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State Auditor Agency Profile

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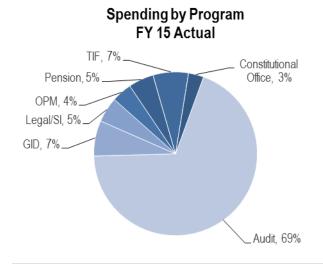
#### AT A GLANCE

- Oversees the finances of approximately 4,400 local governments.
- Completes approximately 150 financial and compliance audits annually.
- Reviews approximately 500 single audit reports annually.
- Responds daily to inquiries on issues related to legal compliance from the public, local government officials and employees, and policymakers.
- Reviews investment and financial reporting and compliance of approximately 700 local public pension plans.
- Maintains financial reporting database on local government entities.
- Reviews expenditures and compliance of approximately 1,700 tax increment financing (TIF) districts.
- Supports service by the State Auditor on six state boards and one council and provides senior management to the Office of the State Auditor.
- Investigates allegations of unlawful use of public funds and property.

#### **PURPOSE**

The mission of the Office of the State Auditor is to oversee local government finances for Minnesota taxpayers by helping to ensure financial integrity and accountability in local governmental financial activities. Through this mission, the Office of the State Auditor contributes to the statewide outcome of Efficient and accountable government services.

#### **BUDGET**





Source: BPAS Source: Consolidated Fund Statement

The Office of the State Auditor is organized into seven divisions: Audit Practice, Government Information (GID), Legal/Special Investigations (SI), Operations Management (OPM), Pension, Tax Increment Financing (TIF), and the Constitutional Office.

There are approximately 100 employees in six offices, four worksites, and numerous client sites across the state. Prior to fiscal year 2014, we were primarily funded by a General Fund Appropriation with the TIF Division being funded by a Statutory Appropriation. Audit fees collected by the Audit Practice Division for auditing services were deposited in the General Fund as Non-dedicated Receipts.

Starting with fiscal year 2014, the Audit Practice Division funds were moved to the State Auditor's Enterprise Fund. Audit fees collected for auditing services are deposited in the Enterprise Fund and dedicated to paying for the cost of the related auditing services.

#### **STRATEGIES**

The Office of the State Auditor oversees more than \$20 billion in annual spending by local governments by auditing local government financial statements and reviewing documents, data, reports, and reported complaints. The financial information collected from local governments is analyzed and serves as the basis of the statutory reports we issue.

Primary statutory citations regarding the State Auditor's office are in Chapter 6 of Minnesota Statutes.

### **Expenditures By Fund**

- -	Actual	Actual	Actual	Estimate	Forecasted	d Base	Governo Recommen	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	1,817	1,999	2,085	2,335	2,199	2,267	2,363	2,469
2000 - Restrict Misc Special Revenue	898	728	651	744	764	782	764	782
4650 - Audit Practice Enterprise Fund	6,420	6,351	6,502	7,156	7,361	7,606	7,361	7,606
Total	9,135	9,078	9,238	10,235	10,324	10,655	10,488	10,857
Biennial Change Biennial % Change Governor's Change from Base Governor's % Change from Base				1,260 7		1,506 8		1,872 10 366 2
Expenditures by Program								
Program: State Auditor	9,135	9,078	9,238	10,235	10,324	10,655	10,488	10,857
Total	9,135	9,078	9,238	10,235	10,324	10,655	10,488	10,857
Expenditures by Category								
Compensation	7,917	7,869	8,081	8,909	9,166	9,447	9,317	9,646
Operating Expenses	1,169	1,085	1,107	1,147	1,099	1,114	1,112	1,117
Other Financial Transactions	48	121	49	179	59	94	59	94
Capital Outlay-Real Property		2						
Total	9,135	9,078	9,238	10,235	10,324	10,655	10,488	10,857
Full-Time Equivalents	93.7	88.7	89.1	95.0	93.1	92.5	94.1	93.5

1000 - General

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendatio	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	257	0	102	0	34	0	34
Direct Appropriation	2,072	2,123	2,187	2,233	2,233	2,233	2,397	2,435
Net Transfers	0	0	0	0	0	0	0	0
Cancellations	0	381	0	0	0	0	0	0
Expenditures	1,817	1,999	2,085	2,335	2,199	2,267	2,363	2,469
Balance Forward Out	255	0	102	0	34	0	34	0
Biennial Change in Expenditures				604		46		412
Biennial % Change in Expenditures				16		1		9
Gov's Exp Change from Base								366
Gov's Exp % Change from Base								8
Full-Time Equivalents	22.0	19.6	20.5	22.2	20.7	20.1	21.7	21.1

2000 - Restrict Misc Special Revenue

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	2,332	2,472	2,799	2,612	2,622	2,609	2,622	2,609
Receipts	364	67	51	54	51	51	51	51
Net Transfers	674	988	413	700	700	670	700	670
Expenditures	898	728	651	744	764	782	764	782
Balance Forward Out	2,472	2,799	2,612	2,622	2,609	2,548	2,609	2,548
Biennial Change in Expenditures				(231)		151		151
Biennial % Change in Expenditures				(14)		11		11
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	6.2	6.2	5.9	6.2	6.2	6.2	6.2	6.2

4650 - Audit Practice Enterprise Fund

	Actual	Actual	Actual	Actual Estimate Forecast Base Recommend		Forecast Base		
_	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	1,034	59	1,061	978	978	978	978
Receipts	7,453	5,376	7,504	7,073	7,361	7,606	7,361	7,606
Net Transfers	0	0	0	0	0	0	0	0
Expenditures	6,420	6,351	6,502	7,156	7,361	7,606	7,361	7,606
Balance Forward Out	1,033	59	1,061	978	978	978	978	978

4650 - Audit Practice Enterprise Fund

Biennial Change in Expenditures				887		1,309		1,309
Biennial % Change in Expenditures				7		10		10
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	65.4	62.9	62.7	66.6	66.2	66.2	66.2	66.2

