

# STATE OF MINNESOTA Pre-Management Review



Conducted for the  
Minnesota Department of Public Safety  
Office of Traffic Safety  
by the  
Governors Highway Safety Association  
Consulting Services Initiative

February 10-12, 2026



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## ACKNOWLEDGEMENTS

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The Team also acknowledges and thanks the following OTS and Department of Public Safety (DPS) Office of Fiscal Management (OFM) staff for their assistance during the onsite visit:

- Shannon Grabow, Grants and Programs Supervisor
- Brian Awsumb, OTS Budget Manager
- Erica Beckman, Research Analyst Supervisor
- Kammy Huenke, Minnesota State Patrol and DRE Coordinator
- Duane Siedschlag, Impaired Driving Program Coordinator
- Jay Bock, Motorcycle Safety Program Coordinator
- Kristen Oster, eGrants Coordinator
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- Grace Liu, Research Analysis Specialist
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- Joanna Nuttall, Office and Administrative Specialist
- Rick Pospicha, Office and Administrative Specialist
- Paige Lowery, TZD Regional Coordinator

The time and energy they invested in the process, and their candor and thoroughness in discussing OTS procedures, greatly assisted the Team. Supplemental files, guidance memos and related correspondence were promptly provided when needed.

Gayane Baghdasaryan, GHSA Programs Manager, assisted the Team and the OTS staff with the facilitation of this project. Pam Shadel Fischer, GHSA Senior Director of External Engagement and former Director of the New Jersey Division of Highway Traffic Safety, served as the technical editor for this report.

The Team believes this report will contribute to the State's efforts to prepare for its upcoming Management Review (MR) and further enhance the effectiveness of its program to prevent injuries, save lives and reduce economic costs of motor vehicle crashes on Minnesota's roadways.

## BACKGROUND

In 2003, the General Accounting Office (GAO) issued a report suggesting that the National Highway Traffic Safety Administration (NHTSA) could improve its oversight of state highway safety programs. As a result, NHTSA initiated the Management Review (MR) process in which every state program is reviewed at least once every three years. The MR addresses both administrative and financial aspects of a state highway safety program. Congress subsequently made the requirement for triennial MRs permanent by incorporating it into Section 2008 of the *Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU). The MR requirement continued under the next federal highway funding act, *Moving Ahead for Progress in the 21<sup>st</sup> Century* (MAP-21), and remains in effect today as outlined in the *Fixing America's Surface Transportation* (FAST) Act.

NHTSA Region 5 conducted an MR of Minnesota's highway safety programs for Federal Fiscal Years (FFY) 2021-2023 between August 28 and September 1, 2023. The report included two findings under the MR elements of Program Management that included three required actions and two recommended actions. There were also three Management Considerations under the MR element of Program Management and Financial Management that included eleven Recommended Actions. The NHTSA FY2025 CAP and RAP dated April 30, 2025, indicated that only two items were closed. The first item – reducing claims with insufficient documentation – was resolved with a voucher reduction on July 1, 2025. The second addressed requirements for subaward documentation and was closed on January 13, 2026. The remaining findings and management considerations remain open, with target completion dates established for each.

## GHSA CONSULTING SERVICES INITIATIVE

The GHSA Consulting Services Initiative (CSI) provides technical assistance to the State Highway Safety Offices (SHSOs). The CSI pool of consultants are seasoned traffic safety professionals who can work on projects the SHSOs have neither the resources nor the time to address effectively. The time and attention needed to manage and administer the technical assistance contract is assumed by CSI, leaving the SHSOs free to work on the important business of grant management and the critical program implementation tasks for keeping roadways safe.

