- **Appendix C: Fleet Management**
  - Fleet planning and management; fleet and equipment operations; leadership services
• Appendix D: Human Resources
  o Talent acquisition; workforce development; labor relationships; compliance; leadership services

• Appendix E: Management and Budget Services
  o Budget and financial analysis; business operations; internal audit; leadership services

• Appendix F: Materials Management
  o Procurement; fixed asset inventory management; bulk purchase warehouse operations; leadership services

• Appendix G: Planning Services
  o Management and planning services; policy analysis and research services; government affairs

• Appendix H: Safety
  Loss prevention; claims management; emergency preparedness; leadership services

**Service Level Agreement Maintenance**

This agreement will be reviewed on an ongoing basis and updated as needed. Service, rate, and cost revisions may become necessary due to changing service needs, modifications to existing services, addition of services, 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.
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Exhibit A – Rates

This Exhibit A contains FY14 shared services billing statements for the following services:

FY14 Shared Services Rates and Billing……………………………………………………… Page 1

(Communications and Outreach; Human Resources;
Management and Budget; Materials Management,
Planning Services; Safety)

FY14 Fleet Rates ………………………………………………………………………………… Page 2

FY14 Facilities Rates and Assessments…………………………………………………………Page 3
### FY14 Rate Model

Doesn't include Facilities or MIS (MNIT) Charges

<table>
<thead>
<tr>
<th>Division</th>
<th>Index Method FY13 Billed Amount</th>
<th>Index Method FY14 Approved Amount</th>
<th>FTE’s - March 2012 to March 2013</th>
<th>Allotments FY13</th>
<th>FY13 Approp &amp; Dedicated Rev Budget Amt</th>
<th>Total Credits</th>
<th>Credits Initatives &amp; Increases</th>
<th>Total Billing</th>
<th>+ Incr/-Decr FY13 to FY14 Variance (w/credits)</th>
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</thead>
<tbody>
<tr>
<td>Lands &amp; Minerals</td>
<td>$604,227</td>
<td>$901,229</td>
<td>Actual: 91.80</td>
<td>135,841.05</td>
<td>58</td>
<td>46,980.00</td>
<td>16,503,147</td>
<td>$384,386</td>
<td>$16,503,147</td>
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<td>Eco &amp; Water Res</td>
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<td>307.01</td>
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<td>341</td>
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<td>$49,324,846</td>
<td>$1,148,857</td>
<td>$1,180,982</td>
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<td>Forestry</td>
<td>$1,940,922</td>
<td>$1,988,329</td>
<td>493.16</td>
<td>729,753.51</td>
<td>190</td>
<td>153,900.00</td>
<td>$55,260,497</td>
<td>$1,287,109</td>
<td>$2,023,970</td>
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<td>Parks &amp; Trails</td>
<td>$3,560,042</td>
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<td>853,149.86</td>
<td>905</td>
<td>733,050.00</td>
<td>$99,423,442</td>
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<td>Fish &amp; Wildlife</td>
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<td>549.79</td>
<td>813,551.75</td>
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<td>603,450.00</td>
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<td>70,470.00</td>
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<td>9</td>
<td>7,290.00</td>
<td>$1,396,000</td>
<td>$32,515</td>
<td>$54,085</td>
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<tr>
<td>Region Operations</td>
<td>$113,888</td>
<td>$66,591</td>
<td>18.02</td>
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<td>49,410.00</td>
<td>$1,135,195</td>
<td>$26,441</td>
<td>$102,516</td>
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</table>

| Total                      | $12,599,287                    | $13,029,393                     | 2,286.91                         | 3,384,055.07    | 2,396                                   | 1,940,760.00  | $338,798,438                    | $13,305,993  | ($344,580)                      | ($280,000)   | $12,681,413                     |

| Cost Per Unit             | $5,919.00                      | $5,400.00                       | $0.038819                       |                 |                                         |               |                                 |              |                                 |              |

**Note:** Outdoor Heritage Fund and Environment Trust Fund Charges are not included and are billed separately.
### Exhibit A - FY2014 Fleet Rates

Key MnDNR Fleet Expenses, 6-year history.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate Change</td>
<td>4%</td>
<td>2.6%</td>
<td>0%</td>
<td>-7%</td>
<td>0%</td>
<td>13%</td>
<td>3.5%</td>
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<tr>
<td>In-year adjustment</td>
<td></td>
<td></td>
<td></td>
<td>(but approx. 7% direct paid to MMB)</td>
<td></td>
<td></td>
<td>5%</td>
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<tr>
<td>Total Fleet Spend</td>
<td>$21.1M</td>
<td>$21.8M</td>
<td>$19.3M</td>
<td>$21.7M</td>
<td>$16.5M</td>
<td>$17.8M</td>
<td>$17.4M</td>
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<tr>
<td>Acquisition dollars</td>
<td>$9.5M</td>
<td>$9.0M</td>
<td>$9.7M</td>
<td>$10.5M</td>
<td>$9.2M</td>
<td>$8.5M</td>
<td>$7.5M</td>
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<tr>
<td>budgeted In-year</td>
<td></td>
<td></td>
<td></td>
<td>Note: additional fire trucks, Enf trucks, Wildlife roving crew outfitting, Waters drill rig, E&amp;W Invasive Species outfitting</td>
<td></td>
<td></td>
<td>$8.5M</td>
</tr>
<tr>
<td>adjustment Actually</td>
<td></td>
<td></td>
<td></td>
<td>Note: carryover from FY10</td>
<td></td>
<td></td>
<td>$7.5M</td>
</tr>
<tr>
<td>spent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$11.4M</td>
<td>$8.5M</td>
<td>$7.5M</td>
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<tr>
<td></td>
<td></td>
<td>$10.5M</td>
<td>$8.4M</td>
<td>$11.4M</td>
<td>Note: Manufacturer and dealer fracs delayed delivery of new equipment well into FY11.</td>
<td></td>
<td>Note: GM axle strike and B20 delay impeded inventory reductions</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Note: carryover from FY10</td>
<td></td>
<td></td>
<td>Note: $.85M shift forward to FY10.</td>
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<tr>
<td>Fuel Spend</td>
<td>$4.7M</td>
<td>$4.5M</td>
<td>$4.1M</td>
<td>$3.8M</td>
<td>$3.1M</td>
<td>$3.5M</td>
<td>$4.5M</td>
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<tr>
<td>Maintenance Spend</td>
<td>$3.5M</td>
<td>$3.7M</td>
<td>$4.1M</td>
<td>$3.0M</td>
<td>$3.1M</td>
<td>$3.3M</td>
<td>$3.1M</td>
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<tr>
<td>Salary, fringe and</td>
<td>$1.6M</td>
<td>$1.5M</td>
<td>$1.5M</td>
<td>$1.4M</td>
<td>$1.2M</td>
<td>$1.2M</td>
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<td></td>
<td></td>
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<tr>
<td>Balance forward</td>
<td>$2.5M</td>
<td>$4.1M</td>
<td>$5.0M</td>
<td>$6.9M</td>
<td>$7.4M</td>
<td>$5.2M</td>
<td>$3.1M</td>
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<tr>
<td>(retained earnings @</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>end-of-year)</td>
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<tr>
<td>Financing</td>
<td>Borrowing not</td>
<td>No Borrowing</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
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<tr>
<td>anticipated</td>
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<td></td>
<td>Borrowing</td>
<td>Borrowing</td>
<td>Borrowing</td>
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<td></td>
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FY14-15 Shared Services SLA – Exhibit A - FY14 Rates – Page 2
### FY 14 Facilities Charges

<table>
<thead>
<tr>
<th>Discipline</th>
<th>FY13 Adjusted Values</th>
<th>FY 14 Adjusted Values</th>
<th>.71% CRV Reallocation of FY 13</th>
<th>FY 14 Maintenance Billings</th>
<th>FY 14 Maintenance Base</th>
<th>FY 13 Total FY 13 FS / TA Costs</th>
<th>FY 13 Total FY 13 FS / TA Costs</th>
<th>Sq Ft Occupied</th>
<th>FY 14 Combined FS / TA Costs</th>
<th>FY 14 Combined FS / TA Charge</th>
<th>FY 13 Total FY 13 Discipline Charges</th>
<th>FY 13 to FY 14 Cost Changes</th>
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</thead>
<tbody>
<tr>
<td>Enforcement</td>
<td>38,096</td>
<td>5,530,516</td>
<td>39,267</td>
<td>39,267</td>
<td>13,638</td>
<td>10,910</td>
<td>76,677</td>
<td>5,218</td>
<td>16,128</td>
<td>55,395</td>
<td>54,673</td>
<td>722</td>
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<td>Eco &amp; Water Res</td>
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<td>14,497,715</td>
<td>851,772</td>
<td>851,772</td>
<td>243,780</td>
<td>22,286</td>
<td>121,311</td>
<td>8,255</td>
<td>30,541</td>
<td>133,475</td>
<td>154,669</td>
<td>(21,194)</td>
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<td>Fish &amp; Wildlife</td>
<td>830,696</td>
<td>119,967,826</td>
<td>851,772</td>
<td>851,772</td>
<td>243,780</td>
<td>22,286</td>
<td>121,311</td>
<td>8,255</td>
<td>30,541</td>
<td>133,475</td>
<td>154,669</td>
<td>23,688</td>
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<td>Forestry</td>
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<td>1,897,693</td>
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<td>0</td>
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<td>871</td>
<td>871</td>
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<td>0</td>
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<td>0</td>
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<td>DNR - MNIT</td>
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<td>6,337</td>
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<td>0</td>
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<td>736</td>
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<td>Totals</td>
<td>3,384,214</td>
<td>485,512,376</td>
<td>3,447,138</td>
<td>3,447,138</td>
<td>1,047,000</td>
<td>837,600</td>
<td>3,077,204</td>
<td>209,400</td>
<td>1,047,000</td>
<td>4,494,138</td>
<td>4,431,214</td>
<td>62,924</td>
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</tbody>
</table>

**Notes:**

The board originally approved tying the maintenance funding solely to the adjusted (including historical value) replacement values of DNR buildings, thus allowing the total maintenance funding to fluctuate from year to year. This assessment includes only billable buildings, not residences. Residences are billed separately. The board also approved the FY 11 rate charge of $0.008 per $ of adjusted building value. For FY 12, the board chose to cap the maintenance charge at the FY 11 total charge of $3,445,051 which effectively reduced the rate from $0.008 to $0.0071 per $ of adjusted building value. For FY 13, the board decided that the $0.0071 rate would apply.

For FY14, the board approved a 2% inflation rate to the building values and remained at $0.0071 per $ of adjusted building value.

For FY 11, the board approved changing the method of allocating the Feasibility Studies / Technical Assistance funding to using an allocation of 80% of the total based on the amounts billed for the previous fiscal year and 20% based on the total square feet occupied - both owned and leased - as the index. This approach will also continue until the board changes it.