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# State Auditor

## **Staff Retention**

Change Item Title: Staff Retention

Fiscal Impact (\$000s)	FY 2018	FY 2019	FY 2020	FY 2021
General Fund				
Expenditures	55	99	99	99
Revenues	0	0	0	0
Other Funds				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Net Fiscal Impact =	55	99	99	99
(Expenditures – Revenues)				
FTEs	1.5	2.1	2.1	2.1

#### Recommendation:

The Governor recommends an increase in the State Auditor's General Fund Direct Appropriation to retain current staff. Eighty-seven percent of the Office's expenditures are related to salaries and benefits. Projected salary cost increases continue to put pressure on the Office's ability to keep all current staff within the base budget, and all current staff are essential to meet the mission. This funding recommendation represents a 3.45 percent increase in the General Fund Direct Appropriation for the 2018/2019 biennium.

#### Rationale/Background:

The State Auditor oversees local government finances for Minnesota taxpayers by helping to ensure financial integrity and accountability in local governmental financial activities. Eighty-seven percent of the proposed General Fund appropriation pays the salaries and benefits of staff who review documents and financial data, issue financial reports, and review complaints relating to local government finances and legal compliance. Staff also provide training and support to local government staff to help them properly complete their financial reporting requirements, establish proper internal controls to safeguard assets, and investigate reports of financial misfeasance, malfeasance and non-feasance by local government employees and officials.

Projected increases in salary and benefit costs put pressure on the Office's ability to retain all essential staff. This funding will allow the Office to retain the necessary qualified staff to meet the mission.

#### Proposal:

The Governor proposes an increase of \$154,000 in the General Fund appropriation for the 2018/2019 biennium. These funds will be used to pay salaries and benefits of current staff avoid reducing staff by approximately 2 full time equivalents (FTE).

#### Results:

Type of Measure	Name of Measure	Previous	Current	Dates
Quality	Local Governments Meeting Reporting Requirements	92.0%	95.3%	2014/2015
Results	CTAS Users Reporting with Exported Files	674	714	2014/2015
Quality	Pension Plans Certified as Eligible to Receive State Aid	99.9%	99.9%	2014/2015
Quantity	Views of Pension Newsletter on Website	14,079	33,709	2014/2015
Quantity	Views of Sample Bylaw Guides on Website	1,383	2,329	2014/2015
Quantity	Views of Pension Statements of Position on Website	9,079	13,400	2014/2015

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### **State Auditor**

# **Technology Staffing**

Change Item Title: Technology Staffing

Fiscal Impact (\$000s)	FY 2018	FY 2019	FY 2020	FY 2021
General Fund				
Expenditures	109	103	103	103
Revenues	0	0	0	0
Other Funds				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Net Fiscal Impact =	109	103	103	103
(Expenditures – Revenues)				
FTEs	1.0	1.0	1.0	1.0

The Governor recommends an increase of \$212,000 in FY2018-2019 in the Office's General Fund appropriation to hire a new programmer/database administrator.

#### Rationale/Background:

The State Auditor oversees local government finances for Minnesota taxpayers by helping to ensure financial integrity and accountability in local governmental financial activities. This involves electronically collecting and reviewing financial information from over 4,000 local government entities. The Office also provides training and support to accounting staff in local governments to help them properly complete their reporting requirements.

To accomplish the mission, the office has established electronic tools to collect and review financial information. There are opportunities to establish more electronic processes to help accomplish the mission more efficiently and effectively. Currently the Office has only one staff person working directly on maintaining existing tools and creating new tools.

An additional programmer/database administrator position would help to improve processes and the systems local governments use to report to the Office. They include:

- Making the electronic financial reporting forms easier to complete for over 4,000 local governments by adding real-time feedback on the reporting forms as they are being completed. This will improve the quality and accuracy of the data reported to the Office of the State Auditor (OSA).
- Improving the State Auditor's Form Entry System (SAFES) so users can more easily and securely perform necessary reporting tasks to the OSA such as submitting electronic reporting forms, verifying their reporting status, and retrieving modifications to the forms they have submitted.
- Increasing efficiency by building in some automated data analysis of information reported to the OSA, saving OSA staff time.
- Improving efficiency of notification to form preparers by the OSA to a single click when forms have been modified by OSA and are available to be reviewed in SAFES.
- Improving transparency of over \$20 billion spent per year by local governments by updating the State Auditor's 10 year old website to make it mobile compliant and to ensure that the data displayed is in a more modern accessible format.
- Improving efficiency by creating new user friendly electronic reporting tools for processes that are still manual.

#### **Proposal:**

The Governor proposes an increase in the Office's General Fund Direct Appropriation by \$212,000 for the 2018/2019 biennium to hire one programmer/database administrator. These funds will pay the salary and benefits of a programmer/database administrator. They will also pay for computer equipment and program licenses the administrator will need to perform their work.

The addition of a programmer/database administrator will allow the Office to accelerate development of databases, interfaces, and automated analysis processes. These tools will help the Office achieve its mission more efficiently and effectively on behalf of the taxpayers.

## Results:

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Actions performed in the State Auditor's Form Entry System	92,213	102,289	2014/2015
Results	CTAS Users Reporting with Exported Files	674	714	2014/2015
Quality	Local Governments Meeting Reporting Requirements	92.0%	95.3%	2014/2015
Quantity	Views of Local Government Finance Reports on Website	54,609	40,847	2014/2015
Quantity	Views of Comparison Tools on Website	11,760	10,763	2014/2015
Quality	Pension Plans Certified as Eligible to Receive State Aid	99.9%	99.9%	2014/2015
Quantity	Views of Pension Newsletter on Website	14,079	33,709	2014/2015
Quantity	Views of Sample Bylaw Guides on Website	1,383	2,329	2014/2015
Quantity	Views of Pension Statements of Position on Website	9,079	13,400	2014/2015
Quantity	Views of Avoiding Pitfalls on Website	26,932	30,743	2014/2015
Quantity	Views of Legal/SI Statements of Position on Website	50,201	64,278	2014/2015
Quantity	Views of Investigative Reports and Review Letters on Website	12,911	48,376	2014/2015

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Program: State Auditor Activity: Audit Practice

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#### AT A GLANCE

- Conducts approximately 150 financial and legal compliance audits each year.
- Reviews approximately 500 single audits each year.
- Conducts annual training for state and local government accounting professionals on new auditing standards and accounting principles.

