FY18-19 Shared Services
Service Level Agreement

between the

Operations Services Division and the
Commissioner of Natural Resources

Services Include: Budget Program; Buildings; Communications and Outreach; Data Governance; Design and Construction; Fleet; Finance; Human Resources; Internal Audit, Materials Management; Planning; and Safety.

Services Provided to: Department of Natural Resources

Executed By:

Tom Landwehr /s/ 11/8/2017
Laurie Martinson /s/ 11-16-17

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
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Service Level Agreement
This Service Level Agreement (SLA) covers the Commissioner of Natural Resources “Commissioner” delegation of obligations for services provided by the Operation Services Division (OSD). It covers the service delivery for fiscal years 2018-19 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 Agenda: DNR’s 10-Year Strategic Plan, 2015-2025
Goal 4: The DNR demonstrates operational excellence and continuous improvements in service to its citizens.

Terms of Agreement
This agreement commences on July 1, 2017 and expires June 30, 2019.

Core Hours of Operations
DNR’s call center operates from 8 am to 8 pm, Monday through Friday; and Saturdays, 9 am to 1 pm. OSD’s reception areas are staffed between the core hours of 8:00 am to 4:30 pm, Monday through 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. Service 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. Assessment to the units that incur the extraordinary costs reflect all costs incurred to provide the service. At times, single
events or unanticipated economic conditions may affect the OSD’s ability to provide needed services. The Board maintains a fund balance in the shared services account to assure that there is a sufficient fund balance to minimize the impact to these events.

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

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

**Rates**

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

- Facilities, fleet, radios and computing equipment fleet (CEF) rates are charged on a unique cost per unit or rate basis. These services are used or consumed on a regular basis.
- The shared services rate structure for Safety, Internal Audit, Human Resources, Planning, Materials Management, Financial Management, Operations and Communications is tied to the cost-drivers of budget and FTEs, 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 shorter 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 describe the nature and costs of these services which are incorporated into this SLA for FY18-19.
Authorized Representatives
Operations Services Division (OSD) authorized representatives, or his/her successor(s), are:

- Barb Juelich, Chief Financial Officer
- Denise Legato, Human Resources Director
- Kent Lokkesmoe, Capital Investments Director
- Laurie Martinson, Operations Services Director
- Chris Niskanen, Chief Communications Officer
- Olin Phillips, Deputy Director
- Katie Shea, Internal Audit Manager

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

Obligations
Implementation Obligations
Through this SLA, the Commissioner assigns responsibility to 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 agency policies and procedures.

Service Demands
Changes in workload caused by natural disasters, or man-made acts such as power outages, system unavailability or system response time may result in temporary reduction of services or the types of services that are offered.
Staffing Constraints
OSD will prioritize service delivery based on staffing capacity and availability and in consultation with agency leadership.

Periodic Reviews
The OSD Director and the Board will review the performance of the SLA against agreed-upon service level expectations annually or more often if needed. The scope of the 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 provides shared enterprise services in the areas of assets, finance and management, communication and data services and workforce services. Descriptions of OSD’s shared services programs by service provision area are documented in Exhibit C and incorporated into this SLA. Services and programs are described as follows:

- Assets
  - Services and programs provided include Design and Construction, Buildings, Fleet, Materials Management.

- Finance and Planning
  - Services and programs provided Budget and Finance; Internal Audit and Planning.

- Information
  - Services and programs provided include Communications and Outreach and Data Governance.

- Workforce
  - Services provided include Human Resources and Safety Program.

Service Level Agreement Maintenance
This agreement will be reviewed periodically and updated as needed. Service, rate, and cost revisions may become necessary due to changing service needs, modifications to existing services, addition of services, 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 and Methodology

Shared Services Rate and Allocation Methodology

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

- Costs are consistent, transparent, and fair, and create incentives for customers to control costs.
- The revenue model provides financial stability, manageability, and capacity for continuous improvement.
- Rates and fees are established to recover the full costs of providing the service.

The shared services budget is set at 3.94% of the agency’s budget (less excluded funds) plus the direct and necessary revenues from projects funded with the Outdoor Heritage and Environmental and Natural Resource Trust Funds. The budget is calculated for each year of the biennium and is adjusted for supplemental budget changes. This allows shared services to grow and contract with the agency’s overall budget.

The Operations Services Division (OSD) manages the shared services budget and has the authority to carry-forward unexpended funds from the first fiscal year into the second fiscal year of the biennium. At the end of the biennium, unexpended dollars revert to the shared services corpus unless otherwise directed by the Board and Commissioner.

1. The shared service’s budget shall be allocated based on the following:
   - 30% allocated based on FTEs per program area over total FTEs
   - 70% allocation based on program area budget over total budget.

2. The FTE count will be based on a 12 month count from March to March of the year prior to the budget year being allocated. Program budgets used for the allocation will be updated annually based on legislatively enacted biennial and supplemental budgets.

3. Allocations to divisions will be offset by the federal indirect costs revenue.

4. The Fish and Wildlife allocation is adjusted by $90,000 to include funding of OSD positions for that provide services for the Game and Fish Fund Report and the Budget Oversight Committee for the Game and Fish Fund.

5. The Board may approve credits to the allocation that will be applied based on the Board’s recommended method (i.e., prior year’s allocation).

6. The budget may be adjusted when additional services are added to the shared services portfolio or a different level of effort is requested. All adjustments must be approved by the Commissioner based on recommendations from the Shared Services Governance Board. One-time adjustments and separation costs may be paid from the shared services corpus.
Fleet Rates
Fleet rates: all costs in this area are billed to customers based on their use of the equipment. Charges for the fleet and shops are based on a rate or rate formula. Rates are applied monthly on customer usage, a “pay-as-you-go” system. Rates are set annually by reviewing key assumptions relative to use and cost parameters.

Fleet Rate Methodology
Fleet Rate = Capital Cost + Fuel + Maintenance/Repair + Insurance/Tax/License + Administration - Salvage Value

Radio Rate Methodology
Radio Equipment Fleet Program rates are set by calculating replacement costs of individual pieces of equipment amortized over the expected 12-year lifespan of the item. The actual rate per radio charged to a division on a quarterly basis is based on the radios acquisition cost amortized over its life-cycle and the Radio Fleet Program administrative costs. This generalized radio rate includes equipment costs, the MNDOT purchase order to cover FCC costs (approximately $250K - $300K per year), asset management, tower lease payments, and program administration costs.

Radio Rate = Capital Cost + Maintenance / Repair Cost + Administration

Computer Equipment Fleet (CEF) Methodology
The CEF rate estimates are based on the current replacement costs and schedule of desktop/laptop computers deployed within each division, field site network hardware, and core network hardware. Field site equipment replacement costs are allocated based on the “relative work site presence: index” defined in the MN.IT @DNR Customer Cost Allocation SLA. Core network equipment replacement costs are allocated based on a combination of the “network services” and “enterprise application support” indexes as defined in the MN.IT SLA.

Facilities Rates
Maintenance Rate Methodology
The Maintenance Services Fee (for existing buildings) is based on the amount and type of space occupied by each division. The facilities budget also covers the allocated DNR costs of the Department of Administration Energy Sustainability.

- Base formula for the maintenance fee charged to each division is:
  \[ \text{Maintenance Fee} = \text{Replacement Value per Square Foot} \times \text{Division Square Feet} \times \text{Maintenance Rate} \]

- 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.

- The maintenance rate is set by the Board and is a percentage of total current replacement value. It is then allocated based on program share of occupancy of DNR buildings not including residences. The square foot is the sum of the amount of square feet in buildings occupied by a division. The amount of square feet occupied by a division in buildings 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 Direct Cost Plan.
Technical Assistance and Feasibility Rate Methodology
This rate is based on a 4-year rolling average of use. It uses 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 in both owned and leased buildings as the index.

The technical assistance and feasibility base formula is:

\[
TA \& Feas_{Div} = \frac{Div \ 4 \ yr \ rolling \ avg \ use}{DNR \ Tot \ 4 \ yr \ rolling \ avg \ use} (0.80(\$1.047M)) = 80\% \ FEAS \ & TA \\
\text{Plus} \ \\
Div \ % \ share \ of \ overall \ building \ square \ footage \ occupied \ by \ a \ division \ for \ all \ leased \ and \ owned \ spaces \ (0.20(\$1.047M)) = 20\% \ Feas \ & TA
\]

Leadership Rate
The department’s Leadership Services budget is a set budget, adjusted annually for changes in costs and/or services. This budget includes transfers to the Governor’s Office for Policy Advisory Services and Minnesota Management and Budget for Enterprise Recruitment Services and covers services provided by the Commissioner’s Office/Regional Operations and consumed by the divisions. The Leadership budget is allocated to divisions based on the Consolidated Index.

This index is a combination of the Human Resources index (FTEs, headcount, payroll actions, etc.) and the fiscal activity index (allotment count, revenue, expenditures, etc.).

Legal Services Rate
The department’s Legal Services costs are allocated annually based on legal services costs provided by the Attorney General’s Office (AGO) to DNR, averaged over three years.

Workers’ Compensation Rate
Workers’ Compensation rates are based on two factors:

The fees charged to DNR by Department of Administration, Risk Management Division, for administering the program.

- An estimate of the actual direct costs of the program – payments to Department of Administration, Risk Management Division, for injury costs such as medical, wage replacement, rehabilitation, etc.

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

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

Costs for services are charged through established rate structures as described in Exhibit A and are posted on the intranet. Professional Services are billed separately. The following is a summary of services, allocation method and billing frequency.