## OVERVIEW OF THE ON-SITE TECHNICAL ASSISTANCE

The OTS requested the assistance of GHSA's CSI to conduct onsite MR preparation in December 2025. The Team, composed of Carrie Silcox and Michael Witter, former Utah Highway Safety Office Director and NHTSA Region 5 Administrator, respectively, conducted a kick-off call with the OTS staff to request material for pre-inspection, firm up the onsite visit dates, and answer OTS staff questions. In response, the OTS staff provided documents on a share drive that included policies and procedures, state procurement officer and employee handbooks, professional services contract and procurement standards, the state's FY 2021-2023 Highway Safety Plans, MR reports and correspondence, MR Recommended and Corrective Action Plans (RAP)(CAP), equipment inventory and project tracking forms, and critical NHTSA Regional office correspondence. The Team was also provided read-only access to the OTS eGrants system.

Using the *Management Review Elements* (for MRs conducted in FY 2026 only), the state's last MR report, and the documentation provided by the OTS, the Team conducted the onsite visit February 10-12, 2026, in St Paul, Minnesota. They interviewed the GR/Director, Deputy Director, and select OTS staff, along with key DPS staff who provide critical finance and contract management support to OTS. The staff who were interviewed were selected following review of the organizational chart and discussion with the OTS Director, Deputy Director and Grants and Programs Supervisor. The Team also reviewed grant applications, risk assessment procedures, project monitoring/reporting and reimbursement protocols, select grant/project files, inventory controls, and state professional services contract procedures. A formal single-audit query was not conducted, nor was the response protocol reviewed.

The Team conducted an exit briefing with OTS leadership and staff on the final day of the onsite visit to present their preliminary findings. They also conducted follow-up calls and exchanged emails with OTS staff after the visit to gather additional information needed to complete their work and write this report.

## COMMENDATIONS

The Team commends the OTS for the following:

- Hiring and maintaining talented staff and ensuring that open positions are filled expeditiously.
- Enhancing its electronic grants (e-Grants) management system to be more responsive to OTS' needs.
- Establishing effective controls for managing Federal finances.

## ESSENTIAL ACTIONS

In advance of the May 2026 NHTSA Management Review, the OTS should complete a thorough review of the **2026 Management Review Elements**. Each element that is identified as vulnerable should be remedied before the MR. The Team is also available to provide additional assistance to the OTS staff via email and/or telephone.

To help prioritize the recommendations discussed in this report, the Team identified the following essential actions that should be undertaken by OTS as soon as possible:

- **Policies and Procedures**
  - Review and update the Policy and Procedure Manual (P&PM) to ensure alignment with federal and state regulations and OTS procedures. (Organization & Staffing: A-1)
  - Ensure the entire OTS staff understands and adheres to the policies and procedures outlined in the P&PM through regular discussion and training. (Organization & Staffing: A-2)
- **Staffing and Training**
  - Inventory and maintain a record of training courses completed by staff, and create, implement and monitor annual development plans for each employee. (Organization and Staffing: A-3)
  - Hire a Quality Assurance Specialist. (Organizational and Staffing: A-4)
- **Monitoring**
  - Establish and implement a practical plan for conducting desk, virtual and on-site monitoring for FY2026. (Monitoring: B-1 )
  - Document performance progress during monitoring visits. (Monitoring: B-2)
- **Program Management**
  - Continue to increase collaboration between the program and research section staff to bolster data analysis, problem identification and project evaluation. (Program Management: B-4)
- **Financial Management**
  - Establish a process for conducting a secondary review of claims that is memorialized in the P&PM. (Financial Management: C-1)
  - Hire a Quality Assurance Specialist responsible for conducting secondary reviews of subrecipient and contractor claims, among other duties. (Financial Management: C-2)
  - Ensure timely liquidation of Section 405d (Impaired Driving), 405e (Distracted Driving), 405g (Nonmotorized Safety), and 405i (Driver and Officer Safety) grant funds. (Financial Management: C-3)

## TECHNICAL ASSISTANCE ANALYSIS

The Team requested the following OTS documents prior to the on-site visit that included, but were not limited to, the following:

