



# STATE OF MINNESOTA

Office of Governor Tim Walz  
Lt. Governor Peggy Flanagan

130 State Capitol ♦ 75 Rev. Dr. Martin Luther King Jr. Blvd. ♦ Saint Paul, MN 55155-1611

January 3, 2023

*Via email*

The Honorable Bobby Joe Champion  
President of the Senate  
3107 Minnesota Senate Building  
St. Paul, Minnesota 55155

Dear Senate President Champion:

The following appointment is hereby respectfully submitted to the Senate for confirmation as required by law.

### Commissioner of Transportation

**Nancy Daubenger**, Minnesota Department of Transportation, 395 John Ireland Boulevard, St. Paul, Minnesota, in Ramsey County, effective January 2, 2023, for a term expiring January 4, 2027.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Walz".

Tim Walz  
Governor

RECEIVED

JAN 03 2023

President of the Senate

**STATE OF MINNESOTA**  
Executive Department



**RECEIVED**

JAN 03 2022

**Governor Tim Walz**

President of the Senate

**NOTICE OF APPOINTMENT**

**Nancy Daubenberger**

Because of the special trust and confidence I have in your integrity, judgment, and ability, I have appointed you to the office of:

**Commissioner**

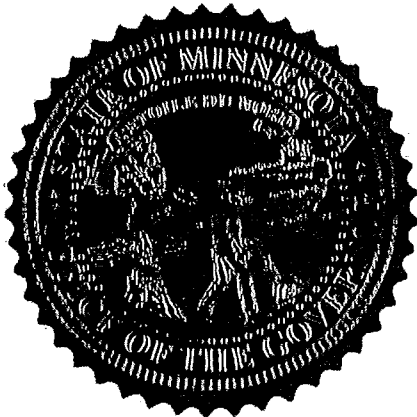
**Minnesota Department of Transportation**

Effective: January 2, 2023

Expires: January 4, 2027

This appointment carries with it all rights, powers, duties, and emoluments granted by law and pertaining to this position until this appointment is superseded or annulled by me or other lawful authority or by any law of this State.

Signed and sealed January 2, 2023.



Handwritten signature of Tim Walz in black ink.

Tim Walz  
Governor

Handwritten signature of Steve Simon in black ink.

Steve Simon  
Secretary of State

Reappointment

Filed on January 2, 2023  
Office of the Minnesota  
Secretary of State,  
Steve Simon

**Nancy T. Daubenberg**

Address:

395 John Ireland Boulevard, Saint Paul, MN 55155

Office Phone: 651-366-4804 Mobile Phone: 651-775-8630

nancy.daubenberg@state.mn.us

**RECEIVED**

**Work Experience:**

JAN 03 2022

**Commissioner** – Minnesota Department of Transportation

March of 2022 to Present

President of the Senate

- Provide overall leadership to the Department to ensure an integrated transportation system of aeronautics, highways, motor carriers, ports, public transit, railroads, pipelines, and facilities for walking and bicycling, and ensure that the safety, maintenance, operation and preservation of Minnesota's transportation infrastructure is a primary priority.
- Develop, implement, administer, consolidate, and coordinate state transportation policies, plans, and programs for Minnesota, in accordance with the goals set forth in Minnesota Statute 174.01, and in alignment with the Walz-Flanagan Administration's One Minnesota Plan priorities.
- Develop strategic initiatives so that policy, operating, investment, and action plans and programs are developed, implemented, and resourced in a manner which fulfills the mission of the Department.
- Coordinate the Department's activities as appropriate with the activities of other governmental agencies, including state, local and tribal governments.
- Report to the legislature on the performance of agency operations and the accomplishment of goals in the agency's biennial budget.
- Recommend to the legislature appropriate changes in law necessary to carry out the mission and improve the performance of the Department.
- Represent the Department on transportation-related state and national councils and committees.
- Foster ethical values; lead and model cultural sensitivity, diversity and inclusion within the Department.

**Deputy Commissioner and Chief Engineer** – Minnesota Department of Transportation

December of 2019 to March of 2022

- Participated as a member of the Commissioner's Executive Leadership Team in developing strategic initiatives so that policy, operating, investment, and action plans and programs are developed, implemented and resourced in a manner which fulfills the mission of the Department.
- Provided overall managerial direction to assigned divisions of the Department by emphasizing team work as well as quality and process improvement among the Assistant Commissioners and Commissioner's staff; such that effective policies, processes, controls and procedures are developed and implemented - resulting in the most effective utilization of resources and management styles - to accomplish the objectives and the delivery of the multi-modal programs of the Department.

