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**Mission:**

The Department of Public Safety (DPS), through its divisions works in partnership with city, county, state, federal and not-for-profit agencies to improve safety for Minnesotans and those who visit our state.

**Statewide Outcome(s):**

Public Safety supports the following statewide outcome(s).

People in Minnesota are safe.

**Context:**

DPS provides the administrative structure for nine diverse divisions focused on improving safety for Minnesotans. Additionally, the agency has four divisions that provide human resource, internal affairs, fiscal and communications support. The department supports the Governor in developing policy and programming to improve safety. The agency partners with law enforcement, traffic safety, driver and vehicle dealers and agents, emergency responders, crime prevention and crime victim professionals in advancing initiatives to improve safety and assist crime victims. Our customers include those previously noted, the legislature, the governor, other state and federal agencies, and Minnesota citizens. DPS is funded through federal, state general fund, special revenue, trunk highway and Highway User Tax Distribution dollars.

**Strategies:**

- Investigative, forensic laboratory, training and criminal justice data integration services to prevent and solve crimes.
- Services to prevent, prepare for, respond to and recover from nature and human-caused disaster.
- Training, funding and technical assistance to improve community safety and assist victims of crime.
- Training, investigation, inspection, regulatory, data collection and emergency response services to protect lives and property from fire and pipeline disintegration.
- Interpretation and enforcement of the state's liquor and gambling laws to protect the public from illegal alcohol sales and consumption and illegal gambling.
- Funding and technical assistance to prevent traffic deaths and serious injuries.
- Law enforcement services, education and assistance to ensure the safe and efficient movement of traffic on Minnesota roads, the protection of the driving public and the security of the capitol complex.
- Regulation of motor vehicles (including vehicle dealers) and licensed drivers ensures the proper collection of fees and taxes for driver and vehicle transactions and assists in ensuring that state and federal laws pertaining to the regulation of drivers and vehicles are implemented.
- Provision of funding and technical assistance to operate a state-of-the art 911 system and the implementation of a state-wide interoperable communication system for emergency responders.

**Measuring Success:**

Deaths per vehicle mile traveled.

- Percent of Minnesotans who voluntarily wear their seatbelts.
- Number of youth involved in prevention/intervention programming.
- Percent of predatory offenders in compliance with registration requirements.
- Number of days to issue driver licenses and vehicle titles.
- Number of counties that have joined the Allied Radio Matrix for Emergency Response (ARMER) system.
- Number of fire-related fatalities.

# Public Safety

## Admin & Related Services

<https://dps.mn.gov>

### Statewide Outcome(s):

Admin and Related Services supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

Admin and Related Services provides support to all divisions within the Department of Public Safety (DPS) so that the agency operates properly within the administrative structure of state government.

- The Commissioner's Office provides overall leadership as it relates to goals, strategies, and outcomes for operating a complex and successful state agency.
- Fiscal and Administrative Services (FAS) provides financial oversight and ensures that all transactions occur in a timely and efficient manner.
- Human Resources ensures DPS has the right people for the positions available and that DPS manages employees effectively within state law and union contracts.
- Office of Communications ensures agency messages are timely, instructive and relevant.
- MNIT@DPS provides technical support services to the agency.

### Strategies:

- Work in partnership with DPS divisions to provide proactive solutions for department workforce needs and issues, which include recruiting and retaining great employees.
- Promote financial responsibility, efficient resource management and adherence to regulations through training, guidance, coordination and quality centralized support services.
- Deliver the department's message and responds to media requests on behalf of all divisions within DPS.

### Results:

- DPS has been successful in meeting the performance goal of promptly paying vendor invoices. Payments are centrally processed in FAS, and FAS staff works with all divisions to ensure accurate and timely processing of all payments.
- As noted below, the time to hire has decreased to meet division needs and our worker's compensation costs have been reduced.
- The DPS website has been revised to make communication with the public more effective.

Performance Measures	Previous	Current	Trend
Prompt payment of agency invoices	99.11%	99.20%	Stable
Time to hire	65 calendar days	55 calendar days	Improving
Worker's Compensation cost pool	\$1.44 million	\$1.2 million	Improving

#### Performance Measures Notes:

Minnesota Statute Section 16A.124 requires state agencies to pay valid obligations to vendors within the vendor's early payment discount period, or within 30 days following receipt of the invoice. The statewide goal for agency compliance is 98 percent. Compliance statistics are supplied by Minnesota Management and Budget.

The Time-to-Hire Measure is a metric that calculates the time it takes for a hiring supervisor to fill a vacancy. The clock starts when the supervisor sends a DPS Hiring Form to Human Resources and it stops when an offer of employment is made and accepted by a qualified candidate.

# Public Safety

## Homeland Security & Emergency Management

<http://dps.mn.gov/divisions/hsem>

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### Statewide Outcome(s):

Homeland Security and Emergency Management (HSEM) supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

The mission of HSEM is to help Minnesota prevent, prepare for, respond to, and recover from natural and human caused disasters. The primary purpose of the program is to build communities that are prepared to respond to emergencies and have the resilience to quickly recover from the effects of disaster. The program consists of three budget activities.

The Emergency Management Performance Grant (EMPG) program ensures the state and counties have active and effective emergency management programs. The primary focus is on building readiness for all-hazards disasters and emergencies.

The Radiological Emergency Preparedness (REP) program assures the state has the capability to protect the public in the event of an incident or accident at Minnesota's two nuclear generating plants.

