
ANNUAL PERFORMANCE REPORT

1994

MINNESOTA DEPARTMENT OF PUBLIC SAFETY

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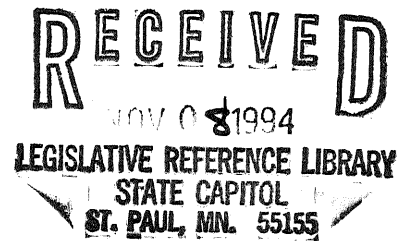


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AGENCY: Public Safety, Department of

MISSION:

The mission of the Department of Public Safety is to protect people and property in Minnesota through prevention, regulation, enforcement, information and service.

GOALS:

- To provide leadership and support to all state and local units of government whose responsibilities encompass safety
- To assure the transportation safety of people
- To reduce the detrimental effect of drug use (including alcohol) on people
- To lessen the impact of violent crime on people
- To safeguard and promote the safety of children
- To inform and educate people on safety issues
- To provide timely and caring services in times of emergency and disaster
- To provide quality records and documents, in a timely manner, for the use and protection of people and businesses

Table 1: Department of Public Safety Spending and Staffing, Fiscal Year 1994

<u>Program</u>	<u>Actual Expenditures (\$ in Thousands)</u>	<u>Percent of Total</u>	<u>FTE Staff Positions</u>	<u>Percent of Total</u>
Administration and Related Services	\$5,373	3%	83.2	5%
Emergency Management	36,158	23	36.9	2
Criminal Apprehension	18,671	12	201.5	11
Fire Marshal	3,043	2	54.2	3
State Patrol	45,184	29	728.7	41
Capitol Security	1,406	<1	42.9	2
Driver and Vehicle Services	28,090	18	550.7	31
Liquor Control	658	<1	14.2	<1
Gambling Enforcement	1,111	<1	16.2	<1
Traffic Safety	3,505	2	10.3	<1
Drug Policy & Violence Prevention	9,296	6	9.9	<1
Pipeline Safety	807	<1	11.8	<1
Crime Victims Services	2,473	2	7.8	<1
Crime Victims Ombudsman	166	<1	3.9	<1
<u>Totals</u>	\$155,941	100%	1,772.2	100%

Table 2: Department of Public Safety Funding Sources and Percentages, Fiscal Year 1994

<u>Actual Expenditures</u>		
<u>Fund</u>	<u>(\$ in Thousands)</u>	<u>Percent of Total</u>
General Fund	\$32,828	21%
Trunk Highway	61,416	39%
Special Revenue	3,581	2%
Highway User	9,694	6%
Federal	45,310	29%
All other funds	3,112	3%
Total	\$155,941	100%

ORGANIZATION:

The Department is organized into thirteen (13) programs. Each program has specific statutory authority to accomplish the goals of the Department. The Department interacts with various state and local agencies. Some of the state agencies are the Department of Human Services, Department of Health, Department of Agriculture and the Department of Revenue Department with regard to the latter. Collection of motor vehicle excise tax and assists in the collection of liquor sales tax. We work closely with the Department of Transportation by supplying them with accident records cause and location data. Information is also supplied to Pollution Control Agency involving automobile emissions laws. The Department is a repository of convictions for both criminal and driver license operators, and acts as a repository for liquor licenses and dram shop insurance policies.

Assistance and support are given to all local law enforcement agencies, fire departments and public safety agencies via, planning investigative assistance, laboratory expertise and laboratory analysis of evidence. Grants to assist in the improvement of the safety of the public are approved through the department.

Legislation that was passed in the 1994 Session broaden the Department's responsibilities for school bus safety. The procedures for dealing with this mandate are presently being put in place. Table 3 gives an indication of the work that needs to be done in the areas of school bus crashes, injures and fatalities.

WAYS TO IMPROVE PROGRAM OUTCOMES:

Minnesota has a secondary seat belt law. The current use rate is 55 percent. Safety belt use in states with primary enforcement of seat belt laws averages 12 percentage points higher than in secondary enforcement states. Iowa, which has a primary law, has a seat belt use of 73 percent. If Minnesota's rate had been 73 percent in 1993, we would have expected to save over 50 lives and prevent nearly 400 serious injuries in that single year. Crash victims wearing seat belts average 60 to 80 percent lower hospital costs than unbelted victims. A primary enforcement law in Minnesota could save lives.

A more efficient interface with our health care system is needed. For example, the Crime Victims Reparations Board staff spent time in coordinating medial benefits with other government programs such as Medical Assistance. Often, crime victims fall between the cracks of the various government agencies providing health care benefits.

The Crime Victims Advisory Council should be granted an extension on its sunset clause of June 30, 1995. More time is needed to address the areas of the Council's statutory mandate.

ANNUAL PERFORMANCE REPORT PROCESS:

Program managers involved employees in the preparation of this report. The amount of involvement at each level within a program depended on the number of employees working in the program. Time constraints were inherent in the preparation of this report. The "worker participation committee" provided excellent input for each program.

Table 3: School Bus Statistics

	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Total crashes	675	723	662	530	679	828	674	857	741	894
Fatal crashes	3	4	3	6	3	4	5	4	1	3
Persons killed	3	4	3	6	3	4	6	4	1	3
Injury crashes	176	191	160	141	175	167	149	181	169	212
Persons Injured	340	366	265	244	359	281	329	383	425	432
Property Dam- age Crashes	496	528	499	383	501	657	520	672	571	679
School Buses Involved	686	729	667	534	684	834	680	867	756	909

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SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 01 - Emergency Management

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$36,158	23% of department's expenditures
From State Funds	\$ 4,835	
From Federal Funds	\$31,323	

Number of FTE Staff:	36.9	2% of department's staff
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PROGRAM GOALS:**Planning & Prevention**

- Gathering information on hazards in the state, both natural and technological, and disseminating hazards information to emergency personnel and the public.
- Providing information, training and exercise assistance to persons involved with emergency preparations to reduce the likelihood and lessen the impact of emergencies.
- Ensuring emergency planning is conducted throughout the state.

RESPONSE

- Providing the facilities and coordination needed to ensure a concerted state agency response to an emergency situation, while supporting local and private responses to emergency situations.
- Participating in state response to technological and natural emergencies.
- Providing state-wide communication avenues for emergency situations and state agency notifications.

RECOVERY

- Providing immediate and long term disaster assistance to citizens and political jurisdictions.
- Reviewing emergency actions and recommending changes to plans, response actions, recovery processes, and supporting preventive (hazard mitigation) measures.

The division's legislative mandates are contained in M.S. Chapters 12, 115E, 299K and Sections 299A.48-52.

DESCRIPTION OF SERVICES:

The Division of Emergency Management works to reduce or eliminate the effects of natural or technological disasters by promoting and ensuring emergency planning and prevention, coordinating state agency response, and providing resources for recovery.