No change in the total funding for Feasibility Studies and Technical Assistance is being requested.

Some of the amounts above may be off minimally ($1 plus or minus) due to rounding.
Exhibit B – Rates and Billing

Costs for services are charged through one of four established rate structures: Shared Services; Fleet; Facilities and Professional Services. Division billings for FY14 Shared Services, Fleet and Facilities are included in this Exhibit A starting on page 3. Professional Services are billed separately.

1. Shared Services Rates:
   a. OSD bills divisions for their shared services based on a rate model. The shared services rate is calculated as follows:
      i. \[ \text{Cost} = (\text{Cost per FTE} \times \text{FTEs} \times 25\%) + (\text{Cost per Allotment} \times \text{Allotment} \times 15\%) + (\text{Cost per Dollar} \times \text{Budget} \times 60\%) \]
   b. The following funding sources are excluded:
      i. Outdoor Heritage Fund (OHF)
      ii. Environment and Natural Resources Trust Fund (ENRTF)
      iii. Fire Open
      iv. Bonding
      v. Game and Fish Fund adjustment ($90,000 for Game & Fish Fund activities)
   c. Rate Basis
      i. FTE - for Periods PPE 4/12/2011 to PPE 03/26/2013 - Average per year - MIS staff adjusted
      ii. Allotment for previous fiscal year.
      iii. Appropriated and Dedicated Revenue Budget Amount - based on Appropriated $$ for the fiscal year + Transfers In - Transfers Out - Cancellations + Dedicated Revenue (actual for FY12, Estimated for FY13). Internal revolving used to bill own Division were removed. Funds 3501; 3600; 3605; 6000; 6400; 6401 are not included. Gas Tax, PILT, School & Forest Trusts, Police State Aid, Consul Cons Area, and Tribal payments are not included.
   d. Facilities and Fleet are not included in this rate and are billed separately.
   e. FY14 rates model results in increased spending authority for Shared Services of $276,600 over FY13 billed less Board approved FY14 initiatives.

2. Fleet Rates
   a. 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.
i. **Fleet Rate** = Capital Cost + Fuel + Maintenance/Repair + Insurance/tax/license + Administration – Salvage Value

3. **Facilities Rates**
   a. **Maintenance Services Fee (for existing facilities)**
      i. Maintenance Fee is based on the amount and type of space occupied by each division.
      ii. **Base formula for the Maintenance Fee charged to each Division is**
          \[
          \text{Maintenance Fee} = \text{Replacement Value per Square Foot} \times \text{Division Square Feet} \times \text{Maintenance Rate}. 
          \]
          1. **Replacement Value** includes both the cost to replace a building using current dollars and an additional 20% of the replacement value increase for building that are historic
          2. **FY14 Maintenance Rate** is $.0071 per square foot
          3. **Square Foot** is the sum of the amount of square feet in facilities occupied by a division. The amount of square feet occupied by a division in facilities shared with other division is the total amount of square feet assigned to a division. The square feet figures for space in shared offices are the same as used in the Indirect Cost Plan.
   b. **Technical Assistance and Feasibility**, based on a 4 year rolling average of use.
      i. **(Allocating Feasibility Studies/Technical Assistance funding using an allocation of 80% of the total based on the amounts billed for the previous fiscal year and 20% based on the total square feet occupied – both owned and leased – as the index.)**
      ii. The **Technical Assistance and Feasibility base formula is**
          \[
          TA & Feas_{\text{Div}} = \frac{\text{Div 4 yr rolling avg use}}{DNR \text{ Tot 4 yr rolling avg use}} \left(0.80(\$1.047M)\right) = 80\% \text{ FEAS & TA} 
          \]
          \[
          \text{plus} 
          \]
          \[
          \text{Div } \% \text{ share of overall square footage occupied by a division for all leased and owned spaces } \left(0.20(\$1.047M)\right) = 20\% \text{ Feas & TA} 
          \]
      iii. Both are billed annually at the start of the fiscal year.

4. **Professional Services Rates**
   a. 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.
   b. The hourly rate for services is billed at the professional services rates approved by the DNR’s Deputy Commissioner and are posted on the DNR Intranet.
Exhibit C – Description of Shared Services

Appendix A: Communication and Outreach ................................................................. Page 1
News and editorial; creative services; information center;
education; volunteer programs; other outreach; regional information officer
communications; administration and leadership services

Appendix B: Facilities .................................................................................................. Page 6
Planning and design; construction administration;
building occupancy and operation; leadership services

Appendix C: Fleet Management.................................................................................. Page 11
Fleet planning and management; fleet and equipment operations;
leadership services

Appendix D: Human Resources................................................................................ Page 15
Talent acquisition; workforce development; labor relationships; compliance; leadership services

Appendix E: Management and Budget Services....................................................... Page 20
Budget and financial analysis; business operations;
internal audit; leadership services

Appendix F: Materials Management ........................................................................ Page 26
Procurement; fixed asset inventory management;
bulk purchase warehouse operations; leadership services

Appendix G: Planning Services.................................................................................. Page 29
Management and planning services; policy analysis
and research services; government affairs

Appendix H: Safety.................................................................................................... Page 34
Loss prevention; claims management;
emergency preparedness; leadership services
Appendix A - Office of Communication & Outreach

This FY 2014-15 Service Level Agreement reflects the commitment of the Office of Communication & Outreach (OCO) to provide strategic, effective, and efficient media, and public outreach and communication services to DNR divisions and to the offices of the Commissioner.

OCO believes that deliberate and well-executed communication and outreach efforts are essential to the department’s success. Strategic stakeholder communications are important to ensuring government transparency and accountability. Moreover, the agency is dependent on effective communication and outreach in order to build public awareness, trust and support.

These assets – awareness, trust and support – are essential to the DNR’s mission and success, and the key to building citizen involvement in the ongoing stewardship of Minnesota’s natural resources.

OCO places a high value on customer satisfaction, business efficiency, value and accuracy. At the core of its business values, OCO strives to:

- Deliver products and services that are of high value to its customers.
- Continuously search for efficiencies and cost-saving measures for its customers.
- Collaborate with its customers and get their feedback.
- Provide up to date advice to customers on best practices, emerging technology and important trends.
- Meet the highest level of accuracy, responsiveness and effectiveness.

There are significant challenges to evaluating the effectiveness of communications and outreach activities. OCO will strive to develop and use the most current and industry-standard metrics to measure outputs and outcomes.

Goals

A. Use strategic communications to support the four conservation goals outlined in the DNR’s priority planning document, Conservation that Works.
B. Through leadership, collaboration and a commitment to customer service, advance the DNR’s objectives and mission through effective media relations, outreach, and internal and external communications.
C. Commit to continuous improvement through LEAN techniques and periodic evaluations of customer service.
D. Collaborate on, and provide support for, agency strategic communications planning activities; develop and execute communications plans; and assist with key message development and talking points.
E. Coordinate social media planning, oversight and execution in collaboration with divisions and units.
F. Achieve improved, consistent time tracking to document efforts on division-specific projects.
G. Establish a Communication Effectiveness Dashboard for evaluating OCO success.
H. Operate the Information Center as public’s accurate, comprehensive source of information.
I. Coordinate logistics, displays, and staffing to maximize the DNR’s presence at the State Fair and select other special events.
J. Provide volunteer program leadership, oversight, policy development, recruitment, training, annual reporting and coordination with divisional volunteer managers.
K. Support our partnership with UMN in the continued growth of the Master Naturalist Program and serve as a resource on outdoor education.
L. Coordinate Boat & Water Safety marketing and outreach activities in close collaboration with Parks & Trails Division and Enforcement Division staff.
M. Ensure regional communication and outreach activities are coordinated, focused, and measurable.
N. Ensure that divisional data practices designees work closely with the agency program coordinator to maintain timely and integrated data practices compliance.
O. Consult on agency intellectual property and related issues.
P. Provide leadership on agency-wide policies as needed.

Scope of Services
A. News & Editorial:
   • Communicate directly with reporters and editors; respond quickly and effectively to media inquiries; proactively reach out to media; write, edit, and distribute news releases and media advisories; provide news writing and news editing services.
   • Facilitate DNR broadcast media interviews; produce radio news products; produce video, audio and photographic products for newsrooms, website, and social media sites.
   • Coordinate the purchase and sales of select DNR advertising and plan and execute special media events.
   • Develop social media policy, standards and select social media products.
   • Help develop communications plans and talking points for media relations outreach.
   • Coordinate and lead the communications work of information officers throughout the DNR.
   • Provide employee media training and training tools; provide and maintain media contact reporting tool; provide media liaison services with other agencies, governor’s office.
   • Produce the DNR’s department-wide employee newsletter.
   • Monitor, measure and respond to media coverage of DNR issues.
B. Creative Services:
   • Provide graphic and audio-visual products to meet internal and external communication goals according to an equitable ‘hours budget’ system of available work hours per division per fiscal year.
• Provide design and publication layout services. Other audio-visual services include photography; video and DVD production; audio production; digital recording; and other production and editing functions.
• Consult with clients on best-practice approaches to meet design and communication needs.
• Research and provide links to external organizations that provide specialty services not provided by Creative Services staff.

C. Information Center:
• Serve as primary DNR contact point for the public, providing accurate and timely information in a polite manner and fulfilling Central Office lobby greeter functions.
• Forward requests to DNR subject matter experts as appropriate.
• Provide review of regulations booklets and fulfill requests for many DNR publications.

D. Education:
• Coordinate DNR’s Master Naturalist Program partnership with the University of Minnesota Extension, including curriculum-development and administration of Master Naturalist participant program support hours.
• Assist with development and piloting of the Master Naturalist Explorers Program.
• Provide expertise as outdoor education specialist for the department.

E. Volunteer Programs:
• Provide leadership and oversight of the department’s volunteer program, including establishing procedures, policies, training and reporting requirements for DNR programs that rely on volunteer services.
• Coordinate research into establishment and maintenance of a DNR Alumni Program.

F. Regional Information Officer Communications:
• Lead and support communication and outreach needs of DNR regions, including events of regional or statewide significance.
• Create innovative, unique and sustained interactions and partnerships with local communities and local media.
• Provide regional media relations services: news release writing and editing, media contacts and media event planning, media relations consulting, and development of talking points and communications plans.
• Represent OCO as members of the Regional Management Team.

G. Administration / Leadership:
• Provide Commissioner’s Office communication guidance and Governor’s Office communications liaison services.
• Provide leadership to divisions on internal and external communications.
• Provide leadership, classification analysis and designee training to ensure that the agency complies with data practices requirements.
• Provide intellectual property related services including issuing authorization agreements, contract advice, and general consultation.
• Execute strategic planning (including assistance with divisional strategic communication plans), goal development, and service evaluation measures.
• Provide clear communication policy for division/bureau management so the division/bureau goals, values and processes are implemented and maintained.
• Provide a framework of accountability and customer satisfaction evaluations to help the divisions understand the services and product quality provided by OCO.
• Engage appropriate agency leadership in OCO program development, to ensure alignment with DNR’s mission and vision.
• Assess, develop and provide training on agency-wide policies as appropriate.

