

# FY 2006/2007 Metropolitan Area Transit Biennial Budget

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Senate Transportation Committee

Peter Bell  
February 22, 2005

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# Metro Area Transit Revenue Projections

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# Total State General Fund

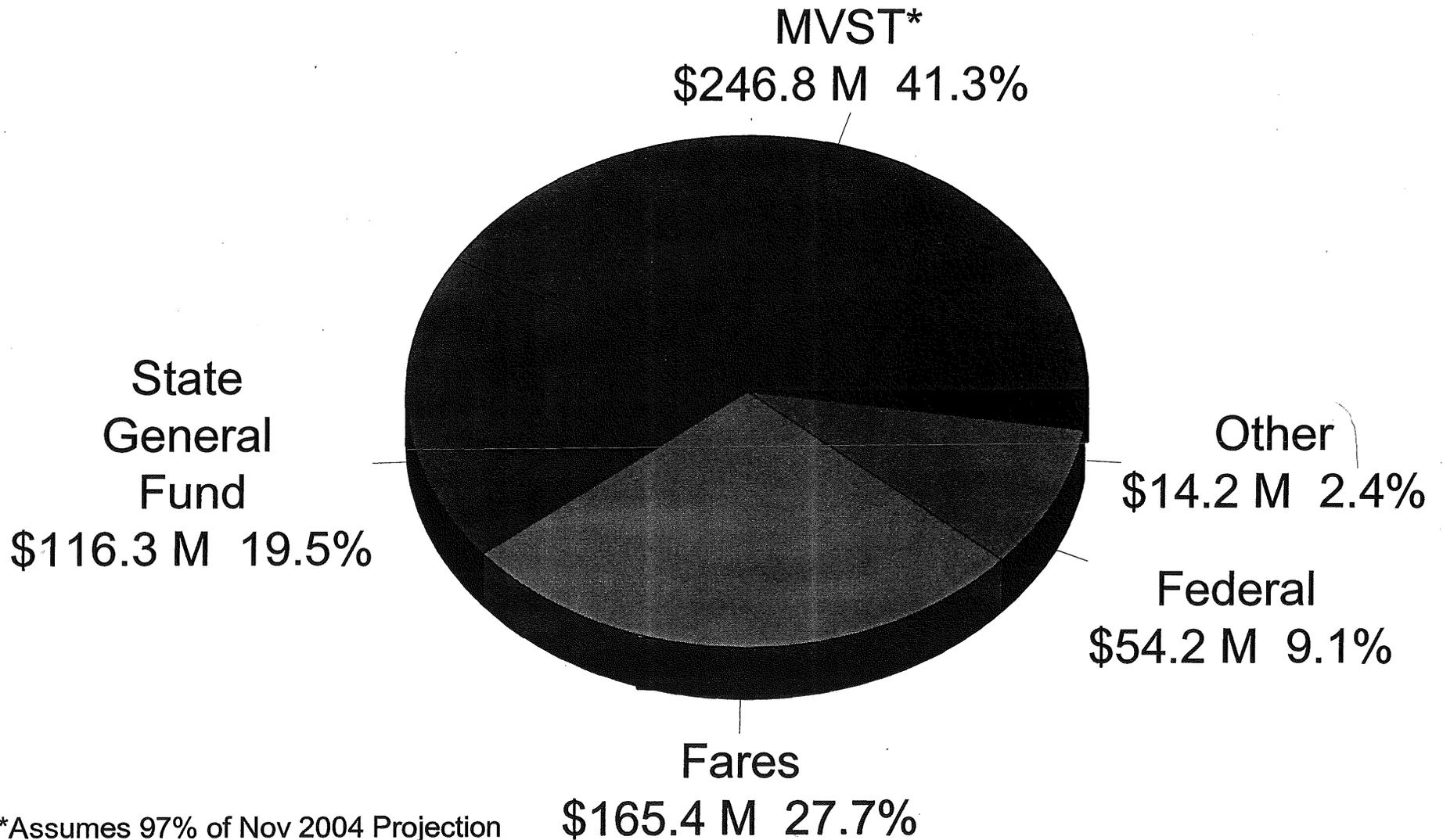
## Metro Area Transit

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	<u>FY 2004/5</u>	<u>FY 2006/7</u>	<u>Change</u>
General Fund Bus	\$105.4 M	\$106.9 M	1.4%
<u>General Fund Rail</u>	<u>\$6.7 M</u>	<u>\$9.4 M</u>	<u>40.0%</u>
Total	\$112.1 M	\$116.3 M	3.7 %

# FY 2006/07 Budgeted Transit Revenues: \$596.9 M

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# Transit Revenues

## Metro Area Transit

Budgeted Revenues	FY 2004/5	FY 2006/7	Change
MVST	*\$255.1	**\$246.8	-3.3%
State Gen Fund	\$112.1	\$116.3	3.7%
Fares	\$153.4	\$165.4	7.8%
Federal	\$50.9	\$54.2	6.7%
Local/Other	\$9.9	\$14.2	42.4%
<b>Revenues</b>	<b>\$581.4</b>	<b>\$596.9</b>	<b>2.7%</b>

# MVST Revenue Projections

## Metro Area Transit

	February 2004 Projection	November 2004 Projection	Change
➤ FY 2004	\$130.7	\$127.7	-\$3.1
➤ FY 2005	\$134.7	\$123.3	-\$11.4
➤ FY 2006	\$133.3	\$124.6	-\$8.6
➤ FY 2007	\$142.7	\$131.1	-\$11.6

# Fare Structure

## Metro Area Transit

	2000	*2001	**2003
<b>Regular Route</b>			
Off-Peak Local	\$1.00	\$1.25	\$1.25
Peak Local	\$1.50	\$1.75	\$1.75
Off-Peak Express	\$1.50	\$1.75	\$1.75
Peak Express	\$2.00	\$2.25	\$2.50
Student/Senior	\$0.50	\$0.50	\$0.50
<b>Metro Mobility</b>			
Off-Peak	\$2.00	\$2.00	\$2.50
Peak	\$2.50	\$2.50	\$3.00