#### **PURPOSE & CONTEXT**

We have the legal authority to act in the public's best interest in auditing local government finances, including counties, first-class cities, and other political subdivisions of the State. We have the authority to audit local governments that we do not audit annually if we determine that it is in the public's best interest. This unique capability instills in taxpayers and other stakeholders confidence in local government finances. We are funded by audit fees deposited into the State Auditor's Enterprise Fund that are dedicated to pay for the cost of the audit services we provide.

#### SERVICES PROVIDED

We provide the following services:

- Issue approximately 150 annual audit reports of counties, cities, entities associated with counties and cities, and other local governments to provide transparency and accountability to taxpayers, the State of Minnesota, Federal agencies, and other stakeholders;
- Provide professional, unbiased, objective assessments of whether public resources are reasonably managed, appropriately reported, and administered in compliance with laws and regulations;
- Report on the fair presentation of local governments' financial statements, comment on irregularities and deficiencies in local governments' internal controls, identify issues of legal noncompliance, and recommend changes in local government accounting practices and procedures;
- Use our experience to make the audit process as efficient and effective as possible for the audit clients;
- Provide Annual Training for the Office of State Auditor (OSA) audit staff to maintain a highly-trained staff, including state and local government accounting professionals by invitation in one day of training on new accounting principles and financial compliance issues; and
- Provide technical accounting and auditing coordination to support the other divisions within the Office, promoting efficiency and effectiveness.

#### **RESULTS**

Type of Measure	Name of Measure	Previous	Current	Dates
Quality	Peer Review Quality Standards Met.	Yes	Yes	2012/2015
	(See note 1.)			
Quantity	Change in Total Number of Audits Issued. (See notes 3 and 4.)	0	-27	2014/2015
Quality	Audits Issued Within 12 Months of Auditee Year-End. (See notes 4 and 5.)	96%	97%	2014/2015
Results	Available Training Slots Filled by State and Local Government Accounting Professionals. (See note 6.)	100%	100%	2014/2015

#### Notes:

- 1. The OSA participates in the National State Auditor's Association Peer Review Program. Maintenance of an appropriate internal quality control system is essential to performing effective audits that comply with professional standards. The results of the two previous Peer Reviews concluded that the OSA met professional requirements. The Peer Review is performed every three years: the Peer Reviews listed above were performed in 2012 and 2015.
- 2. The increase in the Average Billable Rate per Hour is a result of increases in salaries and insurance costs negotiated by the State of Minnesota with bargaining units.
- 3. The decrease in the number of audits issued in 2015 was primarily due to audits of Drug Task Forces on behalf of the Minnesota Department of Public Safety not being performed in 2015. The OSA will be performing 23 Drug Task Force audits during 2016.
- 4. For the two areas that refer to Audits Issued, "Previous" refers to audits issued during the 2014 calendar year and "Current" refers to audits issued during the 2015 calendar year.
- 5. The Division's outcomes are largely qualitative in nature, and many measures are driven by uncontrollable factors such as the abilities, resources, and preparedness of auditees.
- 6. The Available Training Slots refers to the Annual Training provided by the OSA.

The legal authority for these activities is outlined below:

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Minn. Const., art. 5, §§ 1 and 4 (Executive branch).
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Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 6.46 (Powers to State Auditor).

Minn. Stat. § 6.47 (Prescribes Accounting and Budgeting Systems).

Minn. Stat. § 6.481 (Audits of Counties)1.

Minn. Stat. § 6.49 (Audits of 1st Class Cities).

Minn. Stat. § 6.495 (Audits of Public Pensions).

Minn. Stat. § 6.50 (Audits of 2nd, 3rd and 4th Class Cities).

Minn. Stat. § 6.51 (Audits of Other Political Subdivisions).

Minn. Stat. § 6.515 (Audits of Federal Money).

Minn. Stat. § 6.54 (Petition Audits).

Minn. Stat. § 123B.77 (Standards for School District Audits).

Minn. Stat. § 124E.16 (Audits of Charter Schools).

Minn. Stat. § 367.36 (Audits of Towns).

Minn. Stat. § 375.17 (Prescribes Form of County's Financial Statements).

Minn. Stat. §§ 412.02, 412.591 (Prescribes Audit Standards for Certain Cities).

Minn. Stat. § 465.719 (Audits for Corporations receiving Public Money).

Minn. Stat. § 469.100 (Compliance Examinations of Economic Development Authorities).

Minn. Stat. § 471.697 (City and Town Audits/Financial Reports, Audits of 1st Class Cities).

Minn. Stat. § 471.699 (Penalty for Failure to Comply).

Minn. Stat. § 473.13 (Audits of Met Council).

Minn. Stat. § 477A.017 (Prescribes Uniform Financial Accounting and Reporting Systems).

<sup>&</sup>lt;sup>1</sup> Beginning August 1, 2016, barring judicial ruling rendering it invalid.