JAN 03 2022

- Counseled and advised the Commissioner on engineering issues so the Commissioner was well-informed and able to make executive decisions that support agency goals and objectives and in the best interests of the Minnesota transportation system.
- Led organization-wide innovation efforts by leveraging technology to improve quality and reduce costs.
- Fostered ethical values; led and modeled cultural sensitivity, diversity and inclusion within the Department.

**Assistant Commissioner for Engineering Services – Minnesota Department of Transportation**

January of 2015 to December of 2019

- Participated as part of the Commissioner's Senior Leadership Team, and provided leadership and direction to the Engineering Services Division to ensure policies and strategic goals and initiatives were developed and resource allocations were made to carry out program objectives, in a manner that fulfilled the mission of the agency.
- Provided leadership and direction to the Engineering Services Division to ensure divisional work groups carried out responsibilities and duties in an effective and efficient manner and made maximum use of available expertise to identify and resolve issues, so that all transportation stakeholders are best served.
- Led and directed the development of legislative proposals and initiatives and coordinated legislative activities within the agency and with the agency's legislative affairs staff.
- Recommended, supported and implemented creative/innovative solutions for engineering and administrative practices and processes to meet the increasing demands of maintaining and improving a complex state transportation infrastructure.
- Led, modeled and facilitated effective and harmonious relationships with the Commissioner, Executive and Senior Leadership Teams, federal, tribal and local agency partners and other customers of the Engineering Services Division.
- Participated in industry partnering groups as part of project teams on major construction projects to work through higher-level project issues and to provide necessary leadership, support and direction to project managers.
- Advised the Commissioner and the Executive and Senior Leadership Teams on related engineering and administrative issues so they were well-informed and able to make executive decisions that supported agency goals and objectives, and would be in the best interests of the transportation system, transportation partners and traveling public.
- Sought to understand and recognize emerging engineering and political issues that positively or negatively impacted the agency and transportation programs and ensured that strategies were developed and implemented throughout the agency.
- Provided oversight and management of approximately 500 staff members and an annual budget of over \$75 million in the Engineering Services Division.

**State Bridge Engineer - Minnesota Department of Transportation – Bridge Office**

February of 2011 to February of 2015

- Participated as a member of the Engineering Services Division Management Team in working toward MnDOT's Wildly Important Goal of Enhancing Financial Effectiveness; this included the decision-making and development of Department- and Division-wide policies and programs so

that the Department and Division mission, goals, and objectives were achieved and resources appropriately allocated.

- Provided leadership and overall direction to the Bridge Office so that the Office and Department goals and objectives were met and the \$10 million annual office budget was utilized for the maximum financial effectiveness of MnDOT.
- Represented the Department in structural matters with MnDOT Districts, FHWA, other states, other agencies, private industry, local government, and the legislature so that appropriate programs were developed, implemented, and funded for structures at the state and national level.
- Provided managerial and engineering leadership so that the Minnesota Bridge Inspection Program and Bridge Management System collectively assessed and monitored the health of Minnesota structures and identified deficiencies for timely correction and investments.
- Provided managerial leadership and overall technical engineering direction to the bridge plan and specification design process so that the Department was assured of structurally sound structures for the statewide transportation system and plans were completed to meet District schedules.
- Provided managerial direction to the bridge consultant design process so that the most qualified structural consultants were selected and consultant agreements were negotiated and administered in conformance with project objectives and MnDOT guidelines.
- Provided managerial leadership and technical engineering and policy direction so that appropriate statewide bridge construction, replacement, maintenance, and improvement programs were developed and implemented.
- Participated as the Minnesota representative to the AASHTO Subcommittee on Bridges and Structures, including technical committees on Concrete Design and Research, TRB committees on Concrete and Steel Bridges, and other national efforts representing the state's interests.
- Provided managerial leadership and overall technical engineering direction for statewide hydraulics programs and activities.

**Assistant State Bridge Engineer - Bridge Planning - Minnesota Dept. of Transportation - Bridge Office**

February of 2007 to February of 2011

- Managed and provided engineering leadership for approximately 25 staff members of the Bridge Planning and Hydraulics Section of the Bridge Office.
- Represented the Bridge Office to the Districts and local government, assisted with program delivery needs for bridge services.
- Provided engineering and administrative management through pre-letting operations to assure that projects were well planned, properly designed and let in a timely manner with proper public involvement and attention to environmental concerns.
- Represented the Bridge Office and Department on statewide and department wide task forces, committees, citizen groups and other professional organizations.
- Assisted in overseeing the "Chapter 152" Trunk Highway Bridge Program, through planning, project scoping, monitoring of program delivering and annual legislative reporting.