The program serves the public safety providers in the state through its emergency planning and prevention activities. These activities include the development of planning tools, one-to-one direct assistance with planning, review of local emergency plans, participation in training and exercises, development of hazard mitigation (prevention) efforts, and administration of various financial planning assistance and grants programs.

The citizens of the state are served through program actions: indirectly as local governments activate emergency plans which were developed with program assistance, and directly through response and recovery activities.

The program coordinates state agency response to emergency situations. The response activities of program staff range from telephone consultation to on-scene visits to leading joint actions in the state Emergency Operations Center during a large scale disaster such as a nuclear power plant accident.

The recovery activities include coordinating the delivery of disaster assistance via multiple federal and state disaster relief funds. The assistance is directed to individual citizens for recovery from a disaster, and to local governments for rebuilding the local infrastructure. The ultimate goals of recovery are a return to normal conditions for the community and prevention of future disasters. For example, approximately 9 million dollars will be used in prevention projects over the next few years.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
	<u>Planning & Prevention</u>		
A	Number of County Plans Reviewed	77	77
A	Number of exercises which included state staff	15	20
O	Amount of Emergency Management Assistance given to Counties (\$ in thousands)	1,132	1,073
	<u>Response</u>		
W	Number of calls received by Duty Officer	7316+	9287
	(* = flood related)	2554 (*)	
W	Number of response actions per month	2	10
UC	Equipment expenditures per Response Team (\$ in thousands)	718	145
	<u>Recovery</u>		
W	Number of counties declared disasters*	87	87
O	Amount of disaster assistance to local governments (\$ in thousands)	6,820	24,493
O	Amount of individual assistance (\$ in thousands)	206	2,815
O	Amount expended for hazard mitigation (prevention) grants (\$ in thousands)	0	4,395

*Some counties subject to multiple declarations.

PROGRAM DRIVERS:

- **Frequency of disasters.** The most recent three year period has experienced a large number of disasters. Ranging from the oil spill of 1991 to the "benzene" spill of 1992 to the "Great Flood" of 1993, the disasters have affected all parts of the state. Minnesota has been included in four Presidential Disasters in the past five years. The high frequency of disasters has stretched staff resources and produced a backlog of post-disaster recovery activities.
- **Warning the public.** Vice President Gore initiated a nationwide directive to increase the ability of the National Oceanic Atmospheric Administration (NOAA) to provide emergency notification. State and National Weather Service staff submitted a proposal that would provide warning coverage to ninety five percent of the state's population.
- **Requests for emergency management support.** The program provides emergency management assistance to local governments. This includes financial and technical support.

The program's financial support depends on federal funding. The state's federal funding request is \$2,400,000. Currently, the state receives \$1,400,000. The shortfall between the request and receipt is and has been approximately \$1,000,000 for a number of years. In addition, there is a moratorium on federal funding requests. If all Minnesota requests were processed, the shortfall would be closer to \$3,000,000 per year. This underfunding of the local programs limits the resources available for emergency planning activities.

The program's technical assistance is delivered by staff; due to increased program visibility during recent disasters, there has been an increase in requests for technical assistance. These requests further strain staff resources.

- **Increased requests from the private sector.** Awareness of the need for emergency preparations has been increasing in the private sector. The program's technical abilities in this area have been illustrated by the recent disasters. The private sector has responded by increasing their requests for assistance and training on a wide range of emergency issues.
- **Increased number of planning mandates.** Changes in federal law such as the Clean Air Act Amendments of 1990 and the Oil Pollution Act of 1990 require more emergency preparations by industry. These requirements are driving increased requests for technical assistance.

AGENCY: Public Safety, Department of
PROGRAM: Emergency Management (01)

OBJECTIVE, MEASURE

Objective 1: All Minnesota counties will have an acceptable all-hazard emergency plan by F.Y. 1996. The number of Minnesota counties with approved plans will increase by five (5) percent in the biennium.

Measure (1): Percent of Minnesota counties with acceptable plans.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	80%	89%	89%			
Target				95%	100%	100%

DEFINITION, RATIONALE, DATA SOURCE:

County plans are reviewed by division staff (DEM) and the Regional Review Committees (RRCs) of the Emergency Response Commission (ERC) on an annual basis. The review determines a plan's compliance with minimum criteria.

The plan review ensures political subdivisions in the state are meeting planning requirements. The process of developing an acceptable plan is more likely to ensure a successful response to an emergency situation. The planning process includes the requirement to exercise or practice the plan.

The program tracks planning compliance.

DISCUSSION OF PAST PERFORMANCE:

County level planning for all hazards, including hazardous materials, has been improving. The program maintains a formal relationship with those counties which receive federal Emergency Management Assistance funding. This accounts for 77 of the 87 Minnesota counties. An informal and sometimes infrequent relationship is maintained with the remaining counties.

PLAN TO ACHIEVE TARGETS:

The program depends on regional staff to reach counties in an effective manner. The program recently re-staffed its regional program by filling 4 regional coordinator positions (6 total state-wide). These new staff members, with assistance from staff located in St. Paul, will be able to reach more counties and provide more technical assistance.

OTHER FACTORS AFFECTING PERFORMANCE:

The emergency plans are written by county emergency managers. The level of commitment on the part of the county to emergency planning is directly reflected in the plan quality and/or the level of participation in the planning process by the county. DEM can influence county support through limited Emergency Management Assistance; however, the majority of planning support must come from the county.

AGENCY: Public Safety, Department of
 PROGRAM: Emergency Management (01)

OBJECTIVE, MEASURE

Objective 2: Begin assisting local authorities with 90% of on-scene damage assessments within 48 hours of disaster.

Measure (1): Percent of damage assessments started on time.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	90%			
Target				90%	90%	90%

DEFINITION, RATIONALE, DATA SOURCE:

The program assists local authorities with a damage assessment of disaster areas.

Damage assessments trigger emergency declarations and financial aid. Timely assessment leads to more rapid recovery.

The program tracks assessments.

DISCUSSION OF PAST PERFORMANCE:

The program has successfully completed damage assessments and requested aid during past disasters.

PLAN TO ACHIEVE TARGETS:

Staff training followed by rapid deployment in time of need will allow the program to meet its goals.

OTHER FACTORS AFFECTING PERFORMANCE:

Due to the nature of the disaster, it may not be possible to be on-scene within 48 hours.

AGENCY: Public Safety, Department of
PROGRAM: Emergent Management (01)

OBJECTIVE, MEASURE

Objective 3: Request a Presidential declaration within forty eight hours of damage assessment, 95% of the time.

Measure (1): Percent of declarations requested within forty eight hours.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	95%			
Actual				95%	95%	95%

DEFINITION, RATIONALE, DATA SOURCE:

A Presidential declaration is needed to begin assistance processes.

A timely request is needed to trigger aid.

The program tracks requests.