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Allocation</th>
<th>Billing Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agency-wide Shared Services/Centralized Administrative Services - Budget Allocations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Includes Commissioner's Office (Commissioner, Deputy, Assistant Commissioners, Regional Directors and support staff).</td>
<td>Allocation of approved budget is based on a consolidated index of FTE and Budget. Each metric is weighted equally.</td>
<td>July/Jan</td>
</tr>
<tr>
<td>Shared Services</td>
<td>Department's centralized support services including Budget, Financial Management, Internal Audit, Human Resources, Planning, Communication and Outreach, Procurement, Safety and Asset Management.</td>
<td>Allocation of approved budget is based on a consolidated index of FTE and Budget. Proportion of budget is weighted at 70% and FTE at 30%. Budget does not include revolving funds, clearance accounts and pass through funds.</td>
<td>July/Jan</td>
</tr>
<tr>
<td>Facilities Account</td>
<td>Provides general maintenance for DNR owned buildings.</td>
<td>Maintenance costs are allocation is based on program share of current replacement value of DNR buildings not including residences. Support and technical assistance costs are based on 80% of prior year’s activities plus 20% on square feet.</td>
<td>July/Jan</td>
</tr>
<tr>
<td><strong>Fleet Programs - Usage/Replacement Allocation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Account</td>
<td>Motor Vehicle Fleet Program. Does not include aviation.</td>
<td>Billed for actual use at approved rates.</td>
<td>Monthly</td>
</tr>
<tr>
<td>Service</td>
<td>Description</td>
<td>Allocation</td>
<td>Billing Timing</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Computer Equipment Fleet</td>
<td>Includes computer and accessory replacement, field site equipment replacement and core network hardware.</td>
<td>Computer rates are charged for deployed desktop/laptop, field site equipment replacement costs are allocated based on relative work site presences and core network equipment replacement costs are allocated based on combination of network services and enterprise application support indexes.</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Radio Account</td>
<td>Management of radio equipment</td>
<td>Billed for amortized cost of division compliment of equipment over replacement schedule of equipment</td>
<td>Quarterly</td>
</tr>
<tr>
<td><strong>Centralized Pool Accounts - Historic Usage Allocation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attorney General</td>
<td>Legal costs provided by the Attorney General.</td>
<td>Allocated based on prior 3-year actual billing. Divisions have the option to pay cases directly to avoid them entering into the 3-year average calculation.</td>
<td>July</td>
</tr>
<tr>
<td>General Counsel</td>
<td>DNR internal legal services</td>
<td>Pending approval, allocation based on 3-year activity tracking experience, beginning in FY 2016.</td>
<td>July</td>
</tr>
<tr>
<td>Workers’ Comp Account</td>
<td>Pooled account for workers’ compensation payments</td>
<td>Administrative fees are allocated based on prior year FTEs, direct costs are assessed based on a 5-year rolling average.</td>
<td>July</td>
</tr>
</tbody>
</table>
Exhibit C - Services and Programs

The purpose of Exhibit C is to provide transparency, good customer service and balance and value by making it easier to find information on services we provide to the DNR (OSD’s Voice of the Customer work). Service delivery is prioritized by the Governor’s Office, Commissioner’s Office, Division Directors and Regional Directors based on the OSD work plan, biennial budget, Conservation Agenda and other agency plans and priorities.

The SLA’s programs and services are grouped by Core Management Area (Assets, Finance and Management Services, Communications and Data Management, Workforce) and then are organized as follows for each program area:

- **Program**: contains brief overview of services provided.
- **Common Services**: describes the scope of services that are provided by the base rate and a description of the funding model.
- **Specialty Services (fee for service)**: describes any services not provided by the base rate and how the customer requests these services, and how OSD determines the costs for services.
- **Customer Input**: describes any committees or customer advisory groups for that service or program area.
- **Customer Requirements**: describe customer requirements, including a description of how the customer can control costs through the choices that they make regarding this service if applicable.
- **Key Performance Indicators**: review and update KPI tables.

Core Management Areas

**Assets**

OSD’s commitment to manage DNR’s assets including materials, fleet, buildings and infrastructure with a current replacement value of approximately $2.8 billion. The DNR’s asset program ensures that department goods and service needs are met during the asset lifecycle.

We facilitate timely and effective services starting at procurement through to divestiture, thereby minimizing customer’s workload. We also ensure assets are safe, accessible, promote sustainability, and support the work of the DNR. DNR asset management services under this SLA will:

a. Acquire approximately $100 million worth of material assets each biennium.
b. Coordinate inventory, policy and reporting for all 20,000+ assets including oversight of computer equipment fleet and radios.
c. Provide construction, maintenance, renewal and replacement services as well as occupancy and leasing services for over 2,700 buildings.
d. Provide planning, management and operations for fleet equipment for approximately 5,000 items.
e. Establish policies and procedures for the acquisition, management, and distribution of all assets.
Finance and Management Services
OSD’s commitment to provide financial and planning services to the DNR. OSD strategically manages the financial resources of the department, works to uphold compliance with state law, and leads DNR’s strategic planning, internal audit and government relations services.

DNR’s Finance and Management Services ensures that the agency’s operations are managed to meet the business needs of the department. Examples of services provided to the agency:

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

Communications and Data Management
OSD’s Communications and Data Management programs facilitate the strategic management and use of data and information that increase agency communications and transparency. Our information program also provides strategic, effective, and efficient media relations, and public outreach and communication services to DNR divisions and to the offices of the Commissioner.

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

Workforce Management
OSD’s Human Resources and Safety Programs reflect the DNR’s commitment to providing people and safety support services to the DNR. DNR spends $200 million annually on workforce costs, which includes the salaries and support for DNR’s 2,750 full time employees (FTEs) and their safety needs.

DNR’s workforce services are designed to hire the best staff, increase diversity, train and develop our employees, and keep our employees safe.

a. We train and prepare current and future agency leaders.
b. We facilitate agency hiring to attract and retain a highly qualified, diverse workforce.
c. We keep our workforce safe through accident prevention, safety training, claims management, and emergency management.
Exhibit C - Buildings Program

The Buildings Program supports DNR’s outdoor recreation, economic development and conservation mission by operating and maintaining buildings and infrastructure that are safe, accessible, support natural resource work, and model the proactive environmental sustainability and energy conservation. Program services include:

- Maintenance and renovation of DNR buildings
- Management of facility leases
- Space planning
- Technical assistance
- Environmental sustainability

Buildings Program Common Services
The Buildings Program provides for the management of space needs and for the maintenance and renovation of DNR buildings. Renovations are coordinated with Design and Construction Services (architects and engineers). Maintenance work is generally funded by the Facility Management Account (FMA), and the statewide portion of the Technical Assistance Account (which is a subset of the FMA). The rate descriptions are provided in Exhibit B. Services that are provided to divisions under the FMA include the following:

1. Buildings and Infrastructure
   a. Provide for maintenance and renovation of buildings and infrastructure.
      i) Coordinate annual building maintenance budgets and plans.
      ii) Assess maintenance needs, options, and alternatives and cost estimating.
      iii) Conduct facility condition assessments.
      iv) Coordinate service contracts (i.e., recycling, trash removal, elevator, security systems, mowing, and snow removal).
      v) Prepare 10-year capital needs report.
   b. Provide occupancy and leasing services including DNR residences.
   c. Provide environmental assessment and remediation project management (i.e., energy audits, indoor air quality testing, hazardous material testing and abatement).
   d. Contract Administration
      i) Assist DNR units in drafting contracts by ensuring construction, biddable services and professional and technical contracts meet statutory and best business practice standards.
   e. Respond to emergencies (i.e., system failures, storm damage, etc.).
   f. Provide database management – maintain statewide Archibus database with building information and Project Web Access with active project information.
   g. Conduct annual Report-to-Work employee location update surveys.
   h. Provide guidance and support to designated site coordinators.
i. Consult with division decision-makers regularly to understand on-going project priorities and obtain approval for individual projects.

j. Assess proposed land acquisitions that contain buildings.

2. Energy Sustainability
   a. Provide department-wide leadership on sustainability and environmental performance within DNR operations.
   b. Support market development for sustainable bioenergy.
   c. Represent DNR on interagency climate and energy policy forums and programs.
   d. Support Minnesota Business First Stop efforts to relocate clean energy to Minnesota.

Buildings Program Specialty Services
1. Requisitions for professional services on DNR capital assets for the following:
   a. Provide project or construction management service as requested.
   b. Monitor and manage building project warranty issues.
   c. Manage occupancy and space projects.
   d. Space planning when use of Technical Assistance funds is not appropriate or available based upon the project).

2. Statewide specialty services provided as part of the Technical Assistance Account.
   a. Provide feasibility and technical assistance services.
   b. Archibus and associated data management (record systems for building management).
   c. DNR state fair projects.
   d. Sustainability planning.
   e. Central Office and Regional Operations special projects, emergencies.

3. Building demolition and site clean-up.
   a. Provide assessment planning, abatement and demolition services.

Buildings Program Customer Input
The Facilities Committee is being reformulated and re-chartered. The previous committee was temporarily suspended when the manager of the program retired. It is expected to commence meetings in early FY18. The Regional Directors are the primary customer of the Buildings Program. They are responsible for setting the overall maintenance priorities for their regional buildings.

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

1. Identify and submit a list of division staff with the authority to make facility-related recommendations or decisions to OSD.
2. Utilize the requisition process and provide clear project definitions; communicate goals and overall division priorities.

3. Assemble division project teams that will be creatively engaged from project initiation through close-out.

4. Provide timely responses to issues and requests for feedback.

5. Identify possible invasive species, natural, cultural, historical, archeological resources, issues and constraints.

6. Communicate natural resource objectives, code and department requirements, department strategies and values.

7. Practice responsible and safe building occupancy and operation (i.e., monitor conditions, report problems, seek professional assistance for repairs and renovations, provide custodial care, support the work of divisions).