\*25¢ across the board increase except Metro Mobility

\*\*25¢ peak hour express increase & 50¢ Metro Mobility increase

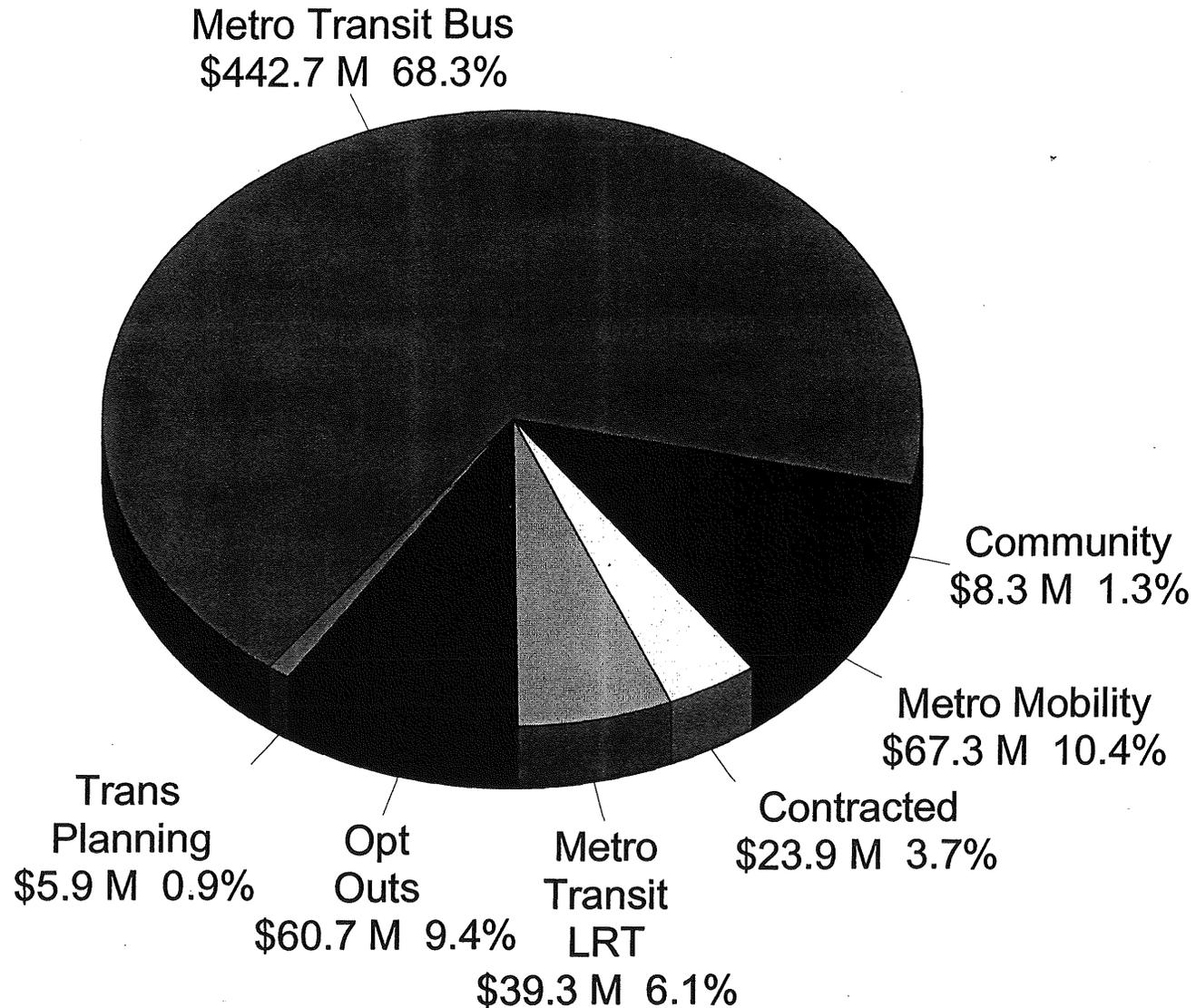
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# Metro Area Transit Expenditures

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# FY 2006 - 2007 Biennium Transit Expenditures: \$648.1M

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# Transit Expenses

## Metro Area Transit

	FY 2004/5	FY 2006/7	Change
<u>Metro Transit Bus</u>			
- Salary/Benefits	\$326.6	\$350.5	7.3%
- Fuel	\$21.8	\$25.0	14.7%
- Materials/Utilities	\$24.9	\$25.4	2.0%
- <u>Ins/Contracted/Other</u>	<u>\$39.2</u>	<u>\$41.8</u>	<u>6.6%</u>
Subtotal MT Bus	\$412.5	\$442.7	7.3%
Light Rail	\$21.6	\$39.3	81.9%
Other Council Programs	\$96.2	\$105.4	9.6%
Opt Outs	\$55.6	\$60.7	9.2%
<b>Total</b>	<b>\$585.8</b>	<b>\$648.1</b>	<b>10.6%</b>

# FY 2006/2007 Revenues and Expenditures Metro Area Transit

	Revenues	Expense	Variance
FY 2004	\$284.2 M	\$283.9 M	\$0.3 M
FY 2005	*\$297.2 M	\$301.9 M	- \$4.7 M
<b>FY 2004/05</b>	<b>\$581.4 M</b>	<b>\$585.8 M</b>	<b>- \$4.4 M</b>
FY 2006	\$295.9 M	\$317.1 M	- \$21.2 M
FY 2007	\$301.0 M	\$331.0 M	- \$30.0 M
<b>FY 2006/07</b>	<b>**\$596.9 M</b>	<b>\$648.1 M</b>	<b>- \$51.2 M</b>
<b>Biennial Change</b>	<b>2.7%</b>	<b>10.6%</b>	