DISCUSSION OF PAST PERFORMANCE:

The program has been able to obtain Presidential declarations during past disasters in a timely manner.

PLAN TO ACHIEVE TARGETS:

Through maintenance of staff, knowledgeable in the process, the program will be able to provide this service.

OTHER FACTORS AFFECTING PERFORMANCE:

Due to the size or recurrence of a disaster and/or the lack of information available from the local government, it may not be possible to generate a declaration request within forty eight hours.

AGENCY: Public Safety, Department of
PROGRAM: Emergency Management (01)

OBJECTIVE, MEASURE

Objective 4: Complete all disaster applications within thirty days after declaration, ninety percent of the time, and provide disaster assistance payments within seventy two hours, ninety percent of the time.

Measure (1): Percent of applications processed within thirty days and percent of payments mailed within seventy two hours.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	90%			
Target				90%	90%	90%

DEFINITION, RATIONALE, DATA SOURCE:

The program processes applications for assistance and the payment of the assistance to victims of a disaster.

Rapid processing and payment of assistance requests is needed to aid recovery on community and individual levels.

The program tracks applications and payment.

DISCUSSION OF PAST PERFORMANCE:

The program has been able to meet assistance demands during past disasters with existing staff and use of temporary emergency workers.

PLAN TO ACHIEVE TARGETS:

The program will need to rely on the availability of emergency workers in the event of a wide-spread disaster such as the floods of 1993.

OTHER FACTORS AFFECTING PERFORMANCE:

Very large scale disasters may make victim identification and support difficult.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 02 - Bureau of Criminal Apprehension

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$18,671	12% of department's expenditures
From State Funds	\$18,127	
From Federal Funds	\$ 544	

Number of FTE Staff:	201.5	11% of department's staff
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PROGRAM GOALS:

To provide accurate, timely and complete criminal records and fingerprint identification for criminal justice and non-criminal justice purposes within Minnesota and throughout the country as required by state and federal law. (M.S. Chapter 299C)

- To provide law enforcement personnel with the professional knowledge and skills necessary to effectively serve their respective communities. (M.S. Chapter 299C)
- To coordinate investigations for which local law enforcement agencies request assistance, such as complex, multi-jurisdictional or long term felony investigations. (M.S. Chapters 299C, 609, 152 and 624)
- To provide state of the art forensic science services to the criminal justice community to facilitate the administration of justice. (M.S. Chapter 299C)

DESCRIPTION OF SERVICES:

The Bureau of Criminal Apprehension, a law enforcement service agency, protects the public by providing investigative assistance, forensic science services, accurate, timely and complete criminal history and fingerprint information and training to the criminal justice community throughout Minnesota.

As the state's statutorily mandated central repository, the CCH/ID Section maintains the Computerized Criminal History System (CCH) which collects, compiles and provides criminal records on individuals arrested for or convicted of gross misdemeanor and felony offenses. This data is verified by the positive identification of each individual through fingerprint comparison conducted by the section's state of the art Automated Fingerprint Identification System (AFIS).

The Training and Development Section provides specialized and advanced training for law enforcement officers throughout the state.

The Investigations Section, assists local law enforcement agencies in investigating complex felony investigations. In the role of a law enforcement service agency, the BCA does not initiate cases without the request of a local agency, with the exception of narcotics and public corruption cases.

Science is neutral is the basic tenet of the Forensic Science Laboratory -- forensic scientists serve as advocates of neither prosecution nor defense, but rather of independent fact as revealed by scientific analysis. The Lab provides forensic science services, including DNA testing, to the criminal justice community.

BACKGROUND INFORMATION:

Laboratory

Laboratory Turn around time (days)	F.Y.93	F.Y.94
Alcohol	11	18
Arson	29	58
DNA	108	121
Drugs	17	25
Firearms	71	95
Prints	35	50
Trace	48	44
Documents	65	49
Serology	42	43
Toxicology	31	52
Laboratory statistics		
Total cases:	10,546	11,650
Homicides	96	97
Death invest.	329	299
Sexual assaults	470	497
Drugs	1,560	1,555
Arson	241	308
Burglary	355	341
DWI alcohol	5,785	6,750
DWI drugs	432	481
All others	1,278	1,322
DNA cases reported	145	191
DNA Convicted Sex		
Offender Data base*	1,001	951

* M.S. 609.3461 requires convicted sex offenders to provide a blood sample for DNA profile and database, 4535 samples as of 7/94.

Case Audits	470	490
System Audits	4	4
Court Monitoring	2	39

CCH Activity

Number of fingerprint cards received	37,300	39,300
Non-criminal justice record requests	52,800	69,000
Number of agencies with livescan fingerprinting capability	1	4

PROGRAM DRIVERS:

- The violent crime rate has shown a slow but steady increase over the past 20 years, and certain violent crimes have increased at a more rapid pace since the mid 80's. This is due to many factors, including socio-economic, societal change and the impact of drug use and abuse on our culture. The BCA and the law enforcement community in Minnesota have worked together to address the increase in crime rates by conducting more investigations and making more arrests, but law enforcement alone can take neither credit nor blame for changes in the overall crime rate in Minnesota, as law enforcement is, by nature, largely reactive.
- The field of forensic science has been greatly affected by the exponential development of scientific technology. Developments in such diverse areas as genetics and computers are occurring so rapidly that both methods and equipment are outdated almost as quickly as they are brought on line. Fingerprint technology and DNA testing are two high profile examples of this phenomenon. In the past several years, the BCA has not been in a financial position to keep pace with changing technology in many areas; this threatens the BCA's status as one of the leading forensic science labs and state record repositories in the country.
- Changes in the way criminal records are received, entered, accessed and shared are being made at a rapid pace as well. The BCA is spearheading these improvement efforts; and thanks to excellent working relationships between the branches and levels of government using the records, attention to the issue of quality records by the legislature, and funding from the federal level to improve record quality, these changes will lead to high quality and easily accessible and understandable criminal records for the criminal justice community as a whole.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 1: To maintain satisfaction of BCA's clients with our overall services at present high levels.

Measure (1): Semiannual surveys will indicate high percentage of satisfied police chiefs, sheriffs, county attorneys other clients. 95% will rate the services of the BCA as good or excellent.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	98%	NA			
Target				95%	NA	95%

DEFINITION, RATIONALE, DATA SOURCE:

A client satisfaction survey is given every other year to the chiefs of police association annual meeting attendees, and all 87 sheriffs. In F.Y. 1995, county attorneys and other clients will also be surveyed. The bureau will continue to define the customer base. County attorneys will be added in F.Y. 1995.

Satisfaction of BCA clients with our services is of paramount importance to the BCA's mission. This survey will give continuous feedback on the satisfaction of the law enforcement community with our services.

BCA survey results.

DISCUSSION OF PAST PERFORMANCE:

The BCA has traditionally experienced a high level of satisfaction among clients, but has only recently begun to measure this quantitatively.