H. Other Outreach:
• Create effective messaging, marketing and publications for priority safety issues such as boat and water safety.
• Advise and provide leadership on communications and marketing for other DNR outdoor recreation and public safety programs as needed.

Customer Requirements
A. For OCO to successfully meet customer expectations, DNR managers are obligated to:
• Provide up-to-date information, plans, working materials, drafts, and personnel needed to maintain project deadlines, complete state or federal reports, and effectively respond to requests for assistance.
• Provide news story ideas or drafts in a timeframe that allows for thorough editing and approval; promptly respond to media request for information or interviews.
• Participate in customer service evaluations to help us improve quality and efficiency.
• Give feedback to staff on communications and outreach services needed to achieve regional, divisional and agency goals.
• Provide staff and resources to support DNR’s presence at select special events; ensure close communication with Volunteer Coordinator on divisional volunteer efforts.
• Support Information Center staff with training and subject matter expert assistance.
• Improve building security efforts by alerting Information Center receptionist about upcoming meetings at least 24 hours in advance.
• Ensure that divisional data practices designees remain in close communication with agency program coordinator to maintain timely and integrated request management.
• Consult on agency intellectual property and related issues.
• Complete online job log, media contact, and data practices forms in a timely manner.
• Comply with publication guidelines developed by the Creative Services Unit (CSU); follow CSU protocols, including those related to externally-created graphic files.
- Encourage division information officers to follow best operational standards, and to participate in training and information meetings as directed by OCO.

**Key Performance Measures**

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

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of agency-wide data practices requests OCO has handled with existing staff.</td>
<td>This is a critical and increasingly important agency compliance function that is of great concern to our executive customers. The number of requests increases as public information data is more commonly used in media, legal, property, resource management and personnel issues and disputes.</td>
</tr>
<tr>
<td>Single chart showing: volume of media contact reports; number of media impressions; and the number of key media special events and projects.</td>
<td>Successful media outreach helps DNR achieve its mission to “…work with Minnesota citizens to conserve and manage the state’s natural resources.”</td>
</tr>
<tr>
<td>CSU total project hours and costs of production per division versus having the same product produced by outside vendors.</td>
<td>This metric provides a level of transparency to our divisional customers that demonstrates the unit’s commitment to low-cost, high-quality work produced in a timely manner.</td>
</tr>
<tr>
<td>Total number of staff “information contacts” – walk-ins, emails, calls handles with existing staff.</td>
<td>Information Center staff expertise and efficiency prevents divisional staff from having to answer tens of thousands of phone calls and emails a year.</td>
</tr>
<tr>
<td>Survey results</td>
<td>Commitment to executing one OCO-driven customer survey biennially, while participating in the biennial OSD-driven internal customer assessment surveys.</td>
</tr>
</tbody>
</table>
Appendix B – Facilities

The Facilities Program supports DNR’s outdoor recreation, economic development and conservation mission by providing facilities (buildings and recreational sites) that are safe, accessible, support natural resource work, and model the way in environmental sustainability and energy use.

By linking DNR values to overall facility program priorities and goals, guidance is provided for establishing program design parameters and customer service delivery standards. In turn, these standards insure program costs are proportional to DNR activities.

The DNR owns and actively maintains over 2700 buildings, encompassing 3.4 million square feet of floor space at over 250 locations statewide, and with replacement values of about $487 million.

Goals
The design of the facilities program is expected to meet the following goals.

A. Facilities that are safe, accessible, and environmentally sound.
B. Buildings that support natural resource work, model the way in environmental sustainability and energy use.
C. Constructed sites that encourage and enhance outdoor recreation.
D. Deliver built facilities that meet project requirements, are within budget, and on schedule.
E. New buildings or those where major remodeling occurs will incorporate energy efficiency and carbon reduction strategies, and strive toward “net zero”.
F. Administer all DNR leased facilities.
G. Professional Service rate shall be a minimum of 10% less than that charged by private sector design professionals.
H. Buildings will be inspected every biennium to determine maintenance needs.
I. Divisional fund expenditures for building maintenance will be 75% of the contributions to the Facilities Management Account (FMA) based on a 5 year rolling average.
J. Building energy use will meet energy reduction goals of Exec. Orders 11-12 & 11-13.

Scope of Services
OSD Facilities Program provides two main types of services: The maintenance of DNR buildings, and the design and construction of new DNR buildings and recreational facilities. Maintenance work is funded by the Facility Management Account (FMA), and the design of new buildings and recreational facilities is funded by the Professional Services Account (PSA).

A. Maintenance of DNR Buildings (fixing what we have). Using funds from the FMA, this service provides for the cradle-to-grave operation of DNR buildings to assure that our buildings are safe, accessible, energy efficient and support the work of DNR. The amount collected from the divisions, about $3.4M annually, is based on the type and
square feet of buildings occupied and is assessed to divisions annually.

- **Building Maintenance**
  - Repair needs of DNR buildings are identified
  - Work Plan development
    1. Building repair needs are prioritized together with regional and divisional staff
    2. Funding sources for the repair work is identifies and allocated
  - Construction administration
    1. Contracts managed
    2. Inspections done
    3. Work completed

- **Emergency response**
  - System repairs; i.e. furnaces, water heaters and pumps
  - Assessment of storm damage to buildings and sites
    1. Preplanning based on weather predictions
    2. Immediate safety measures
    3. FEMA coordination

- **Environmental assessment and abatement**
  - Indoor air quality testing and correction
  - Asbestos and lead paint testing and abatement
  - Mold testing and remediation
  - Underground storage tank removal, soil testing and remediation
  - Lead testing and remediation

- **Historical Coordination in collaboration with the divisions**
  - Documentation
  - Review with State Historic Preservation Office

- **Code Reviews**
  - Accessibility
  - Utility System inspection
  - Permit application

- **Service Contracts**
  - Elevator
  - Security systems
  - Mechanical inspections
  - Mowing, plowing

- **Building Demolition**
  - Identification of buildings to be demolished
  - Hazardous materials assessment and abatement
  - Demolition

- **Leasing**
  - Management of DNR’s Central Office
  - Assessment of candidate lease sites
    1. Space for DNR use
    2. DNR space for other entities
3. DNR Residences
   - Specialty leases such as International Wolf Center
   - Lease processing with the Dept. of Administration
   - Land acquisition that includes buildings
     - Environmental site assessment
     - Due diligence services prior to acquisition
   - Database development and management
     - Archibus – Facility Management Database
     - Project Web Access (PWA) – project management and reporting
   - Capital Budgeting
     - Planning for Asset Preservation Capital Budget request, which will fund larger maintenance projects on buildings and recreational facilities
     - Assembling the department’s preliminary proposals
     - Preparation of DNR’s request in the Governor’s proposal
     - Department’s liaison on bonding at the legislature
     - Manage the department’s bonding expenditures

B. Design of New Building and recreational Facilities. Using funds from the PSA, this service provides for professional architectural and engineering and expertise for planning, design and construction administrative services to divisions for new and renovated facilities. Divisions are charged hourly for work requested; divisions choose how the resulting bills are paid, most typically from GO Bonds (Asset Preservation and appropriations to other DNR divisions), Legacy, LCCMR and federal funds.

C. A separate account within the FMA provides funding for feasibility and technical assistance. $1.047M is collected annually from divisions based on a combination of the previous year’s use and the amount of square feet occupied. This is in addition to the FMA account charge for maintenance of buildings. The feasibility and technical assistance sub-account is billed for the work requested and these charges are tracked against each division’s payments into the sub-account.
   - Planning
     - Feasibilities studies
     - Statutory Predesign for new buildings
     - Survey work for trail alignment and access
   - Design
     - Site analysis and testing
     - Scope, cost, schedule, risk alignment
     - Lifecycle cost analysis
     - MN Sustainable Building Guidelines
       1. Design in accordance with the above
       2. Document design work into tracking form
     - RFP development and Consultant contracting
     - Code review
     - Department of Labor and Industry review and Permit
     - Space Planning
• Construction Administration
  o Contract administration
  o Testing and inspection
  o Prevailing wage management
• Emergency response
  o Storm or accident assessment; i.e. mine fire, trail damage
    1. Immediate safety measures
    2. Immediate preservation measures
    3. FEMA coordination
• Energy Savings
  o Building compliance with Sustainability Guidelines
  o Design and installation of renewable energy systems
  o Development and Implementation of DNR’s Sustainability Plan
  o System design and construction administration
• Database development and management
  i. Development of Project Web Access, a Project Management System

Customer Requirements
In order for the facilities program to successfully meet customer expectations, division program managers are obligated to actively participate as follows:

A. Planning and Design
• Provide a clear definition of project goals.
• Identify possible natural, cultural and archeological resource and program issues and constraints.
• Identify Divisional project team and decision makers clarifying communication structure and engage appropriate division staff in the planning and design; sign-off on the design prior to bidding.
• Work in partnership to meet natural resource objectives, support department strategies, and honor DNR values.
• Locate people and equipment in compliance with DNR strategies.
• Utilize existing space by sharing locations, optimizing storage areas, disposing of items no longer needed.
• Provide funding information, including constraints.
• Identify desired schedule, and provide input as required to support the schedule.
• Identify aquatic and terrestrial invasive species at site.
• Identify sites that are native plant communities.

B. Construction Administration
• Provide project manager with timely response to questions that arise.
• Obtain required permits in a timely manner.
• Review construction progress with project manager.
• Partner with project manager to review and approve or disapprove changes to scope, cost, and schedule.
• Communicate information to division project team and sponsors.

C. Facility Occupancy and Operation
• Occupy facility for the use intended, and in a way that preserves the value of the asset.
• Operate the facility in a safe and energy efficient manner.
• Practice good housekeeping.
• Monitor conditions, and report problems.
• Review and approve maintenance work plans with both a “division hat” and a “department hat”.
• Seek professional assistance for repairs and renovations.
• Provide facility and site custodial care so that facilities will be maintained and operated in a neat and orderly manner.
• Dispose of items no longer needed through recycling, surplus or other approved methods.

D. Leadership
• Provide clear and accurate communication on projects to division executive, regional, and site customers.
• Engage division decision makers as required by the project.
• Adhere to division and department policy, procedures and standards.

Key Performance Measures
Facilities recognizes the need to provide efficient, high quality services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the section.