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast Base		Governo Recommen	
<u>-</u>	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	93	61	87	104	103	120	103	120
2000 - Restrict Misc Special Revenue	49	43	29	52	50	50	50	50
4650 - Audit Practice Enterprise Fund	6,420	6,351	6,502	7,156	7,361	7,606	7,361	7,606
Total	6,562	6,456	6,618	7,312	7,514	7,776	7,514	7,776
Biennial Change				912		1,360		1,360
Biennial % Change				7		10		10
Governor's Change from Base								0
Governor's % Change from Base								0
Expenditures by Category		1		,				
Compensation	5,849	5,710	5,937	6,539	6,735	6,976	6,735	6,976
Operating Expenses	667	660	633	723	729	750	729	750
Other Financial Transactions	46	83	48	50	50	50	50	50
Capital Outlay-Real Property	0	2	0	0	0	0	0	0
Total	6,562	6,456	6,618	7,312	7,514	7,776	7,514	7,776
Full-Time Equivalents	68.6	63.6	63.5	67.3	66.9	66.9	66.9	66.9

1000 - General

	Actual	Actual	Actual	Estimate	e Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	4	0	1	0	0	0	0
Direct Appropriation	87	87	88	88	88	88	88	88
Net Transfers	10			15	15	32	15	32
Cancellations	0	29	0	0	0	0	0	0
Expenditures	93	61	87	104	103	120	103	120
Balance Forward Out	4	0	1	0	0	0	0	0
Biennial Change in Expenditures				37		32		32
Biennial % Change in Expenditures				24		17		17
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	2.9	0.6	0.7	0.7	0.7	0.7	0.7	0.7

2000 - Restrict Misc Special Revenue

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	16	16	16	17	15	15	15	15
Receipts	48	44	30	50	50	50	50	50
Expenditures	49	43	29	52	50	50	50	50
Balance Forward Out	15	16	17	15	15	15	15	15
Biennial Change in Expenditures				(11)		19		19
Biennial % Change in Expenditures				(12)		23		23
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1

4650 - Audit Practice Enterprise Fund

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	1,034	59	1,061	978	978	978	978
Receipts	7,453	5,376	7,504	7,073	7,361	7,606	7,361	7,606
Net Transfers		0						
Expenditures	6,420	6,351	6,502	7,156	7,361	7,606	7,361	7,606
Balance Forward Out	1,033	59	1,061	978	978	978	978	978
Biennial Change in Expenditures				887		1,309		1,309

### Budget Activity Financing by Fund

(Dollars in Thousands)

4650 - Audit Practice Enterprise Fund

Biennial % Change in Expenditures				7		10		10
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	65.4	62.9	62.7	66.6	66.2	66.2	66.2	66.2

## **State Auditor**

# **Budget Activity Narrative**

**Program:** State Auditor

Activity: Legal/Special Investigations

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#### AT A GLANCE

- Provides legal expertise to all divisions within the Office.
- Responds to inquiries on issues related to legal compliance from the public, local government officials and employees, and policymakers.
- Annually publishes the Minnesota Legal Compliance Audit Guides.
- Publishes and updates Statements of Position to provide guidance on legal compliance, finance, and internal control to local government officials and employees, and other interested parties.
- Investigates allegations of unlawful use of public funds and property.
- Provides training to help local government officials and employees protect public assets.

#### **PURPOSE & CONTEXT**

We work to ensure that local government funds are used in compliance with state law by over 4,300 units of local government. Our work is relied upon by local governments, members of the public, public- and private-sector auditors. law enforcement, statewide local government associations, and attorneys to obtain legal compliance in the use of local government funds. We receive and respond to statutorilyrequired reports of theft, embezzlement, and unlawful uses of public funds or property involving local governments. We use specialized financial investigative and legal expertise to respond to guestions and concerns. We meet our statutory duty to publish a legal compliance audit guide for use in auditing local governments. In addition, we support all divisions within the Office by providing legal expertise and by conducting legal reviews of all audits performed by the Audit Practice Division. We are funded by a General Fund Direct Appropriation.

#### **SERVICES PROVIDED**

We work to increase legal compliance in the use of local government funds by providing the following services:

- Perform inquiries, reviews, and investigations initiated because of concerns that we receive, and provide recommendations to local governments;
- Respond to the statutorily-required reports of possible misuse of public funds to ensure that a thorough investigation
  has been performed, appropriate referrals to law enforcement have been made, and internal control modifications have
  been implemented;
- Provide targeted training on legal compliance and on the prevention and detection of fraud to local government officials and employees, private and public sector auditors, and other interested parties;
- Update and publish annually seven Minnesota Legal Compliance Audit Guides, which set the current minimum legal compliance procedures and scope for local government audits; and
- Research, revise, and publish Statements of Position on a variety of topics related to local government legal compliance, finance, and internal control and publish weekly Avoiding Pitfalls items on issues we identify during audits, inquiries, reviews, and investigations.

#### **RESULTS**

Our work improves legal compliance and transparency in the use of local government funds, and serves as a constant deterrent against misuse of public funds.

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Views of Avoiding Pitfalls on Website	26,932	30,743	2014/2015
Quantity	Views of Legal/SI Statements of Position on Website	50,201	64,278	2014/2015
Quantity	Views of Investigative Reports and Review Letters on Website	12,911	48,376	2014/2015

The legal authority for these activities is outlined below:

Minn. Const., art. 5, §§ 1 and 4 (Executive branch).

Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 6.52 (Subpoena Power).

Minn. Stat. § 6.53 (Penalty for Failure to Cooperate with OSA).

Minn. Stat. § 6.65 (Legal Compliance Audit Guides).