# FY 2006/2007 Revenues and Expenditures Metro Area Transit

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\$51.2 M Biennial Variance

\$3.7 M Opt Out Variance

\$47.5 M Council Variance

**Council Annual Variance: \$23.75 M**

# Metropolitan Council Proposed Actions

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Service Efficiencies

Administrative Support Adjustments

Cost Containment

Revenue Enhancements

Service Restructuring

# Efficiencies

## Annual Target

### Service Efficiencies

- |                             |         |
|-----------------------------|---------|
| ■ High Subsidy Routes       | \$1.5 M |
| ■ Low Productivity Segments | \$1.0 M |
| ■ Managed Competition       | \$0.5 M |

### Impacts:

- 700,000 rides lost (1.0%)
- 2.2% hours of service

<u>Tightened Metro Mobility Eligibility</u>	<u>\$0.3 M</u>
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**Total**

**\$3.3 M**

# Administrative Support

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Reduce administrative support  
commensurate with reductions in  
service

**Annual Target: \$3.0 M**

# Cost Containment

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- Health Care Cost
- Energy Conservation

**Annual Target: \$2.25 M**

# Revenue Enhancements

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- Regular Route Fare Increase
  - 2.5 M rides (3.7%) lost annually
  - Annual Target: \$4.0 M
  
- Metro Mobility Fare Increase
  - Annual Target: \$.5 M
  
- Property Tax Offset
  - Annual Target: \$3.0 M

# Service Restructuring

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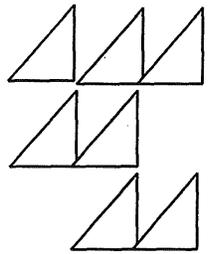
- Bus Regular Route/LRT
  - Annual Target \$6.2 M
  - Impacts:
    - 5.5% hours of service
    - 3.1% ridership loss (2.1 M rides annually)
  
- Metro Mobility/Community Programs
  - Annual Target: \$1.5 M
  - Impacts:
    - 4.5% ridership loss

**Total Annual Target: \$7.7 M**

# Proposed Actions

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	<u>Annual</u>	<u>Biennial</u>
■ Service Efficiencies:	\$3.3 M	\$6.6 M
■ Administrative Support :	\$3.0 M	\$6.0 M
■ Cost Containment:	\$2.25 M	\$4.5 M
■ Revenue Enhancements:	\$7.5 M	\$15.0 M
■ Service Adjustments:	\$7.7 M	\$15.4 M
<b>Total</b>	<b>\$23.75 M</b>	<b>\$47.5 M</b>



# **Metropolitan Council**

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*Dollars in Thousands*

	Current		Governor Recomm.		Biennium 2006-07
	FY2004	FY2005	FY2006	FY2007	
<b><u>Expenditures by Fund</u></b>					
<b>Direct Appropriations</b>					
General	5,680	6,988	5,242	5,247	10,489
Special Revenue	817	994	994	994	1,988
Trunk Highway	91,297	97,454	73,346	73,337	146,683
Highway Users Tax Distribution	10,470	11,300	8,443	8,513	16,956
<b>Open Appropriations</b>					
Highway Users Tax Distribution	7,051	8,462	0	0	0
<b>Statutory Appropriations</b>					
General	776	892	878	878	1,756
State Government Spec Revenue	722	979	0	0	0
Special Revenue	10,102	12,824	56,013	55,377	111,390
Trunk Highway	68	177	55	55	110
Federal	31,577	44,104	33,800	27,031	60,831
Reinvest In Minnesota	9	8	8	8	16
Gift	60	52	45	45	90
<b>Total</b>	<b>158,629</b>	<b>184,234</b>	<b>178,824</b>	<b>171,485</b>	<b>350,309</b>
<b><u>Expenditures by Category</u></b>					
Total Compensation	95,558	102,706	105,017	104,482	209,499
Other Operating Expenses	42,873	62,590	51,133	47,739	98,872
Payments To Individuals	1,174	1,322	1,298	1,298	2,596
Local Assistance	18,969	17,564	16,875	16,872	33,747
Other Financial Transactions	55	52	45	45	90
Transfers	0	0	4,456	1,049	5,505
<b>Total</b>	<b>158,629</b>	<b>184,234</b>	<b>178,824</b>	<b>171,485</b>	<b>350,309</b>
<b><u>Expenditures by Program</u></b>					
Admin & Related Services	9,324	10,170	11,516	11,526	23,042
State Patrol	83,015	99,535	91,697	85,704	177,401
Driver & Vehicle Services	43,963	53,334	54,774	53,373	108,147
Traffic Safety	20,467	19,098	18,776	18,821	37,597
Pipeline Safety	1,860	2,097	2,061	2,061	4,122
<b>Total</b>	<b>158,629</b>	<b>184,234</b>	<b>178,824</b>	<b>171,485</b>	<b>350,309</b>
<b>Full-Time Equivalent (FTE)</b>	<b>1,485.8</b>	<b>1,514.8</b>	<b>1,491.5</b>	<b>1,440.3</b>	