- *Organizational charts*
- *OTS funding sources*
- *Delegation and Signatory Authority*
- *Revised Policy and Procedure Manual (July 2022)*
- *Employee and subrecipient travel policy*
- *State procurement and property management policies*
- *Property inventory list/spreadsheet*
- *FY2024-2026 HSP, approval letter and certification statement*
- *Recently approved projects listed by agency and dollar amounts, and HS-217 Program Cost Summary*
- *FY2023-2025 Annual Report*
- *Last MR report and status of corrective actions taken to date*
- *Program/fiscal processes (checklists)*
- *Risk assessment process*
- *Project file review*
- *On-site/Virtual Monitoring form*
- *Indirect rate compliance*
- *Single agency state audit reports and any corrective action taken to date*
- *State guidelines for professional services contracts and agreements*

Other selected plans, reports and documents were also reviewed via the OTS SharePoint site, eGrant system and the Single Audit Clearinghouse website at <https://harvester.census.gov/facweb/>

Based on a review of the documents listed above, the Team focused on the following OTS policies:

- *Project agreements and identification of Catalogue of Federal Domestic Assistance numbers*
- *Monitoring*
- *Project evaluation*
- *Risk assessment process for sub-grants' internal controls*
- *Professional services agreements and contracts*
- *Project claims*
- *Inventory control*
- *Fund use*
- *Record of OTS staff that completed NHTSA (Managing Highway Safety Programs, Managing NHTSA Grant Funds, Data Driven Approaches to Highway Safety Planning) and other relevant training.*

## ***Discussion and Actions***

The following section addresses the highway safety office organization and staffing, program management, financial management and voucher/project file reviews. This structure adheres to the latest guidance issued by NHTSA and GHSA regarding the content of the NHTSA Management Review (MR) Elements for FY2026.

### **A. Organization and Staffing**

The OTS is one of three offices located within DPS that report to the Assistant Commissioner of Programs. The OTS Director, Michael Hanson, also serves as the Governor's Representative, while Craig Flynn is the Deputy Director. Shannon Grabow was recently named OTS Grants and Programs Supervisor, a new position. The OTS has 25 full-time employees, including one fiscal and grants support staff, eight Program Coordinators, seven research staff, and four program and research supervisory staff. Financial review is conducted by FAS staff, who are not included in the OTS headcount.

In addition to these full-time employees, the OTS has four contract-funded Law Enforcement Liaisons (LEL). The LELs are responsible for regional outreach to funded and non-funded law enforcement agencies to increase their participation in national mobilizations and community programs. They also assist with equipment inspections as needed.

The Team reviewed numerous organizational and staff documents, including the organizational chart, job descriptions and the P&PM, and conducted interviews with staff regarding personal development and training records. The Team's recommendations addressing organization and staffing focus on strengthening the language in the P&PM to ensure it aligns with the day-to-day operations of the OTS.

#### ***Action 1***

##### **Review and update the Policy and Procedure to ensure alignment with state and federal regulations and OTS procedures.**

The OTS P&PM was last updated in July 2022. GHSA's CSI is under contract to review and update the P&PM beginning in March. Given this may not be completed before the MR in May, the OTS should be prepared to provide a status report to the NHTSA review team.

The Team reviewed the July 2022 P&PM to verify that actions taken by the OTS staff and subrecipients match what is described in the manual. There is language in the P&PM that should be modified, added or deleted to align with what the staff is doing. The OTS staff should be engaged, as subject matter experts, in the upcoming review process, to ensure the updated manual accurately and realistically reflects current business practices. Although OTS needs to review the P&PM in its entirety, specific areas to address include:

- Personnel development
- Planning processes for the Triennial HSP and AGA with timelines
- Performance measure and countermeasure identification
- Problem identification process
- Funding prioritization
- RFP process for grants and contracts
- Project selection methodology
- Monitoring
- Inventory control (differentiating the processes for state and federally purchased equipment)

**Action 2**

**Ensure the entire OTS staff understands and adheres to the policies and procedures outlined in the P&PM through regular discussion and training.**