Minn. Stat. § 609.456 (Mandatory Reporting to OSA for Public Employees and Officials).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast B	Base	Governor Recommend	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	364	368	374	370	404	415	404	415
Total	364	368	374	370	404	415	404	415
Biennial Change				12		75		75
Biennial % Change				2		10		10
Governor's Change from Base								0
Governor's % Change from Base								0
Expenditures by Category		1						
Compensation	326	325	332	329	362	372	362	372
Operating Expenses	38	42	42	41	42	43	42	43
Other Financial Transactions	0	0	0	0	0	0	0	0
Total	364	368	374	370	404	415	404	415
Full-Time Equivalents	3.3	3.9	4.0	3.8	3.8	3.8	3.8	3.8

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1000 - General

	Actual	Actual	Actual	Estimate	Forecast	Base	Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	15	0	1	0	0	0	0
Direct Appropriation	404	435	344	344	344	344	344	344
Net Transfers	(25)		31	25	60	71	60	71
Cancellations	0	82	0	0	0	0	0	0
Expenditures	364	368	374	370	404	415	404	415
Balance Forward Out	15	0	1	0	0	0	0	0
Biennial Change in Expenditures				12		75		75
Biennial % Change in Expenditures				2		10		10
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	3.3	3.9	4.0	3.8	3.8	3.8	3.8	3.8

# State Auditor

**Budget Activity Narrative** 

Program: State Auditor

**Activity:** Government Information

www.auditor.state.mn.us

#### AT A GLANCE

- Monitors financial information on approximately 3,300 local governments.
- Issues 10 to 12 reports or special studies on local government finances.
- Issues Best Practices Reviews of local government operations.
- Certifies to the Department of Revenue all cities eligible to receive Local Government Aid.

#### **PURPOSE & CONTEXT**

We provide comprehensive comparable financial information from over 3,300 local governments used, among other things, to assist state and local policymakers with policy and spending decisions to help the public make informed decisions about its local government. We collect and analyze local government financial data and publish regular reports provided to the Legislature and to the public. We also conduct Best Practices Reviews of local government operations as resources allow. We are funded by a General Fund Direct Appropriation.

#### **SERVICES PROVIDED**

We work with local governments to collect and analyze their financial information on a timely basis. We provide transparency of local government finances through the following services:

- Respond to local government financial questions;
- Create and provide electronic reporting forms to improve accuracy and timeliness in statutorily-required reporting;
- Provide on-demand online training to help local governments successfully complete electronic reporting forms;
- Maintain, support, and upgrade the Small Cities and Towns Accounting System (CTAS) software used by approximately 1,200 small cities and towns throughout Minnesota;
- Provide basic accounting and CTAS training to local government officials and employees throughout the state;
- Prescribe the chart of accounts and reporting requirements for cities, towns, and special districts;
- Maintain an extensive database of local government financial data;
- Provide a user-friendly comparison tool of local government financial information;
- Compile and issue 10 to 12 annual reports each year;
- Prepare and compile customized data for use by legislative researchers and the media: and
- Conduct special studies as requested by the Legislature.

#### **RESULTS**

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Local Governments Meeting Reporting Requirements	92.0%	95.3%	2014/2015
Quantity	Views of Local Government Finance Reports on Website	54,609	40,847	2014/2015
Quantity	Views of Comparison Tools on Website	11,760	10,763	2014/2015
Results	CTAS Users Reporting with Exported Files	674	714	2014/2015

The legal authority for these activities is outlined below:

Minn. Const., art. 5, §§ 1 and 4 (Executive branch).

Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 6.475 (CTAS).

Minn. Stat. §§ 6.74. 6.75 (Collection of Local Government Data, Report).

Minn. Stat. § 6.745 (Summary Budget reports).

Minn. Stat. § 6.756 (Special Districts reports).

Minn. Stat. § 6.76 (Lobbying reports).

Minn. Stat. § 6.78 (Best Practices reports).

Minn. Stat. §§ 6.90, 6.91 (Performance Measures reports).

Minn. Stat. § 367.36 (Towns Make Financial Report to OSA).

Minn. Stat. § 471.697 (Cities, Towns, Municipal Hospitals and Nursing Homes, Liquor Stores and Public Utility Commissions Make Financial Reports to OSA).

Minn. Stat. §§ 471.698, 412.02, 412.591 (City Financial reports).

Minn. Stat. § 471.6965 (Prescribes Summary Budget Statement for Cities).

Minn. Stat. § 471.6985 (Municipal Liquor Stores Report to OSA).

Minn. Stat. § 471.70 (Annual Reports to OSA of Municipalities' Outstanding Obligations).

Minn. Stat. § 609.5315 (Forfeiture reports to OSA and OSA to Legislature).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast E	Base	Governo Recommend	_
<u>-</u>	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	438	512	539	642	621	648	676	747
2000 - Restrict Misc Special Revenue	244	55	1	7	8	7	8	7
Total	682	567	540	649	629	655	684	754
Biennial Change				(60)		95		249
Biennial % Change				(5)		8		21
Governor's Change from Base								154
Governor's % Change from Base								12
Expenditures by Category		1						
Compensation	383	416	479	575	562	587	617	686
Operating Expenses	299	150	61	74	67	68	67	68
Other Financial Transactions	0	1	0	0	0	0	0	0
Total	682	567	540	649	629	655	684	754
		Ţ						
Full-Time Equivalents	5.7	6.0	6.6	7.2	6.2	6.2	6.2	6.2

1000 - General

	Actual	Actual	Actual	Estimate	e Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	29	0	14	0	11	0	11
Direct Appropriation	526	544	644	649	649	649	704	748
Net Transfers	(60)		(91)	(21)	(17)	(12)	(17)	(12)
Cancellations	0	61	0	0	0	0	0	0
Expenditures	438	512	539	642	621	648	676	747
Balance Forward Out	28	0	14	0	11	0	11	0
Biennial Change in Expenditures				231		88		242
Biennial % Change in Expenditures				24		7		20
Gov's Exp Change from Base								154
Gov's Exp % Change from Base								12
Full-Time Equivalents	5.7	6.0	6.6	7.2	6.2	6.2	6.2	6.2

2000 - Restrict Misc Special Revenue

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	72	40	60	57	50	57	50
Receipts	316	23	21	4	1	1	1	1
Expenditures	244	55	1	7	8	7	8	7
Balance Forward Out	72	40	60	57	50	44	50	44
Biennial Change in Expenditures				(291)		7		7
Biennial % Change in Expenditures				(97)		91		91
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0

Program: State Auditor Activity: Pension

www.auditor.state.mn.us

#### AT A GLANCE

- Monitors approximately 700 local public pension plans with assets of over \$546 million and membership of nearly 20,000.
- Issues two annual financial and investment performance reports.
- Certifies individual public pension plans for state aid distributions totaling nearly \$24 million.