8. Ensure building is used per the building occupancy codes.

**Buildings Program Key Performance Measures**

OSD 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>90% of net energy on new construction will come from renewable energy sources</td>
<td>Ensures that DNR is addressing its contribution to the cumulative environmental impacts of energy use and production, including water consumption, carbon pollution, and conventional air pollution. On site renewable energy also hedges long term cost of energy and operating costs.</td>
</tr>
<tr>
<td>100% of staff reporting to DNR Report-to-Work (RTW) sites will be verified annually.</td>
<td>Ensures DNR staff are verified and can be contacted in the event of an emergency situation.</td>
</tr>
<tr>
<td>Decrease the number of buildings with a Facility Condition Assessment of unacceptable or poor (1 or 2) over time</td>
<td>It is important that the condition of DNR buildings are rated as average condition or better. This measure is related to DNR image, safety and work environment.</td>
</tr>
<tr>
<td>Improve energy efficiency in existing buildings over time.</td>
<td>The DNR’s total energy usage has been trending downward since 2008 and will need to continue downward trend as new Enterprise efficiency targets are being developed. Energy efficiency also hedges long term operating costs.</td>
</tr>
</tbody>
</table>
Exhibit C - Design and Construction Program

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

Design and Construction Program Common Services

Common services paid for from the shared services account include:

1. Americans with Disabilities Act (ADA) – Title II Compliance.
   a. DNR’s ADA Coordinator is responsible for coordinating the efforts of the DNR to comply with Title II and investigating any complaints that the entity has violated Title II.

2. Capital investment oversight and Natural Resources Asset Preservation Program administration (NRAPP).
   a. The Management Resources and the Office of Management and Budget sections develop the capital budget request for the Commissioner’s Office as part of the agency’s legislative work.
   b. The Design and Construction Program manages the Natural Resources Asset Preservation Program.
   c. Agency services provided under this SLA include:
      i) Develop the agencies request for capital budget.
      ii) Present the request to MMB, Governor’s Office, legislative hearings, tours, etc.
      iii) Provide oversight to existing appropriations.

Design and Constructions Program Professional Services

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

1. Billed Services
   a. Provide facility and site design services (includes facilities, water control structures, landscape, trails, roads, bridges, and infrastructure); contract specification and administration; and construction management; facility commissioning; and facility divestiture services.

2. Included Services (part of the rate)
   a. Perform accessibility and code reviews.
   b. Provide database management – maintain the required statewide Archibus database with building information and Project Web Access with active project tracking.
c. Consult with division decision-makers regularly to understand on-going project priorities and obtain approval for individual projects.

d. Provide technical consultation and evaluation of potential projects.

**Specialty Services**

1. Agency representation and leadership for projects of statewide significance such as the Fargo Moorhead Flood Risk Management Project.

**Design and Construction Program Customer Input**

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

**Design and Construction Program Customer Requirements**

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

1. Identify and submit a list of division staff with the authority to make facility-related recommendations or decisions to OSD.

2. Provide clear project definitions; communicate goals and overall division priorities.

3. Assemble division project teams that will be creatively engaged from project initiation through close-out.

4. Provide timely responses to issues and requests for feedback.

5. Identify possible invasive species, natural, cultural, historical, archeological resources, issues and constraints.

6. Communicate natural resource objectives, code and department requirements, department strategies and values.

7. Practice responsible and safe building occupancy and operation (i.e., monitor conditions, report problems, seek professional assistance for repairs and renovations, provide custodial care, support the work of divisions.

8. Ensure building is used per the building occupancy codes.

**Design and Construction Program Key Performance Measures**

OSD 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>Achieve customer satisfaction ratings of 4 out of 5 or better</td>
<td>We are delivering customer satisfaction rates that are in alignment or higher than those in the private sector.</td>
</tr>
<tr>
<td>Ensure project bid estimates are within 10% of received bids for construction projects.</td>
<td>Promotes value and transparency.</td>
</tr>
<tr>
<td>Ninety (90%) of projects are completed within agreed upon schedules.</td>
<td>Ensures that funds are being managed effectively and customer needs are being met.</td>
</tr>
</tbody>
</table>
Exhibit C - Fleet Program

The DNR’s Fleet Equipment Program keeps staff on the move with safe, reliable and cost efficient equipment right-sized for the job. Program services include:

- Cradle-to-grave fleet management.
- Financial analysis, planning and management.
- Feasibility studies of equipment investments.
- Managing fleet acquisitions, life cycles and replacements.
- Coordinating other aspects of equipment and fleet operations.
- Represent DNR on state committee and initiatives.

Fleet Program Common Services
The Fleet Management Program describes the scope of services that are provided through the department’s fleet rate and billed on a per use basis, which is described in Exhibit B. Services that are provided to divisions under the fleet rate include the following:

1. Plan and manage DNR’s fleet.
2. Develop and implement fleet policies and procedures.
3. Administer fleet equipment operations (i.e., fuel, insurance, maintenance/repair, operator training options, etc.).
4. Coordinate commercial drivers’ licenses verification and drug and alcohol testing.
5. Develop and assist with operator training on specialty equipment.
6. Respond to emergencies (i.e., fleet and equipment mobilization).
7. Facilitate the Fleet Committee.

Fleet Program Specialty Services
1. Respond to requisition for services/work orders.
2. Provide up-fit and adapt equipment as necessary for unique program/division needs (boats, etc.).

Fleet Program Customer Input
1. The Fleet Program coordinates with the divisions through the Fleet Committee. The committee is an advisory committee that meets at least nine times per year.
2. The committee is authorized by DNR Operational Order 111 and includes representatives from each division.
3. Any or all issues relating to fleet use or management are brought to the committee for discussion, including fleet policy, training requirements, fleet selector lists, etc.
Fleet Program Customer Requirements
1. Ensure operation of equipment consistent is within laws and policy, including:
   a. Drivers have valid driver’s licenses.
   b. Drivers have completed a “driver’s agreement.”
   c. Drivers are trained in defensive driving.
   d. Drivers are appropriately trained on the equipment.
2. Ensure the Divisional Fleet Plan is reviewed and updated annually.

Fleet Program Key Performance Measures
OSD 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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<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of miles driven compared to number of miles planned.</td>
<td>For efficient utilization, analyze use while reducing cost and unneeded equipment.</td>
</tr>
<tr>
<td>Cost of DNR fleet program compared to Runzheimer cost.</td>
<td>Compare DNR with the industry standard every two years.</td>
</tr>
<tr>
<td>Total gallons of fuel based on usage.</td>
<td>Trend analysis tracking overall energy usage and greenhouse gas emissions.</td>
</tr>
<tr>
<td>Number of miles per gallon (mpg) for “light road vehicle” classes (Less than 8,500 GVWR).</td>
<td>Trending indicator of fuel efficiency with specific vehicle class performance so as to enable/track compliance with Governor’s Sustainability initiative.</td>
</tr>
<tr>
<td>Average age and average mileage of fleet vehicles.</td>
<td>A condition and utilization factor of DNR fleet.</td>
</tr>
<tr>
<td>Insurance pool risk assessment.</td>
<td>The goal is to obtain the lowest fleet insurance rate available.</td>
</tr>
</tbody>
</table>
Exhibit C - Materials Management Program

The Materials Management Program purchases goods and services for the DNR while striving for best value. Staff experts include buyers, contract administrators and inventory specialists. They maintain accurate knowledge of strategic sourcing, specification development and contracting, specialized commodity purchasing, and inventory and surplus disposal. Materials Management ensures that the DNR’s day-to-day business activities function efficiently and cost-effectively by providing:

- Inventory management.
- DNR warehouse to achieve prompt delivery of goods, such as safety products, to agency staff around the state.
- Procurement services.
- Specialized commodities purchasing.

Materials Management Program Common Services

The Materials Management Program describes the scope of services that are provided through the department’s shared services rate and billing, which is described in Appendix B. Services that are provided to divisions at no additional charge include the following:

Procurement
1. Provide specification development and consultation.
2. Provide strategic sourcing and vendor qualification.
3. Facilitate contract administration.
4. Provide operations purchasing (i.e., commodities, including assets and sensitive items).
5. Provide centralized bulk procurement processing including uniform, signage, special equipment and bulk commodity purchasing.
6. Oversee warehouse operations.
7. Coordinate IT procurement with MN.IT.
8. Develop, implement and administer procurement policies and procedures.
9. Develop training and operation guidance documents.
10. Support agency initiatives.
11. Represent DNR management on statewide initiatives.

Materials Management
1. Materials Management
   a. Develop policy and process for managing assets
   b. Conduct annual inventory of asset assignments (location and condition)
2. Computer Equipment Fleet and Radios
   a. Oversee budget and spending plan
b. Oversee MN.IT annual inventory of asset assignments (location and condition)

3. Materials Inventory Management
   a. Tracking, reporting and auditing
   b. Reuse, recycle and disposal of assets

4. Computer Equipment Fleet and Radio Inventory Management (by MNIT)
   a. Tracking, reporting and auditing
   b. Reuse, recycle and disposal of assets

Materials Management Program Specialty Services
Purchasing
   • Services purchased under a Service Level Agreement or requisition for services between OSD and regions/divisions.

Materials Management Program Customer Input
Financial Leaders and Oversight Workgroup (FLOW)
This chartered group meets regularly to formulate and implement new and improved methods to ensure consistency, accountability, and transparency in financial practices across the department. This group consists of one fiscal representative from each division and key OMBS financial staff.

Purchasing Advisory Group
The DNR Purchasing Advisory Committee is utilized to evaluate, analyze, and implement methods to ensure efficiency, consistency, accountability, and transparency in procurement practices across the department. This charted group meets at least two times annually and is composed of Central Office procurement leads, Regional Business Managers, and one procurement representative from each division.

Uniform Committee
The Uniform Committee supports the effective identification of DNR personnel as governed by Operational Order 33 by developing policies and recommendations regarding uniform and logo-wear apparel standards for the DNR. A DNR Uniform Committee is established and a chair elected for a two-year term from the membership, which consists of representatives from each division and the various bargaining units representing uniformed personnel. The Purchasing Operations Supervisor serves on the committee as an ex-officio member.

The Uniform Committee is responsible to review and make recommendations on topics such as uniform specifications, additions, deletions, replacement and phase-out of uniform articles; and will make recommendations on requests to add or change category assignments.