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of DNR report to work sites have site energy teams</td>
<td>Leadership engagement of energy reduction strategies</td>
</tr>
<tr>
<td>Percent of total facility energy that is renewable</td>
<td>Environmentally responsible and sustainable energy sourcing</td>
</tr>
<tr>
<td>Professional service rate compared to private sector design professionals</td>
<td>Comparison against industry standard</td>
</tr>
<tr>
<td>75% of FMA funds allocated to facility repairs</td>
<td>Portion of fund expensed on maintenance and repair</td>
</tr>
<tr>
<td>Customer Survey Feedback</td>
<td>Provides customer assessment and feedback on Facilities’ services and performance</td>
</tr>
</tbody>
</table>
Appendix C - Fleet Management

The Fleet Program supports DNR conservation, outdoor recreation, and economic development missions by providing safe, reliable and cost effective equipment for natural resource management activities that models the way in safety and sustainable energy use while maximizing natural resource program results.

By linking DNR values to overall fleet program priorities and goals, guidance is provided for establishing program design parameters and customer service delivery standards. In turn, these standards insure program costs are proportional to DNR activities.

DNRs fleet includes 1,688 road vehicles; 1,510 off-road vehicles; 1,681 trailers/attachments. Over 16 million miles are driven by DNR employees each year. DNR’s Fleet program expends approximately $21 million annually.

Goals
A. Customer satisfaction
   • Fleet program strives to be rated among 100 best fleets in North America
   • Department-wide equipment plan results in 75% use rate
   • Exceptions to standard selections are fewer than 5% of requests.
   • 90% of seasonal equipment needs are met with reasonably appropriate equipment.
B. Quality services rendered
   • Vehicle purchase prices are at least 10% less than retail
   • 95% of replacements occur at set lifecycle
   • Increase equipment sharing to reduce cost and broaden access to any DNR-owned equipment.
   • Testing new vehicle technologies and new fueling infrastructures can help the DNR evaluate options that will work for us and lead us into the future.
   • Retain Tier I insurance grouping.
   • Reduce miles driven and increase utilization rates.
   • Sustain or increase the resale value of all vehicles.
   • Adhere to the DNR Conservation agenda by improving fuel efficiency, reducing GHG’s of DNR fleet equipment
   • Reduce fleet energy use by 4 percent per year through behavioral changes and more efficient vehicles.
   • Reduce fleet greenhouse gas emissions through the use of renewable and alternative fuel vehicles.

Scope of Services
A. Fleet Planning and Management
   • Fleet composition and lifecycle planning: Composition through standards and choices assists with fuel efficiency, ease of redeployment and with lifecycles improves salvage values.
- **Acquisition:** Includes replacement of existing equipment consistent with established lifecycles as well as expansions as necessary to meet department mission requirements.
- **Licensing and Insurance:** Meet legal and financial requirements, including title and registration record-keeping.
- **Up-fit:** Includes efficiently adapting equipment as necessary to prepare for unique DNR missions.
- **Disposal:** Most often is preceded by a replacement, and good timing is essential.
- **Deployment of equipment:** To the field as quickly as possible to take advantage of new technology, fuel efficiency and the auction of old equipment to assist with cash flow.

**B. Fleet and Equipment Operations**

- Operator training and information to ensure and improve safe operation of equipment.
- Ensure easy and accountable access to fuel through efficient processes, and reasonable audits of acquisitions to ensure appropriate expenditures.
- Quality, timeliness and access to maintenance and repair, along with cost and environmental responsibility, are all factors that must be balanced to responsibly deliver maintenance and repair services to DNR customers.
- Preventive maintenance and accident avoidance are primary strategies to avoid unexpected repairs.
- Avoidance of accidents is primary strategy, but when they do happen, recovery is a necessary service which often includes providing spare equipment, repairs to existing, or replacement.
- Accident management includes after action reviews to discover causes and remedies, and reporting on results.
- Access to pool vehicles and equipment that serves both sporadic users as well as to supplement assigned items. Disposal of equipment through sale processes that will optimize sale returns so as to minimize customer costs.

**C. Leadership**

- Strategic planning, goals and measures.
- Financial and staff management.
- Clear policy and information will improve customer and management understanding of goals, values, and processes that will enable success. Exceptions may at times be necessary, but must be managed.
- Management information.
- Communications.

**Customer Requirements**

**A.** Executive and senior managers expect the Fleet program to model the way in sustainable energy use while maximizing natural resource program results. Design of the DNR’s Fleet program is expected to meet the following goals:

- DNR equipment is energy efficient, safe and reliable.
- Equipment is maintained throughout its life cycle to protect the investment,
minimize inventory, maximize use and optimize condition.

- Equipment and equipment management services are at rates below open market.
- DNR fleet is adaptable to changing work needs.
- Ensure all department drivers, supervisors, and managers comply with State and Federal statutes and regulations relating to vehicle emissions, alternative fuels and energy reduction, such as:
  - Federal Environmental Protection Agency Clean Air and Fuel requirements
  - Governors’ executive orders
  - Minnesota Statutes §16C.135, .137, and .138 and associated statutes

- Abide by the DNR Fleet Policy

B. In order for the Fleet program to successfully meet customer expectations, division program managers are obligated to actively participate as follows:

- Fleet Planning and Management
  - Manage Fleet complement, composition, use and expenses.
  - Promptly process use reports, invoices, inspections, accident or repair reports.
  - Complete appropriate equipment/vehicle operation background checks on prospective employees; ensure that each person who operates department-assigned equipment has received a copy of this policy, signed the “Driver Use Agreement,” possesses a valid and appropriate driver’s license, and has participated in required driver training programs appropriate to the class of vehicle being operated.
  - Assure training for operators on defensive driving, HEO, CDL and trailering and load securement.
  - Disseminate and enforce rules and regulations governing the proper use of equipment.
  - Divisions must submit annually a Division Equipment Plan by August 1st.
  - Safety is the primary objective; proactively promote a strong safety culture in the workplace.

- Fleet and Equipment Operations
  - Use the most fuel efficient and safe vehicle option when choosing equipment. For example, a sedan is more fuel efficient than a van, SUV, or pickup and match the work task to the equipment selection.
  - Be responsible when making up-fitting choices.
  - Use the appropriate fuel, buy from least-cost supplier.
  - Rely on preventive maintenance to maintain the equipment.
  - Inspect equipment regularly and report any needed maintenance.
  - Complete preventive maintenance to improve reliability and safety, as well as reduce need for “spares”.
  - Report all accidents and damage to equipment.
  - Annual fixed asset inventory.
**Key Performance Measures**

The Fleet Program recognizes the need to provide efficient, high quality services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the program.

<table>
<thead>
<tr>
<th><strong>Key Performance Indicator</strong></th>
<th><strong>Why is this important?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of miles driven compared to number of miles planned</td>
<td>Analyze use while reducing cost and unneeded equipment</td>
</tr>
<tr>
<td>Cost of DNR fleet program compared to Runzheimer cost</td>
<td>Compares DNR w/ the industry standard</td>
</tr>
<tr>
<td>Total gallons of petroleum based fuel used</td>
<td>Trend analysis for improvement</td>
</tr>
<tr>
<td>Number of miles per gallon for all fleet vehicles under 14,000 GVWR</td>
<td>Indicator of fuel efficiency and environmental initiative compliance</td>
</tr>
<tr>
<td>Average age and average mileage of fleet vehicles</td>
<td>A condition factor and utilization factor of the DNR fleet</td>
</tr>
<tr>
<td>Insurance risk pool</td>
<td>Lowest fleet insurance rate available</td>
</tr>
<tr>
<td>Customer Survey Feedback</td>
<td>Provides customer assessment and feedback on Fleet’s services and performance</td>
</tr>
</tbody>
</table>
Human Resources (‘HR”) 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, payroll and transaction processing, data maintenance and reporting, affirmative action, benefits administration, classification and compensation, organizational health and development, employee training, and policy/procedure development and implementation.

HR provides advice and consultation to managers and supervisors, as well as staff, in ways that reflect organizational values and standards to ensure cost-effective service delivery.

Annually, HR staff provides services to approximately 4,500 employees across the DNR by processing more than 73,000 payroll checks, 14,000 employee actions (hires, promotions and leaves of absence), 750 job audits and position postings, and 55 internal investigations. In addition, HR staff offer advice and consultation to managers and supervisors in the areas of employee relations, labor relations, ethics, work group and organizational design, and employee development.

Goals
A. The Human Resources Section of OSD is designed to achieve the following goals:
   • Facilitate DNR’s workforce talent management through assisting supervisors in acquiring, developing, retaining and managing agency human resources to achieve accomplishment of DNR’s mission.
   • Ensure DNR employees receive timely and accurate pay and benefit information.
   • Provide leadership, advice, and consultation to DNR management to ensure understanding and compliance with all applicable employment and labor laws, rules, and policies, etc.
   • Track delivery of core HR services relative to customer demand/usage.
   • Provide management reporting of employee-related data for use in organizational decision-making.
   • Develop DNR leaders through delivery of supervisory orientation and training.

Scope of Services
A. Talent Acquisition
   • Vacancy Filling:
Advise on minimum and preferred qualifications for job announcements to ensure consistency within the statewide system and to attract the most qualified candidate pool.

Develop job announcements and post on MMB's website.

Create advertisements to post on other external websites, newspapers, etc.

Review qualifications of candidates who apply for positions and prepare final roster of candidates.

Advise on interview questions and anchors.

Develop other assessment tools.

Classification: Perform job analysis on proposed position descriptions to determine proper classification and to ensure consistency within the statewide classification system.

Compensation Administration: Monitor compliance with bargaining unit requirements, state and federal law, and ensure internal equity in agency pay policies and practices.

Payroll/Labor Distribution: Process bi-weekly payroll ensuring timeliness and accuracy that complies with all legal/policy requirements.

Benefit Resources: Communicate benefit information and resources to assist employees in understanding their benefit rights, coverage levels, and responsibilities in maintaining their benefits. Off-payroll insurance cost information is provided to business offices accurately and on time monthly.

Employee/Position Record Management: Maintain and update employee and position records to ensure employees receive timely and accurate pay and benefits, and data reporting is reflective of the agency's workforce.

B. Workforce Development

Employee/Supervisor Orientation: Conduct regular sessions to provide basic information in a consistent manner that prepares new employees and new supervisors with foundational information needed to function within the DNR.

Enterprise Learning Management (ELM): Administer the statewide learning management system within the DNR to provide registration, training records management and a framework for delivery of web-based training modules.

Employee Development Program: Provide framework for training delivery in a variety of modes (instructor led and e-learning, and mentoring) on mandatory and elective training topics.

C. Labor Relations

Union Contract Negotiations: Represent DNR management on all applicable statewide bargaining teams; conduct supplemental bargaining sessions for all applicable contracts.

Union Contract Interpretation: Advise manager and supervisors on interpreting and applying contract language.