**PUBLIC SAFETY DEPT**  
 Program: STATE PATROL

Program Summary

*Dollars in Thousands*

	Current		Governor Recomm.		Biennium 2006-07
	FY2004	FY2005	FY2006	FY2007	
<b><u>Direct Appropriations by Fund</u></b>					
<b>General</b>					
Current Appropriation	2,871	2,871	2,871	2,871	5,742
Subtotal - Forecast Base	2,871	2,871	2,871	2,871	5,742
<b>Total</b>	<b>2,871</b>	<b>2,871</b>	<b>2,871</b>	<b>2,871</b>	<b>5,742</b>
<b>Trunk Highway</b>					
Current Appropriation	66,869	67,069	67,069	67,069	134,138
<b>Technical Adjustments</b>					
Current Law Base Change			15	6	21
Subtotal - Forecast Base	66,869	67,069	67,084	67,075	134,159
<b>Total</b>	<b>66,869</b>	<b>67,069</b>	<b>67,084</b>	<b>67,075</b>	<b>134,159</b>
<b>Highway Users Tax Distribution</b>					
Current Appropriation	92	92	92	92	184
Subtotal - Forecast Base	92	92	92	92	184
<b>Total</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>184</b>
<b><u>Expenditures by Fund</u></b>					
<b>Direct Appropriations</b>					
General	2,715	3,227	2,871	2,871	5,742
Trunk Highway	61,426	66,037	67,084	67,075	134,159
Highway Users Tax Distribution	33	151	92	92	184
<b>Statutory Appropriations</b>					
General	776	887	873	873	1,746
State Government Spec Revenue	722	979	0	0	0
Special Revenue	7,567	9,115	6,987	6,996	13,983
Trunk Highway	67	171	55	55	110
Federal	9,709	18,968	13,735	7,742	21,477
<b>Total</b>	<b>83,015</b>	<b>99,535</b>	<b>91,697</b>	<b>85,704</b>	<b>177,401</b>
<b><u>Expenditures by Category</u></b>					
Total Compensation	61,434	67,176	67,493	66,661	134,154
Other Operating Expenses	19,178	29,861	19,602	17,851	37,453
Payments To Individuals	555	297	476	476	952
Local Assistance	1,848	2,201	1,796	1,793	3,589
Transfers	0	0	2,330	(1,077)	1,253
<b>Total</b>	<b>83,015</b>	<b>99,535</b>	<b>91,697</b>	<b>85,704</b>	<b>177,401</b>
<b><u>Expenditures by Activity</u></b>					
Patrolling Highways	70,912	81,382	75,603	69,808	145,411
Commercial Vehicle Enforcement	8,718	13,735	12,387	12,189	24,576
Capitol Complex Security	3,385	4,418	3,707	3,707	7,414
<b>Total</b>	<b>83,015</b>	<b>99,535</b>	<b>91,697</b>	<b>85,704</b>	<b>177,401</b>
<b>Full-Time Equivalent (FTE)</b>	<b>858.1</b>	<b>892.5</b>	<b>861.6</b>	<b>828.5</b>	

**PUBLIC SAFETY DEPT**

Program: DRIVER & VEHICLE SERVICES

Program Summary

	Current		Governor Recomm.		Biennium 2006-07
	FY2004	FY2005	FY2006	FY2007	
<i>Dollars in Thousands</i>					
<b><u>Direct Appropriations by Fund</u></b>					
<b>General</b>					
Current Appropriation	1,774	1,774	1,774	1,774	3,548
Subtotal - Forecast Base	1,774	1,774	1,774	1,774	3,548
<b>Governor's Recommendations</b>					
Driver Services Operating Acct.		0	(56)	(56)	(112)
Vehicle Services Operating Acct.		0	(1,718)	(1,718)	(3,436)
<b>Total</b>	<b>1,774</b>	<b>1,774</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Trunk Highway</b>					
Current Appropriation	24,402	24,362	24,362	24,362	48,724
<b>Technical Adjustments</b>					
Current Law Base Change			54	49	103
Subtotal - Forecast Base	24,402	24,362	24,416	24,411	48,827
<b>Governor's Recommendations</b>					
Driver Services Operating Acct.		0	(24,416)	(24,411)	(48,827)
<b>Total</b>	<b>24,402</b>	<b>24,362</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Highway Users Tax Distribution</b>					
Current Appropriation	10,734	10,734	10,734	10,734	21,468
<b>Technical Adjustments</b>					
Current Law Base Change			8	6	14
Subtotal - Forecast Base	10,734	10,734	10,742	10,740	21,482
<b>Governor's Recommendations</b>					
Vehicle Services Operating Acct.		0	(3,776)	(3,704)	(7,480)
<b>Total</b>	<b>10,734</b>	<b>10,734</b>	<b>6,966</b>	<b>7,036</b>	<b>14,002</b>

**PUBLIC SAFETY DEPT**  
 Program: TRAFFIC SAFETY

Program Summary

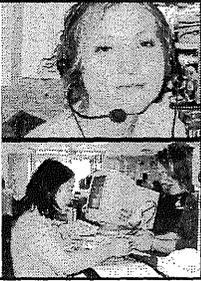
	<i>Dollars in Thousands</i>				
	Current		Governor Recomm.		Biennium
	FY2004	FY2005	FY2006	FY2007	2006-07
<b><u>Direct Appropriations by Fund</u></b>					
<b>Trunk Highway</b>					
Current Appropriation	324	324	324	324	648
Subtotal - Forecast Base	324	324	324	324	648
<b>Total</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>648</b>
<b><u>Expenditures by Fund</u></b>					
<b>Direct Appropriations</b>					
Trunk Highway	297	351	324	324	648
<b>Statutory Appropriations</b>					
Special Revenue	748	599	569	569	1,138
Federal	19,416	18,148	17,883	17,928	35,811
Gift	6	0	0	0	0
<b>Total</b>	<b>20,467</b>	<b>19,098</b>	<b>18,776</b>	<b>18,821</b>	<b>37,597</b>
<b><u>Expenditures by Category</u></b>					
Total Compensation	1,251	1,338	1,417	1,472	2,889
Other Operating Expenses	2,142	2,397	2,280	2,270	4,550
Local Assistance	17,074	15,363	15,079	15,079	30,158
<b>Total</b>	<b>20,467</b>	<b>19,098</b>	<b>18,776</b>	<b>18,821</b>	<b>37,597</b>
<b><u>Expenditures by Activity</u></b>					
Traffic Safety & Research	20,467	19,098	18,776	18,821	37,597
<b>Total</b>	<b>20,467</b>	<b>19,098</b>	<b>18,776</b>	<b>18,821</b>	<b>37,597</b>
<b>Full-Time Equivalents (FTE)</b>	<b>18.3</b>	<b>19.0</b>	<b>19.1</b>	<b>19.1</b>	