PLAN TO ACHIEVE TARGETS:

The BCA will continue to provide high quality services to the law enforcement community, and will strive to provide state of the art investigative services in a proactive mode.

OTHER FACTORS AFFECTING PERFORMANCE:

There are some areas of the BCA's service with which our clients will never be completely satisfied, including evidence turnaround time and number of field agents.

AGENCY: Public Safety, Department of
 PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 2: To improve quality and quantity of fingerprint card submissions and use of the CCH system.

Measure (1): Number of agencies receiving training by CCH/ID staff.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	25			
Target				50	50	50

Measure (2): Number of fingerprint/arrest cards submitted.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	27996	23139	28220			
Target				35830	43000	50000

DEFINITION, RATIONALE, DATA SOURCE:

Training began in early 1994 to criminal justice agencies submitting information to the BCA--CCH/ID section and using the CCH system. The number of arrest/ fingerprint cards submitted by law enforcement agencies will also be measured.

The number of fingerprint cards submitted will increase as a result of the training the law enforcement agencies will receive. In addition, less measurable results will be expected from the training, including improved quality of fingerprints taken at arrest, understanding of the CCH and AFIS systems, improved use of the system, and most importantly, increased understanding of the role of the law enforcement community in a complete, accurate and timely criminal history system.

The BCA--CCH/ID section keeps statistics on the number of fingerprint cards received each year, and will begin to keep track of the number of agencies receiving training in 1994.

DISCUSSION OF PAST PERFORMANCE:

Training was initiated in 1994 as a result of the attention placed on the importance of a quality CCH system at state and federal levels. In the past, the BCA has found arrest/fingerprint card submissions to be lower than acceptable due in large part to lack of understanding at every level of the criminal justice system of a complete, timely and accurate CCH system.

PLAN TO ACHIEVE TARGETS:

The new training program, provided in conjunction with training for courts, prosecutors, corrections officers and others, will result in measurable improvements in the submission of fingerprint/arrest cards and an overall improvement in the quality of the CCH system.

OTHER FACTORS AFFECTING PERFORMANCE:

Training provided by other elements of the criminal justice system will also impact the quality of the information stored in the BCA's CCH system.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 3: To increase the number of suspects identified by the Automated Fingerprint Identification System.

Measure (1): Number of "hits" made on the AFIS system by the fingerprint technicians of the CCH/ID section. tenprint hits identify persons who have previous arrest/fingerprint cards on file and who use alias names.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	75			
Target				90	100	125

Measure (2): Number of "hits" made by the Laboratory's forensic scientists from the latent file of the AFIS

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	15	35	50			
Target				55	60	70

DEFINITION, RATIONALE, DATA SOURCE:

A "hit" is a positive fingerprint identification of a person through the computerized comparison of prints submitted as a result of an arrest, and fingerprints already on file in either the latent print file or the inked print, or tenprint, file.

The BCA recently installed its new AFIS system, after receiving funding from the legislature and a lengthy testing and selection process. This is superior to the previous system in that identification is easier and quicker. It is anticipated that the system will help identify more persons than the old system, resulting in more arrests and identifications of persons using false names.

The BCA keeps data on the number of positive identifications made through the new AFIS system at the BCA.

DISCUSSION OF PAST PERFORMANCE:

The new AFIS system is a vast improvement over the previous system, which was the first such automated fingerprint system in the world. The new AFIS enables both fingerprint technicians and latent examiners to better identify and match fingerprints through improvements in technology.

PLAN TO ACHIEVE TARGETS:

The CCH/ID section recently added seven day fingerprint services for the law enforcement community, allowing persons to be identified over weekends and preventing release from jail before positive identification can occur. In addition, the Laboratory will add another latent print examiner to its staff, which will lead to an increase in the number of latent hits and a reduction in turnaround time in that section.

OTHER FACTORS AFFECTING PERFORMANCE:

More fingerprint cards are expected to be submitted as a result of the training effort mentioned above. This effort will naturally result in more hits, as more cards are submitted. However, delays in the start of the training program will affect this number.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 4: To ensure that peace officers in MN gain expertise in advanced and technical areas of law enforcement.

Measure (1): Number of accredited courses offered by the BCA per year

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	119	88	90			
Target				90	90	90

Measure (2): Number of agencies sending officers to training:

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	328	273	350			
Target				350	350	350

Measure (3): Number of peace officers successfully completing an accredited BCA course (# receiving POST credit.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	3856	2691	2700			
Target				2800	2900	2900

DEFINITION, RATIONALE, DATA SOURCE:

The number of POST accredited courses held by BCA Training and Development Section each year, and the number of agencies sending officers to training.

This reflects the number of POST accredited courses offered to law enforcement agencies each year, as well as the number of agencies sending officers to these courses. However, it does not include those courses and special offerings which are not accredited, but fill an important need for the law enforcement and criminal justice communities. The emphasis in F.Y. 1993 and beyond is towards fewer calendared courses and more special offerings, which will lead to a slight overall decrease in the number of accredited courses.

BCA Training and Development statistics.

DISCUSSION OF PAST PERFORMANCE:

The number of courses planned and requested has fluctuated over the past several years. The Training and Development Section strives to provide a more constant level of courses in future years, taking special requests and new areas of training needs into consideration as it plans each training year.

PLAN TO ACHIEVE TARGETS:

Careful planning and preparation of courses each year should lead to accomplishing the goals set forth.

OTHER FACTORS AFFECTING PERFORMANCE:

Local law enforcement demand for services, including training, can fluctuate, meaning changes in the number and type of courses offered. In addition, unforeseen events can trigger special needs for law enforcement training. A high profile missing child investigations is an example of such an event which could affect demand for certain courses.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 5: To provide DARE training to more children in Minnesota through the elementary, junior high and high school DARE programs.

Measure (1): Number of peace officers trained and certified to teach DARE.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	90	100	110			
Target				120	130	140

Measure (2): Number of officers actively teaching the DARE curriculum.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	200	290	390			
Target				500	630	700

DEFINITION, RATIONALE, DATA SOURCE:

Definition: The number of peace officers successfully completing DARE training, and the number of officers actively teaching the DARE curriculum.

Rationale: This reflects the number of officer trained and certified to teach DARE in the classroom. This number will increase each year as junior high, high school and parent components are added.

Data Source: BCA Training and Development statistics.

DISCUSSION OF PAST PERFORMANCE:

The DARE program has been highly successful in Minnesota, as shown both qualitatively and quantitatively. Every school which has begun a DARE program is still involved -- there have been no schools which have discontinued the program. This success is expected to continue as more officers are trained in the expanded junior and senior high programs.

PLAN TO ACHIEVE TARGETS:

Continuation of elementary level DARE officer certifications and expansion into other areas will allow the BCA to achieve the targets set out.