Sign Committee
The Sign Committee meets quarterly and objectives are to manage an agency sign system that promotes desired visitor and public actions. The Sign Committee is charged with maintaining an organized statewide system that establishes a statewide Department of Natural Resources identity, clearly informs the public, and aids DNR personnel through economy of manufacture, ease of installation, and minimal maintenance (sign creation, fabrication and placement), employ cost effective sign production
techniques, methods and materials, and establish continuity of design, fabrication and placement. The committee members include OSD staff from Purchasing, Safety, Facilities, and a representative from each division.

Computing Equipment Fleet (CEF) Committee
The CEF Committee meets quarterly for review and feedback on the types of computers used, computer rates, computer purchases and replacement timelines, computer service, support and surplus services. The committee is comprised of MNIT and MR staff as well as representatives from each division.

Radio Committee
The Minnesota Department of Natural Resources uses radio communications for a wide variety of purposes. Operational Order 8 - Radio Management system governs the use of radios for:

- Wildfire reporting and suppression coordination
- Flood warning and response efforts
- Enforcement communications
- Search and rescue coordination
- Survey crew communications
- Visitor management and control
- Maintenance management
- Emergency communications
- Day-to-day administrative functions, etc.

The Radio Committee meets quarterly for review and feedback on the types of radios used, radio rates, licensing, purchases, replacement timelines and surplus services. The committee is comprised of MNIT and MR staff as well as representatives from each division.

Procurement Customer Requirements
1. Procurement
   a. Provide required documentation and detailed specifications.
   b. Ensure approvals are in place and budgets support the intended acquisition.
   c. Utilize EIOR as required by policy to submit requisitions for purchases.
   d. Comply with diversity in procurement requirements to maximize the use of Targeted Vendors and the Equity Select Process.
   e. Allow ample time to process requisition, revise or write specifications, advertise and make award(s). 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).
   f. Attend basic and refresher purchasing training.
   g. Communicate procedures for acquiring goods and services within their division.
h. Receive goods and services, properly handling packing slips, reviewing and recording serial
numbers and affixing state property ID tags before approving payment.

2. Materials Management
   a. Manage all assets and sensitive items consistent with state agency policy.
   b. Surplus obsolete and/or underutilized items.
   c. Complete annual inventory.

**Materials Management Program Key Performance Measures**

OSD 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
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**Procurement**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of days from requisition to encumbrance.</td>
<td>Timeliness and efficiency of procurement process.</td>
</tr>
<tr>
<td>Number of P-card incidents and 16A violations.</td>
<td>Indicates level of understanding of P-card/purchasing program, need for training.</td>
</tr>
<tr>
<td>Number of POs by type, buyer, division, region.</td>
<td>Represents performance and section workload.</td>
</tr>
<tr>
<td>Number of Purchasing Card Transactions.</td>
<td>Represents performance and section workload.</td>
</tr>
<tr>
<td>Number of P/T Contracts.</td>
<td>Represents performance and section workload.</td>
</tr>
<tr>
<td>Number of Commissioner’s Bids.</td>
<td>Represents performance and section workload.</td>
</tr>
<tr>
<td>Diversity Spend by Division.</td>
<td>Represents performance.</td>
</tr>
<tr>
<td>Requests for quote/bid made to targeted vendors, compared to number of responses received and awards made to targeted vendors.</td>
<td></td>
</tr>
<tr>
<td>Number of Equity Select Purchases made.</td>
<td></td>
</tr>
</tbody>
</table>
Materials Management

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Why is this important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of missing inventory items as compared to previous years.</td>
<td>Accurate accounting of assets.</td>
</tr>
<tr>
<td>Days to complete inventory as compared to previous years.</td>
<td>Represents performance and section workload.</td>
</tr>
<tr>
<td>Audit inventory accuracy.</td>
<td>Verify asset inventory results.</td>
</tr>
<tr>
<td>100% reconciliation between DNR and MN.IT CEF and Radio Inventory.</td>
<td>Accurate accounting of Computer Equipment Fleet and Radio funding.</td>
</tr>
</tbody>
</table>
Exhibit C - Budget Program

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

- Providing direction on the agency spending plan process.
- Providing direction, services and control over the Governor’s and legislature’s biennial, supplemental and capital budget processes.
- Ensuring fiscal integrity of the DNR organization through financial analysis and monitoring.
- Providing budget reporting services to meet statewide requirements, fund balance analysis, stakeholder requests and other budget information sharing needs.
- Developing, maintaining and enforcing policy and procedures for grant management including federal grant application and spending authority.

Budget Program Common Services

The Budget Program’s scope of services described in this section are provided to the agency through the department’s shared services billing, which is described in Exhibit B. Services that are provided to divisions at no additional charge include the following:

1. Spend Plan Process
   a. Provide leadership for and coordination of the annual spending plan process.
   b. Develop or review proposed allocation of centralized service costs.
   c. Provide review of agency professional service rates.
   d. Oversee direct and necessary policies and processes.

2. Biennial, Supplemental and Capital Budgets
   a. Maintain tracking of agency’s base budget based on appropriation law.
   b. Facilitate budget development process including budget narratives, appropriation article and leadership review and decision processes.
   c. Enter all data into budget system.
   d. Coordinate all fiscal notes.
   e. Coordinate Legislative Advisory Commission (LAC) requests.
   f. Coordinate budget messaging including creation of summary documents, charts, tables and committee presentations.
   g. Maintain budget website.

3. Financial Reporting
   a. Prepare fund statements for the November and February forecasts, Governor’s budget, end of session, and fiscal close.
   b. Prepare bond proceeds cash flow report.
c. Prepare biennial departmental earnings report.
d. Complete single audit report.
e. Certify annual spending plans.
f. Coordinate Consolidated Annual Financial Reports.
g. Prepare annual Game and Fish Report and Natural Resources Report.

4. Financial Analysis and Monitoring
a. Monitor accounts for emerging issues, statutory compliance, accuracy of receipts, and cash flow needs.
b. Manage funding models for the lifetime license account.
c. Monitor and update professional services revolving account, monthly bond fund status report, and ITC revenue accounts as needed.
d. Participate in federal and OLA audits as needed.
e. Develop, submit and negotiate federal indirect cost rate.
f. Provide agency wide disaster coordination and reporting.

5. Grant Administration
a. Assure compliance with statewide grant management policies.
b. Provide information and policies and training around state and federal fund processes including application and implementation of grants.
c. Maintain grants fund databases.
d. Monitor federal fund transactions and sub-recipient oversight.

6. Agency Budget Support Services
a. Support agency initiatives requiring financial input, advice and consultation.
b. Represent DNR management on statewide initiatives and committees, such as the Legislative-Citizen Commission on Minnesota Resources (LCCMR) and the Office of Grants Management’s Grants Governance Committee.

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

1. Financial Leaders and Oversight Workgroup (FLOW): This chartered group meets regularly to formulate and implement new and improved methods to ensure consistency, accountability, and transparency in financial practices across the department. This group consists of one fiscal representative from each division and key OMBS Financial staff.

2. Federal Grants Coordinators group: This ad hoc group is composed of DNR Grant Managers, who coordinate federal grants. They meet quarterly with the goal of mitigating risk in grant management.
through 1) identifying and addressing gaps and inconsistencies, and 2) information sharing. This group is open to any DNR employee who works with grants. Input from and collaboration with this group results in improved grant management agency wide.

**Budget Program Customer Requirements**
For OSD to successfully meet customer expectations, DNR managers are obligated to:

1. Establish and maintain an internal control structure sufficient to ensure compliance with state, federal, and departmental policies and procedures.
2. Prepare and submit all required information in a timely and accurate manner.
3. Familiarize staff with accounting and related fiscal procedures and policies.
4. Ensure staff attends required financial trainings offered by OSD and MMB.
5. Submit required information using in the form and format provided by OSD.
6. Seek advice on proper contract and grant management administration and best practices.
7. Report theft, misuse, or abuse of state property or assets.

**Budget Program Key Performance Measures**
OSD 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 fiscal notes processed.</td>
<td>These measures are a reflection of integrated budget services and also show levels of workload.</td>
</tr>
<tr>
<td>Operational expenditures, revenue by fund, number of allotments, and capital bonding expenditures.</td>
<td>These fiscal indicators reflect the size and complexity of the DNR budget which has a direct relation to workload.</td>
</tr>
<tr>
<td>Spending plan information provided to MMB by July 1 each year.</td>
<td>Spending plan information is critical for divisions to establish their operating budgets for the new fiscal year. Meeting the MMB deadline lines we internally met operating deadlines to implement the budget.</td>
</tr>
<tr>
<td>All estimates for change items are correct when submitted to MMB.</td>
<td>The ability to correctly “price out” our change items reflects a budget process that is functioning well. Further, it helps us establish and maintain a good reputation and credibility externally.</td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>Why is this important?</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Spending authority for federal funds provided to MMB during the biennial budget process and the LAC outside of session.</td>
<td>Obtaining spending authority for federal funds is necessary before any of the funding can be spent.</td>
</tr>
<tr>
<td>Federal funds applied for and awarded.</td>
<td>These measures are a reflection of integrated budget services and also show levels of work load.</td>
</tr>
<tr>
<td>Grants-related audits by the OLA.</td>
<td>Performance on these audits reflects the extent to which grants management is successfully assisting divisions in compliance</td>
</tr>
</tbody>
</table>
Exhibit C - Finance Program

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

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

Finance Program Common Services
The Finance Program’s scope of services described in this section are provided to the agency through the department’s shared services billing, which is described in Exhibit B. Services that are provided to divisions at no additional charge include the following:

1. Accounts Payable Services
   a. Provide centralized accounts payable services for the DNR.
   b. Monitor and prepare monthly prompt payment reports.
   c. Process expenditure corrections greater than $5.00.
   d. Provide centralized processing of employee business expenses.