#### **PURPOSE & CONTEXT**

We work to ensure compliance with State laws governing administration, finances, investments, and pension benefits for approximately 700 volunteer fire and other types of local public pension plans in Minnesota. We are the sole source of comprehensive pension information of local public pension plans, which is used for comparison purposes by pension plan boards and their associated municipalities, and by the Legislature to make policy decisions on these pension plans. We manage the reporting processes for the entire local pension plan system, ensuring that consistent approaches, methods, and investment rate-of-return calculations are used. The users of our services include pension plan boards, plan members, municipal representatives, auditors, investment professionals, policy makers, and the public. We are funded by a General Fund Direct Appropriation. Pension state aid is used to reduce the appropriation.

#### SERVICES PROVIDED

We promote the consistent interpretation and application of state laws and local pension plan bylaws by providing the following services:

- Monitor pension plan operations and the administration of pension benefits;
- Collect and review annual reporting forms:
- Issue Statements of Position, monthly newsletters, and legislative updates to inform and educate pension plan trustees:
- Create and publish Sample Bylaw Guides and an annual Selected Relevant Statutes booklet to assist pension plans in meeting statutory requirements;
- Convene the Volunteer Fire Relief Association Working Group annually bringing together stakeholders to identify and discuss pressing pension issues and to suggest legislative changes; and
- Provide reports on pension plan finances, investments, and administration.

#### **RESULTS**

The degree of compliance of local public pension plans with State laws and local bylaws, as measured annually, is excellent, as evidenced by the percentage of pension plans certified for fire state aid shown below.

Type of Measure	Name of Measure	Previous	Current	Dates
Quality	Pension Plans Certified as Eligible to Receive Fire State Aid	99.9%	99.9%	2014/2015
Quantity	Views of Pension Newsletter on Website	14,079	33,709	2014/2015
Quantity	Views of Sample Bylaw Guides on Website	1,383	2,329	2014/2015

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Views of Pension Statements of Position on Website	9,079	13,400	2014/2015

The legal authority for these activities is outlined below:

Minn. Const., art. 5, §§ 1 and 4 (Executive branch).

Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 6.495 (Audits of Relief Associations, Report to Commissioner of Revenue).

Minn. Stat. § 6.496 (Provides Performance Results to Relief Associations).

Minn. Stat. § 6.72 (Relief Associations Report).

Minn. Stat. § 356.219 (Public Pension Funds Investment Reporting).

Minn. Stat. § 424A.02 (Determines Compliance with Financial Requirements by Relief Associations).

Minn. Stat. § 424A.05 (Authority to Approve Correction of Erroneous Deposit.

Minn. Stat. § 424A.091 (Determines Compliance with Financial Requirements by Relief Associations).

Minn. Stat. § 424A.092 (Determines Compliance with Financial Requirements by Relief Associations).

Minn. Stat. § 424A.093 (Determines Compliance with Financial Requirements by Relief Associations).

Minn. Stat. § 471.6175 (OPEB Trust Reports to OSA).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast E	Base	Governor Recommend	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	415	418	370	473	460	435	460	435
Total	415	418	370	473	460	435	460	435
Biennial Change				10		52		52
Biennial % Change				1		6		6
Governor's Change from Base								0
Governor's % Change from Base								0
Expenditures by Category		1		,				
Compensation	364	358	318	389	399	372	399	372
Operating Expenses	52	59	52	70	61	63	61	63
Other Financial Transactions	0	0	0	14	0	0	0	0
Total	415	418	370	473	460	435	460	435
Full-Time Equivalents	5.1	4.6	4.5	5.8	5.3	4.7	5.3	4.7

1000 - General

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendate	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	0	26	0	13	0	23	0	23
Direct Appropriation	441	494	483	485	485	485	485	485
Net Transfers			(100)	(25)	(2)	(73)	(2)	(73)
Cancellations	0	102	0	0	0	0	0	0
Expenditures	415	418	370	473	460	435	460	435
Balance Forward Out	26	0	13	0	23	0	23	0
Biennial Change in Expenditures				10		52		52
Biennial % Change in Expenditures				1		6		6
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	5.1	4.6	4.5	5.8	5.3	4.7	5.3	4.7

## **State Auditor**

# **Budget Activity Narrative**

**Program:** State Auditor

**Activity: Operations Management** 

www.auditor.state.mn.us

#### AT A GLANCE

- Provides accounting services, facilities management, technology support, and human resources services for approximately 100 employees in six offices, four worksites, and numerous client sites.
- Hosts and maintains a website to increase transparency in local government finances that serve approximately 8,000 unique visitors each month.
- Maintains integrated databases for all divisions within the Office.
- Modifies, collects, and processes electronic reporting forms for the Office.

#### **PURPOSE & CONTEXT**

We support all activities within the Office by providing the accounting, facilities management, technology support, and human resources services for all divisions. We are funded by a General Fund Direct Appropriation. Costs related to the Audit Practice Enterprise Fund are allocated directly to that fund.

#### **SERVICES PROVIDED**

We support all divisions in the Office enabling each division to pursue identified strategies and to achieve desired results by providing the following services:

- Prepare and maintain the Office's biennial budget;
- Process payroll for approximately 100 employees;
- Prepare purchase orders and pay invoices;
- Bill for and deposit payments for audit services:
- Maintain furniture and equipment inventory;
- Coordinate the lease renewals for and maintenance of six offices;
- Manage all the technology needs of the Office;
- Maintain an integrated database for all divisions;
- Work with each division to collect, process, and improve electronic reporting forms;
- Provide research and strategic planning support on technology issues;
- Provide network and personal computer installation, support, and maintenance;
- Purchase common network equipment:
- Coordinate the hiring of employees;
- Educate employees on benefit options; and
- Work to ensure the Office is in compliance with state bargaining agreements.