The Emergency Planning and Community Right-to-Know Act (EPCRA) program regulates facilities that use, store, and/or release hazardous materials. It informs communities of the hazardous materials in their jurisdiction and ensures the communities have adequate emergency response plans.

HSEM's primary customers are the county emergency management directors.

EMPG has a 50 percent federal and 50 percent nonfederal cost-share cash or in-kind match requirement. Minnesota's EMPG program is primarily federally funded, with 11 percent state general fund and two percent special revenue appropriations. REP is funded by the Nuclear Safety Preparedness Account in the special revenue fund. Assessments are levied on operators of Minnesota nuclear power plants and dry cask storage facilities to cover the cost of related emergency response programs. EPCRA is funded with a combination of general fund and environmental fund appropriations and generates revenue from fees assessed on facilities that use, store, or release hazardous materials.

Key partners are local emergency managers, first responder organizations (law enforcement, fire, and emergency medical services, etc.), professional associations, voluntary service organizations, functional needs specialists, private industry, citizen groups, state agency emergency preparedness response coordinators, U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Tribal nations, and elected officials at all levels of government.

### Strategies:

To ensure the people in Minnesota are safe by building prepared and resilient communities, HSEM:

- Maintains the Minnesota Emergency Operations Plan (MEOP) and State All-Hazard Mitigation Plan.
- Coordinates the state's preparedness, response, recovery, and mitigation efforts.
- Coordinates the post-disaster damage assessment process, prepares requests for and administers federal disaster relief and hazard mitigation programs following presidential disaster declarations.
- Coordinates the state's homeland security preparedness with federal, state, and local officials.
- Maintains the state emergency operations center (SEOC) is in a constant state of readiness.
- Supports local government disaster preparedness efforts with financial assistance, planning support, training, exercises, and hazard mitigation support.
- Develops Minnesota emergency manager certification standards and conducts the training program.

- Enhances state emergency response capability by providing funding to community departments for chemical assessment teams, a hazardous materials response team, structural collapse technical rescue teams, bomb squads, and the statewide decontamination program.
- Conducts annual public awareness campaigns.
- Coordinates state and local emergency planning for nuclear power plant accidents or incidents.
- Conducts annual REP training for state, county, and local agencies.
- Conducts an annual comprehensive federally-evaluated exercise of response to a power plant incident.
- Maintains a database of hazardous material generating facilities, by community, that is available to first responders, emergency managers, and the public.
- Coordinates review of the Superfund Amendment and Reauthorization Act of 1986 (SARA Title III) portions of local emergency operations plans by regional review committees.
- Conducts annual training to improve hazardous material generating facility compliance with state and federal reporting requirements.

## Results:

The strategies to build prepared and ready communities are effective when counties have appointed trained emergency managers, identified local threat hazards and conducted risk assessments, have an active hazard mitigation program, engaged the whole community in disaster preparedness, and developed, tested, and exercised their emergency response plans. While much progress is being made, we continue to strive for improved readiness by further advancing the emergency management profession, strengthening regional assessments and planning, increasing participation in the hazard mitigation program, and improving our capacity to provide mass care to disaster victims.

Fiscal pressures on local and state government are reducing the amount of human capital that is applied to disaster preparedness. At the same time, the requirements tied to federal funding are increasing, creating a very challenging imbalance. Additionally, the requirements for responding to nuclear generating plant accidents and incidents are constantly changing and becoming increasingly stringent.

Major initiatives to improve program performance include:

- Restructure the emergency manager training and certification program.
- Fully leverage the Emergency Management Training Center at Camp Ripley to establish a state integrated emergency management course (IEMC) program and expand our regular exercise program.
- Increase number of evacuee reception centers and capacity to decontaminate emergency workers (REP).

Performance Measures	Previous	Current	Trend
State-certified county emergency management directors	73.56%	75.86%	Increasing
State agency emergency preparedness requirement compliance	72.7%	72.7%	Stable
Counties with approved all-hazards plan	100%	100%	Stable
Counties with approved and adopted hazard mitigation plan	88.5%	82.75%	*Decreasing
Counties with validated threat hazard identification and risk assessments	N/A	0	**Stable
Certification and professional development training hours	16,171	17,100.5	Increasing
Exercises conducted	35	117	Increasing
Federally-evaluated REP exercise objectives met	96%	88.89%***	Decreasing
Facilities filing hazardous chemical inventories	6,362	6,524***	Increasing

Performance Measures Notes:

\*Hazard mitigation plans expire five years after adoption. Of the 15 counties without a current plan, one is being reviewed by FEMA, five are approved pending local adoption, and nine are in development.

\*\*This is a new performance measure. Initial regional threat assessments are due December 31, 2012.

\*\*\*Preliminary figures.

# Public Safety

## Criminal Apprehension

<http://dps.mn.gov/divisions/bca>

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### Statewide Outcome(s):

The Bureau of Criminal Apprehension supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

The Bureau of Criminal Apprehension has four main components that work to ensure that justice is served.

- **Investigations** assists local law enforcement agencies with complex, multi-jurisdictional or long-term felony cases as well as consulting about state-of-the-art techniques and sophisticated technologies. This Division also houses the Predatory Offender Registration Unit, the Internet Crimes Against Children Task Force, the Financial Crimes Task Force as well as the Minnesota Joint Analysis Center.
- **Forensic Science Service** operates the state crime lab where scientific examinations of physical evidence collected by law enforcement across the state are conducted. When requested, Forensic Science Services will also gather evidence at homicide crime scenes. The laboratory findings contribute to solving crime, convicting the guilty and exonerating the innocent.
- **Minnesota Justice Information Services (MNJIS)** collects, manages and provides access to criminal justice information with a focus on integrating and sharing data electronically. The goal is to ensure that complete, timely and accurate information is available to make critical decisions during the criminal justice process.
- **Administrative Services** provides training, notification networks for various public safety purposes, the Operations Center and administrative support for the superintendent's office. These divisions serve all criminal justice professionals across the state and provide connectivity to the FBI and NLETS (data from other states). Funding sources are the general, trunk highway and special revenue funds as well as federal funds and grants.