OTHER FACTORS AFFECTING PERFORMANCE:

Continuing interest in the program and ability of the BCA to continue to provide necessary training to interested officers.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 6: At least 95% of the BCA's clients will continue to rate the Investigations personnel as good or excellent, as measured through client satisfaction surveys of chiefs, sheriffs, county attorneys and others.

Measure (1): Semiannual surveys will indicate high percentage of satisfied customers
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	95%				
Target			NA	95	95	95

DEFINITION, RATIONALE, DATA SOURCE:

Quality of BCA Investigations personnel is of utmost importance to our clients, who rely on special agents to provide needed expertise in difficult, long term or multi-jurisdictional investigations.

BCA client satisfaction surveys.

DISCUSSION OF PAST PERFORMANCE:

Special agents of the BCA have traditionally been highly regarded by the BCA clients, as measured quantitatively and qualitatively discovered through informal means. It is anticipated that this high level of satisfaction with Investigative personnel will continue.

PLAN TO ACHIEVE TARGETS:

Providing services needed and requested by BCA clients will prove to be the most the BCA can do to best serve the law enforcement community. The BCA Investigations Section strives to be proactive in the types of services it provides, anticipating the need for new services.

OTHER FACTORS AFFECTING PERFORMANCE:

Several field offices have been closed in the past year, and will be reopened only if fiscally feasible. The demand for field offices is always high, and fewer field offices may affect BCA client satisfaction.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 7: To increase information sharing among investigators on unsolved, multi-jurisdictional sexual assaults.

Measure (1): Number of cases submitted for inclusion in the MNSCAP program each year:.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	422	374	400			
Target				420	430	440

Measure (2): Number of cases included in the system.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	700	1000	1350			
Target				1700	2000	2300

DEFINITION, RATIONALE, DATA SOURCE:

The Minnesota Sex Crimes Analysis Program (MNSCAP) is a voluntary program by which law enforcement officers submit information on unsolved sexual assaults to the BCA for entry into a computer system for matching to other solved and unsolved cases. This system was designed by BCA investigators with no additional funding provided from any sources, and has proven to be a successful vehicle for sharing information and solving serial rapes.

These figures accurately measure the success of the MNSCAP program and the ability of the BCA to encourage information sharing among investigators around the state.

BCA Investigation data.

DISCUSSION OF PAST PERFORMANCE:

This program has been a successful example of the BCA providing services to its clients before the clients realize it is a service they need or want. It has been and will to continue to be productive as long as the law enforcement community experiences sexual assaults.

PLAN TO ACHIEVE TARGETS:

BCA investigators will continue to reach out to sexual assault investigators around the state to encourage use of the MNSCAP system.

OTHER FACTORS AFFECTING PERFORMANCE:

Participation of local agencies will determine future performance.

AGENCY: Public Safety, Department of
 PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 8: To increase the availability of convicted sex offenders' DNA for rape, homicide and other major investigations.

Measure (1): Number of samples received each year for inclusion in the DNA profiling database.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	939	950	975			
Target				1000	1025	1050

Measure (2): Number of cold hits (identification of unknown suspects)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1	2	2			
Target				3	4	5

DEFINITION, RATIONALE, DATA SOURCE:

The BCA is legislatively mandated to collect DNA samples from convicted sex offenders. The Laboratory processes the samples and enters them into the sex offender DNA profiling database. This database is used to search for matches to samples of unknown sexual assault suspects.

The DNA laboratory is one of the premier labs in the country, and is responsible for the two "cold hit" in the country. This new method of analyzing evidence from violent crimes is an incredible asset to the criminal justice community, both in identifying and exonerating suspects.

BCA Laboratory.

DISCUSSION OF PAST PERFORMANCE:

The BCA DNA laboratory has been operational since 1990, and can be expected to continue to succeed and be a model for the rest of the nation's DNA laboratories.

PLAN TO ACHIEVE TARGETS:

Through continued analysis of DNA samples in the DNA database, and the submission of DNA evidence, the Laboratory will identify more unknown sexual assault and homicide suspects.

OTHER FACTORS AFFECTING PERFORMANCE:

Newer technology is available which would allow the BCA to conduct tests more quickly and in more cases than presently possible.

AGENCY: Public Safety, Department of
PROGRAM: Bureau of Criminal Apprehension (02)

OBJECTIVE, MEASURE

Objective 9: To increase the ability of Minnesota's peace officers to identify and process drunk drivers.

Measure (1): Number of officers trained and recertified in intoxilyzer use.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Officers Trained	181	200	210			
Target				220	240	240

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Officers recertified	1150	900	1000			
Target				1000	1000	1000

DEFINITION, RATIONALE, DATA SOURCE:

The number of officers trained and recertified to administer Intoxilyzer tests is the measure by which the BCA affects the ability of Minnesota peace officers to identify and process drunk drivers.

The ability of Minnesota peace officers to arrest drunk drivers is directly related to the training they receive from the BCA.

The data source is the BCA Laboratory data base.

DISCUSSION OF PAST PERFORMANCE:

Training of officers in this area is a critical step in the fight against drunk driving in Minnesota. The Laboratory has three scientists who teach law enforcement officers in this area, as well as repair Intoxilyzers which have malfunctioned.

PLAN TO ACHIEVE TARGETS:

Training is ongoing and a necessary part of the state's anti drunk driving campaign.

OTHER FACTORS AFFECTING PERFORMANCE:

The Intoxilyzers currently in use are in dire need of replacement. If they are not replaced, more and more scientist time will be required to repair the instruments, possibly affecting the number of courses offered and the number of instruments available for use in the field.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 03 - Fire Marshal

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$3,043	2% of department's expenditures
From State Funds	\$2,692	
From Federal Funds	\$ 351	
 Number of FTE Staff:	 54.2	 3% of department's staff

PROGRAM GOALS:

- To provide fire and arson investigation services to assist local fire and law enforcement authorities in determining origin and cause of fires. (M.S. Sections 299F.04 & .051)
- To protect lives by providing life safety inspections in all hotels/motels/resorts, public schools (K-12), day care homes and centers, and health care facilities. (M.S. Chap 121; M.S. Sect 299F.46, 144.A10, 144.653 and Rule 9502.0335)
- To provide regulation of fire sprinkler industry by licensing, certifying, and registering contractors, designers, journeymen and apprentices. (M.S. Chapter 299M)
- To provide plan review for installation of automatic fire protection systems, flammable liquid and LP gas installations and schools, to ensure life safety features are built in at the time of construction. (Rule 7510.3260 & 3240; M.S., Chapter 299M, M.S., Section 121.1502)
- To provide the fire service and public with information regarding the prevention of fire deaths, injuries and property loss based on fire incident data collected from fire departments (M.S., Section 299F.04, sub 3).
- To provide response teams for hazardous materials incidents statewide (M.S., Section 299A.50).