**Engineer Principal (Traffic - Program Support) - Minnesota Dept. of Transportation - Metro District**

September of 2006 to February of 2007

- Managed and provided support to all Area Managers by providing traffic engineering technical expertise on current issues and input into proposed solutions to documented problems.
- Served as the regional expert in the development and implementation of the Federal Highway Safety Program through a partnership with the Metropolitan Council.

RECEIVED

- Managed and provided direction for the crash analysis function for Metro Traffic such that safety problems were identified and evaluated.
- Reviewed and had approval authority for Interstate Access Requests for the entire state.
- Managed and provided direction for tort claim investigations.
- Managed and provided direction for before-and-after studies such that safety programs could be effectively evaluated.
- Managed and provided direction for speed zoning studies and speed recommendations based on the results of those studies.
- Managed and provided direction for the development and review of Intersection Control Evaluation reports.
- Managed and provided direction in the development and implementation of freeway modeling techniques.
- Provided traffic engineering expertise to the Metro District's planning section for the development of long-range transportation funding and corridor plans, with special attention to safety and capacity issues.
- Directly supervised 7 - 8 senior engineers and engineering specialists; indirectly supervised approximately 10 technicians, research analysts, graduate engineers and student workers.

**Engineer Principal (South Metro Area Engineer) - Minnesota Dept. of Transportation - Metro District**

October of 2002 to September of 2006

- Provided engineering expertise when working with city, county and consulting engineers to analyze and respond to alternatives and provide solutions to transportation problems.
- Provided overall managerial direction and leadership in the formulation, implementation and evaluation of goals, objectives, policies and procedures.
- Provided leadership, management and direction to the State, Districts, cities and counties so that programs were accomplished, services were delivered and constituent needs were met.
- Provided oversight and work direction to MnDOT project managers, functional groups and consultants on projects and studies.
- Coordinated/negotiated with and replied to inquiries from the public and local agencies.
- Managed projects to ensure coordination existed during the design phase of project development.

**Acting State Bridge Design Engineer - Minnesota Department of Transportation - Bridge Office**

February of 2005 to August of 2005

- Managed and provided engineering leadership for approximately 50 staff members of the Bridge Design Section of the Bridge Office.
- Provided overall managerial direction to the Bridge Design section - technical and supervisory.
- Projected workload demands, monitored current year budget and assisted in preparing the office budget for the upcoming fiscal years, and ensured bridge plans and specs met project letting dates.

**Engineer Senior (Project Manager) - Minnesota Dept. of Transportation - Metro Division**

March of 2000 to October of 2002

- Managed projects to ensure coordination existed during design phase of project development.
- Supervised the preparation of concept drawings, layouts and preliminary plans.

**RECEIVED**

JAN 03 2022

- Supervised or prepared the necessary environmental documentation and project reports.
- Coordinated/negotiated with and replied to inquiries from the public and local agencies.
- Provided supervision and direction to consultants in development of projects for which they had been contracted, and managed these contracts.
- Directly supervised one graduate engineer, one engineering specialist and two technicians.

**Engineer Senior** - Minnesota Department of Transportation - Bridge Office

September of 1999 to March of 2000

- Designed and prepared plans for Minnesota Trunk Highway bridges.
- Wrote project-specific construction specifications.
- Reviewed consultants' design and bridge plans prepared for the Department.
- Provided oversight and work direction to 1 graduate engineer, 1 engineering specialist and three technicians.

**Project Engineer** - Short Elliott Hendrickson, Inc. (SEH)

February of 1995 to September of 1999

- Managed highway design projects, developed project design budgets.
- Developed preliminary highway layouts utilizing public involvement.
- Designed and prepared construction plans for State Trunk Highways and County State Aid Highways.
- Wrote project-specific construction specifications, feasibility reports and public information newsletters.
- Designed and prepared construction plans for bridges in the states of Minnesota and Wisconsin.
- Supervised and provided work direction to graduate engineers and technicians, coordinated staff and workload as well as project specific tasks.

**Assistant Project Engineer** - STS Consultants, Ltd.

February of 1994 to February of 1995

- Assisted in the evaluation and design of restoration engineering projects.
- Performed studies of structures to analyze their condition and identified repair needs.
- Designed and prepared contract documents including plans, specifications and cost estimates.
- Inspected construction of restoration engineering projects.

**Concrete Engineer** - American Engineering Testing/Petrographic Services

May of 1993 to February of 1994

- Performed microscopic investigations and analysis of concrete.
- Wrote reports summarizing petrographic results, conclusions and recommendations.

**Engineering Technician** - American Engineering Testing, Inc.

October of 1990 to September of 1991

RECEIVED

JAN 03 2022

- Laboratory tested concrete mix designs and cementitious materials.
- Field tested concrete during placement for compliance to specifications.
- Inspected concrete batch plants for compliance to mix design.
- Laboratory tested soils, bituminous mixtures and aggregates.