### Strategies:

- **Investigations** has 56 special agents; half of which are assigned to ten field offices around the State to ensure timely, effective responses to requests for assistance. The Investigations Division provides services in specialized areas that most local law enforcement agencies cannot support at the local level, so many BCA agents have developed expertise in specialized areas and provide it in support of local agency partners.
- **Forensic Science Service** scientists analyze evidence in the laboratory in the technical areas of drug identification, trace evidence (including arson), identification of firearms and tool marks, latent fingerprints, questioned documents, toxicology, nuclear DNA and mitochondrial DNA.
- **MNJIS** ensures data in over a dozen state and federal repositories is available electronically on a 24x7 basis and works to integrate that data to make it more useful to those authorized to access it. MNJIS provides training on access to and the appropriate use of the data and audits agencies to ensure that they are in compliance with authorized use policies.
- **Administrative Services** offers criminal justice professionals current and timely training to ensure that they have the most up-to-date techniques and tools available. Administrative Services hosts the Missing and Unidentified Persons Clearinghouse, the AMBER Alert System and the Crime Alert Network to provide assistance in finding individuals and notifying the public of possible criminal activity. The BCA Operations Center is the single, 24x7 answering point for natural disasters and man-made emergencies to connect local government with access to state agency resources.
- All parts of the Bureau interact with criminal justice agencies across the State, the FBI and others to ensure that justice in Minnesota is served. A comprehensive, strategic planning process will take place in Fall 2012 to better define performance measures and outcomes.

### Results:

- **Investigations** provide timely, effective assistance when requested by local partner agencies. It also consults on the use of state-of-the-art technologies when requested.

- **Forensic Science Services** laboratory findings are accepted by the courts in Minnesota. These results support prosecution of crimes ranging from DWI to sexual assaults to homicide. An effective quality program produces laboratory results that are both trusted by and accepted by the criminal justice system.
- **MNJIS** systems and services ensure more data is electronically available and in an integrated format. Manual and/or paper processes are reduced while data accuracy and efficiency are increased. Access and use of data are captured in an audit trail which is used to conduct triennial reviews of each agency resulting in more transparency and compliance.
- **Administrative Services** continued its successful AMBER Alert program by providing notices that resulted in the safe recovery of two girls. It hosted 290 training classes with 6,745 participants in both classroom and on-line settings.

Performance Measures	Previous	Current	Trend
Predatory offenders in compliance with registration requirements	89% in 2005	94% in 2011	Stable
American Society of Crime Laboratory Directors/Laboratory Accreditation Board International Accreditation ( <a href="http://asclid-lab.org">http://asclid-lab.org</a> )	Granted on 12/10/09	Maintained during yearly surveillance	Stable*
MNJIS to provide positive identification of individuals	10 years ago, took 6 weeks	2.5 minutes	Stable
MNJIS electronic charging process deployed across the State	10 counties in 2011	38 counties	Increasing
BCA Operations Center	9,633 calls resulting in 45,049 notifications in 2010	8,450 calls resulting in 37,124 notifications in 2011	Stable
MN Crime Alert Network	10 years ago, 916 alerts during the year	2,418 alerts issued during 2011	Stable

Performance Measures Notes:

\*Reaccreditation due on 12/9/2014

## Public Safety Fire Marshal

<http://dps.mn.gov/divisions/sfm>

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### Statewide Outcome(s):

The State Fire Marshal Division supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

The mission of the State Fire Marshal Division (SFM) is to protect lives, property, and the environment through fire investigation, fire code development and enforcement, fire safety inspections, emergency response, data collection, and public fire and life safety education.

The SFM program addresses key issues of fire safety with the goal of preventing incidents from occurring which result in fire deaths, injuries, loss of property, and have a negative impact on the general public and economy of the state.

The program's primary customers include the general public, the Minnesota fire service, public schools, health care facilities, business and industry, construction contractors, hotels and motels, and day care and foster care facilities, among others.

The SFM program is funded by special revenue accounts (Fire Safety Account, and fire safety inspection fees from hotels and motels, public and charter schools, and day care / foster care facilities), and federal funds.

### Strategies:

Key issues are addressed through investigation of incidents, inspection of regulated facilities, enforcement of federal and state laws, emergency response, data collection, training, and public education programs and services. Selected key strategies for addressing these issues include:

- Conduct fire inspections in regulated facilities to identify fire safety hazards and educate property owners and managers about the importance of maintaining fire safe facilities. The goal is to reduce the number of violations cited as people become able to self-identify potential safety issues and correct them without inspector intervention.
- Provide training for local fire and building code officials, fire protection contractors, and owners and managers of regulated businesses and industry. The goal is to increase understanding of the State Fire Code in order to properly apply code provisions which work to prevent fires from occurring.
- Provide fire investigation training to local fire and law enforcement officials. The goal is to improve fire investigation capabilities at the local government level so accurate origin and cause determinations are made, incendiary fires are identified and properly investigated, and arson cases are submitted for prosecution.
- Collect accurate and timely fire incident data for use in identifying Minnesota's fire problem. The goal is to increase the real-time collection of fire incident data through division's on-line incident reporting system so that program resources are utilized in the most effective manner.