Labor/Management Committee: Provide leadership and staff support to agency-wide committee. Provide advice to regions with regard to regional committees.
• Grievance Handling: Provide support to managers, supervisors, and Commissioner’s Office in processing union and plan grievances; prepare responses; negotiate settlements; prepare and represent management in arbitration proceedings.
• Investigations: Conduct employee misconduct investigations.
• Legal Proceedings: Respond to complaints filed by employees with EEOC and MDHR; represent management in proceedings.

D. Compliance
• Records Management: Maintain Human Resources records in compliance with agency and state retention schedules.
• HR System Access:
  o Inform employees of their training requirements and expectations with system data and provide them the access level they need to perform their job duties.
  o Conduct annual review of access to ensure compliance with statewide policy and procedures.
• Unemployment Insurance:
  o Review claim forms to ensure eligibility and raise issues when appropriate.
  o Coordinate and attend unemployment appeal hearings consistent with DNR’s business interests.
  o Report on issues of fraud when detected and assist in resolving as necessary.
• Ethics/Conflict of Interest: Provide guidance to supervisors and employees to ensure they are in compliance with the State Code of Ethics for Employees in the Executive Branch. Analyze individual situations and issue written opinions regarding existing and potential conflicts.

E. Leadership
• Management Consultation: Provide consultation on a variety of state and federal laws, policies, contracts, and organizational health.
• Develop, implement, and administer policies and procedures that carry out agency priorities.
• Incorporate Human Resources Strategic Planning into overall agency planning.
• Represent DNR management on statewide initiatives.
• Data Reporting/Analysis: Provide standard data reports to managers and supervisors to assist them in monitoring their employee and position activity. Special query requests will be compiled in a timely manner based on type of request.
• Diversity/Affirmative Action Plan:
  o Develop and implement the agency’s Affirmative Action Plan.
  o Monitor the hiring process to ensure hiring selection, processes and decisions support the DNR’s commitment to hire affirmatively in a work environment void of discrimination.
  o Provide diversity quarterly reports of affirmative action hiring efforts and bi-annual separation data and successes to increase visibility of and accountability for the agency’s affirmative action efforts.
- Respond to requests for Reasonable Accomodation under the Americans with Disabilities Act.
- Conduct investigations into allegations of discrimination or harassment under agency policy, federal and state laws.
- Support agency initiatives requiring Human Resources input, advice, consultation.

**Customer Requirements**

A. In order for the Human Resources Office to successfully meet customer expectations, managers are obligated to:

- Submit information and documentation in a timely and complete manner. Submissions and requests include, but are not limited to:
  - Complete, accurate and approved timesheets and overtime;
  - Notification of position/employee changes;
  - Employee appointment documents;
  - Notification of organizational/ supervisor/ manager changes so self-service payroll can be maintained; and
  - Review of distributed reports requiring action (e.g., progression increase due, probation end, or seasonal layoff/recall).
- Adherence to HR procedural requirements.
- Customer clearly communicates desired outcome or purpose of request.
- Customer understands that delivery of services is tied to the current capacity of the section.
- Customer understands that the decision-making process to fill requests for assistance will be guided by agency priorities and significance. Priorities for service requests:
  - Commissioner’s Office and/or Senior Manager sponsorship
  - Interdisciplinary department priority
  - Statewide, department priority
  - High level of complexity or conflict
  - Identify employees with leadership and/or supervisory potential and support their participation in learning and development activities and programs.
- Seek consultation from Human Resources on employee issues.
- Implement labor contract provisions as required.
- Ensure availability of staff when needed to assist with negotiations.

**Key Performance Measures**

Human Resources recognizes the need to provide efficient, high quality services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the section.
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent satisfaction from new supervisor orientation</td>
<td>A higher satisfaction rating as reflected by course evaluations from participants, indicates that the training provided the information that new supervisors need to assist them in performing their supervisory responsibilities.</td>
</tr>
<tr>
<td>Percent satisfaction from new employee orientation</td>
<td>A higher satisfaction rating as reflected by course evaluations from participants, indicates that the training was well received and provided information that employees found helpful in orienting them to department policies and procedures.</td>
</tr>
<tr>
<td>Average time it takes HR staff to review resumes submitted by applicants to determine eligibility and minimal qualifications</td>
<td>The indicator measures the turnaround time from the closing date of the posting 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 4 business days.</td>
</tr>
<tr>
<td>Average time it takes HR staff to review resumes submitted by applicants to determine eligibility and minimal qualifications</td>
<td>The indicator measures the turnaround time from the closing date of the posting 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 7 business days.</td>
</tr>
<tr>
<td>Average time it takes HR staff to review and analyze documentation submitted by supervisors to determine appropriate classification levels.</td>
<td>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.</td>
</tr>
</tbody>
</table>
Appendix E - Management and Budget Services

The Office of Management and Budget Services (OMBS) provides the DNR with integrative fiscal and management leadership services that enable the DNR to responsibly and effectively achieve its natural resources mission.

Goals
Under the direction of the Chief Financial Officer, OMB’s services are designed to help the department achieve:

- **Fiscal integrity** of the DNR organization
- **Efficiency** in operations and management of resources
- **Transparency** with information
- **Integrated** budgeting services
- **Compliance** with applicable laws, regulations, department policies and best practice guidelines
- **Accountability** of the department’s assets and financial systems

Scope of Services

A. Budget and Financial Analysis

Budget and Financial Analysis coordinates and oversees results-based budget development, financial analysis and reports for decision-making, financial compliance and reporting. Core services provided include:

- **Biennial, Supplemental and Capital Budgets**
  - Administer and facilitate the DNR’s budget review and development processes
  - Maintain and enter all financial and FTE data into the budget systems and complete written descriptions for all agency-level budget change items
  - Coordinate and prepare fiscal note and Legislative Advisory Commission (LAC) requests
  - Work with divisions to draft budget bill language, monitor bills and attend budget hearings
  - Prepare financial analysis and reporting for fiscal impact implications
  - Create budget scenarios for budget planning and development
  - Generate tables, charts, and graphs to support and enhance budget message
  - Maintain and update the DNR budget website

- **Annual Spending Plan and other legislative submissions**
  - Prepare the annual spending plan guide, noting legislative and significant changes from the previous fiscal year
  - Prepare and maintain the master schedule of fund availability
  - Provide documentation for spending plan approval
- Set up all new operating budget and bonding appropriations in the state accounting system, ensuring alignment with legislative intent.
- Process internal carry-forward requests
- Load direct appropriations
- Prepare other legislative submissions (e.g., federal funds, special session)
- Review and submit electronic spending plans
- Document and verify legal authority
- Set-up and maintain revenue source codes
- Process reprogramming letters as needed

**Financial Reporting**
- Prepare Fund Statements for the November and February forecasts, Governor’s recommendation, end of session and fiscal year closing
- Prepare bond proceeds cash flow report and the biennial departmental earnings reports
- Complete the single audit report annually
- Print open appropriations projections on a monthly basis
- Certify the annual spending plan by July 31 each year
- Consolidated Annual Financial Reports which includes capital assets, accounts receivable, grants and other financial statement items
- Prepare and submit the following reports to the Legislature: Game & Fish Fund report (December 15th each year) ; Natural Resources Capital Improvement Report (annually)

**Financial Analysis and Monitoring**
- Current and emerging financial issues will be analyzed
- Monitor cash flow and respond to requests for cash flow assistance
- Update the professional services revolving account and the monthly bond fund status report
- Regularly monitor the lifetime license receipts, handle transfers as appropriate, and update model
- Review ITC revenue accounts and update as needed
- Representation on and/or reporting and analysis will be provided on OLA and federal audits
- Revenue Management and monitoring to ensure statutory compliance and accuracy of receipts

**Grants leadership and administration**
- Provide agency-wide disaster coordinate as the FEMA liaison
- Develop policies and procedures related to federal funds; provide training to staff.
- Calculate the federal indirect rate for the department and submit it to the Federal Government; communicate the federal indirect rate to the department
- Provide information and guidance around state and federal fund processes including application and implementation of grants
- Provide grant funds consultations and support
Maintain grant fund databases
- Periodically federal fund transactions and provide federal funds sub-recipient monitoring oversight.
- Coordinate federal fund spending authority process

B. Business Operations

Business Operations provides direction, services and control over all accounting and contracting operations within the department. They develop, maintain and enforce financial/administrative policies and procedures to maximize the effective and efficient utilization of DNR financial resources. In addition, core services include:

Business Services
- Accounts Payable Services
  - Provide centralized accounts payable services for all DNR offices and locations in a manner that meets both State and Department prompt payment requirements
  - Monitor and prepare monthly reporting for prompt payment of all invoices
  - Process expenditure corrections greater than $25.00. Up to 5% error rate by division is included
- Revenue Processing
  - Deposit and record all receipts and receivables in the DNR in accordance with state law and department policy
- Financial Analysis, Monitoring and Reporting Services
  - Periodically analyze fiscal activities in all programs and initiate associated management discussions
  - Provide standard and customized financial management reports for all DNR management and staff
  - Conduct detailed analyses as necessary to fairly allocate shared costs as part of the annual spending plan development
  - Annual agency fund balance reviews
- Policy Administration
  - Develop, review, publish and maintain department financial policies
- Purchasing Card Administration & Management Services
  - Issue, cancel, suspend and manage Purchasing/Travel cards according to the State and DNR card policies
- Contract and Grant Administration/Development Services
  - Ensure construction, biddable services, Professional & Technical contracts, and grants meet statutory and best business practices standards
  - Assist DNR units in drafting contracts that will pass agency and Department of Administration review
• **Training Services**
  o Develop and provide training (on-site and on-line) modules for grants management, revenue/accounts receivable, contract management, purchasing, business expenses, SWIFT, and purchasing/travel cards

• **Financial System Services**
  o Provide and maintain secure access to the statewide accounting, procurement systems, financial accounting systems, and DNR’s revenue system (WIRES)
    ▪ Maintain DNR programmatic and accounting structure
    ▪ Provide expertise regarding financial systems and interfaces
    ▪ Provide project management support and leadership the SWIFT project
    ▪ Correct financial entries in the statewide account and procurement system and the personnel payroll system

C. **Internal Audit**
Internal audit provides independent and objective assurance and consulting, including a risk-based approach of financial reviews and tools for maintaining an effective internal control system. Core Services include:

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

• Develop and provide tools to directors, manager and supervisors responsible for maintaining an effective internal control system

• Perform reviews on a regular, on-going basis according to a strategic plan.
  o Categorize department fiscal activity into an audit population by program, division and/or function.
  o Develop an audit strategy and an annual audit plan
  o Conduct financial reviews of selected financial transactions to determine compliance with state, federal and department policies and procedures

• Follow-up on status of prior audit recommendations and perform mitigating control reviews.
  o Prepare corrective action plans
  o Provide periodic updates to senior leaders
  o Assist and recommend strategies for making corrective improvements

• Develop an internal complaint process, and perform reviews as directed by management.