DESCRIPTION OF SERVICES:

The State Fire Marshal Division exists to reduce the tragic loss of lives and property from fire through investigation, inspection, plan review, information, education, and hazardous response activities.

The fire investigation activity provides local fire and police officials with technical assistance in digging a scene to determine cause; collects samples for testing for accelerant; provides expertise in arson fires to prepare the case for prosecution; and provides training for police and fire officials on fire scene investigations. Arson is the second leading cause of fire in Minnesota and has increased from eleven percent to thirteen percent of overall causes. This is an activity of the division that has continued to increase in numbers and complexity.

The fire and life safety inspection activity provides Minnesota citizens with a minimum degree of fire safety in buildings mandated for fire safety inspection, including schools (K-12), hotels/motels/resorts, health care facilities, and day care homes

and centers. The enforcement activity identifies violations, both state and federal, and assures that corrections are made in a prompt and appropriate manner; provides consultation with building managers/owners regarding correction alternatives; and provides training services for facilities personnel regarding fire prevention and evacuation procedures.

The plan review activity includes the review of all above and below ground flammable liquid installations. This includes on-site inspection of all above ground flammable liquid storage tanks.

The regulation activity ensures that contractors, designers, and installers of automatic fire protection systems are competent, trained, and systems are installed according to code; plan reviews are conducted for each installation and field inspection and acceptance testing will take place periodically.

The public fire safety education and data collection activity is charged with providing leadership and focus for preventing identified fire problems from recurring by encouraging behaviors that reduce the risk from fires. Specific risk factors identified by the Minnesota Fire Incident Reporting system include, use and maintenance of smoke detectors, Project Firewise for senior citizens and issues related to child deaths from children playing with fire.

The hazardous material response activity will establish up to five hazardous materials response teams and up to ten chemical assessment teams that will respond statewide to haz-mat emergencies. This activity will assure that prompt and appropriate response measures are instituted to control and/or eliminate the danger to life, property, and the environment.

BACKGROUND INFORMATION:

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>C.Y. 1993*</u>	<u>C.Y. 1994*</u>
<i>Fire Investigation Activity</i>			
A	No. of investigations responded to	662**	750(e)
A	No. of fires determined to be arson	183**	
W	Average # of investigations per investigator/yr	63**	68(e)
A	Average # hrs per investigation (based on 1960 hr per work yr)	31	29(e)
UC	Average cost per investigation	\$982	\$867(e)
<i>Fire Inspection Activity</i>			
A	No. of inspections conducted	NA	
A	No. of violations found	NA	
W	Average number of inspections per Deputy	NA	
A	Average number of hours per inspection per year (1960 hours)	NA	
UC	Average cost per inspection	NA	
<i>Prevention Education and Information</i>			
A	Number of fire reports processed	107,000	110,000(e)
A	Number of actual fires reported (structure)	6,910	
O	Assessed homes w/out or non working smoke detectors	449,000	449,000
O	Assessed # high risk homes (low income w/children) based on 1990 census report	87,000	87,000
O	Percent of population represented by reporting F.D.	94%	94%(e)
A	Number of community health nurses and fire departments trained to teach fire safety	260	400(e)

* Calendar Year

**Based on one vacant investigator position for six months

(e) estimate

PROGRAM DRIVERS:

- **Arson Second Leading Cause of Fire in Minnesota.** Arson has taken over as the second leading cause of fire in Minnesota. This creates challenges for the Division in terms of number of investigations and efficiency. The C.Y. 1994 projections predict a twelve percent increase in demand for fire investigations. The complexity of an arson fire increases the amount of time that must be spent on an investigation. With an increasing demand for investigations there is a decreasing number of hours that can be spent; therefore, efficiency thoroughness and completeness suffers. A crucial element of the investigation activity is to allow investigators sufficient time to investigate and prepare a case for prosecution. It will be critical in the future to add two investigators to this activity.
- **Life Safety of Minnesota Citizens.** The majority of fires, deaths, injuries and dollar loss are in residential properties. Smoke detectors as early warning are critical to saving lives from fire. Most at risk are low income families and children who may be unable to afford smoke detector protection. The public fire education function is furthering efforts to assist fire departments and citizens with methods to obtain smoke detectors. This occurs when fire departments are trained to form community efforts to ensure every member of the community is protected. The challenge is encouraging the fire departments to work with other organizations and agencies to help with the efforts. There are eight hundred and seven fire departments in the state and only one educator; therefore, collaborative efforts of fire departments and State Fire Marshal Division is essential.
- **Aging Population.** The aging population poses two critical issues: 1) The senior citizen living independently is at higher than normal risk from fire for obvious reasons - mobility, hearing, medication, etc. Training for this population must take place today to create a fire safe senior of tomorrow. 2) This creates a greater need for health care related facilities and the need for more trained and qualified inspection staff to ensure the safety of seniors utilizing such services. Recent Federal cutbacks has reduced the funding the Minnesota Department of Health gives the Fire Marshal Division to inspect health care facilities.
- **Training.** In recent years the fire service has looked to the Division for training in technical fields relating to fire. These include code and enforcement, public education strategies and methodologies, fire cause determination, arson investigation, and hazardous materials training. As resources diminish, both on the state and local level, geographic access to training will be a critical issue to the volunteer fire service of greater Minnesota.
- **Day Care.** As the need for more quality safe day care homes increases, so will the demand for code related inspection activities. At the current reduced level of funding, we will be unable to continue this activity. The measure of success of this program is the excellent fire safety record of day care and foster care facilities.
- **Flammable Liquid and L.P. Gas Installation Plan Reviews.** The Division has two code/plans specialists on staff who, in addition to their code related activities, also review plans for all flammable liquid and L.P. installations statewide. State regulations require a ten day turn around on all plans. The seasonal nature of construction in Minnesota does not allow for an even flow of work throughout the year. This program is in addition to the code specialists primary responsibility of answering questions and interpretation of fire and building codes.

AGENCY: Public Safety, Department of
PROGRAM: Fire Marshal (03)

OBJECTIVE, MEASURE

Objective 1: To reduce the number of recurring life safety violations related to exiting in facilities mandated to be inspected, by 33%, by the year 2000 (two cycles of inspections).

Measure (1): Percent of recurring life safety violations in exiting per mandated inspection.
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Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u> start 1-1-95	<u>C.Y. 1996</u>	<u>C.Y. 1997*</u>
Schools						
No. exiting violations						
(% increase/decrease)						
Target						
Hotels/motels/resorts						
No. exiting violations						
(% increase/decrease)						
Target						
Health care facilities						
No. exiting violations						
(% increase/decrease)						
Target						
Day care homes/centers						
No. exiting violations						
(% increase/decrease)						
Target						
*Calendar year						
(Baseline to be established during three year cycle)						

DEFINITION, RATIONALE, DATA SOURCE:

Exiting is one of the most critical elements to the life safety of persons occupying a building. The focus of the inspection activity is life safety from fire, which is influenced to a large degree by the occupant's ability to exit the building safely in an emergency. Violations related to construction features have been isolated because they are a significant factor in life safety in a fire situation.