**PUBLIC SAFETY DEPT**

Program: PIPELINE SAFETY

Program Summary

	<i>Dollars in Thousands</i>				
	Current		Governor Recomm.		Biennium
	FY2004	FY2005	FY2006	FY2007	2006-07
<b><u>Direct Appropriations by Fund</u></b>					
<b>Special Revenue</b>					
Current Appropriation	994	994	994	994	1,988
Subtotal - Forecast Base	994	994	994	994	1,988
<b>Total</b>	<b>994</b>	<b>994</b>	<b>994</b>	<b>994</b>	<b>1,988</b>
<b><u>Expenditures by Fund</u></b>					
<b>Direct Appropriations</b>					
Special Revenue	817	994	994	994	1,988
<b>Statutory Appropriations</b>					
Special Revenue	63	80	80	80	160
Federal	980	1,023	987	987	1,974
<b>Total</b>	<b>1,860</b>	<b>2,097</b>	<b>2,061</b>	<b>2,061</b>	<b>4,122</b>
<b><u>Expenditures by Category</u></b>					
Total Compensation	1,364	1,486	1,483	1,483	2,966
Other Operating Expenses	496	611	578	578	1,156
<b>Total</b>	<b>1,860</b>	<b>2,097</b>	<b>2,061</b>	<b>2,061</b>	<b>4,122</b>
<b><u>Expenditures by Activity</u></b>					
Pipeline Safety	1,860	2,097	2,061	2,061	4,122
<b>Total</b>	<b>1,860</b>	<b>2,097</b>	<b>2,061</b>	<b>2,061</b>	<b>4,122</b>
<b>Full-Time Equivalents (FTE)</b>	<b>19.0</b>	<b>18.8</b>	<b>18.8</b>	<b>18.4</b>	

<p><b>DVS</b> Driver &amp; Vehicle Services</p>	
<p><b>Fair</b> <b>Accurate</b> <b>Secure</b> <b>Timely</b></p>	

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<ul style="list-style-type: none"> <li>• DVS generates over \$1 billion of revenue each year.</li> <li>• The DVS budget represents 4.4% of the revenue generated, (approximately \$44 million per year).</li> </ul>	
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<p><b>In 2003</b></p> <ul style="list-style-type: none"> <li>• DVS processed over 5 million vehicle transactions.</li> <li>• Issued 1.5 million vehicle ownership certificates of title.</li> <li>• Licensed 3,780 auto dealers.</li> <li>• Issued 1.56 million cards (driver's licenses, ID cards, and permits).</li> <li>• Conducted 689,502 driver's license skill and knowledge tests.</li> <li>• Maintained 3.6 million driver history records.</li> </ul>
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## DVS strives to ensure

- Effective service options.
- Support for staff and business partners.
- Accuracy of data.
- Appropriate access to information.
- Fraud prevention.
- Timely and efficient collection of state revenue.
- Opportunities for collaboration and innovation.

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## Improved Customer Services

### DVS Guiding Principles:

- System must meet customers' needs by providing effective service, including local access.
- System must operate efficiently.
- System is self-supporting through a fee-based budget.



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- DVS business partners need to have staff available to assist them and train their staff on new technology and new procedures.
- Routine audits need to be performed on site to ensure that the collection of fees and taxes are accurate, timely, and in compliance with state regulations.



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## Effective Service Options

- Need appropriate walk-in access.
- Multiple channels of services, including 25 percent self-service.
- Assist, enhance and expand online services.
- Complete transaction at point of service.
- Increase effective payment options.



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## Currently...

- There is no control over many costs because demand-driven fluctuations occur between forecasted and actual activity volumes or with cost increases such as printing materials and postal rates.
- Changes in state economic conditions, spending habits, the rate of new immigration into the state and increased migration from bordering states are difficult to anticipate.



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## Value Chain Analysis

DVS, in collaboration with 3M Corporation, completed a Value Chain Analysis on the title and registration, and driver's license processes.



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**Driver's License, Exam & ID Card Transactions  
Customer Value Chain Analysis**

**Discoveries**

- Fulfillment Time
  - Offline 7-45 days
  - Online 3-5 days
- Online Transactions May Require More Customer Time
- Online Transactions Require Different Service Skill Set
- Redundant Review and Entry of Data
  - Driver License Agents ~ 3 Times
  - DVS ~ 2 Times
- Transaction Accuracy ~ 90%-95%
- Significant Process Change On-Going
- Operating Margins are Negligible
- DVS Budgets not Related to Volume
- No Fees Collected for Exams

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**Driver License and ID Cards Transactions  
Customer Value Chain  
Total Cost Comparison**