Interviews with staff indicated that new hires rely heavily on more experienced staff to provide guidance on policy and procedure issues rather than consult the P&PM. More seasoned staff had not reviewed the manual in quite some time. All staff should have a working knowledge of the P&PM and NHTSA Grant Resources Guide and reference these documents, as needed. Both should be incorporated into employee onboarding. Management is also encouraged to provide opportunities to refresh employees' knowledge of these documents to ensure consistent use and application. A plan to provide periodic P&PM refresher training should be developed and implemented. A suggested approach is to select a policy or procedure and review it during regular OTS staff meetings. Having different staff members lead the discussion provides an opportunity for professional development. In addition, in-service P&PM training could be added to the employee training list, with this training facilitated by staff members.

**Action 3**

**Inventory and maintain a record of training courses completed by staff, and create, implement and monitor annual development plans for each employee.**

The NHTSA MR team will ask for a list of OTS employees and the training they have completed since the last MR. Typically, the training includes courses offered by the Transportation Safety Institute or participation in national conferences. The OTS is encouraged to identify other educational opportunities, such as in-service training, mentoring sessions, state conferences or events, one-on-one orientations, and DPS required certifications or courses, such as fiscal delegation, information security, purchasing, management and skill-specific development. In addition, compiling a list of trainings facilitated by the OTS staff is encouraged, as it demonstrates they not only participate in training, but also have the knowledge to lead educational offerings for their peers, grantees and stakeholders.

**Action 4**

**Hire a Quality Assurance Specialist (QAS).** During the Pre-MR there was a great deal of discussion about the value of hiring a Quality Assurance Specialist to ensure greater consistency and eliminate redundancy across all OTS projects, contracts and programs. This new position should be responsible for conducting secondary reviews of grants and contracts (discussed later in this report).

**B. Program Management**

The OTS developed a comprehensive Triennial Highway Safety Plan (THSP) for FY 2024-2026 guided by data analysis and a sound problem identification process. The data used to develop the plan are shared with current and potential subrecipients to help them develop grant proposals. The Team's examination of OTS program management found that the information provided to subrecipients is comprehensive and grants are awarded throughout the year. The OTS has an electronic grants (e-Grants) management system used by all staff and subrecipients. They are in the process of transitioning to a more robust eGrants system, dubbed IGX. As of this report, only FY 2026 state agency projects are in the new system.

**Action 1**

**Establish and implement a practical plan for increased desk, virtual and on-site monitoring for FY2026.**

A review of selected projects in the OTS eGrants system revealed limited desk and onsite reviews with minimal documentation. The OTS needs to develop and implement a plan to conduct desk, virtual and on-site monitoring that includes ensuring all supporting documentation and correspondence are placed in the subrecipient's file in the

e-grant system. To aid with this, OTS should review the current monitoring form to ensure it includes fields for all types of monitoring, as well as adequate space for documentation.

The Team previously recommended that OTS hire a Quality Assurance Specialist (QAS). The QAS could conduct spot checks to ensure monitoring is taking place and adequate documentation is being collected and placed in the grant file. In addition, the OTS should review its current monitoring policy to ensure it accurately and realistically outlines the monitoring requirements, so the OTS is in compliance with federal and state requirements.

### ***Action 2***

#### **Document performance progress during monitoring visits.**

During the monitoring visit, staff should review with the subrecipients their progress in achieving project performance objectives and targets. The discussion, including any corrective actions that may be needed, should be documented on the OTS Project Review and Monitoring Form immediately following completion of the monitoring activities and placed in the grant file. For law enforcement projects, one important evaluation criterion is activity compared to the funding source. For example, if the funding source is impaired driving (i.e., 405B, 164), the activity should address impaired driving and align with OTS' expected performance levels.

During a discussion with OTS leadership, the Team determined that OTS is conducting monitoring, but it is not being documented. Conversations, emails and discussions related to project activities and performance, expenditures, cost principles, and challenges encountered should be documented as monitoring. This should be addressed during the P&PM review and update process to ensure adherence and alignment with staff practices.