**Engineering Technician** – Twin City Testing, Inc.

June of 1989 to October of 1990

- Laboratory tested concrete mix designs and cementitious materials.
- Field tested concrete during placement for compliance to specifications.
- Inspected concrete batch plants for compliance to mix design.
- Laboratory tested soils, bituminous mixtures and aggregates.

**Education:**

University of Minnesota, Minneapolis, Minnesota  
Master of Civil Engineering – Structural emphasis  
September of 1997

North Dakota State University, Fargo, North Dakota  
Bachelor of Science, Civil Engineering – Structural emphasis  
May of 1993

**Licenses:**

Professional Engineer - State of Minnesota

**Professional Memberships:**

American Society of Civil Engineers  
Minnesota Surveyors and Engineers Society

RECEIVED

JAN 03 2022

President of the Senate



# Search Public Officials Reporting

Q

## Statement of economic interest for a public official

### Official: Daubenberger, Nancy

Login to Follow (<https://logon.cfb.mn.gov/sso/login?returnTo=https://cfb.mn.gov/reports-and-data/officials-financial-disclosure/official//10146>) ➔

Statement last updated: 8/28/2022

Occupation: Commissioner

Employer: MN DOT

395 John Ireland Blvd.

St. Paul, MN 55155

### Positions held

Agency	Position held	Appointment date	Appointment ends	Appointment aut
<a href="/reports-and-data/officials-financial-disclosure/agency/55100000/">Transportation, Department of (/reports-and-data/officials-financial-disclosure/agency/55100000/)</a>	Commissioner	1/2/2023	1/4/2027	Governor
<a href="/reports-and-data/officials-financial-disclosure/agency/11800000/">Environmental Quality Board (/reports-and-data/officials-financial-disclosure/agency/11800000/)</a>	Transportation Commissioner	1/2/2023	1/4/2027	Statutory
<a href="/reports-and-data/officials-financial-disclosure/agency/18800000/">Public Facilities Authority (/reports-and-data/officials-financial-disclosure/agency/18800000/)</a>	Transportation Commissioner	1/2/2023	1/4/2027	Statutory
<a href="/reports-and-data/officials-financial-disclosure/agency/55100000/">Transportation, Department of (/reports-and-data/officials-financial-disclosure/agency/55100000/)</a>	Deputy Commissioner/Chief Engineer	1/7/2019	1/7/2023	Transportation Commissioner
<a href="/reports-and-data/officials-financial-disclosure/agency/11800000/">Environmental Quality Board (/reports-and-data/officials-financial-disclosure/agency/11800000/)</a>	Designee, Transportation Commissioner	8/5/2022	1/2/2023	Statutory

Agency	Position held	Appointment date	Appointment ends	Appointment aut
<a href="#">Transportation, Department of (/reports-and-data/officials-financial-disclosure/agency/55100000/)</a>	Acting Commissioner	3/2/2022	5/23/2022	Governor
<a href="#">Environmental Quality Board (/reports-and-data/officials-financial-disclosure/agency/11800000/)</a>	Acting Commissioner	3/2/2022	5/23/2022	Statutory
<a href="#">Public Facilities Authority (/reports-and-data/officials-financial-disclosure/agency/18800000/)</a>	Acting Commissioner	3/2/2022	5/23/2022	Statutory
<a href="#">Transportation, Department of (/reports-and-data/officials-financial-disclosure/agency/55100000/)</a>	Assistant Commissioner Equivalent	1/7/2019	1/7/2019	Transportation Commissioner
<a href="#">Transportation, Department of (/reports-and-data/officials-financial-disclosure/agency/55100000/)</a>	Panel Member	5/1/2012	1/5/2015	Transportation Commissioner

## Sources of income

Name of source	Relationship to source							
	Director	Officer	Owner	Member	Partner	Employer	Employee	Honorarium
MN DOT		✓					✓	

## Business or professional activity categories

None reported

## Securities

Name of security

Minnesota Target Retirement 2035

MN Deferred Compensation Plan - Fidelity Diversified Int'l Commingled Tr

MN Deferred Compensation Plan - T. Rowe Price Instl Small-Cap Stock

MN Deferred Compensation Plan - Vanguard Balanced Index Fund

MN Deferred Compensation Plan - Vanguard Dividend Growth Inv

MN Deferred Compensation Plan - Vanguard Mid Cap Index InstlPlus

Vanguard 500 Index Fund

Name of security

Vanguard Windsor II Fund

## Real property

None reported

## Pari-mutuel horse racing interests

None reported