### Results:

The effectiveness of programs and services designed to address key issues is regularly analyzed using data from several sources including records of fire safety inspections conducted and correction orders issued, the amount of training provided to local fire and building code officials and fire investigation personnel, and data gathered by the division's statewide on-line fire incident reporting system.

Performance Measures	Previous	Current	Trend
Number of fire safety inspections conducted and violations cited. (Inspections / Citations)	2,990 / 9,954	3,007 / 9,077	Improving
Number of State Fire Code and fire investigation training programs conducted. (Number of Students / Student Contact Hours)	452 / 3,134	513 / 6,144	Improving
Number of fire departments using the on-line fire incident reporting system. (Number of departments / Number reporting on-line)	789 / 589	785 / 604	Improving

Performance Measures Notes:

The reduction in the number of fire safety violations cited is attributed to an increase in the education of property owners about the requirements of the State Fire Code and the importance of fire safety.

The upward trend in training programs is attributed to the expressed desire of local fire and building code officials, contractors, design professionals, and fire and law enforcement investigators for additional training which will:

- Aid them in the performance of their duties,
- Improve their ability to properly apply the provisions of the State Fire Code and,
- Improve the ability of local fire and law enforcement personnel to thoroughly investigate fires, properly identify the fire's origin and cause, and submit suspected arson cases for prosecution.

The upward trend in the number of fire departments reporting incidents using the division's on-line fire incident reporting system is attributed to the availability of the system at no cost to local government, and the value of the data available for local fire prevention and program planning purposes.

## Public Safety State Patrol

<http://dps.mn.gov/divisions/msp>

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### Statewide Outcome(s):

The State Patrol supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

- The State Patrol provides for the safe and efficient movement of traffic on Minnesota's roadways. The division works to reduce crashes, increase safety, and provide for the protection of Minnesota's citizens through enforcement, education, and assistance.
- The division addresses property damage, injury, and fatal crashes on Minnesota's roadways. It also addresses traffic safety issues such as speeding, impaired driving, lack of seat belt usage, and distracted driving. Additionally, the agency is charged with commercial vehicle enforcement and education activities as well as Capitol Complex security.
- Primary customers are the 4,007,753 licensed drivers in Minnesota, operating 6,887,625 registered motor vehicles, visitors to our state, pedestrians and bicyclists, in addition to assisting other local, county, state, and federal law enforcement agencies. Additional customers include the trucking industry and federal commercial vehicle related partners. The State Patrol serves 14,000 state employees and 300,000 visitors who visit the State Capitol each year.
- Sources of funding include trunk highway funds, special revenue funds, emergency 911 funds, and federal funds. Special revenue funds include motor vehicle title transfer surcharges, disposition of drug forfeitures, portion of the seat belt violation fine money, service fees for air patrol services, escort service fees, and E911 service fees. The general fund supports security activities at the State Capitol.

### Strategies:

- The State Patrol enforces motor vehicle, commercial vehicle, and traffic related statutes to reduce the deaths, injuries, property damage, and life changing events on Minnesota's roadways.
- Educational programs and mass media efforts aim to increase voluntary compliance with driving behaviors that will make our roadways safer.
- Assists other federal, state, county, and local allied agencies in their public safety efforts.
- Strives to reduce the number of fatalities per 100 million miles traveled.
- Works with other law enforcement agencies in Minnesota, the Minnesota Department of Transportation, the Office of Traffic Safety, and other stakeholders involved in the traffic safety cause.
- The Commercial Vehicle Section works with federal partners, the trucking industry, and pupil transportation operations in Minnesota.
- The Capitol Security Section works with the employees and visitors on the Capitol Complex, including the Governor and other elected officials.

### Results:

- Traffic safety strategies in Minnesota are working, as evident in the drastic reduction in fatal crashes over the past several years.
- Aggressive seat belt education and enforcement is increasing voluntary compliance to an all-time high.
- The number of alcohol involved fatalities continues to drop overall, however the percentage of fatalities being alcohol involved has remained relatively steady, with an increase from 2010 to 2011.
- Continued refinement of Minnesota's impaired driving laws, ignition interlock program, and enforcement programs will be aimed at reducing the number and percentage of alcohol involved fatalities.
- The fatality rate for commercial vehicle involved crashes declined greatly from 2010 to 2011.

Performance Measures	Previous	Current	Trend
Fatalities per 100 million miles traveled	.72	.65	Improving
Percentage of fatal crashes involving alcohol	32%	37%	Worsening*
Voluntary seat belt compliance rate	92.3%	92.7%	Improving
Commercial Motor Vehicle fatality rate per 100 million miles traveled	.17	.09	Improving

Performance Measures Notes:

\*The total number of alcohol involved fatalities has decreased; however, the percentage of alcohol involved fatalities as increased.

## Public Safety Driver & Vehicle Services

<http://dps.mn.gov/divisions/dvs>

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### Statewide Outcome(s):

Driver and Vehicle Services (DVS) supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

DVS maintains the integrity of the driver's license and ID card issuance process, the title issuance process, and the vehicle registration process in order to ensure accuracy and security, and to prevent fraud. DVS ensures the proper collection of fees and taxes which are used to support the state's transportation system and other state programs designed to protect the safety of the public. DVS operations are funded by the Driver Services Special Revenue Account and the Vehicle Services Special Revenue Account.