Service Providers	Estimate ID and Work Disposition	Calculation and Collection of Fees	Copy Data and Picture	Print, Scan, Redaction, Batch Report and Document	Transfer of Funds (ACH/Check/Cash/Debit)	Customer Support Point	A	
Average Cost	\$2.56	\$0.25	\$0.64	\$0.47	\$0.02	\$0.34	\$4.28	
New/Name Chg	\$4.64	\$0.37	\$0.74	\$0.85	\$0.03	\$0.74	\$7.36	
Renew Offline	\$1.37	\$0.39	\$0.78	\$0.76	\$0.03	\$0.59	\$3.92	
Renew Online	\$1.74	\$0.19	\$0.80	\$0.30	\$0.02	\$0.16	\$3.21	
Dupl. Offline	\$2.36	\$0.19	\$0.00	\$0.32	\$0.02	\$0.32	\$3.22	
Dupl. Online	\$1.80	\$0.19	\$0.00	\$0.29	\$0.02	\$0.12	\$2.42	
Average Service Provider Cost							DVS: \$6.33	DLA: \$3.59
A							Total cost	
Average Cost	\$1.22	\$0.78	\$0.02	\$1.60	\$0.35	\$3.97	\$8.25	
New/Name Chg	\$2.91	\$1.14	\$0.04	\$1.60	\$0.87	\$6.56	\$13.92	
Renew Offline	\$2.29	\$1.11	\$0.05	\$1.60	\$0.17	\$5.23	\$9.15	
Renew Online	\$0.47	\$0.64	\$0.01	\$1.60	\$0.06	\$2.77	\$5.98	
Dupl. Offline	\$1.05	\$0.94	\$0.10	\$1.60	\$0.35	\$4.05	\$7.27	
Dupl. Online	\$0.38	\$0.51	\$0.01	\$1.60	\$0.39	\$2.92	\$5.81	

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**Driver's License, Exam & ID Card Transactions  
Customer Value Chain Analysis**

**Possible Value Creation**

- Reduce Verification Redundancy
- Increase Integration / Automation
- Enhance Data Integrity / Accuracy
- Migrate to Pull vs Push of Information
- Improve Efficiency
- Faster Delivery of Service
- Increased Customer Satisfaction
- Reduce Remedy Support
- Reduced Paperwork and Filing Space
- Reduced Mailing Costs

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The Value Chain Analysis demonstrated that...

- **fee increases** are needed to support the services provided and to carry out the **DVS mission** of providing **Fair, Accurate, Secure, and Timely (FAST)** customer services, **efficiently and effectively.**




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### Proposed Fee Changes

#### Vehicle Services

- Salvage Vehicle Inspection - \$35 (\$15 increase - inspection and facility costs)
- Title Fee - \$5.50 (2.50 increase)
- Filing Fee - \$8.50 (\$1.50 increase)
- Dealer License Fee - \$100, initial; \$150, annual (\$50 increase)
- MV Records - \$9 or \$10 for paper records (\$5 increase)
- Expedited Service Fee - \$20 (new fee - half is retained by agent)




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### Change Items Revenue

	Rev. Inc/Yr	
	FY06	FY07
• Title Fee Increase \$2.50 - VSOP .....	\$ 3,500	\$ 3,535
• Salvage Vehicle Inspection .....	197	199
Fee +\$15		
• MV Dealer Licensure +\$50 .....	215	217
• New - Expedite Fee - \$20 .....	900	909
• Repeal - Bicycle Registration .....	-	-
• Records Fee Increase - \$5.00 .....	20	20
(Avg. \$1)		

New Revenue - Change Items \$ 4,832 \$ 4,880

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## Proposed Fee Changes

### Driver Services

- Driver's license and ID card  
\$3 increase (\$1.50 card fee, \$1.50 filing fee)
- Multiple Road Test Fee \$20 (new fee after two failures)
- Multiple Knowledge Test Fee -\$10 (new fee after two failures)
- DL Records Fee - \$9 or \$10 for paper records (\$5 increase)




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## Change Items Revenue

	Rev. Inc/Yr	
	FY06	FY07
• Retainage Card Fee Increase (\$1.50 all cards) (DVS 25%)	\$ 600	\$ 606
• DL Card Fee Increase \$3.00 (\$1.50 card inc)	1,650	1,667
• New - Multiple Road Test Fee \$20	200	202
• New - Multiple Written Test Fee \$10	300	303
• New - Expedite Fee - \$20	9	9
• Records Fee Increase - \$5.00 (Avg. \$1)	600	606
<b>New Revenue - Change Items</b>	<b>\$ 3,359</b>	<b>3,393</b>

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## Fee-For-Service System

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## Operating Funds

- Driver Services Operating Fund (DSOP) is a Special Revenue Account for driver services activities.
- Vehicle Services Operating Fund (VSOP) is a Special Revenue Account for vehicle services activities.



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- Aligns fees with the costs associated with providing driver and vehicle services to its customers and business partners.
- General Fund, Trunk Highway Fund, and Highway User Tax Distribution Fund remain whole.
- Supports new customer service delivery model.

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## The Keys to Fee-for-Service

- Fee for service responds to customer needs by adjusting to price and volume changes without compromising core customer services.
- Fees directly tie to the services provided, justifying costs for receiving these services.



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- A fee-for-service system provides flexibility to adjust funding to address current market needs, supporting all delivery systems, including self-service options, without limiting other customer services.
- It increases agency accountability for activities and contributes to the efficient and productive management of services and related deliverables.




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### Efficiency in Operations

- Reduce redundant activities.
- Reliable access to data.
- Training and support for staff and business partners.
- Secure and accurate data sharing.




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### Driver Services Customer Delivery Expenditures

	FY06	FY07
• Exam Stations Internet Network .....	\$600	----
• DL Agent Wide Area Network .....	\$220	\$228
• Self-Service Delivery Services .....	\$175	\$181
• Staff: Business Partner Liaisons .....	\$126	\$131
• Paperless Road Test .....	\$700	\$207
• Expedited Fee .....	\$ 34	\$ 9
• Lease/Utility Increases .....	\$176	\$183
<b>Total</b>	<b>\$2031</b>	<b>\$934</b>

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### Vehicle Services Customer Delivery Expenditures

	<u>FY06</u>	<u>FY07</u>
• Deputy Registrar Area Network .....	\$528	\$913
• Self-Service Delivery Services .....	\$225	\$233
• Staff: Business Partner Liaisons .....	\$378	\$392
• Expedited Fee .....	\$554	\$594
<b>Total</b>	<b>\$1685</b>	<b>\$2132</b>

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### Setting Standards

Moving into 2005, DVS continues its commitment to providing quality services, improved communication, and increased efficiency.