Exiting is defined in code as "a continuous and unobstructed means of egress to a public way, . . ." Life safety violations, as related to exiting, includes such items as fire protection features, alarms, corridor protection, doors and hardware.

The measurement is the reduction in frequency of defined violations from one inspection cycle to the next, thus ensuring buildings are in compliance and safe for occupancy. Violations of exiting per mandated inspection is a ratio based on the number of violations found divided by the number of mandated inspections performed.

The use of determining violations to exiting will provide two important elements. One, that building remains in compliance for three years after an inspection; and two, allows the division to determine the effectiveness of the enforcement activity. Major exiting violations should not persist from one inspection cycle to the next.

Detailed data will be published in the annual "Fire In Minnesota" report published in September of each year.

DISCUSSION OF PAST PERFORMANCE:

As buildings age, occupancy changes and additions are built, exiting and exiting components may be compromised and life safety may be at risk. The State Fire Marshal Division did not have a way of determining the effectiveness of their inspection efforts other than measuring loss data, i.e., deaths, injuries, and dollar loss. These are all after the fact issues. We want to be able to determine if a building remains in compliance from one cycle to the next and if not, what factors contribute to the problem. The new inspection reporting system will allow us to measure these results beginning the first year of implementation.

PLAN TO ACHIEVE TARGETS:

The main ingredient to the successful demonstration of reduction to exiting violations is the new computerized inspection reporting system being implemented in F. Y. 1994-95. The pilot test of data has begun. The program will be field tested in August - November and ready for full implementation on January 1, 1995.

OTHER FACTORS AFFECTING PERFORMANCE:

The health care program and school inspection program are to a large degree tax payer funded; with declining funding in these areas, reductions in inspections may occur if funding is cut further. These two occupancies have the highest population bases, often times housing persons who may not be able to move as quickly to designated exits. If obstructions, travel distances, or locked exits are encountered, escape may be impossible. Funding of these two programs is critical for the life safety of those occupying these buildings.

AGENCY: Public Safety, Department of
PROGRAM: Fire Marshal (03)

OBJECTIVE, MEASURE

Objective 2: To assist local fire officials to increase the number of identified incendiary fires subsequently presented to law enforcement authorities for prosecution by ten (10) percent by 1998.

Measure (1): Percent of cases presented for prosecution divided by total number of incendiary fires.

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. . 1996</u>	<u>C. 1997</u>
Percent of cases presented.				Start 1995		
*Calendar year						

DEFINITION, RATIONALE, DATA SOURCE:

Arson is the second leading cause of fire in the state of Minnesota. Arson fires in the past four years accounted for five deaths and two hundred and nine injuries to firefighters and civilians and resulted in property damage of over sixty million dollars. The trend over the past four years indicates that arson will continue to rise. Arson is a crime against people and property, and affects everyone who lives, works, or does business in our state. One way to stop the crime of arson is to take away the incentive, the monetary gain from this crime through prosecution. The objective focuses on efforts to ensure that arson cases are followed up and presented to prosecutors for adjudication.

Information that indicates the number of cases submitted for prosecution is not available at this time. However, a new computerized fire investigation reporting system will be in place by C.Y. 1996 and will capture the necessary information to meet this objective. Detailed information will be printed in the annual "Fire In Minnesota" report published in September of each year.

DISCUSSION OF PAST PERFORMANCE:

The crime of arson has been misunderstood in the past. Most common attitudes expressed indicates that it is a crime that affects property only. Arson is a serious threat to the life safety of Minnesota citizens, most recently five children in St. Paul died, victims of an arsonist. Additionally, although many arson fires occur in unoccupied buildings after hours, one must consider the firefighter who must enter this dangerous atmosphere to fight the fire. Firefighters are always at risk in arson fires.

PLAN TO ACHIEVE TARGETS:

In order to achieve this measure a computerized reporting system will be developed. The reporting system will include data elements such as insurance information, other fires or claims, witnesses, suspects, causes, statements, disposition of case, insurance payments, fire department ID numbers to check against the fire incident reporting system, etc. The program will be field tested in late C.Y. 1995.

OTHER FACTORS AFFECTING PERFORMANCE:

The main ingredient to assisting local officials to successfully increase the percent of arson cases presented to prosecutors will be the assurance of continued funding for the program and an increase in the number of personnel assigned to this task. As a result of additional staff, as the number of calls for investigative assistance increases, so will the time an investigator will be able to devote to an arson investigation. Time, staff, and resources are a critical factor for this objective. Cooperation with local law enforcement agencies and prosecutors will also be critical to this effort if it is to succeed.

AGENCY: Public Safety, Department of
PROGRAM: Fire Marshal (03)

OBJECTIVE, MEASURE

Objective 3: Reduce the number of fire deaths in which absent or non-functioning smoke detectors are identified as a factor to no more than twenty five percent of total deaths by the year 2000, through educational initiatives.

Measure (1): Percent of deaths in which absent or non-functioning smoke detectors are identified as a factor on State Fire Marshal investigation reports and on Minnesota Fire Incident Reporting System (MFIRS) reports.

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Smoke Detector not present or non-functioning	38%	35%	32%			
Target				31%	30%	28%
*Calendar year						

DEFINITION, RATIONALE, DATA SOURCE:

Both the Minnesota Fire Incident Report and the State Fire Marshal Investigators report indicate, to the extent possible, the presence or absence of functioning smoke detectors. The presence of working smoke detectors has proven to be a significant factor of survival from a fire. We will attempt to measure over time the reduction in fire deaths in which absent or inoperable smoke detectors have been identified as a factor.

In 1993, state legislators felt strongly enough that smoke detector save lives that they enacted legislation to require smoke detectors in every dwelling in the state. Locals in many areas of the state have gone one step further by requiring smoke detectors to be hard-wired into the homes electrical system.

The division will continue to work with the fire service, social service agencies, health department and other organizations to promote the use of smoke detectors in the state. Therefore, the reduction of fire deaths in the home will be contingent, in part, on educational strategies developed by the State Fire Marshal Division for local fire departments or other agencies to use to meet this objective. The ultimate purpose is to ensure that Minnesotans will survive a fire in their home environment through the use and maintenance of smoke detectors.

DISCUSSION OF PAST PERFORMANCE:

The fire death rates in Minnesota indicates that sixty eight percent of all fire deaths occur outside the seven county Metro area. The Minnesota fire service is largely volunteer and the time necessary to develop and promote smoke detector programs, in the past, has added to the problem because the ability to disseminate information to the public was diminished, given these constraints. Also, significantly linked to the fire death rate is the problem associated with use and abuse of alcohol and other substances. In 1992, clearly fifty two percent of fire deaths and four of the five multiple fire deaths included some type of substance abuse. Additionally, children who have access to matches and cigarette lighters left within reach by care givers caused another twelve fire deaths in 1993.