### Strategies:

- Annually, DVS issues over one million license plates, offering more than 70 varieties of license plate designs. The plates are produced to make roadways safer through improved accuracy, readability, and reflectivity.
- DVS conducts routine audits of users of driver and motor vehicle data to determine if access to private information is appropriate and within statutory compliance.
- DVS collects tax revenue (motor vehicle sales tax, fuel taxes on commercial vehicles, and registration taxes) and performs audits to ensure the correct payment of fees and taxes so that the state has the necessary funding to improve highway safety and roadway standards.
- DVS issues certificates of title to provide evidence of vehicle ownership, mileage and the existence of any brands, in order to protect consumers as well as to record security interests (liens) to protect financial interests of banks and lending institutions.
- DVS regulates auto dealers, deputy registrars, and DL agents and ensures the correct payment of taxes and fees in order to protect consumers.
- DVS tests driving knowledge and skills to measure the competence of driver educators and driver license applicants in order to protect the public's safety.
- DVS issues driver's licenses after verification of identity and residency to ensure one driver, one license and one driving record in order to protect the public's safety and prevent fraud.
- DVS denies and/or withdraws driving privileges from those drivers who do not qualify or violate the law in order to keep unsafe drivers off the road.
- DVS partners with local, state, and federal regulatory and law enforcement agencies to deter auto theft and identify fraud, to promote highway safety and to protect the public's safety.
- DVS is designing, building and implementing the Minnesota Licensing and Registration System (MNLARS) to meet the changing business needs of our customers and to enhance customer service.

### Results:

- Revenues are collected timely and accurately for distribution to appropriate state agencies and organizations.
- Records are promptly and accurately updated to assist law enforcement, courts and others.
- Motor vehicle fraud and theft crimes are deterred.
- Strategies to provide additional staff training in order to strengthen driver testing are working as borne out by statistics showing applicants who are taking tests are passing tests and licenses are being issued.
- Problem drivers are working toward reinstatement through programs including ignition interlock and driver diversion.
- The Driver and Vehicle Services Special Revenue accounts provide DVS with the necessary funding to carry out motor vehicle and driver services programs and regulations statewide.
- Routine audits of users are conducted to determine if access to private information is appropriate and within statutory compliance so that private data is protected.

- The implementation of internal controls and the auditing of motor vehicle and driver's license fees within 48 hours results in guaranteeing business practices are properly adhered to by DVS business partners.

Performance Measures	Previous	Current	Trend
Testing – written, road, CDL (commercial driver license)	550,908	556,700	Increasing
Vehicle Registrations issued	4,362,879	4,380,824	Increasing
Motor vehicle title certificates produced	1,205,580	1,190,451	Decreasing
Number of 24/7 self-service transaction performed	21%	21%	Stable

Performance Measures Notes:

Continue to assess customer needs related to the driver testing and license issuing processes by staying aware of demographic trends statewide. Adjust staffing needs as needed based on our finding through changes in work processing. Titling for new vehicles is currently at ten days and at 87 days for title transfers for used cars.

Between July 2011 and July 2012, title turnaround increased from 73 days to 95 days for certain vehicles (vehicles coming from out of state and some used cars). DVS is addressing the title backlogs through changes in work processing to reduce the backlog with the goal to decrease title turnaround to 30 days for all transaction types.

Continue to analyze current production processes, apply Lean principles, and implement process improvement changes.

Ongoing efforts to improve technology to offer timely customer service options.

## Public Safety

# Gambling & Alcohol Enforcement

<http://dps.mn.gov/divisions/age>

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### Statewide Outcome(s):

Alcohol and Gambling Enforcement supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

Alcohol and Gambling Enforcement protects and serves the public through the uniform interpretation and enforcement of the state's liquor and gambling laws and rules. The division acts to maintain stability and integrity in the alcoholic beverage and gaming industry through management of licensing, education, enforcement and regulation.

The division addresses the licensing, sales, importation, manufacture and distribution of alcohol throughout Minnesota. It also addresses issues related to lawful gaming, illegal gambling, and other gambling related crimes. In addition, the division is responsible for licensing of gambling device distributors and manufacturers, background investigations for state and tribal entities, and the monitoring of tribal gaming as it relates to the compacts.

Primary customers include the entire alcohol and gambling industries and their associations, local and federal units of government, and other state, local and federal agencies. Additional customers include alcohol consumers, and citizens that engage in gambling activities.

Sources of funding include general fund appropriations, special revenue funds generated from the Indian Nation Compacts, criminal background check fees, and gambling forfeitures.

### Strategies:

- Enforce laws related to lawful and illegal gambling to stop and prevent further criminal activity, and to prevent further financial loss to victims.
- Provide consistent enforcement and regulation of the alcohol industry to ensure safe manufacturing, importation, distribution and sales of alcohol.
- Provide training, information, assistance and education to industry and government officials, other law enforcement entities, and gaming regulators, to increase safety and compliance in the alcohol and gaming industries.
- Efficiently issue, approve, and certify, over 20,000 liquor licenses and 57,000 brand label registrations while maintaining and ensuring integrity in the alcoholic beverage industry.
- Perform background investigations and criminal history checks to ensure state gaming licensees, contractors and vendors are legitimate and operate within the law.
- Review tribal audits, provide background and criminal history checks for tribal entities, monitor and conduct inspections of Class III games, and work in collaboration with federal and tribal governments, to ensure the integrity of Indian gaming within Minnesota.