### ***Action 3***

#### **Continue to increase collaboration between the program and research section staff to bolster data analysis, problem identification and project evaluation.**

Collaboration between the program section and the research section has been addressed over the past few Pre-MRs. Recently, the research section has been more involved in the problem identification process by providing data analysis. The Team applauds and encourages continued collaboration between these groups to enhance OTS' problem identification and data analysis and research particularly for enforcement law grants. Evaluation is vital for determining if a project is having the intended impact and if a course correction is needed. As stewards of federal and state grant funds, the OTS must also show that these monies are being spent effectively.

## **C. Financial Management**

Documentation of the multiple steps for programmatic and financial expenditure review and processing does not clearly delineate the separation of duties or the multiple layers of checks and balances that OTS should have in place. Only one staff member, a Program Coordinator, reviews and approves all reimbursements. Spot checks may be conducted by another OTS staff member, but not regularly and uniformly. The OFM fiscal staff works to ensure the timely processing of subrecipient payments. However, they are not familiar with programmatic and funding allowability issues resulting in invoices being returned to OTS for additional review.

### ***Action 1***

#### **Establish a process for conducting secondary reviews that is memorialized in the P&PM.**

During the previous NHTSA MR, the OTS was encouraged to develop and implement a process to ensure that claims are reviewed by an additional OTS staffer member prior to payment. Based on the Team's review, no formal process for secondary reviews has been established, rather random claim spot checks are conducted by another OTS staff member. The OTS should establish a written process for this secondary review that is clearly described in the P&PM and train all staff to implement it regularly and consistently. Whether the OTS decides to review all

projects and contracts or to sample projects, this process must be memorialized in the updated P&PM and implemented as prescribed.

***Action 2***

**Hire a Quality Assurance Specialist responsible for conducting secondary reviews of subrecipient and contractor claims, among other duties.**

During the Pre-MR there was a great deal of discussion about the value of hiring a Quality Assurance Specialist to ensure greater consistency and eliminate redundancy across all OTS projects, contracts and programs. Having a QAS on staff is critical for conducting secondary reviews of grants and contracts, an issue raised during OTS' previous NHTSA MR. This should help address the issue of OFM returning invoices to OTS for additional review.

***Action 3***

**Ensure timely liquidation of Section 405d (Impaired Driving), 405e (Distracted Driving), 405g (Nonmotorized Safety), and 405i (Driver and Officer Safety) grant funds.**

OTS' liquidation of these funds is low, ranging from 7.7% to 21.9%. Failure to expend the funds during the award period, means they must returned to NHTSA (23 CFR § 1300.41). During the MR, the NHTSA team may ask OTS leadership to explain any large unexpended fund balances and if there is a plan for their disposition. The OTS should be prepared to share this plan with NHTSA and/or to discuss any obstacles they and/or their subrecipients have encountered expending these funds.

## Voucher and Project File Review

GTS reports were reviewed, including the Final Highway Safety Plan Cost Summary for FY 2024 and FY 2025, and the Highway Safety Plan Cost Summary 6 for FY2026. In addition, the Grant Fund Balances and Grant Fund Liquidation Reports for FY2024-2026 were reviewed.

### Project File Selection

The Team reviewed grants for each fiscal year (2024-2026) covering the following funding sources:

- 402 (22 projects)
- 164AL (21 projects)
- 405b (6 projects)
- 405c (6 projects)
- 405d (4 projects)
- 405e (3 projects)
- 405f (1 project)
- 405g (1 project)
- 405h (1 project)

For the enforcement grants, projects undertaken by the Minnesota State Patrol, local police departments and sheriff's offices were selected and reviewed.

Whenever possible, the goal was to select grants that were not reviewed during the previous MR. The Team examined 48 project files (see Appendix B for the complete list). The Team used a grant file review worksheet that ensured consistency in examining each selected grant for file content, monitoring and financial narrative reports.