• Conduct exit conferences, and prepare quarterly, bi-annual and annual status reports
D. Leadership

- Management Consultation: Provide consultation on a variety of state and federal laws, policies, contracts, and fund integrity
- Develop, implement, and administer policies and procedures that carry out agency priorities
- Support agency initiatives requiring financial input, advice, and consultation
- Represent DNR management issues on statewide initiatives

Customer Requirements

In order for OMBS 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
- Familiarize staff with accounting and related fiscal procedures and policies
- Ensure staff attends required financial trainings offered by OMB and MMB
- Submit required information using in the form and format provided by OMBS
- Seek advice on proper contract and grant management administration and best practices
- Report theft, misuse, or abuse of state property or assets

Key Performance Measures

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

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this Important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) # of fiscal notes processed</td>
<td>These measures are a reflection of integrated budget services and also show levels of work load.</td>
</tr>
<tr>
<td>b) # of cash flow, transfer, and reprogramming requests processed</td>
<td></td>
</tr>
<tr>
<td>Prompt Payment %</td>
<td>Percent of prompt payments shows the accountability of the department’s assets and financial systems.</td>
</tr>
<tr>
<td>Customer Survey Feedback</td>
<td>Customer assessment regarding section performance and proficiency</td>
</tr>
<tr>
<td>a) Number of expenditure corrections b) Percent of revenue deposits that are in compliance with state law</td>
<td>These indicators represent customer performance and section workload.</td>
</tr>
<tr>
<td><strong>Key Performance Indicator</strong></td>
<td><strong>Why is this Important?</strong></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Operational Expenditures and Capital Bonding Expenditures</td>
<td>Total expenditures measure the workload on OMBS staff. More expenditures means a higher work load.</td>
</tr>
<tr>
<td>DNR Revenue by Fund; Number of Allotments</td>
<td>Total revenue and the number of allotments are workload measures. As revenue and the number of allotments increase, the workload on OMBS staff also increases.</td>
</tr>
</tbody>
</table>
Appendix F - Materials Management

The Materials Management program supports DNR’s outdoor recreation, economic development and conservation mission by applying efficient expertise to the acquisition, inventory, and disposal relative to the material needs of the department. Acquisition begins with developing and applying purchasing mechanisms that result in safe, environmentally responsible and quality product acquisitions while leading the department in compliance with state purchasing policies, procedures and legislative mandates. Best value is a key criteria and strategy. Additionally, the Materials program guides and assists the department in asset tracking and inventory accountability as well as cost effective and efficient management of surplus items and disposal.

By linking DNR values to overall materials program priorities and goals, guidance is provided for establishing program design parameters and customer service delivery standards. In turn, these standards insure program costs are proportional to DNR activities.

On average the Materials Management program guides purchases of $46 million annually. It tracks more than 18,000 fixed assets, operates a warehouse, and assists in coordinating disposals that brings in $2+ million annually.

Goals
The design of the Materials Management program is expected to meet the following goals:

• Acquired goods and services meet safety, reliability and cost expectations.
• Services are efficient, timely and cost effective.
• Legal and ethical standards for responsible business and procurement are upheld.
• Assets are accounted for throughout their lifecycle to protect investment, maximize use and optimize condition.
• Bulk purchases leverage volume purchasing power to drive down costs.
• Warehousing unique products to meet DNR needs in a timely, cost effective manner.
• Quality signage easily identifies statewide DNR identity using cost effective production and materials.
• Research product development.
• Implementation of the DNR Conservation Agenda through environmentally sustainable product purchasing.

Scope of Services

A. Procurement
• Specification development and consultation
• Strategic sourcing and vendor qualification
• Contract administration
• Training and information
B. Fixed Asset Inventory Management
   • Receiving and assignment
   • Tracking and auditing
   • Reuse, recycling and disposal

C. Bulk Purchase and Warehouse Operations
   • Uniforms
   • Signs
   • Specialized equipment
   • Bulk commodities

D. Leadership
   • Strategic planning, goals and measures
   • Financial and staff management
   • Policy, procedures and standards
   • Management information
   • Communications

Customer Requirements
Executive and senior managers expect the Materials Management program to maintain asset inventories, acquire goods and services of the best quality, for the least cost, uphold state government contracting laws, and dispose of items via ethical and environmentally responsible methods while minimizing costs and maximizing value.

A. In order for the Materials Management program to successfully meet customer expectations, customers are obligated to actively participate as follows:
   • Procurement
     o Provide required documentation and detailed specifications.
     o Ensure approvals are in place and budgets support the intended acquisition.
     o Allow ample time to process requisition, revise or write specifications, advertise and make award. Time processing requirements are based on goods or services being requested. (i.e. bidding of conferences may require up to six months for processing while simple commodities >$10K require a 14 day bid period.)
     o Attend basic and refresher purchasing training.
     o Communicate procedures for acquiring goods and services.
     o Receive goods and services, properly handling packing slips, reviewing and recording serial #’s and affixing state property ID tags before approving payment
   • Inventory Management
     o Track movements and re-assignments of assets and sensitive items via signed and dated property transfer/loan documents.
     o Notify regional (or central office) asset coordinator of changes in location and/or assignment.
     o Conduct annual fixed asset inventory audits as required by legislative mandate.
     o Comply with procedures for managing surplus inventory as outlined in the Property Management Policy.
- All fixed asset and/or sensitive items are to be purchased thru Operations Services Division.
- Understand and comply with departmental procurement policies.
- Document all transfers and/or disposals of assets.

- **Bulk Purchase and Warehouse Operations**
  - Provide representatives to the Sign and Uniform Committee as appropriate.

- **Leadership**
  - Provide direction and leadership in regards to implementing policy and procedures.
  - Establish any necessary supplemental policy direction for division specific items (i.e. Uniforms, Logo Wear, PPE).
  - Open the way to obtain environmentally responsible and quality products.

### Key Performance Measures

The Materials Management program recognizes the need to provide efficient, high quality services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the program.

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days from requisition to encumbrance</td>
<td>Timeliness and efficiency of procurement process</td>
</tr>
<tr>
<td>Audit inventory accuracy</td>
<td>Verify asset inventory results</td>
</tr>
<tr>
<td>Price comparison analysis</td>
<td>Deliver goods at lowest cost</td>
</tr>
<tr>
<td>Commodity sourcing below retail cost</td>
<td>Offering goods at below market rate</td>
</tr>
<tr>
<td>Customer Survey Feedback</td>
<td>Provides customer assessment and feedback on Materials’ services and performance</td>
</tr>
<tr>
<td>Dollar value of 3rd party certified wood products</td>
<td>Environmentally sustainable purchasing</td>
</tr>
</tbody>
</table>
Appendix G - Planning Services

OSD Planning Services seeks to ensure that the department has useful, integrated and science-based information that support our conservation mission. This work helps ensure that agency operations are well organized and coordinated, and our agency’s strategic priorities frame our budgets and legislative programs.

Services are designed to help promote a high-functioning organization that makes durable natural resource decisions. These services are provided to agency customers to:

- Support development and implementation of agency-wide strategic priorities and initiatives.
- Foster effective collaboration and coordination to meet agency goals and objectives.
- Measure and report progress on top agency priorities.
- Increase staff capacity to improve business processes and innovate.
- Conduct science-based research and policy development that results in useful, integrated information to decision-makers.
- Support robust, collaborative work to accomplish agency priorities at the regional level.
- Build, maintain and coordinate our state and federal legislative and government affairs programs.

Goals
Planning Services shall support and advance the department’s interests in the following three goal areas. More discrete services are described in the Scope of Services section below.

A. Management and Planning Services Goal
   - Support collaborative work that helps build department-wide direction to guide budgets and actions, and promote use of indicators and targets to measure and report progress.

B. Policy Analysis and Research Services Goal
   - Develop and build support for integrated, durable decision making by providing concise, reliable, science-based information to decision-makers.

C. Government Affairs Services Goal
   - Lead, coordinate, and implement the agency’s legislative program to support the department and the Governor’s goals and priorities.

Scope of Services
Planning Services will provide leadership and coordination in the following three goal areas:

A. Management and Planning Services
   - Lead and manage an integrated, evolving agency performance management system that guides development of agency strategic direction and measures results.
     - Actively support Conservation that Works 4 goals and 25 strategies, as well as progress reporting with the Operations Managers.
     - Continually update and refine the Conservation Agenda’s annual performance and accountability report.
Continually update and refine the department’s Budgeting for Results framework to effectively communicate critical trends and strategic direction, and summarize budget costs, performance measures, and outcomes across the entire agency at a level that is meaningful to the legislature and public.

- Develop the policies, procedures, and processes necessary to ensure our data is trustworthy, integrated, consistent, and readily accessible to staff and the public for improved decision making and natural resource management.
- Provide leadership for the department’s continuous improvement and project management efforts.
  - This work includes the Continuous Improvement portfolio of projects, Project Management Community of Practice, the Better DNR initiative, and continuous improvement efforts throughout divisions and regions.
- Design and manage an improved agency governance framework for policies and procedures to help ensure that our customers understand and abide by a common set of expectations.
  - Policy categories include: Operational Policy, Administrative Policy, Commissioner’s Policy, Division Policy, and Executive Orders.
- Provide participatory approaches to engage citizens, stakeholders and partners toward common goals and consensus that are aligned with natural resource results.
  - Provide Game and Fish Fund Budgetary Oversight Committee coordination support and leadership.
- Provide participatory leadership expertise and coordination for senior management, operations managers, and regional management teams to help them address complex natural resources issues that cross disciplinary boundaries.
- Provide facilitation services to support development and implementation of agency priorities.
- Provide regional planning services to support integrated regional operations, ensuring that efforts are focused on high priority natural resource outcomes.
- Continue to develop and improve OSD’s key set of performance indicators to track progress in service level areas and service delivery.
- Manage special projects requested by the commissioner’s office.
- Provide staff support to the Shared Services Governance Board and process.
- Support the effective implementation of DNR’s shared services governance system.

B. Policy Analysis and Research Services

- Provide integrated resources management leadership and policy support.
  - This work includes the Climate Change and Renewable Energy Team (CREST), Forest Research Issues Team (FRIT), Senior Management Team (SMT), Operations Managers Team (Ops Managers), the Statewide Interdisciplinary Review Service (SIRS), and other priority work as required.
- Provide support to improved business processes and project delivery methods that results in efficiencies and stronger natural resources results.
- Continue to support and enhance departmental forums that support the interchange of information about the best available science, technology, and process among staff.
• This work includes “Science Chats” WebEx and the Project Management Community of Practice.
• Help develop a DNR funding framework that optimizes a broad range of funding sources.
  o Help build a stronger legislative budget narrative that links department policies to priority strategies so that we are effective at the legislature.
• Conduct policy analysis and development to support legislative proposals, communications, monitoring and reporting.