### Results:

- Theft and/or mismanagement of charitable gambling funds have declined dramatically.
- Voluntary compliance and the integrity of the alcohol industry is increasing.
- Brand label registrations are reviewed for product safety and efficiently processed to ensure rapid product distribution for our primary customers.
- Our efficiency in completing criminal history checks allows our customers to more quickly process employment and licensing applications, and prevents disqualified applicants from entering the alcohol and gaming industries.

Performance Measures	Previous	Current	Trend
Charitable Gaming net cash shortages (2002-2011)	\$1,500,000	\$500,000	Improving
Alcohol Complaints (2005-2011)	1267	1075	Improving*
Industry & Government formal inquiries and request for assistance (2005-2010)	1249	2210	Improving*
Brand Label Registration processing (2011 to 2012)	30 days to process	4 days to process	Stable**
Increase in Criminal History Checks per year / Decline in processing time (2011 to 2012)	22,000/2 days	25,775/1 day	Stable**

Performance Measures Notes:

\*Despite the increase in number of liquor licenses issued and the continuous growth in the alcohol industry, complaints have continued to decline and inquiries have continued to increase suggesting better voluntary compliance and continued integrity in the alcohol industry.

\*\*Processes improved due to a Lean Kaizen efficiency improvement approach.

# Public Safety

## Traffic Safety

<http://dps.mn.gov/divisions/ots>

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### Statewide Outcome(s):

The Office of Traffic Safety (OTS) supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

Traffic crashes are the number one cause of death and serious injury for Minnesotans from the age of one through 34 years. The OTS supports programs to reduce traffic fatalities and serious injuries through increasing seat belt use, decreasing impaired driving, moderating speeds and reducing distracted driving behaviors. OTS programs include crash data improvement, traffic crash analysis and program evaluation.

These programs serve Minnesota citizens, local units of government and non-profit agencies. The programs are funded by a mix of special revenue funds, trunk highway fund appropriations and approximately \$20 million from the National Highway Traffic Safety Administration (NHTSA) programs which pass through to state and local entities to address traffic safety programs.

### Strategies:

The OTS provides approximately 160 grants to 300 local units of governments and non-profit agencies to support strategies to improve motorists' behavior by using public education and outreach, traffic enforcement, policy development, and community safety programs. The OTS partners include the Minnesota State Patrol, Minnesota Department of Transportation, Minnesota Department of Health, Driver and Vehicle Services, Bureau of Criminal Apprehension, county and municipal governments and traffic safety advocate organizations. The OTS utilizes:

- Data driven proven countermeasures targeting populations that are overrepresented in traffic crashes which include high visibility enforcement coupled with public outreach and education.
- Strong traffic safety laws such as primary seat belt, graduated driver's license, driver license sanctions and ignition interlock.
- Strong partnerships with other state agencies and local stakeholders to address traffic safety in a collaborative effort statewide.

### Results:

The OTS has been successful in meeting performance measures that are directly related to our strategies. Factors driving the performance trend are enhanced legislation, improved driver and passenger behavior, improved vehicle safety features, improved roadways, and improved emergency medical services.

Performance Measures	Previous	Current	Trend
Traffic Fatalities	458	368	Improving
Serious Injuries	1,519	1,159	Improving
Unbelted Fatalities	145	120	Improving
Alcohol Related Fatalities	138	111	Improving

#### Performance Measures Notes:

1. Performance measures compare five year average 2006-2010 (previous) to 2011 (current).
2. The statewide observational seatbelt survey indicates 93.6 percent of front seat vehicle occupants are wearing their seatbelts.

# Public Safety

## Pipeline Safety

<http://dps.mn.gov/divisions/ops>

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### Statewide Outcome(s):

Pipeline Safety supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

The mission of the Office of Pipeline Safety is to protect lives, property and the environment through the implementation of a program of gas and hazardous liquid pipeline inspections, enforcement, accident investigations and education.

Pipeline Safety inspectors provide oversight of the key issues of pipeline construction, operations and maintenance, records and field evaluations, integrity management plans, employee qualification programs and drug and alcohol testing programs.

The primary customers are the general public, utility companies, excavators and underground utility locators.

The Office is funded by a mix of special revenue funds that come from pipeline safety inspection fees and federal funds that come from an agreement with the Pipeline & Hazardous Materials Safety Administration (PHMSA) within the US Department of Transportation (DOT).

### Strategies:

- Pipeline Safety staff are responsible for statewide inspections of the natural gas and hazardous liquid pipeline facilities. As agents for the US DOT, staff inspects 9,893 miles of interstate pipelines in addition to over 63,000 miles of intrastate pipelines.
- Pipeline Safety staff inspect 30 municipal gas systems, 14 private gas distribution systems and over 90 pipeline facility operators.
- Staff responds to pipeline accidents and incidents, working cooperatively with the National Transportation Safety Board, the US DOT/PHMSA and the Minnesota Pollution Control Agency.
- Staff promote damage prevention, enforce the Gopher State One Call law (requires excavators to call before they dig and utility operators to mark their facilities), supports an emergency notification center, and maintains data and maps on pipelines.
- Staff also conduct dig safely education seminars at several utility coordinating committee events, public speaking opportunities, pipeline operator training and damage prevention seminar's.

### Results:

- Strategies listed above are directed toward preventing accidents, fatalities, injuries and property damage. Minnesota statistics in these areas are very favorable when compared to other Midwestern States.