2. Revenue Processing
   a. Deposit and record all receipts.
   b. Monitor and prepare data to meet statewide reporting requirements for accounts receivable.
   c. Coordinate with the office of state treasury to reconcile systems with the state bank.

3. Contract Processing
   a. Provide Contract Administration under Dept. of Administration Delegated Authority
   b. Assist DNR units in drafting solicitations and reviewing contracts.
   c. Ensure construction, biddable services, and professional technical contracts, meet statutory and best business practices standards.

4. Financial System Services
   a. Provide and maintain secure access to SWIFT and WIRES.
   b. Maintain DNR accounting structure.
c. Provide expertise regarding financial systems and interfaces.

5. Financial Analysis, Monitoring and Reporting Services
   a. Provide standard and customized financial reports.
   b. Conduct detailed analysis to allocate costs for annual spending plan development.
   c. Perform reconciliations on various statewide appropriations for compliance.
   d. Develop, manage and monitor budgets for direct cost plans at regional headquarters and area co-located offices.
   e. Manage the application and spending of federal and state disaster funds within each regions.

6. Purchasing Card Administration and Management Services
   a. Issue, cancel, suspend and manage purchasing/travel cards.
   b. Audit purchasing card usage.
   c. Report instances of internal and external fraud and misuse of purchasing cards.

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

8. Develop training and operational guidance documents.

**Finance Program Specialty Services**
Not Applicable

**Finance Program Customer Input**
Financial Leaders and Oversight Workgroup (FLOW): This chartered group meets regularly to formulate and implement new and improved methods to ensure consistency, accountability, and transparency in financial practices across the department. This group consists of one fiscal representative from each division and key OMBS financial staff.

**Finance Program Customer Requirements**
For OSD to successfully meet customer expectations, DNR managers are obligated to:

1. Establish and maintain an internal control structure sufficient to ensure compliance with state, federal, and departmental policies and procedures.
2. Prepare and submit all required information in a timely and accurate manner.
3. Familiarize staff with accounting and related fiscal procedures and policies.
4. Ensure staff attends required financial trainings offered by OSD and MMB.
5. Submit required information using in the form and format provided by OSD.
6. Seek advice on proper contract and grant management administration and best practices.
7. Report theft, misuse, or abuse of state property or assets.
## Finance Program Key Performance Measures

OSD 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>Prompt payment percentage.</td>
<td>Percent of prompt payments shows the accountability of the department’s assets and financial systems to pay vendors timely.</td>
</tr>
</tbody>
</table>
| a) Number of expenditure corrections.  
  b) Percent of revenue deposits that are in compliance with state law. | These indicators represent customer performance and section workload. |
| Revenue transactions, payment transactions, and number of contracts processed | These indicators represent customer performance and section workloads |
Exhibit C - Internal Audit Program

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

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

Internal Audit Program Common Services

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

1. Perform reviews on a regular, on-going basis according to a strategic plan.
2. Categorize department fiscal activity into an audit population by program, division, and/or function.
   a. Develop an audit strategy and an annual audit plan.
   b. Conduct financial reviews of selected financial transactions to determine compliance with state, federal, and department policies and procedures.
   c. Conduct exit conferences, and prepare quarterly, bi-annual and annual status reports.
3. Follow-up on status of prior audit recommendations and perform mitigating control reviews.
   a. Prepare corrective action plans.
   b. Provide periodic updates to senior leaders.
   c. Assist and recommend strategies for making corrective improvements.
4. Provide annual Code of Conduct training.
5. Complete the Minnesota Management and Budget (MMB) internal control self-assessment.
6. Lead independent and objective assurance and consulting activities.
   a. Evaluate internal controls, safeguarding of assets, compliance with department policy, and compliance with federal/state regulations.
   b. Assist divisions in preparing for an external or internal audit.
   c. Provide risk based approach of financial reviews designed to identify significant control deficiencies in the areas of financial, operating, compliance, and information technology.
7. Develop and provide tools to Directors, Managers, and Supervisors responsible for maintaining an effective internal control system.
Internal Audit Program Specialty Services
The Internal Audit Program does not offer specialty services. Service provision is included in the contents of the SLA.

Internal Audit Program Customer Input
The DNR Audit Committee is created to provide guidance and oversight to the Internal Audit Manager and staff regarding internal audit projects, methods, and corrective actions, and also to help oversee and ensure the independence of the IA activity so that it remains a transparent and accountable tool for assessing programs and operations at the DNR. Chartered by the Commissioner since 2014, the Committee consists of the Deputy Commissioner (chair), Chief Financial Officer, Director of OSD, as well as one Division Director and one Regional Director chosen by the chair. The Committee also includes two members knowledgeable about finance and auditing from outside the DNR. They meet twice yearly to review reports, provide consultation and advice, and oversee the Quality Assurance and Improvement Process conducted annually by the Internal Audit Manager.

Internal Audit Program Customer Requirements
Filing Complaints
If you have evidence of a loss, theft, damage, misuse, or unlawful use of state property or public funds, or have code of conduct concerns, you may email, fax the complaint/allegation form to the Internal Audit unit or DNR Human Resources section. This can be done anonymously or you can call internal audit or DNR HR directly.

Conflict of Interest Disclosure/Resolution
If you have concerns surrounding a potential conflict of interest disclosure or resolution, please contact the internal audit unit or DNR Human Resources section for further direction. You may also submit your concern via our disclosure form, located on the DNR's intranet page.

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

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

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

OSD 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>
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</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction – measured by a post-engagement questionnaire/survey sent out by the audit manager after the final report has been completed for the project.</td>
<td>The client satisfaction survey is an element of DNR’s internal system of measures. The survey tells us how audit clients value the work we’ve done for them. They can give feedback on the quality of communication during the project, the readability of the report, and other factors that require a qualitative assessment.</td>
</tr>
<tr>
<td>Performance against the plan – How many of the audits planned were performed? Of those not completed, why they were not done (workload, high number of requests, etc.)</td>
<td>To better understand the demand for internal auditing and prioritize work requested of the section.</td>
</tr>
<tr>
<td>Corrective action status – What percent of corrective actions recommended/planned have been implemented? For those not implemented, why has action not been taken?</td>
<td>To better understand if corrective actions recommended were successful or not and why. Further, to identify what may help clients overcome barriers to implementing corrective actions.</td>
</tr>
</tbody>
</table>
Exhibit C - Planning Program

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

- Support development, implementation, and accountability of agency-wide strategic priorities and initiatives.
- Foster effective collaboration and coordination to meet agency goals and objectives.
- Measure and report progress on top agency priorities.
- Increase the knowledge, skills, and abilities of staff to improve business processes and innovation.
- Support science-based research and policy development that results in useful, integrated information to decision-makers.
- Provide legislative services to support the Commissioner’s Office, agency leadership, and Governor’s Office in fulfilling their budget and policy goals.
- Provide research and engagement services to ensure fulfillment of all tribal relations needs for the agency.

Planning Program Common Services

The Planning Program’s scope of services that described in this section and are provided to the agency through the department’s shared services billing, which is described in Exhibit B. Services that are provided to divisions at no additional charge include the following:

1. Continuous Improvement
   a. Provide consulting services for all divisions’ continuous improvement efforts, including staffing and support to established committees and communities of practice as needed.
   b. Represent DNR on interagency continuous improvement efforts.
   c. Provide support and assistance to build knowledge and skills around project organization and management across the department.
   d. Manage the DNR Suggestion Box, including regular quarterly reporting back to staff.
   e. Support the Commissioner’s Office in the planning and implementation of awards for excellence, listening sessions, applications for Governor’s Office recognition, and related activity to reward strong performance and ongoing improvement efforts.

2. Social Science Research and Program Evaluation Support
   a. Establish department-wide social science research policies to facilitate collaboration and consistent use of social science procedures.
   b. Provide consultation on quantitative and qualitative research design and methods to staff across the department, including: advice on survey questions, focus group development, and other information gathering mechanisms.
c. Conduct high-priority inter-divisional and/or short-term surveys, focus groups, or interviews depending on project scope and current staff capacity. (See fee-based section for larger and/or division-specific projects.)

d. Translate social science information and trends into a useful context for management, planning, marketing and outreach, or other related purposes.

3. Agricultural Policy and Partnerships
   a. Manage, develop, promote, and communicate DNR policies and programs critical to addressing priority agricultural natural resource management issues.
   b. Align DNR agricultural policy development and existing programs.
   c. Work with agriculture community leaders, farmers, and public agencies to strengthen the agency’s conservation partnerships.
   d. Track and provide input on state and federal agricultural legislation.

4. Tribal Program Coordination
   a. Formulate, support, and enhance frameworks for managing consultation, coordination, and cooperation with Minnesota’s tribal nations.
   b. Oversee tribal relations recordkeeping and document new partnership decisions and actions.

5. Strategic Planning and Facilitation
   a. Provide facilitation and coordination for priority initiatives identified by senior management, regional management, and operations managers to help them address complex natural resources issues that cross disciplinary boundaries.
   b. Implement and guide the Conservation that Works 3.0 accountability framework as directed by the Commissioner’s Office.
   c. Provide resources and facilitation for development of change management capacity within senior management and agency-wide leadership.
   d. Provide participatory approaches to engage citizens, stakeholders, and partners toward common goals and decisions that are aligned with natural resource results. (See fee-based section for division-specific projects.)
   e. Provide regional and statewide planning services to support interdisciplinary regional and departmental operations, ensuring that efforts are focused on high priority natural resource outcomes.
   f. Provide facilitation and support for regional strategic land asset management efforts and tribal relationships.
   g. Ensure new or revised operational policies are clearly communicated to DNR staff.
   h. Provide planning assistance for special outreach and public events.

6. Policy Coordination and Management
   a. Provide policy development support to the Statewide Interdisciplinary Review Service (SIRS), Game and Fish Fund Budgetary Oversight Committee, and other groups that either make or
recommend action on agency policies and programs.

b. Provide up-to-date internal policies, including administrative, operational, Commissioners orders, and division policies.

c. Communicate new and revised policies to DNR staff.

d. Support DNR’s commitment to science-based policy development and resource management practices by planning and hosting Science Chats on a quarterly basis.