C. Conduct research to deepen understanding of Minnesota’s social and economic trends, and help decision makers apply research findings to management decisions.

Government Affairs Services
• Build, manage, and coordinate the department’s legislative and congressional programs in order to accomplish DNR’s mission.
• Build and maintain strong working relationships with legislators, stakeholders, and local governments.
• Support DNR leadership in the management and negotiation of the legislative session, ensuring effective coordination and communications so that agency objectives are met.
• Direct and prioritize development of legislation and draft and coordinate bill development.
• Foster excellent communication and working relationships among DNR units, the Commissioner’s Office, the Governor’s Office, and external stakeholders to ensure the effectiveness of DNR initiatives.
• Support DNR leadership in budget and policy development, decision-making, rule-making, and legislative communications.
• Direct and manage internal and external communications related to legislative activities, including products such as fact sheets, narratives, our web page, and convene and lead the legislative liaison meetings.
• Represent funding and policy interests of the department through a Federal Affairs Office in Washington D.C. as well as to provide senior policy advisory services to the Governor’s Office, commissioner, and commissioner’s designee.
• Manage the department’s relationships and business with the Legislative-Citizen Commission on Minnesota Resources.
• Support the Legislative Citizen-Commission on Minnesota Resources Fund Liaison’s work efforts as established in the Funding Framework for Constitutionally Dedicated Funding, Operational Order 126.

Delivery of these services will be commensurate with the existing capacity of the section and the following project criteria: safety, customer facing, financial, specialty services, interdisciplinary priority, executive priority, decision support, innovation challenge and multi-cooperator or partner support.

Customer Requirements
  A. Customer clearly communicates desired outcome or purpose of request.
B. Customer provides, as requested, information needed to achieve policy, research and budget objectives in a timely fashion. This includes expectations and deadlines set by the Commissioner’s Office.
C. Customer participates in the project at the appropriate level.
D. Customer understands that delivery of services is tied to the current capacity of the section.
E. The decision-making process to fill requests for assistance will be guided by agency priorities and significance. Priorities for service requests:
   - Commissioners Office and/or Senior Manager sponsorship
   - Interdisciplinary department priority
   - Statewide, department priority
   - High level of complexity or conflict
   - Included in a departmental project portfolio or work plan

**Key Performance Measures**
Planning Services recognizes the need to provide efficient, high quality services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the section.

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<tr>
<th><strong>KEY PERFORMANCE INDICATOR</strong></th>
<th><strong>WHY IS THIS IMPORTANT?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Rate Indicator: professional service rates for DNR planning and research compared to similar services available in the market place.</td>
<td>Market rate indicators for these two services will compare and contrast the costs of like services in the market place to help demonstrate the fiscal value the Operations Section provides to the department.</td>
</tr>
<tr>
<td>Customer assessment regarding section performance and proficiency.</td>
<td>An assessment of performance will demonstrate the quality of the work provided by the section. Senior Leadership is a key customer group the Operations Section will want to target for feedback.</td>
</tr>
<tr>
<td>Staff use of process improvement methods including number of people trained, process improvement projects completed, and project outcomes.</td>
<td>Continuous improvement is a priority for the department and Governor’s office and ensures that we do our work as efficiently and effectively as possible. Tracking process improvement methods demonstrates the Operations Section’s contribution to department priorities.</td>
</tr>
<tr>
<td><strong>KEY PERFORMANCE INDICATOR</strong></td>
<td><strong>WHY IS THIS IMPORTANT?</strong></td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Narrative description of significant policy advancements that helped to meet department-wide priorities.</td>
<td>The Operations Section provides services in a variety of contexts that vary in complexity, length, and staff demand, among others, that are not easily represented in finite numbers. A narrative description of significant policy advancements will more accurately highlight this section's contribution to department objectives.</td>
</tr>
</tbody>
</table>
Appendix H - Safety Program

Safe work is synonymous with a productive workforce, and it is a DNR core principle to eliminate all accidents and resulting injuries. The Safety Program supports DNR’s outdoor recreation, economic development and conservation mission by encouraging and maintaining a healthy and productive workforce. DNR management recognizes that DNR employees are the department’s most valuable resource in achieving conservation results, and that safety is everyone’s responsibility. The belief that all accidents can be prevented and injuries avoided underlies the department’s preventative efforts, and is imperative to good business practice.

DNR promotes a “safety first” environment which is consistent with “Conservation that Works Version 2”, Strategy 4.2, *Strive to achieve a zero-accident work environment. Continue to emphasize an environment where all employees are free from injury.* We do this by providing focused training at key organizational levels, linking DNR values to overall safety program priorities and goals, and incorporating “safety first” standards into program design and customer service delivery. Staff continues to ensure that program costs are proportional to DNR needs.

DNR employs 3500 people and adds another 800 during peak activity seasons. Employees work 4.5 million hours, report to over 200 work locations and engage in work fighting fires, growing trees and fish, law enforcement, managing outdoor recreation facilities, regulating business activities and office work. Employees operate 5000 pieces of equipment, drive 16 million miles a year, manage 5 million acres of land, thousands of miles of trails and maintain approximately 2700 buildings.

**Goals**

The design of the safety program is expected to meet the following goals.

A. Loss Prevention: Prevent losses through ongoing risk management efforts.
   - Employee accidents, injuries, occupational health conditions, and disabilities are prevented.
   - Equipment and property damage is minimized.
   - Hazardous materials have no adverse human or environmental impact.
   - Claims Management:
     - Workers compensation and tort claims are managed and costs contained.
     - Manage claims for damage, liability and workers’ compensation to limit economic losses.

B. Emergency Preparedness:
   - DNR responds effectively to emergencies.
   - Develop, coordinate and comply with emergency preparedness response programs.

**Scope of Services**

A. Loss Prevention
   - Workplace Hazards: Implement a system to identify potential workplace hazards.
• Safety Analysis: Evaluate job safety and define programmatic changes needed to control incidents and accidents in the workplace.
• Training: Address workplace safety concerns through pro-active prevention training and re-education efforts after accidents or incidents.
• Security Analysis: Evaluate causes for incidents and recommend preventive measures for the future.

B. Claims Management
• Personal Injury: Assist employees with requests for medical treatment, follow up and rehabilitation and return-to-work efforts.
• Accident Investigations: Provide a process so that all accidents are investigated, reported and prevention strategies are developed and implemented.
• Reporting: Process claims, so that medical and legal obligations are met.
• Financial: Provide a funding process so that disciplines pay the appropriate costs of injuries.
• Legal: Assist attorneys and compensation specialists in preparation for hearings and claims settlements.

C. Emergency Preparedness
• Emergency Planning: Provide planning for all hazard events in coordination with federal, state and local emergency response programs.
• Emergency Response: Respond to emergency events, such as floods, severe weather, power plant radiological emergencies, as they arise and the agency’s role and obligations become clear.
• Continuity of Operations Planning: Provide a recovery plan based on the DNR business impact analysis.
• Training: Track compliance with training requirements for the National Incident Command System (NIMS) and other required state or local emergency response requirements.
• After-action Review: Review and evaluate incident responses and make recommendations or needed changes to improve the emergency response program(s) after resolution of the emergency.

D. Leadership. Provide programmatic leadership to each division in risk management planning, loss prevention, claims management and emergency preparedness.
• Strategic Planning, Goals and Measures: Provide strategic planning for safety, loss prevention and emergency work planning.
• Financial and Staff Management: Provide budgeting, budgetary expense, fiscal controls and authorizations of authority to conduct business.
• Policy, Procedures and Standards: Provide clear policy for division management so the division’s goals, values and processes are met in safe, incident-free workplace environments.
• Management Information: Provide reporting and information from data systems used in delivering services to the program to inform it of trends, loss prevention, claims management and emergency preparedness needs.
• Communications and Employee Involvement: Provide timely information to
decision-makers regarding safety, incident prevention, claims management and emergency preparedness.

- Accountability: Provide a framework of accountability to help the division understand its obligations to make safety a priority and safe work behaviors the norm.
- Engage appropriate agency leadership or staff participation in safety program development to insure alignment with DNR’s goals.

**Customer Requirements**

Executive and senior managers expect a safe and healthy work place free of injury. They make a visible commitment to safety by fostering a proactive safety culture, valuing safe work behaviors, and modeling the way. In order for the safety program to successfully meet customer expectations, managers are obligated to follow Operational Order #96 and manage safety as follows:

A. Loss Prevention;
   - Communicate safety values
   - Evaluate compliance by conducting three site inspections and one audit annually
   - Demonstrate commitment, model safe behaviors and support safety policy
   - Establish annual safety goals and report performance within divisions program

B. Claims Management;
   - Ensure that all incidents are reported and investigated immediately
   - Provide guidance to ensure that all injured employees receive proper medical treatment
   - Require injured employees return to work as soon as medically able

C. Emergency Preparedness;
   - Ensure appropriate emergency plans are prepared and kept current
   - Employees are trained annually on emergency and security plans
   - Provide resources as requested during an emergency

D. Training Requirements;
   - Communicate training requirements
   - Direct work activity and train supervisors to encourage employees to work safe
   - Ensure training resources, materials, reporting and evaluation meet Divisional expectations

**Key Performance Measures**

Safety Services recognizes the need to provide efficient, high quality safety services aligned to achieve departmental priorities. Evaluation measures and metrics, stated below as Key Performance Indicators (KPIs), are designed to quantify safety outcomes to ensure a high level of performance. KPIs are one method by which we can measure and evaluate the effectiveness, quality and results of the safety program.
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of recordable injuries per 100 employees</td>
<td>Comparison against industry standard</td>
</tr>
<tr>
<td>Workers compensations costs per work hour</td>
<td>Experience modifier for improvement</td>
</tr>
<tr>
<td>Percent of managers and supervisors trained</td>
<td>Educational awareness in safety leadership</td>
</tr>
<tr>
<td>Customer Survey Feedback</td>
<td>Provides customer assessment and feedback on Safety’s services and performance</td>
</tr>
</tbody>
</table>
Exhibit D– Approved Initiatives

FY13 Shared Services One-Time Initiatives –Extended to June 30, 2014 ………………….. Page 1

Continuous Improvement and Innovation/Project Management Training……………… Page 2

Facility Maintenance and Feasibility Studies/Technical Rate……………………………….. Page 3

Federal Grants Initiative ………………………………………………………………………. Page 4

Fleet Rates………………………………………………………………………………………… Page 5

One Stop Shop……………………………………………………………………………………..Page 6
The Shared Services Governance Board recommends that the Commissioner approve a one-year extension for six (6) FY13 shared services one-time initiatives. The extension is needed to complete project work that can't be completed by June 30, 2013. The list of initiatives and their original funded amount is as follows:

- WIRE5 Update ($250,000)
- SWIFT Project Manager ($100,000)
- eHNA Hiring Tool ($50,000)
- ELM ($111,000)
- Volunteer Alumni Association ($30,000)
- Continuous Improvement, Innovation, and Management Services ($100,000)

OSD and MN.IT staff is asking for a one-year extension for these six initiatives so project managers can complete the work. This specific request does not involve any additional funding. Funding availability for these initiatives would continue until June 30, 2014 if approved by the commissioner.