Performance Measures	Previous	Current	Trend
Number of damages to gas pipelines per 1,000 locates (excavations called in to the one call center)	2.16/1,000	2.19/1,000	Stable
Number of significant pipeline incidents in Minnesota	10	3	Decreasing
Number of fatalities at pipeline incidents in Minnesota	0	0	Stable

### Performance Measures Notes:

Pipeline Safety staff respond onsite or by telephone to all damages reported in to the State Duty Officer (required for operators). Reports are completed on all damages. Education on proper/improper techniques is provided where necessary and can include warnings and penalties.

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Significant pipeline incidents data is obtained from PHMSA website. Significant is defined in terms of deaths, injuries and property damage.

Fatal pipeline incident investigations are completed in cooperation with PHMSA, the NTSB and pipeline company investigators (when appropriate).

# Public Safety

## Office of Justice Programs

<http://dps.mn.gov/divisions/ojp>

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### Statewide Outcome(s):

The Office of Justice Programs (OJP) supports the following statewide outcome(s).

People in Minnesota are safe.

### Context:

OJP provides funding, training and technical assistance to local, tribal, and state entities in support of critical safety programming.

The mission of OJP is to improve community safety and assist crime victims.

- Key Issues:
  - Youth and community crime prevention and intervention
  - Juvenile and Criminal Justice system improvement
  - Reduced recidivism
  - Crime victim rights and restoration
  - Multi-jurisdictional violent crime enforcement
- Primary Customers: Local, tribal and state grantees, criminal justice professionals and victims of crime.
- Funding: state general fund, special revenue, restitution, sub-rogation, state inmate wages and federal formula and discretionary grants.

### Strategies:

- OJP administers evidence-based and promising practice grant programs designed to improve personal and community safety and/or enhance the functioning of the criminal justice system. Program types include: youth and community crime prevention and intervention; juvenile delinquency prevention; substance abuse in the jail and correctional setting; offender reentry; problem solving courts; criminal and juvenile justice technology; forensic lab; automated victim notification systems; violent crime enforcement teams and safety and support services for victims of domestic violence, sexual assault, child abuse and general crime.
- OJP provides monitoring services and technical assistance to grantees to ensure appropriate expenditure of funds and optimal program outcomes.
- OJP provides reimbursement of costs incurred as a result of a violent crime to help victims recover their health and economic stability.
- OJP investigates violations of crime victim rights to ensure justice and improve victim satisfaction.
- OJP provides information and assistance in navigating the criminal justice system to provide clarity and an opportunity for meaningful victim participation in the process.
- OJP provides best practices training for crime victim service providers and juvenile and criminal justice practitioners to improve program services.
- OJP provides criminal and juvenile justice information to the public and practitioners and conducts and disseminates relevant juvenile and criminal justice research to improve safety outcomes.
- Key partners include: Grantees, Crime Victim Coalitions, Criminal and Juvenile Justice Practitioners and Associations, Chief and Sheriff's Association's, Bureau of Criminal Apprehension, Community Organizations, Departments of Corrections, Health, Education and Human Services, Minnesota Housing Finance, the Reparations Board, Juvenile Justice Advisory Committee and the Violent Crime Coordinating Council.

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**Results:**

Performance Measures	Previous	Current	Trend
# of youth engaged in prevention/intervention programming	10,000	10,000	Stable
# of domestic violence victims provided emergency shelter who created a safety plan	10,139	9,739	Worsening*
# of guns seized	662	694	Improving
% of reparations claimants who rated services fair, good or very good	97%	98%	Stable
% of trainees rating training as meeting their expectations	85%	97%	Improving
% of grantees who rated technical assistance helpful		Pending	

## Performance Measures Notes:

Crime has dropped significantly across the nation over the last five years. Total arrests in Minnesota declined by 20.4 percent from 2006 to 2011; adult arrests by 16.3 percent and juvenile arrests by 33 percent. While criminal justice researchers are somewhat baffled as to all the reasons for the downward trend they do cite programming that engages young people in healthy activities, focused data driven law enforcement strategies and implementation of research and/or evidence based juvenile and criminal justice programming as contributing factors. OJP is committed to researching best practices, disseminating up to date information and supporting multi-disciplinary, research and evidence-based strategies to improve safety and effectively serve victims of crime in Minnesota.

\*Worsening trend likely due to longer lengths of stay due to lack of affordable housing

# Public Safety Emergency Comm Networks

<http://dps.mn.gov/divisions/ecn>

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## Statewide Outcome(s):

The Emergency Communication Networks (ECN) supports the following statewide outcome(s).

People in Minnesota are safe.

## Context:

The radio communication capability of emergency responders is often a matter of life or death. The analog radio systems used for the past 60 years are outmoded and problematic by today's technology standards. The 911 system is also a critical communications system that allows the citizens of Minnesota to request emergency assistance. The current system is over 30 years old and is not able to accommodate text to 911 or services like OnStar that allow vehicles to send accident information. The ECN program was created to plan, organize, implement, and operate a state of the art digital radio system and 911 high speed network that allows better communication within each public safety entity (individual police departments), and also across public safety providers (police, fire, state patrol, ambulance, sheriff, BCA, and others).

- ECN works closely with local governments to create a system that meets the unique needs of each local government that chooses to participate. All local government involvement is voluntary. The construction and operation of a statewide network of microwave cell towers (the "backbone" of the radio system) is ECN's responsibility. Local governments are responsible for planning, building and equipping the local systems that communicate through the backbone.
- Primary customers include public safety officials and responders; local units of government; state agencies such as Departments of Transportation, Corrections, Natural Resources, National Guard, State Patrol; federal agencies; tribal units of government and citizens of Minnesota requesting emergency assistance.
- The ECN programs are funded from revenues collected from a 911 fee paid by every telephone communications customer and deposited in the 911 Special Revenue Account. The radio system is provided through revenue bonds sold by the state, paid for through the 911 fee.