Before arriving on-site, the Team was given access to the DPS/OTS eGrants management system to review FY 2024-2026 grants. They identified questions and minor deficiencies during this review and then discussed what they noted with the OTS management and staff during the on-site visit and exit meeting.

## ATTACHMENT 1

### Requested Items for the GHSA CSI Pre-MR

The team used the NHTSA Highway Safety Program Management Review Elements for Management Reviews conducted in FY 2026, to request the following items before and during the on-site visit:

#### **ORGANIZATION AND STAFFING**

Enabling Legislation or Executive Order

Organization chart, State

Organizational chart, Department of Public Safety (which houses OTS)

Organizational chart (with names , SHSO and funding source and position descriptions

Delegations of authority

Signatory authority

OTS policies and procedures that address (could be the Policy & Procedure Manual, including the date last approved):

- HSP development
- Project selection
- Monitoring
- Internal controls
- Cost allowability per cost principles
- Claim reviews and audits
- Voucher preparation

Employee travel policy

List of training completed by employees (including training provided by NHTSA/TSI)

Any TSI training completed by subrecipients

#### **PROGRAM MANAGEMENT**

Program Guidelines (found in e-Grants)

State procurement policy

State property management policy

SHSO property inventory for equipment purchased with Federal highway safety funds

Highway Safety Plans, approval letters and related correspondence for FY 2024, 2025 and 2026

Certifications and Assurances attached to grants, one copy unless this changed during the past three years

Annual Reports for 2024 and 2025

Project lists (agency and dollar amounts)

Most recent Management Review report, CAP and/or RAP and related correspondence

### **FINANCIAL MANAGEMENT**

OTS financial management policies and procedures

Single Audit reports for the OTS and selected subrecipients, if findings related to Federal highway safety funds

GTS Grant Fund Liquidation Report and Fund Balances Report dated 2/12/2026

Program Cost Summary (HSP-18 for FY 2024, HSP-16 for FY 2025, and HSP-6 for FY 2026)

Equipment purchase request(s) and approval(s)

Listing of subrecipients reimbursed for indirect costs

Listing of subrecipients generating program income, if applicable

Risk assessment policy and assessment form

## ATTACHMENT 2

### FY 2024 Projects Reviewed During Pre-MR

Grant Number	Agency	Funding Source	Amount Awarded	Amount Spent
24-05-01	Minnesota Department of Health	405C	\$250,000.00	\$206,057.21
24-02-01	Health Partners Institute	402	\$120,000.00	\$119,762.25
24-04-01	Elk River PD	402	\$48,600.00	\$57,027.34
		164AL	\$39,800.00	
24-05-06	Pepprtech (Contract)	405C	\$300,000.00	\$679,389.00
		402	\$500,000.00	
24-03-03	Mower County	405D	\$77,462.03	\$34,787.18
		164AL	\$21,911.97	
24-06-04	Minnesota Safety Council	402	\$75,000.00	\$71,123.12
24-08-02	DPS Office of Communications	402	\$482,000.00	\$404,369.65
24-05-07	Minnesota Bureau of Criminal Apprehension	405C	\$350,000.00	\$400,000.00
		402	\$50,000.00	
24-02-04	Braham Police Department	402	\$90,000.00	\$38,708.06
24-04-03	Taho Sportswear (Contract)	402	\$12,000.00	\$6,951.00
24-06-08	Horizon Public Health Douglas County	402	\$36,646.00	\$24,213.65
24-03-12	Minnesota State Patrol	405D	\$200,000.00	\$57,799.89
24-04-08	Minnesota State Patrol	164AL	\$405,000.00	\$2,200,085.90
		402	\$655,000.00	
		405E	\$400,000.00	
		405B	\$440,000.00	
24-06-05	Minnesota Department of Transportation	402	\$755,500.00	\$583,792.17
24-06-07		402	\$265,000.00	