If approved, the extension of these projects and their work would be incorporated into the FY14-15 OSD SLA.

Thank you for considering the Board's recommendation on this request.
Date: June 25, 2013

To: Tom Landwehr, Commissioner

From: Dave Schad, Deputy Commissioner

Re: Transfer of Funds from the Shared Services Governance Account to the Operations Services Division – Operations Section – FY14-15 OSD SLA

The Shared Services Governance Board recommends that the Commissioner approve the transfer of $275,000 from the Shared Services Governance corpus to the Operations Services Division – Operations Section. This funding would support a two-year extension of the temporary Continuous Improvement initiative that was approved by the Commissioner in FY12. It would also fund project management training to DNR staff in FY14.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Time</th>
<th>Cost</th>
<th>Target Date</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous improvement and innovation (FY14-15)</td>
<td>2 years</td>
<td>$200,000 ($100,000 annually)</td>
<td>July 1, 2013 – June 30, 2015</td>
<td>Shared services corpus</td>
</tr>
<tr>
<td>Project Management Training (FY14)</td>
<td>13 days</td>
<td>$75,000</td>
<td>July 1, 2013 – June 30, 2014</td>
<td>Shared services corpus</td>
</tr>
</tbody>
</table>

Total Increase to the FY14-15 OSD SLA $275,000

This approval would fully fund the Continuous Improvement and Innovation, Better DNR initiative and would allow OSD to offer project management training, similar to what was offered in 2010-11, to more than 200 DNR employees at locations across the state.

The Board recommends funding the initiatives from the shared services corpus so it does not result in increased billings to divisions during the next biennium. If approved, the initiatives and the transfer of funds would be incorporated into the FY14-15 OSD SLA.

Thank you for considering the Board’s recommendation on this request.

Attached:
- Change Item – Continuous Improvement and Project Management (the project management portion of the initiative is currently under review by the Workforce Management Advisory Group)
- Operations Services Division, Management Services Section Proposal to the Workforce Management Advisory Group for Project Management and Continuous Improvement Training
Date: May 20, 2013

To: Tom Landwehr, Commissioner

From: Dave Schad, Deputy Commissioner

Re: FY14 Facility Maintenance Rate and Feasibility Studies/Technical Rate Increase

The Shared Services Governance Board recommends that the Commissioner of Natural Resources approve a .0071 facility maintenance rate and approve the current methodology for calculating the Feasibility Studies/Technical Assistance in the FY14-15 OSD SLA.

This approach remains the same as approved in the FY13 Facilities SLA. The facilities program would realize an additional $113,000 in funding due to the inflation adjustment in the replacement value. If approved, the rate and methodology for funding building maintenance would be incorporated into the FY14-15 OSD SLA for your signature.

Kent Lokkesmoe has prepared a memorandum with the rationale for the approach, which is attached to this report.

Thank you for considering the Board’s recommendation on this request.

Attached:
- Board Agenda Item 7f. FY14 Equipment Rates – Facilities, dated April 30, 2013
Date: July 29, 2013

To: Tom Landwehr, Commissioner

From: Dave Schad, Deputy Commissioner

Re: Transfer of Funds from the Shared Services Governance Account to the Operations Services Division – Office of Management and Budget Services – FY14-15 OSD SLA

The Shared Services Governance Board recommends that the Commissioner approve the transfer of $90,000 from the Shared Services Governance corpus to the Office of Management and Budget Services (OMBS) to the expand federal grant services to divisions. This request was recommended for approval by the Shared Services Governance Board on June 17, 2013.

<table>
<thead>
<tr>
<th>Position</th>
<th>Time(hrs)</th>
<th>Cost</th>
<th>Target Date</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Grants (FY14-15)</td>
<td>4176</td>
<td>$180,000</td>
<td>July 1, 2013 – June 30, 2015</td>
<td>Shared services corpus account</td>
</tr>
<tr>
<td></td>
<td></td>
<td>($90,000 annually)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Increase to the FY14-15 OSD SLA</strong></td>
<td></td>
<td><strong>$180,000</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The purpose of the services will be to provide grant writing support; reduce the number of audit findings in federal grants; maximize the receipt and use of federal funds by the department; provide increased oversight of current federal funds; and increase the amount of federal funds received through technical guidance.

If approved, this position and the transfer of funds would be incorporated into the FY14-15 OSD SLA. It is expected that this position will be self-supporting over time which will be revisited before the next biennium.

Thank you for considering the Board’s recommendation on this amendment request.

Attached:
- Shared Services Governance Board Agenda Item 7c.2. Business Operations Process Improvement Initiative
Date: May 20, 2013
To: Tom Landwehr, Commissioner
From: Dave Schad, Deputy Commissioner
Re: FY14 Fleet Rate Increase

The Shared Services Governance Board recommends that the Commissioner of Natural Resources approve an increase to the FY14 Fleet Rate by 4% starting on July 1, 2013. This increase, if approved, would be incorporated into the FY14-15 OSD SLA for your signature.

This rate increase is also supported by the Fleet Committee. It is based on projected revenues and expenses, which are increasing in part due to fuel prices. The estimated fleet billings by Division effective July 1, 2013 would be as follows:

<table>
<thead>
<tr>
<th>Estimated Fleet Billings</th>
<th>FY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks &amp; Trails</td>
<td>26%</td>
</tr>
<tr>
<td>Fish &amp; Wildlife</td>
<td>22%</td>
</tr>
<tr>
<td>Forestry</td>
<td>20%</td>
</tr>
<tr>
<td>Enforcement</td>
<td>20%</td>
</tr>
<tr>
<td>Eco and Waters</td>
<td>6%</td>
</tr>
<tr>
<td>Ops Services, MNT, COM, RGO</td>
<td>3%</td>
</tr>
<tr>
<td>Lands &amp; Minerals</td>
<td>1%</td>
</tr>
<tr>
<td>CCM, Outside Agencies</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Dave Schiller has prepared a memorandum with the rationale for the increase, which is attached to this report.

Thank you for considering the Board’s recommendation on this request.

Attached:
- FY2014 Fleet Rates memo, dated April 9, 2013
Service Level Agreement Amendment No. 3 between the Commissioner of Natural Resources and the Operations Services Division for the Office of Management and Budget Services FY12/FY13 Service Level Agreement

<table>
<thead>
<tr>
<th>Original Contract Exp. Date:</th>
<th>June 30, 2013</th>
<th>Total Contract Amount:</th>
<th>$12,412,240** (FY12-13)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Contract Exp. Date:</td>
<td>June 30, 2013</td>
<td>Original Contract:</td>
<td>$11,451,440 (FY12-13)</td>
</tr>
<tr>
<td>Requested Contract Exp. Date:</td>
<td>N/A</td>
<td>Previous Amd Total:</td>
<td>$635,800* (FY13)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>This Amendment:</td>
<td>$325,000** (FY13)</td>
</tr>
</tbody>
</table>

*includes one-time, corpus and ongoing obligations from previous amendments. **Excludes FY14 obligations

OBJECTIVE

This service level agreement (SLA) covers the Commissioner of DNR’s delegation of obligations for services provided by the Operations Services Division. It describes the relationship between the Office of Management and Budget Services (OMBS) and the DNR units.

SCOPE

The OMBS FY12/FY13 SLA is hereby amended to include three new positions and related services:

- Contracts – 1 FTE
- One Stop Shop for Recreation Project (FY13-FY14, 1 FTE Temporary – 2 years)
- SWIFT Manager – Phase II – 1 FTE temporary

Contract Services

- Additional contract services will assist the DNR contracts coordinator in managing DNR contracts to speed up the contract review process and provide greater capacity to assist DNR units in drafting contracts that will pass agency and Department of Administration review.

- The net fiscal impact for FY13 expenses is $100,000, and $100,000 annually starting in FY14. This will be paid for from the Project Specific Service Level Agreement billings associated with the Outdoor Heritage Fund (OHF) and Environment and Natural Resources Fund (ENRTF) appropriations to DNR with no net increase to the base OMBS SLA.

One Stop Shop for Recreation (Commissioner Office Initiative)

- This two-year initiative spanning FY13 and FY14 will focus on a new agency-wide initiative to develop a framework and underlying architecture to support an integrated, online “one stop shop” service for outdoor recreation.

- The net fiscal impact for the initiative is $250,000: $125,000 in FY13 and $125,000 in FY14. This funding will support salary and benefits for 1 FTE temporary project manager for two years along with associated project costs, including but not limited to planning and stakeholder engagement in FY13 and FY14. There will be no net increase to the base SLA. Expenses for this position will be paid for from the shared services corpus account.

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SWIFT Project Manager – Phase II

- This one-time funding for a dedicated project manager will support and lead the DNR SWIFT implementation committee through Phase II.
- The net fiscal impact is $100,000 in FY13. This will be paid for from the FY13 shared services corpus, with no net increase to the base OMBS SLA.

### ESTIMATE OF COSTS

<table>
<thead>
<tr>
<th>Position</th>
<th>Time(hrs)</th>
<th>Cost</th>
<th>Target Date</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Services (FY13)</td>
<td>2088</td>
<td>100,000</td>
<td>July 1, 2012</td>
<td>FY13 Shared services corpus account as funded through shared services billings tied to OHF and ENRTF project billings. This will be funded annually through the PS-SLA billings with no net increase to the OMBS SLA.</td>
</tr>
<tr>
<td>One Stop Shop for Recreation (project manager plus related project costs (FY13)</td>
<td>2088</td>
<td>125,000</td>
<td>July 1, 2012</td>
<td>FY13 Shared services corpus account</td>
</tr>
<tr>
<td>One Stop Shop for Recreation (project manager plus related project costs (FY14)</td>
<td>2088</td>
<td>125,000</td>
<td>July 1, 2013</td>
<td>FY14 Shared services corpus</td>
</tr>
<tr>
<td>SWIFT Project Manager – Phase II (temporary) (FY13)</td>
<td>2088</td>
<td>100,000</td>
<td>July 1, 2012</td>
<td>Shared services corpus</td>
</tr>
<tr>
<td><strong>Total Increase to the FY12/FY13 OMBS SLA Base</strong></td>
<td></td>
<td><strong>$0</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Except as amended herein, the terms and conditions of the Original Service Level Agreement and all previous amendments remain in full force and effect.

Tom Landwehr /s/ 8/17/12
Commissioner Tom Landwehr Date

Laurie Martinson /s/ 8/15/12
Director Laurie Martinson
Operations Services Division

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