## Strategies:

- Deliver customer focused data and voice network solutions that enhance public safety interoperable communications for emergency responders.
- Support the Statewide and Regional Governance structure set up to ensure regional committees work within a Statewide Communications Interoperability Plan framework.
- Achieve 95% mobile coverage across all rural and metro counties in the state.
- Create statewide standards and operating procedures in partnership with state and local users.
- Provide grant dollars to local units of government to purchase necessary equipment needed to respond to requests for emergency assistance.
- Develop training to support regular comprehensive region-wide training and exercises.

## Results:

- Providing consistent public safety communications technology statewide to all counties allows seamless communication across county and city boundaries and across public safety disciplines as demonstrated below:
  - Missing child in Wisconsin: Minnesota emergency personnel communicated with Wisconsin emergency personnel via ARMER radios patched into VHF users in Wisconsin. Prior to ARMER, Minnesota volunteers would not have had radio coverage in the area.

- Presidential visit to Cannon Falls: rapid radio coordination, necessary between Secret Service, law from various counties, local public works and State Patrol demonstrates a multi discipline use of one shared system with other systems.
  - Northeast Minnesota floods of 2012: ARMER system utilized for all emergency communications in lieu of the public telephone network. ARMER radios used across all public safety disciplines as well as used by 911 network provider to communicate with personnel in the area working to bring up local network.
  - Fires in Northeast Minnesota of 2012: The Department of Natural Resources, Lake and St. Louis county law enforcement and fire report mobile coverage good even without all the towers completed in the area.
- Supporting the Statewide and Regional governance structure and it's committees allows for ongoing creation of technical and operational standards with input from local responders and other state agencies such as Minnesota Department of Transportation.
  - Alignment with federal homeland security strategic goals and initiatives provides state and local governments the ability to handle major emergency incidents in compliance with federal incidence command and provide the state and counties with additional grant dollars for equipment and training. On line ARMER training developed in partnership with Alexandria Technical College.

Performance Measures	Previous	Current	Trend
Build out of 324 tower sites statewide to provide 95% mobile coverage across all rural and metro counties in the state	65% or 200 towers on air	81% or 265 towers on air	Improving
Counties migrated to the ARMER statewide Interoperable Public Safety Radio Communications system	20	37*	Improving
Public Safety Answering Points migrated to NG911 network	0	5	Improving
911 Dispatch Centers able to receive telephone number and address information from wireless, Voice over Internet Protocol (VoIP), and wireline devices	100%	100%	Stable
911 PSAP Consolidations	10	14	Improving

Performance Measures Notes:

- 72 of 87 counties have signed Board Resolutions with the intent to join the ARMER system. Counties are in various stages of migration due to availability of towers with the goal to be on air December 31, 2012.
- PSAP Consolidation decisions are at the discretion of the local units of government.

## Public Safety

### MN Firefighters Trng. & Educ

<http://www.mbfte.state.mn.us>

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#### Statewide Outcome(s):

The Board of Firefighter Training & Education supports the following statewide outcome(s).

People in Minnesota are safe.

#### Context:

The mission of the Minnesota Board of Firefighter Training & Education (MBFTE) is to standardize fire training by providing funding and licensing firefighters. Board members are appointed by the Governor as specified in Minnesota Statutes Chapter 299N (<https://www.revisor.mn.gov/statutes?id=299N>).

The board consists of the following representatives:

- the Minnesota State Fire Department Association (5),
- the Minnesota State Fire Chiefs Association (2),
- the Minnesota Professional Firefighters (2),
- the League of Minnesota Cities (2),
- the Association of Townships (2),
- and 1 public member not affiliated with these groups.

The board's key issues are to review fire service training needs; make recommendations; establish standards for educational programs, including oversight and instructor qualifications; and licensing firefighters. Licensing is mandatory for full-time firefighters, and voluntary for volunteers.

The board's primary customers are the state's fire chiefs, firefighters, and local government officials. Key partners include public agencies and private companies that provide fire training. All citizens and visitors to the state are stakeholders.

Funding comes from the Special Revenue Fund – Fire Safety Account. The amount provided is based on a recommendation by the Fire Service Advisory Committee to the commissioner of Public Safety.

#### Strategies:

- Members bring issues from the groups they represent to the board for discussion. Strategies are then developed through the training or licensing committees.
- Funding for approved training is provided on a reimbursement basis to fire departments for training that meets national or state standards.
- Funding is also provided to fire service associations and groups, for seminars, workshops, and conferences. This lowers the cost and allows more firefighters to take specialized training.

#### Results:

The driving factor behind the growing number of trained firefighters is the growing number of fire departments participating in the training reimbursement program. This is a direct result of the board's outreach program to statewide, regional and local fire service groups.

Local fire chiefs report that for many firefighters, achieving the level of Firefighter I and II (including Hazardous Materials Operations level) was a direct result of funding provided by the MBFTE.

Performance Measures	Previous	Current	Trend
Number of fire departments requesting reimbursement	344	524	Improving
Number of fire departments that have never requested funds	284	163	Improving
Number of firefighters trained through this program	8,684	13,754	Improving

Performance Measures Notes:

There are a total of 785 fire departments in Minnesota. The number listed above as “current” is for Round 5 of the reimbursement program. Because of a special effort by MBFTE staff, the number of fire departments participating in this program increased substantially in Round 5.