7. Legislative Services

a. Support DNR leadership in the planning, development and implementation of policy proposals during the legislative session, ensuring effective coordination and communications so that agency objectives are met.

b. Support DNR leadership in budget and policy initiative development, decision-making, rule-making, and legislative communications.

c. Support and manage internal and external communications related to legislative activities, including products such as fact sheets, narratives, fiscal notes, bill tracking, and the legislative web page.

d. Convene and lead the legislative liaison meetings and other agency-wide planning efforts necessary for a successful legislative session.

Planning Program Specialty Services

The Planning Program provides specialty services on a fee for service basis for projects that are division-or program-specific. Services available include rulemaking services; division or program-specific strategic planning; project management training courses (contractor provided); improvement specialty projects; project management services; project specific analytical services; and social science research and program evaluation projects. Beyond a reasonable amount of initial consultation (generally 10 hours or less), provision of these services would require professional services fees.

Planning Program Customer Input

The Planning Program works with the Commissioner’s Office, Operations Managers, and OSD Executive Team) who provide guidance and support for the Planning Program’s work, including the agency’s continuous improvement efforts.

Planning Program Customer Requirements

For OSD to meet customer expectations, DNR managers should:

1. Confirm customer’s desired outcome or purpose of request.

2. Provide information needed to achieve policy, research, and budget objectives in a timely fashion. This includes expectations and deadlines set by the Commissioner’s Office.

3. Follow the decision-making process to fill requests for assistance. In general, priorities for service requests are in the following order:
   a. Commissioner’s Office and senior management sponsorship.
   b. Interdisciplinary department priority.
c. Statewide, department priority.

d. High level of complexity or conflict.

e. Included in a departmental project portfolio or work plan.

4. Comply with all relevant agency policies (e.g., survey policy).

Requests for Planning Program assistance should come to the Manager of the Policy and Planning Office for approval.

**Planning Program Key Performance Measures**

OSD 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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<td>Staff use of process improvement methods including:</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>• Number of people trained</td>
<td></td>
</tr>
<tr>
<td>• Process improvement projects completed</td>
<td></td>
</tr>
<tr>
<td>• Project outcomes</td>
<td></td>
</tr>
<tr>
<td>Regular accomplishment reports of significant policy advancements that helped to meet department-wide priorities</td>
<td>Planning services vary in complexity, length, and staff demand, and are not easily represented in finite numbers. Accomplishment reports of significant, tangible policy advancements will more accurately highlight this section’s contribution to department objectives.</td>
</tr>
<tr>
<td><em>Example policy advancements include:</em></td>
<td></td>
</tr>
<tr>
<td>• Implementation of buffer initiative</td>
<td></td>
</tr>
<tr>
<td>• Refinement of strategic land asset management acquisition and scattered lands processes</td>
<td></td>
</tr>
<tr>
<td>Number of attendees at quarterly Science Chats.</td>
<td>Science Chats stem from a direct request by the Commissioner’s Office to increase the knowledge and collaboration of our science-based policy and resource management work.</td>
</tr>
</tbody>
</table>
The Data Governance Program includes the agency’s data practices, records management, outcomes reporting, and data management activities. This program helps staff, decision makers, and the public store and access the best possible information to address Minnesota’s complex natural resources challenges. The programs’ goals are to:

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

**Data Governance Common Services**
The Data Governance Program scope of services provided to divisions at no additional charge include the following:

1. Provide strategic planning for data analytics, integration, and decision support at DNR.

2. Develop enduring and appropriate policies, standards, and procedures to ensure that DNR data is trustworthy, integrated, consistent, and readily accessible to staff and the public.

3. Collaborate with divisions to solve several pressing data integration and decision problems. These will help develop a data analytics, integration, and decision support “proof-of-concept” that can be replicated in other priority data domains.

4. Provide DNR staff with the training they need to help the agency effectively implement data governance and advance decision support.

5. **Performance Management and Integration**
   a. Develop and oversee outcomes reporting tools to help DNR leaders track progress and make strategic course corrections on agency priorities.
   b. Coordinate division level review and update of DNR’s 90+ program-level performance measures.
   c. Lead the enhancement of DNR’s outcomes tracking system with a focus on improving agency performance on strategic conservation agenda goals by enhancing data import/export tools, system interconnectivity, staff reporting tools, and public reporting websites.
6. Lead and manage DNR’s compliance with state Data Practices requirements.
   a. Provide policy development, classification analysis, and data sharing agreements.
   b. Provide intellectual property related services including issuing authorization agreements, contract advice, and general consultation.
   c. Implement management response to data practices recommendations.
   d. Provide Data Practices training on policies and procedures including Operational Orders 75 and 127, Data Breach Administrative Policies, and statutory requirements.

7. Maintain the SharePoint site for “not public” data that includes division-specific guidelines and best practices, security assessments, and detailed information regarding DNR “not public” data.

8. Administer DNR’s statewide Records Management Program, including its policies and procedures, records retention schedules, records storage, security, and retrieval.
   a. Evaluate the business needs for an Electronic Document Management System (EDMS) as an effective tool for efficient and effective records management.

9. Library Management
   a. Complete the Library Services project to re-site the physical space of the library to support user needs.
   b. Create and implement a plan for marketing library services and improving communications with library users.
   c. Manage physical library collection as a quality asset for DNR staff, stakeholders including external researchers, and the public.

Data Governance Customer Input
There are multiple internal groups that provide customer input into Data Governance and Data Practices programs:

- The Data Practices Committee, established by the Commissioner’s Office, meets monthly to track progress on specific policy development, process improvements, and strategic initiatives. It consists of OSD Division Director, Human Resources Director, Chief Financial Officer, Lead Counsel, Manager for Policy and Planning, the Data Practices Compliance Officer, and other relevant staff as needed.
- The Data Governance Advisory Group, established by the Senior Management Team, meets quarterly to provide strategic guidance to the emerging data governance policies and structures OSD staff generate. In addition to Data Governance Team staff, it consists of operational leadership across the agency’s divisions.
- Data Practices Designees are established by Operational Order 75 and 127 and play a specific role in the response to public requests for data under M.S. Chapter 13. They meet periodically to discuss, plan, and implement operational and strategic needs, at the request of the agency’s Data Practices Compliance Officer.
- Records Management liaisons are established by Operational Order 115 and play a specific role in the assurance of appropriate record retention, handling, and disposal as required by state
law. They meet periodically to discuss, plan, and implement operational and strategic needs, at the request of the agency’s Records Coordinator.

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

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

In addition to explicit policy, there are reasonable expectations of timeliness and customer service in regards to fulfilling data practices requests, handling official records, and other data practices activities. Staff in all divisions, including OSD, must adhere to the agency’s Culture of Respect in remaining responsive, collegial, and committed to the agency’s science-based, fact-based mission.

In order for the Data Governance Program and associated Performance and Data team to fulfill their mission, appropriate agency staff in all divisions must do the following:

- Follow the direction of the Commissioner’s Office in preparing data annually for public and legislative purposes, including but not limited to DNR by the Numbers and the Performance and Accountability Report.
- Prepare data as needed by the Senior Management Team, Operations Managers Committee, and Commissioner’s Office to implement the Conservation that Works 3.0 priorities and conservation agenda.
- Provide advice, guidance, and feedback as needed during the development of relevant policy and procedures, to maximize the effectiveness and efficiency of OSD work and ensure our responsiveness to our colleagues’ needs and requirements.

Data Governance Program Key Performance Measures
OSD 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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| Number of data domains examined, defined and assessed for restructuring to meet data governance standards  
*Examples of domains/subject areas:*  
- Recreational customer data domain  
- Hydrography subject area  
- Native plant communities data subject area | DNR’s data is categorized into domains and subject areas. This method of organization helps us understand what data is most in need of governance and focus our efforts into priority areas. |
| Percentage of active programs and projects updated annually in the Outcomes Tracking System. | Making updated data available to citizens is important to maintain transparency and accountability as a public agency. Updated program and project data is also critical to successful decision-making, planning, and management. |
| Number of agency-wide data practices requests OSD has handled with existing staff. | 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. |
| Speed of handling data practices requests from the public. | There are reasonable public expectations for the speed with which DNR will respond to most, conventional requests for public data. Performance on this metric will require strong, coordinated work by both OSD and other divisions’ data practices staff. |
| Percentage completion of records inventory and percentage compliance via auditors’ report with records retention policies and procedures. | During this sea change in records management, the primary responsibility of the records management function is to generate the infrastructure necessary for the agency to improve their records retention habits. |
Exhibit C - Communications and Outreach Section

The Communications and Outreach section leads and manages information, communications, and specialty programs that help the DNR achieve its strategic goals, guided by the agency’s Conservation that Works strategic plan. OCO supports the agency through the strategic use of communication and outreach tools and opportunities; through providing leadership on communications planning and specialty communication initiatives; developing and implementing policies and best practices; and by creating high-quality products that support this mission.