#### **RESULTS**

We leverage technology to help the Office perform its work more effectively and efficiently.

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Actions performed in the State Auditor's Form Entry System	92,213	120,289	2014/2015
Quantity	Views of Website documents and pages	1,181,938	1,403,921	2014/2015

The legal authority for these activities is outlined below:

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Minn. Const., art. 5, §§ 1 and 4 (Executive branch).
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Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 6.475 ((Electronic) CTAS).

Minn. Stat. § 6.496 (Provides Electronic Performance Results to Relief Associations).

Minn. Stat. § 6.72 (Relief Associations Report to OSA).

Minn. Stat. § 6.74 (Electronic Collection of Local Government Data).

Minn. Stat. § 367.36 (Towns Make Electronic Financial Reports to OSA).

Minn. Stat. § 469.175 (Electronic TIF Districts report to OSA).

Minn. Stat. § 471.6175 (Electronic OPEB Trust Reports to OSA).

Minn. Stat. § 471.697 (Cities, Towns, Municipal Hospitals and Nursing Homes, Liquor Stores and Public Utility Commissions Make Electronic Financial Reports to OSA).

Minn. Stat. § 471.698 (Cities Make Electronic Financial Reports to OSA).

Minn. Stat. § 471.6985 (Municipal Liquor Stores Electronic Report to OSA).

Minn. Stat. § 471.70 (Annual Electronic Reports to OSA of Municipalities' Outstanding Obligations).

Minn. Stat. § 609.5315 (Electronic Forfeiture reports to OSA).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast B	Base	Governor Recommend	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	259	360	247	437	331	361	440	464
Total	259	360	247	437	331	361	440	464
Biennial Change				66		8		220
Biennial % Change				11		1		32
Governor's Change from Base								212
Governor's % Change from Base								31
Expenditures by Category		1		,				
Compensation	228	259	209	238	244	251	340	351
Operating Expenses	29	65	37	91	85	73	98	76
Other Financial Transactions	1	36	1	108	2	37	2	37
Total	259	360	247	437	331	361	440	464
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Full-Time Equivalents	3.0	2.6	2.5	2.8	2.8	2.8	3.8	3.8

1000 - General

	Actual	Actual	Actual	Estimate	e Forecast Base			Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19	
Balance Forward In	0	174	0	65	0	0	0	0	
Direct Appropriation	356	265	352	387	387	387	496	490	
Net Transfers	75		(40)	(15)	(56)	(26)	(56)	(26)	
Cancellations	0	79	0	0	0	0	0	0	
Expenditures	259	360	247	437	331	361	440	464	
Balance Forward Out	172	0	65	0	0	0	0	0	
Biennial Change in Expenditures				66		8		220	
Biennial % Change in Expenditures				11		1		32	
Gov's Exp Change from Base								212	
Gov's Exp % Change from Base								31	
Full-Time Equivalents	3.0	2.6	2.5	2.8	2.8	2.8	3.8	3.8	

Program: State Auditor

**Activity:** Constitutional Office

www.auditor.state.mn.us

#### AT A GLANCE

- Provide senior-level management for six divisions within the Office of the State Auditor (OSA).
- Supports the State Auditor's service on six state boards and one state council.
- Conducts outreach and education to local officials, local government finance professionals, and the public.
- Works with the Legislature and Governor on appropriations and policy issues around OSA oversight.
- Works with media statewide to achieve transparency for local government finances.

#### **PURPOSE & CONTEXT**

The State Auditor is an independent constitutional officer elected statewide to provide oversight of over 4,300 units of local government. The State Auditor oversees \$20 billion spent each year to deliver local government services. The Constitutional Office provides senior-level management and leadership to the Office and supports the State Auditor on six state boards and one council. The Office is funded by a General Fund Direct Appropriation.

#### **SERVICES PROVIDED**

We accomplish our goal of providing effective oversight of local government finances by providing the following services:

- Leverage the extensive knowledge of local government finance and accounting expertise of all divisions within the Office:
- Build and maintain relationships with local government associations, the Minnesota Society of Certified Public Accountants (CPA), and local officials, to proactively address emerging finance and compliance issues;
- Conduct outreach to the public to instill confidence in local government finances:
- Propose, pursue, and monitor legislation that increases accountability of local government finances;
- Work with the media to increase transparency and raise public awareness of local government finances; and
- Attend conferences and trainings to fulfill fiduciary duty for service on state boards.

#### **RESULTS**

The State Auditor received the 2014 National Association of State Auditors, Comptrollers, and Treasurers (NASACT) President's Award for "exceptional efforts in government financial management and accountability." In 2014, the State Auditor was named one of the Most Influential Professionals in Government Auditing by the American Center for Government Auditing. In 2014, she also received the NASACT President's Award. In 2013, the State Auditor was elected President of the National State Auditors Association.

Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Formal Speeches given on Office Work/Issues	6	44	2014/2015
Quantity	Formal Meetings with Legislators/Governor/Groups	25	74	2014/2015
Quantity	Media Reports related to the State Auditor and Local Government Finances	371	426	2014/2015

Type of Measure	Name of Measure	Previous	Current	Dates
Quality	National Committees on which the State Auditor Serves	7	6	2014/2015
Quantity	Conferences/Trainings Attended to Fulfill Fiduciary Duty	3	2	2014/2015

The legal authority for these activities is outlined below:

Minn. Const., art. 5, §§ 1 and 4 (Executive branch). Minn. Stat., ch. 6 (State Auditor).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast E	Base	Governo Recommen	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
1000 - General	248	281	468	309	280	288	280	288
Total	248	281	468	309	280	288	280	288
Biennial Change				248		(209)		(209)
Biennial % Change				47		(27)		(27)
Governor's Change from Base								0
Governor's % Change from Base								0
Expenditures by Category								
Compensation	222	231	242	240	246	253	246	253
Operating Expenses	26	49	226	68	33	34	33	34
Other Financial Transactions	0	1	0	1	1	1	1	1
Total	248	281	468	309	280	288	280	288
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Full-Time Equivalents	2.0	2.0	2.2	2.0	2.0	2.0	2.0	2.0

1000 - General

	Actual	Actual	Actual	Estimate	Forecast Base			Governor's Recommendation	
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19	
Balance Forward In	0	10	0	8	0	0	0	0	
Direct Appropriation	258	298	276	280	280	280	280	280	
Net Transfers			200	21		8		8	
Cancellations	0	27	0	0	0	0	0	0	
Expenditures	248	281	468	309	280	288	280	288	
Balance Forward Out	10	0	8	0	0	0	0	0	
Biennial Change in Expenditures				248		(209)		(209)	
Biennial % Change in Expenditures				47		(27)		(27)	
Gov's Exp Change from Base								0	
Gov's Exp % Change from Base								0	
Full-Time Equivalents	2.0	2.0	2.2	2.0	2.0	2.0	2.0	2.0	

Program: State Auditor

**Activity:** Tax Increment Financing

www.auditor.state.mn.us

#### AT A GLANCE

- Oversees approximately 1,700 Tax Increment Financing (TIF) districts administered by over 400 development authorities.
- Collects and reviews approximately 1,700 annual TIF reports, 300 TIF plans, and 200 other filings annually.
- Publishes annual TIF Legislative Report.
- Provides training and resources to promote TIF compliance.

#### **PURPOSE & CONTEXT**

We work to ensure compliance with the Tax Increment Financing (TIF) Act. The TIF Act was created to help businesses and communities redevelop blighted areas, expand the property tax base, create jobs, construct housing, and assist development where it would not otherwise occur "but for the use of tax increment." We work with approximately 1,700 TIF districts. We are the sole source of comprehensive comparable data on TIF use in Minnesota. Some of this data is used in the annual TIF Legislative Report to inform lawmakers and the public on the uses of TIF. Our oversight work serves as a deterrent to misuse of TIF. We are funded by a Special Revenue Fund Statutory Appropriation.

#### **SERVICES PROVIDED**

We work to ensure compliance with the TIF Act by providing the following services:

- Review financial information annually to identify non-compliance and to help communities come into legal compliance;
- Conduct desk reviews and targeted field reviews of TIF districts;
- Educate a broad audience, including local officials, lawmakers, financial consultants, state agencies, the public, and
  the media, on the TIF Act by publishing Statements of Position, monthly newsletters and legislative updates; providing
  online training videos; conducting trainings and seminars; and responding to requests for information;
- Publish a Tax Increment Financing County Guide to educate county officials and employees and to help counties meet their responsibilities under the TIF Act;
- Consult with local government associations, legislative staff, and others to identify ambiguities and technical errors in the TIF Act and, when needed, to assist with drafting of legislation;
- Consult with the Department of Revenue when working with cities and counties to correct errors as allowed by the TIF Act; and
- Compare reported data with Department of Revenue data to confirm accuracy.

#### **RESULTS**

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Type of Measure	Name of Measure	Previous	Current	Dates
Quantity	Non-Compliance Findings Resolved	100%	100%	2014/2015
Quantity	Views of TIF Statements of Position on Website	6,698	9,037	2014/2015
Quantity	Individuals Viewing Online Training Videos and Attending Courses	1,192	2,296	2014/2015
Quantity	Annual TIF Reports Filed on Time	98%	97%	2014/2015

The legal authority for these activities is outlined below:

Minn. Const., art. 5, §§ 1 and 4 (Executive branch). Minn. Stat., ch. 6 (State Auditor).

Minn. Stat. § 469.175 (TIF Districts Report to OSA).

Minn. Stat. § 469.177 (Enforcement Costs; Correction of Errors).

Minn. Stat. § 469.1771 (TIF Oversight).

**Expenditures By Fund** 

	Actual	Actual	Actual	Estimate	Forecast B	Base	Governor Recommend	-
<u>-</u>	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
2000 - Restrict Misc Special Revenue	605	630	621	685	706	725	706	725
Total	605	630	621	685	706	725	706	725
Biennial Change				71		125		125
Biennial % Change				6		10		10
Governor's Change from Base								0
Governor's % Change from Base								0
Expenditures by Category		1						
Compensation	546	570	564	599	618	636	618	636
Operating Expenses	59	59	57	80	82	83	82	83
Other Financial Transactions	0	1	0	6	6	6	6	6
Total	605	630	621	685	706	725	706	725
Full-Time Equivalents	6.1	6.1	5.8	6.2	6.2	6.2	6.2	6.2

2000 - Restrict Misc Special Revenue

	Actual	Actual Actual Actual		Estimate Forecast Base		Governor's Recommendation		
	FY14	FY15	FY16	FY17	FY18	FY19	FY18	FY19
Balance Forward In	2,316	2,385	2,743	2,535	2,550	2,544	2,550	2,544
Net Transfers	674	988	413	700	700	670	700	670
Expenditures	605	630	621	685	706	725	706	725
Balance Forward Out	2,385	2,743	2,535	2,550	2,544	2,489	2,544	2,489
Biennial Change in Expenditures				71		125		125
Biennial % Change in Expenditures				6		10		10
Gov's Exp Change from Base								0
Gov's Exp % Change from Base								0
Full-Time Equivalents	6.1	6.1	5.8	6.2	6.2	6.2	6.2	6.2