DVS is setting the standards for a model government agency.

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# Minnesota State Patrol

Colonel Steve Mengelkoch, Chief

February 2005

## Background

For 75 years, the Minnesota State Patrol has served the citizens of Minnesota by working to ensure a safe environment on Minnesota's roadways. The State Patrol was established in 1929 "to enforce the provisions of the laws relating to the use and operation of motor and other vehicles upon trunk highways." Originally organized under the direction of the Commissioner of Highways, the original size of the force was limited to 35 officers. Today, the State Patrol consists of a statewide force of 549 troopers and more than a dozen specialized enforcement units and traffic safety programs, many of which serve as resources to other agencies.

## Mission and Core Values

The mission of the Minnesota State Patrol is to provide traffic safety services to all roadway users, and statewide leadership on traffic safety issues. The State Patrol provides police traffic services on Minnesota's state and federal highways, provides for the safe and efficient movement of traffic and the protection of Minnesota's citizens through enforcement, education, and assistance. The program's components work together to ensure a safe environment on Minnesota's roadways by reducing the number of fatalities and serious injuries caused by motor vehicle crashes. It also provides security for the legislature, the governor, the governor's family and residence

The Minnesota State Patrol has adopted the following core values as part of its training curriculum:

- ◇ *Pride.* Being proud of our occupational purpose by demonstrating dignity and self-respect through personal attitudes, actions, and appearance.
- ◇ *Preservation of life.* Where saving lives through prevention and response is the ultimate goal of the State Patrol.
- ◇ *Pursuit of Excellence.* Our members strive to give outstanding service to the public.
- ◇ *Ethics.* We are accountable to our customers for honest, fair, and impartial treatment.
- ◇ *Loyalty.* We pledge to support each other by working cooperatively to reach the goals and objectives of the State Patrol.
- ◇ *Professionalism.* We encourage our employees to perform all their duties in a competent manner through continuous training and education, participation in professional associations, and an ongoing display of respect and courtesy.
- ◇ *Trustworthiness.* We are responsible for fostering public respect and confidence in the State Patrol by demonstrating those qualities that support a positive image.

## Funding

The State Patrol Division has an annual operating budget of \$70,032,000 for fiscal year 2005 and a staff of 848 full time equivalent positions. The State Patrol is funded primarily through an appropriation from the Trunk Highway Fund. Capitol complex security and executive protection activities are supported through a General Fund appropriation. Some specific activities receive supplemental funding from federal and special revenue sources.

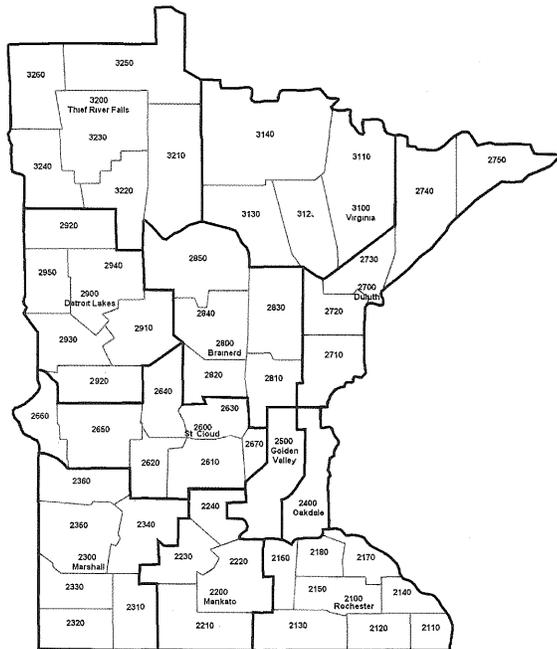
# Department of Public Safety Minnesota State Patrol

The State Patrol is appropriated (FY05) \$67,069,000 from the trunk highway fund; \$2,871,000 from the general fund; and, \$92,000 from the highway user tax distribution fund.

## State Patrol Services

### Operational Districts

The State Patrol is organized geographically into eleven operational districts. Each district consists of a headquarters office and several geographic stations to which individual troopers are assigned. Each station is comprised of responsibility for all the state and federal highways within the geographic area of two or more counties. Troopers assigned to a station rotate among work shifts and days and on-call status to provide emergency response, assistance and enforcement 24 hours a day, 7 days per week and 365 days a year. Operational district headquarters are located in Rochester, Mankato, Marshall, St. Cloud, Duluth, Brainerd, Detroit Lakes, Virginia and Thief River Falls. Two district headquarters are also located in the Metropolitan area; one in the West Metro and one in the East Metro. The central headquarters are located in downtown St. Paul.



### Aviation Services

The State Patrol maintains a fleet of 9 aircraft including three helicopters, which are operated statewide by 12 trooper pilots. The Aviation Section provides airborne services, such as traffic enforcement, photography, surveillance, special operations support, disaster reconnaissance, search and rescue, and emergency transportation of time critical items. Aircraft and pilots are strategically located in Brainerd, Mankato and the Metro area.

### Capitol Security

Troopers and capitol security guards provide security, crime prevention, and emergency response for the Capitol complex. Capitol security personnel help provide a safe environment for legislators, officials and others who participate in the legislative process. The complex, which encompasses 37 buildings and three dozen parking lots, is a workplace to about 8,000 employees and receives about 300,000 visitors each year. Dispatchers in the Capitol building monitor cameras and alarms throughout the complex. Security personnel also ensure the integrity of more than 15,000 photo identification and key cards.

### Executive Protection

The executive protection unit consists of specially-trained troopers whose full-time assignments are to provide security and protection for the governor, the governor's family, and the governor's residence. The unit also assists with security and protection of visiting dignitaries.