Communications and Outreach Section Common Services

The Communications and Outreach section’s scope of services described in this section are provided to the agency through the department’s Shared Services billing, described in Exhibit B. The services we provide to divisions at no additional charge are:

1. Communications Planning and Media Relations
   a. Work with agency leadership and divisional communications staff to develop communications plans and strategy, create/coordinate key messages and devise talking points for agency priorities.
      i) Provide traditional and digital media relations consulting services.
      ii) Help create and execute communication plans at the direction of the Commissioner’s Office.
      iii) Prepare and implement crisis communication plans.
   b. Print and Broadcast Media
      i) Serve as the primary point of contact for news media.
      ii) Help arrange media interviews in coordination with divisions and Commissioner’s Office.
      iii) Work with divisions to produce, edit, vet, and distribute news releases, editorials, and media advisories.
      iv) Serve as media product liaison with Commissioner's and Governor's Offices
      v) Provide media-event planning services.
      vi) Produce video, audio and photographic products for newsrooms, website, and social media sites.
      vii) Monitor measure and respond to media coverage of DNR issues.
   c. Social Media, Digital Content
      i) Lead program policy and best practice development, oversight and compliance for agency social media channels.
      ii) Consult with DNR divisions and programs to coordinate consistent, accurate digital media messages that represent agency priorities.
      iii) Provide oversight, coordination and management of agency digital channels (Twitter, Facebook, YouTube, and GovDelivery).
      iv) Provide oversight of website home page and overall content strategies in coordination with divisions.
d. Web Governance
   i) Lead policy, program development and implementation of external website governance.
   ii) Organize and chair web governance committees.
   iii) Provide coordination of priority content and applications in coordination with divisions.

e. Internal Communications, Newsletter
   i) Produce the DNR’s department-wide employee newsletter.
   ii) Produce other key internal communications, such as the Commissioner’s Office WireSide Chat.
   iii) Create and implement internal communications plans on department-wide issues.

2. Information Center
   a. Operate a center that responds in a professional, timely way to email, telephone and in-person requests for DNR information.
   b. Provide and mail out DNR information on request.

3. Specialty Programs
   a. Through FY18, manage Electronic Information Accessibility Program according to Statute 16E.03, Subd. 9, and Web Content Accessibility Guidelines 2.0 AA.
      i) Hire and oversee a fulltime Program Coordinator to build an agency-wide team of EIA Division Designees; ensure smooth transition to division program management by June 30, 2018.
      ii) Develop EIA policies and procedures, compliance tracking and metrics, offer EIA training and resources.
   b. Manage DNR Volunteer Program
      ii) Develop program policies and procedures, help recruit and retain volunteers; provide guidance for volunteer safety training.
      iii) Automate and digitize program.
   c. Coordinate DNR Plain Language Program
      i) Lead and provide support to DNR’s continued plain language efforts.
   d. Coordinate the DNR State Fair Program
      i) Plan, implement and manage the agency’s largest outreach event of the year in coordination with divisions and volunteers.
      ii) Provide policy and safety leadership and maintain an agency-wide State Fair Steering Committee.

4. Regional Information and Outreach Services
   a. OCO provides leadership and coordination of regional information officer work
      Regional Information officers:
i) Support the communication and outreach planning needs of DNR regions
ii) Create and sustain strong working relationships with local stakeholders and media.
iii) Provide regional media relations services including news release writing and editing, digital media product creation, media contacts and media event planning, media relations consulting, and writing talking points and communications plans.
iv) Represent OSD’s communication and outreach interests as members of the regional management team.

5. Leadership and Administrative Services
   a. Act as agency communications liaison to the Governor’s Office and manage special projects as outlined in Governor’s Orders and recommendations.
   b. Provide communications leadership and support to Commissioner’s Office.
   c. Provide communications policy leadership, strategic communication planning and crisis communications support to programs as needed.

**Communications and Outreach Section Specialty Services (fee for service)**
Provided according to staff capacity at our established hourly professional services fee.

1. Creative Services
   a. Provide graphic design, photography, video and audio products that support agency-wide and division communication goals.
   b. Consult with customers for up to two hours per project free of charge to discuss their communication needs and suggest the best products to meet those needs.
   c. Work with customers to evaluate whether or not CSU staff are available and able to work on their outreach projects estimated to exceed $5,000, per state statute. MN Statute 16.08, Subd 2, reads in part: *No contract shall be entered into if a current state agency employee is able and available to perform the services called for*....

2. Information Center
   a. Provide overtime services for division-specific outreach events.

3. Editing/Special Project Coordination
   a. Edit specialty documents (e.g., books).
   b. Create communications plans for and manage specialty projects.
   c. Provide long-term leadership communications for high-profile projects.

**Donor-Supported Services (funded largely by contributions)**
1. Minnesota Conservation Volunteer Magazine
   a. Publish official DNR magazine that is more than 97% supported by reader contributions.
      i) Write, edit stories, and manage freelance writers and photographers.
      ii) Work with division directors and Commissioner’s Office on story development that promotes strategic communications.
iii) Create marketing and readership outreach that supports the magazine’s reader-funded business model.

iv) Distribute magazine to schools, libraries and other institutions.

2. DNR building at the Minnesota State Fair
   a. Annual state fair expenses are 15% supported by visitor contributions to the “wishing wells” located in the DNR building.

Communications and Outreach Section Customer Input

Web Governance Committee
OCO leads a multi-divisional team in contributing to policy creation, program development and implementation of DNR’s external website governance. That includes jointly coordinating priority content and applications.

Communications and Outreach Section Customer Requirements
For OSD to meet division expectations, DNR managers are obligated to:

• Involve division Communication and Outreach staff in enterprise project planning.
• Support division Information Officers in attending monthly IO meetings and trainings and in executing enterprise communications.
• Support division involvement in web liaisons meetings and on web governance committees and work groups.
• Support division staff in serving as steering team committee members for State Fair exhibit development and staff to work at the fair.
• Coordinate with the agency’s Electronic Information Accessibility Program to provide divisional designees and support the goal of having all electronic documents and products created accessibly.
• Participate in communications and outreach-related committees and work groups, such as web governance.
• Support division staff in assigning members to Volunteer Program Steering Team and ensure division staff follow all volunteer management protocols.
• Coordinate with division plain language champions.
• Coordinate with program staff in divisions to inform the Information Center front desk of meetings and other events in advance to enhance building security.

Communications and Outreach Program Performance Measures
OSD 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), quantify outcomes to ensure a high level of performance. KPIs are one way we can measure and results of the section.
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</tr>
</thead>
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<tr>
<td>Social/digital media channel metrics: audience growth, engagement rate, impressions/reach, and click-throughs to DNR website. These also apply to GovDelivery.</td>
<td>Success on social media can be measured by the growth of the channel, reach of the content, and rate of customer engagement. Click-throughs are an important gauge of whether content is successfully encouraging audience to engage further with, and learn more about, the DNR.</td>
</tr>
<tr>
<td>Web content coordination: Track number of visits to home page and other priority landing pages click-throughs on home page content, whether priority content is represented on home page (in relation to communication plans), and visits from tracking links used in other digital content.</td>
<td>Measuring customer use of the website tells us whether they are finding the content they are looking for, if customers see our priority content, if the content is engaging (click-throughs), if our other digital communications are well coordinated with the website, and whether agency communications planning is effectively incorporating digital media opportunities.</td>
</tr>
<tr>
<td>Media outreach: Track volume of media contact reports; number of media impressions by topic/campaign; number of media products produced by OCO, including video, audio, magazine/feature articles, photos, communication plans; 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.” Measuring the creation and impact of media products tells us how effective these services are and helps OCO better advise divisions on future media strategies.</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 and calls.</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>
</tbody>
</table>
Exhibit C - Human Resources Program

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

HR's services include staffing, employee and labor relations, staff development and training, performance management, 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.

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

1. Manage the department’s bi-weekly payroll process, along with collateral related functions, to ensure timeliness and accuracy as well as compliance with all legal/policy requirements.
   a. Provide off-payroll cycle insurance cost information to business offices accurately and on time monthly.

2. Manage all data related to employee and position records to ensure employees receive timely and accurate pay and benefits.
   a. Maintain and update records in response to changes as they occur.
   b. Provide standard data reports to managers and supervisors to assist them in monitoring their employee and position activity.
   c. Create special query data reports in a timely manner based on type of request.

3. Serve as liaison between MMB insurance division and DNR employees with regard to insurance benefit information to assist employees in understanding their rights, coverage levels, and responsibilities in maintaining their benefits.
   a. Assist employees with retirement information specific to their situation.

4. Serve as agency security administrator for access to statewide HR systems.
   a. Inform employees of their training requirements and expectations with system data and provide them the access level they need to perform their job duties.
   b. Conduct annual audit of access to ensure compliance with statewide policy and procedures.

5. Coordinate agency response to unemployment claims.
   a. Review unemployment claim forms to ensure eligibility and to provide accurate and complete information for claims processing.
   b. Coordinate unemployment appeal hearings on behalf of divisions. Prepare the case to be presented, organize and prepare witnesses, and present case information.
6. Administer employee leave of absence programs, in accordance with labor contracts, state and agency policy, and state and federal laws (i.e., FMLA, parenting leave, contractual leaves, etc.).

7. Serve as the agency’s Ethics Officer, analyzing individual situations involving potential employee ethics and conflicts of interest issues, and providing written assessments and recommendations regarding existing and potential conflicts.
   a. Provide guidance to supervisors and employees regarding interpretation, application, and compliance with the state Code of Ethics for Employees in the Executive Branch.

8. Conduct New Employee Orientation and New Supervisor Orientation sessions to provide basic information to employees who are new to DNR, or new to their role as a supervisor, to provide foundational information needed to function within the DNR.

9. Provide agency leadership on matters related to the agency’s relationship with state labor organizations.
   a. Support, advise, and convene Labor-Management Committees, Meet & Confer sessions. Provide advice to regions with regard to regional committees.
   b. Process union and plan grievances, prepare responses, negotiate settlements, prepare and represent management in arbitration proceedings.
   c. Advise managers and supervisors on interpreting and applying labor contract/plan language.
   d. Represent the interests of DNR management on all applicable statewide bargaining teams.
   e. Conduct supplemental contract negotiations for all applicable contracts, representing the interests of DNR management to secure appropriate agreements.

10. Serve as the agency’s Affirmative Action Officer/ADA Coordinator.
    a. Develop, and properly submit, the agency’s bi-annual Affirmative Action Plan; and create implementation strategies to carry out the plan’s objectives.
    b. Analyze and respond to requests for reasonable accommodation under the Americans with Disabilities Act.
    c. Respond to internal and external complaints; conduct investigations as necessary to ensure complete and accurate fact finding on which to base management responses.
    d. Conduct pre-hire review analysis of hiring recommendations to ensure hiring processes and decisions support the DNR’s commitment to hire affirmatively in a work environment void of discrimination.
    e. Compile and submit all required 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.