### FY 2025 Projects Reviewed During Pre-MR

Grant Number	Agency	Funding Source	Amount Awarded	Amount Spent
25-02-02	Minnesota Safety Council	405B	\$694,999.00	\$566,119.98
25-03-01	Pennington DWI Court	164AL	\$143,000.00	\$120,661.54
25-03-06	Minnesota Department of Corrections	164AL	\$50,000.00	\$25,069.71
25-03-09	Minnesota Bureau of Criminal Apprehension	164AL 405C	\$400,000.00	\$394,451.63
25-03-10	Minnesota Bureau of Criminal Apprehension	164AL 405C	\$200,000.00 \$577,000.00	\$744,150.79
25-03-18	Minnesota Safety Council	164AL	\$120,000.00	\$88,601.70
25-04-01	Bloomington Police Department	164AL 402 405H	\$155,000.00 \$158,050.00 \$19,000.00	\$292,136.45
25-04-01	Worthington Police Department	164AL 402	\$25,100.00 \$25,500.00	\$49,555.95
25-04-08	Minnesota State Patrol	402 164AL 405E 405B	\$600,000.00 \$405,000.00 \$400,000.00 \$440,000.00	\$1,532,272.48
25-05-01	Minnesota Department of Health	405C	\$250,000.00	\$244,890.07
25-06-08	Southwest Health & Human Services	402	\$20,576.24	\$4,358.25
25-06-08	Rice County Public Health	402	\$20,421.50	\$18,031.06
25-06-08	Steele County	402	\$20,370.00	\$12,460.00
25-06-04	Minnesota Safety Council	402	\$75,000.00	\$69,962.92
25-06-06	St Louis County School District	402	\$45,525.00	\$30,920.10
25-06-22	DPS Office of Communications	402	\$482,000.00	\$431,940.84
25-08-01	Linnihan Foy Advertising	402 405D 405E 405F 405G 405H	\$667,800.00 2,330,000.00 325,000.00 120,000.00 60,000.00 100,000.00	\$3,601,046.50

**FY 2026 Projects Reviewed During Pre-MR**

<b>Grant Number</b>	<b>Agency</b>	<b>Funding Source</b>	<b>Amount Awarded</b>	<b>Amount Spent</b>
26-02-02	Minnesota Safety Council	405B 402	\$699,000.00 \$1,000.00	\$139,909.93
26-03-01	Cass County/Leech Lake Wellness Court	164AL	\$190,507.00	\$1,447.71
26-03-03	Minnetonka Police Department	164AL 402	\$128,310.00 \$21,690.00	\$42,953.46
26-03-03	Washington County Sheriff's Department	164AL 402	\$115,368.71 \$19,502.35	\$27,645.84
26-03-04	Minnesota Safety Council	164AL	\$50,000.00	\$9,242.36
26-03-06	Department of Corrections	164AL	\$50,000.00	\$3,029.56
26-03-06	Minnesota Safety Council	164AL	\$50,000.00	\$9,242.36
26-03-13	Arrowhead Regional Corrections	164AL	\$100,000.00	\$30,194.28
26-03-13	Fifth Judicial District	164AL	\$96,190.00	\$11,068.09
26-03-18	Minnesota Safety Council	164AL	\$120,000.00	\$25,720.48
26-04-01	Winona County Sheriff's Department	164AL 402 405B 405D	\$12,200.00 \$13,400.00 \$1,400.00 3,800.00	\$5,019.45
26-04-01	Lonsdale Police Department	164AL 402 405B	\$26,600.00 \$12,600.00 5,500.00	\$9,001.35
26-06-02	Fairbault Public Schools	402	\$15,000.00	\$0
26-06-03	Minnesota Office of Emergency Medical Services	402	\$50,000.00	\$2,918.79
26-06-06	Minnesota Emergency Nurses Association	402	\$30,000.00	\$4,151.48
26-06-08	Dakota County Public Health	402	\$21,403.50	\$5,790.00
26-06-08	Horizon Public Health-Grant County	402	\$18,583.00	\$2,041.59