### Canine Program

The State Patrol has nine canine teams stationed around the state. Each team consists of a trooper handler and a Belgian Malinois canine. The canine teams are specifically trained for only narcotic detection and highway interdiction. These teams are generally assigned to routine patrol duties and conduct investigative searches for the State Patrol and other law enforcement agencies upon request.

### Crash Reconstruction

The State Patrol investigates the cause of nearly every crash that occurs on a U.S. or state highway. Crashes that involve a fatality or serious injuries may require the services of a crash reconstructionist. Crash reconstructionists are troopers specially trained in analyzing and determining the causative factors of a motor vehicle crash. An average reconstruction requires about 40 hours of work, including time at the inspecting the vehicles and physical evidence, forensic mapping and reviewing statement and reports. The State Patrol's 45 reconstructionists are nationally recognized and provide services to all Minnesota law enforcement agencies as well as the State Patrol.

## **Department of Public Safety Minnesota State Patrol**

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### **Commercial Vehicle Enforcement**

The State Patrol commercial vehicle section helps ensure trucks that travel and transport cargo in Minnesota are operated safely and legally in order to minimize traffic congestion, crashes and lost lives. Section personnel include troopers and commercial vehicle inspectors whose duties include conducting roadside inspections and ensuring compliance with size, weight, fuel, equipment and driver qualifications. The section also coordinates the pupil transportation safety program, which includes training of school bus operators and ensuring the school buses comply with state and federal laws.

### **Drug Recognition Expert (DRE)**

Minnesota's Drug Recognition Expert (DRE) certification program began in 1991. There are 55 law enforcement agencies with DRE on force and more than 155 officers registered as DRE statewide. A Certified DRE can determine, through a scientifically proven, court-approved 12-step procedure, whether individuals are drug impaired and, if so, which drug category is involved. DRE can assist with successful prosecutions for driving under the influence of drugs or alcohol. The State Patrol annually coordinates a two-week drug recognition program to teach law enforcement personnel how to detect specific drug impairment. The DRE School is funded by the National Highway Traffic Safety Administration. The course is offered to Minnesota law enforcement agencies at no charge.

### **DWI Enforcement (NiteCap /Safe and Sober)**

The State Patrol coordinates NightCAP (nighttime concentrated alcohol patrol) operations that include participation from multiple partnering law enforcement agencies across the state. NightCAP efforts are scheduled to coincide with events that generate impaired driving activity, such as large scale concerts or celebrations. In a recent fiscal year, more than 94 NightCAP operations employed the support of 126 agencies who worked nearly 7,000 enforcement hours. The saturations annually result in nearly 17,000 vehicle stops and more than 9,000 arrests — 700 for DWIs. NightCAP saturations occur in the state's 13 deadliest counties for impaired driving.

The State Patrol works with the Minnesota Office of Traffic Safety to mobilize and join hundreds of law enforcement agencies statewide throughout the year to participate in enhanced enforcement and education campaigns. The efforts are designed to increase traffic safety and save lives. In a recent fiscal year, the State Patrol logged 6,100 extra patrol

hours for numerous *Safe & Sober* efforts. Troopers tallied 13,800 vehicle stops, nearly 8,500 arrests, 119 DWIs, and more than 15,000 warnings. *Safe & Sober* enforcements focus on impaired driving, seat belt use, speeding, and other dangerous driving behaviors.

### **Fleet Management**

The State Patrol operates and maintains a motor vehicle fleet of 600+ vehicles. The fleet is primarily comprised of Ford Crown Victoria Police Interceptor and Chevrolet Impala vehicles. The fleet management section provides the procurement, maintenance and logistical support for the fleet and vehicle-related equipment. The combined State Patrol fleet consumes over 1.2 million gallons of fuel annually.

### **Internal Affairs**

The Internal Affairs unit provides oversight and investigation of citizen complaints of misconduct and excessive force against members of the State Patrol.

### **Investigative Services**

The investigative services section conducts and coordinates investigations of criminal activity related to the sale and transfer of motor vehicles by licensed and non-licensed motor vehicle dealers. The section also investigates illegal activities such as failure to transfer titles and pay proper motor vehicle registration fees and taxes. The section also provides coordination and oversight to other investigative areas such as, crash reconstruction, canine-assisted drug interdiction, and asset forfeiture.

### **Public Information**

The State Patrol public information section helps bring the message of traffic safety to millions of Minnesotans. A public information trooper (PIT) is assigned to each of the State Patrol's eleven districts. PITS provide information and instruction on topics such as defensive driving, child passenger safety, occupant protection and emergency driving. PITS also serve as local media relations representatives.

### **Training Academy**

At the State Patrol training academy, new cadets learn the roles and expectations of the organization and become proficient in the skills necessary to succeed as troopers. Training emphasizes character and core values. Academy training classes include emergency vehicle operation, police intervention, community relations, diversity and anti-racial profiling.

## **Department of Public Safety Minnesota State Patrol**

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### **Radio Communications**

Through a partnership with the Minnesota Department of Transportation (MnDOT) and funding from the U.S. Department of Transportation, the State Patrol recently completed the deployment of nine Transportation Operations and Communications Centers (TOCC) within State Patrol district offices in greater Minnesota. In addition, the Metro Radio Communications operation moved into the recently completed Regional Transportation Management Center (RTMC) in Roseville. TOCC bring together the personnel and technology resources of the State Patrol and MnDOT. TOCC serve as communications hubs for emergency response, enforcement, transit services, maintenance operations, traffic management, and traveler information. Communications personnel annually answer over 400,000 emergency 911 calls and handle more than 150,000 events.

### **Special Response Team**

The State Patrol Special Response Team (SRT) consists of two teams of troopers who have special skills in high-risk entry, tactical shooting, tactical rappelling, and response to situations such as civil disturbances and standoffs involving hostages. SRT members participate in regular monthly training, often with other agencies. The team assists the State Patrol and other agencies with critical incidents and provides security for special events at the Capitol complex.

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