11. Manage the agency’s recruitment, hiring and selection processes to assure workforce readiness to meet division business needs and to maintain the integrity of the state’s HR systems.
    a. Determine the appropriate classification of all agency positions – new and changing to ensure consistency within the statewide classification system.
    b. Advise hiring supervisors regarding minimum and preferred qualifications for job
announcements to attract the best qualified candidate pool; develop job announcements and post on MMB’s website; create recruitment strategies for effective external outreach.

c. Advise hiring supervisors on assessment tools for selection including development of job-related, appropriate interview questions and anchors.

d. Review resumes of job applicants to determine qualifications relative to minimum/preferred job requirements and prepare final roster of candidates for hiring supervisor.

e. Advise hiring supervisors on compensation determinations ensuring compliance with bargaining unit requirements, state and federal law, internal equity, and compliance with delegated authority from MMB.

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

13. Serve as agency designee on matters related to requests for personnel data in accordance with the Minnesota Data Practices Act.

14. Coordinate delivery of required training in administrative areas, working with subject matter experts and division representatives on the development of the training.
   a. Provide framework for training delivery in a variety of modes (instructor led, e-learning, and mentoring) on mandatory and elective training topics.
   b. Administer the state’s learning management system, ELM, and train and consult with agency liaisons.

15. Coordinate with workers’ compensation regarding employee appointment, compensation, benefits, and leave issues for employees injured on the job.

16. Provide advice and consultation to agency management on human resources aspects of business decisions.
   a. Develop, implement and administer agency policies and procedures that carry out agency priorities.
   b. Incorporate strategic planning for human resources into overall agency planning efforts.
   c. Consult with management regarding organizational design and workforce planning.

17. Represent the DNR on statewide initiatives and committees.

18. Provide support, consultation, and advice to internal management teams and projects, (i.e., Culture of Respect, Executive Learning and Development, Diversity and Inclusion).
Human Resources Program Specialty Services

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

Human Resources Program Customer Input

There are multiple chartered groups that provide direction, priority setting, and customer service requirements to HR programs. These groups include the Workforce Advisory group, which is comprised of agency managers who represent the service requirements of division customers. Executive Steering Teams, which are made up of senior managers, provide oversight to programs such as the Culture of Respect, Learning and Development, and Diversity and Inclusion. The Operations Managers group also serves as a sounding board for HR related services and programs. In addition, labor/management committees for each of the bargaining units provide input on employee related actions that may be under consideration or are being implemented.

Human Resources Program Customer Requirements

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

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

OSD 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 of supervisors trained in new supervisor orientation.</td>
<td></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>For postings open only to employees of the DNR, percent of time HR staff achieve the goal to review resumes submitted by applicants to determine eligibility and minimal qualifications, including workload volume.</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 four business days.</td>
</tr>
<tr>
<td>For postings open competitive, the percent of time HR staff achieve the goal to review resumes submitted by applicants to determine eligibility and minimal qualifications, including workload volume.</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 seven business days.</td>
</tr>
<tr>
<td>Percent of time HR staff achieve the goal to review and analyze documentation submitted by supervisors to determine appropriate classification levels, including workload volume.</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>
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</tbody>
</table>
Exhibit C - Safety and Risk Management Program

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

- Occupational safety
- Health and environmental management
- Risk management, and
- Emergency preparedness
- Commercial driver’s license (CDL) testing

Safety and Risk Management Program Common Services

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

1. Loss Prevention
   a. Workplace Hazards
      i) Assist with hazard recognition to identify potential workplace hazards.
      ii) Assist with administration of the commercial driver’s license testing.
   b. Safety Analysis
      i) Monitor, review, analyze and report safety incidents to track and evaluate risk and mitigation measures.
      ii) Evaluate job safety and define programmatic changes needed to control incidents and accidents in the workplace.
   c. Training
      i) Address workplace safety concerns through pro-active prevention training and re-education efforts after accidents or incidents occur.
      ii) Provide required and appropriate basic safety training for staff.
   d. Security Analysis
      i) Evaluate causes for incidents and recommend preventive measures for the future.

2. Claims Management
   a. Personal Injury
      i) Assist employees with requests for medical treatment, follow up and rehabilitation and return-to-work efforts. Return to work is coordinated with Human Resources Section as a
part of shared services costs.

b. Accident Investigations
   i) Provide a process so that all accidents are reviewed, reported and prevention strategies are developed and implemented.

c. Reporting
   i) Process claims, so that medical and legal obligations are met.

d. Financial
   i) Manage the department’s Workers’ Compensation revenue recommendations and track costs so that disciplines contribute their share of the management and claims costs of injuries.

e. Legal
   i) Assist attorneys and compensation specialists in preparation for hearings and claims settlements for workers’ compensation and/or tort claims.

3. Emergency Preparedness
   a. Emergency Planning
      i) Provide planning for all hazard response in coordination with federal, state and local emergency response programs.

   b. Emergency Response
      i) Provide leadership and support to emergency events, such as floods, severe weather, power plant radiological emergencies, as they arise and the agency’s role and obligations become clear.

   c. Continuity of Operations Planning
      i) Provide a recovery plan based on the DNR business impact analysis.

   d. Training
      i) Coordinate the delivery of all hazard emergency response training within the department to ensure a safety and effective response.
      ii) Track compliance with training requirements for the National Incident Command System (NIMS) and other required state or local emergency response requirements.

   e. After-action Review (AAR)
      i) Review and evaluate incident responses and make recommendations or needed changes to improve the emergency response program(s) after resolution of the emergency.

4. Safety Leadership
   a. Provide programmatic leadership to each division in risk management planning, loss prevention, claims management and emergency preparedness.

   b. Strategic Planning, Goals and Measures
      i) Provide strategic planning for safety, loss prevention and emergency work planning.

   c. Financial and Staff Management
i) Provide budgeting, budgetary expense, fiscal controls and authorizations that support DNR’s commitment to safety.

d. Policy, Procedures and Standards

i) Provide clear policy for division management so the division’s goals, values and processes are met in safe, incident-free workplace environments.

e. Management Information

i) 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.

f. Communications and Employee Involvement

i) Provide timely information to decision-makers, regarding safety, incident prevention, claims management and emergency preparedness.

g. Accountability

i) Provide a framework of accountability to help the divisions understand their obligations to make safety a priority and safe work behaviors the norm. Engage with and support DNR’s Executive Safety Team and appropriate agency leadership to ensure alignment with DNR’s goals and the Governor’s MnSAFE initiative.

Safety and Risk Management Program Specialty Services
There are limited situations in which Safety Program services would be on a fee for services basis:

1. Advanced or specialized safety training may be provided which recovers costs through a registration fee. These courses would be advertised and billed on the basis of the number of trainees attending.

2. Specific divisional safety initiatives which would require extensive preparation and direct staffing support beyond general consultation. These requests would be initiated by the requesting division to the Director and structured through a Service Level Agreement. The cost would be based on actual costs to provide the services.

Safety and Risk Management Program Customer Input
Customer input to the strategic planning and annual work planning for the Safety and Risk Management Program will occur through both internal and external customer input. Compliance related guidance and goals will come through the Department of Labor and Industry’s MN OSHA Program, Department of Administration’s MnSAFE program and the Department of Public Services’ Homeland Security and Emergency Management Division. Department level input to the vision, mission and goals of the Safety Program will occur through the Conservation that Works initiative, “Improve Safety within the Organization,” which was assigned to the Department Operations Managers Committee. Internal input to the Shared Services Board for strategic planning and budgeting for the Safety Program will occur principally through the Executive Safety Committee and the Workforce Management Advisory Group. Additionally the chartered regional and divisional safety committees will provide feedback on existing services, continuous improvement initiatives and annual workload priorities.

Safety and Risk Management Program Customer Requirements
For OSD to successfully meet customer expectations, DNR managers and supervisors are obligated to:
2. Ensure compliance to established training and safety standards.
3. Demonstrate a personal commitment to safety, model safe behaviors and support safety policy.
4. Develop needed job safety analysis for jobs where hazards and risks cannot be eliminated or mitigated.
5. Provide appropriate personal protective equipment (PPE) to all staff and ensure its proper use.
6. Establish annual safety goals and report performance within division programs.
7. Ensure that all incidents are reported and reviewed immediately to assess mitigation measures and reduce the potential for recurrence.
8. Ensure that all injured employees receive proper medical treatment.
9. Coordinate an injured employee’s return to work with the Human Resources section as soon as determined medically able.
10. Ensure appropriate emergency plans are prepared and kept current.
11. Employees are trained annually on safety, emergency and security plans.
12. Provide resources as requested during an emergency.

**Safety and Risk Management Program Key Performance Measures**

OSD 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>
<td>Number of recordable injuries per 100 employees.</td>
<td>Comparison against MnSAFE goals and industry standards.</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>
</tbody>
</table>
Exhibit D - Approved Initiatives

Approved Initiatives
The Shared Services Governance Board recommends, and the Commissioner approves, new initiatives (changes in service levels and/or service provision) for inclusion in the FY18-19 Shared Services SLA. Approved initiatives added to the SLA base rate include the following:

- DNR One Call

Services removed from the base shared services rate include the following:

- Removed creative services work from the rate (services available through professional services rate)
- Excluded certain Forestry pass-through grants from the calculation; allocated funding to cover OSD’s spending plan adjustment.

Supplemental services which paid from the shared services corpus and are limited in scope and duration include:

- Cultural Resources Program Assessment
- DNR Employee Climate Survey
- Electronic Information Accessibility
- External Services Charges
- Temporary Budget Increase
- Web Modernization (Phases 2a and 2b)
- WIRES Upgrade

This listing does not include funding approved by the Commissioner to complete projects or supplemental services provided under other agreements.