PLAN TO ACHIEVE TARGETS:

The main factor in achieving this target is the cooperation of local fire and law enforcement agencies with the statute, enacted in August of 1993, requiring immediate notification of state fire investigator in the event of a fire death. The required autopsy

must also be completed in a timely manner and information submitted to the division. Cities of the first class will conduct their own investigations but must also contact the division when a fire death occurs. This will ensure that all fire deaths are investigated, and that the Minnesota Fire Incident Report is filled out on every fire death.

OTHER FACTORS AFFECTING PERFORMANCE:

Working with the Department of Public Safety effort to address the alcohol/substance use and abuse issues in Minnesota will play a significant role in affecting this performance outcome. In 1992, fifty two percent of all fire deaths involved alcohol or other substances.

Reaching parents and care-givers with information on keeping matches and lighters out of reach of children will also affect the outcome.

Cooperation with local fire departments and social service agencies to provide smoke detectors to high risk populations who cannot afford them.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 04 - State Patrol

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$45,184	29 % of department's expenditures
From State Funds	\$42,474	
From Federal Funds	\$ 2,710	
 Number of FTE Staff:	 728.7	 41 % of department's staff

PROGRAM GOALS:

The State Patrol Division has the following goals:

- To reduce the number and severity of motor vehicle crashes. (M.S. Section 299D.03)
- To reduce the incidence of alcohol/drug impaired driving. (M.S. Section 299D.03)
- To increase the use of occupant restraints. (M.S. Section 299D.03)
- To improve the traffic safety environment through preventative enforcement activities (M.S. Section 299D.03)

DESCRIPTION OF SERVICES:

The Minnesota State Patrol exists to ensure a safe environment on Minnesota's roadways.

To accomplish this mission, the State Patrol provides police traffic services for the safe and efficient movement of traffic through enforcement, education and assistance. In addition, the State Patrol provides security for the Governor, his family and residence. The State Patrol also provides assistance to the public and public service agencies at all levels, and provides driver and vehicle inspections for determining compliance with state and federal laws governing the operations of motor carriers and commercial motor vehicles. The State Patrol investigates traffic collisions and initiates immediate remedial action on motor vehicle law violations and all criminal activity encountered.

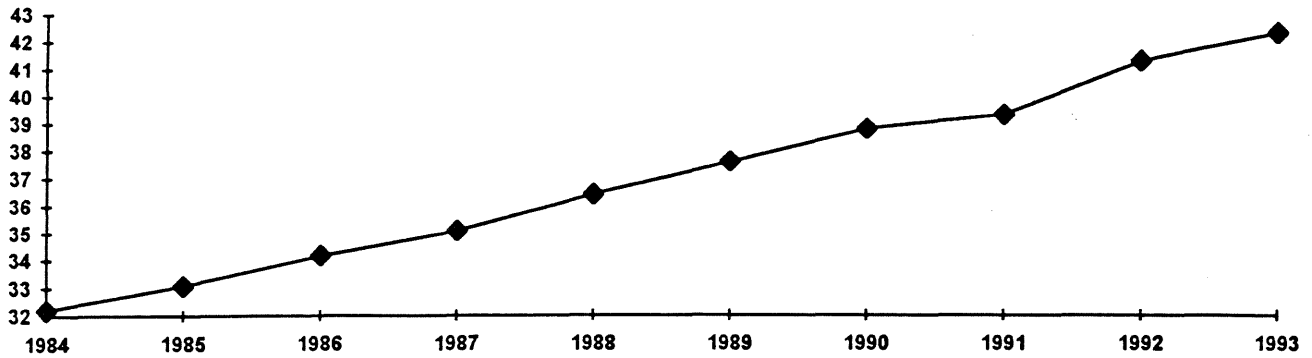
BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

Type	Measure	F.Y. 1993	F.Y. 1994
A	No. of arrests for DWI.	4,219	4,014
A	No. of arrests and warnings for speeding.	172,861	171,010
A	No. of arrests and warnings for seat belt violations.	66,616	60,894
A	No. of commercial vehicle arrests & warnings for seat belt violations	3,232	2,288
A	No. of commercial vehicles weighed.	626,608	654,149
A	No. of commercial vehicle inspections.	38,164	30,893
A	No. of accidents investigated.	19,713	20,371
A	No. of commercial accidents investigated.	4,463	4,931
A	No. of motorist assistance	144,055	130,630
A	No. of safety education programs delivered.	8,530	8,249
A	No. of citizens reached w/educational programs.	16,843,093	18,703,918
A	Hours spent patrolling	215,049	206,954
W	Average annual miles patrolled per Trooper	27,982	27,780
O	Actual # of Troopers available for duty	487	500
O	Authorized Trooper positions	535	535

PROGRAM DRIVERS:

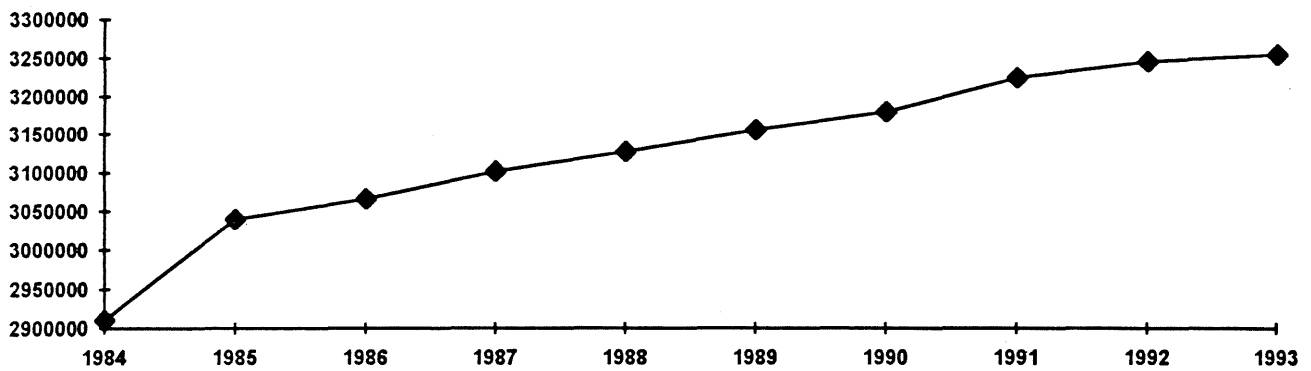
- Increases in registered motor vehicles/licensed drivers, which increase the miles of vehicular travel on an annual basis. Increases in both areas challenge the State Patrol to maintain the same level of service while dealing with more vehicles and more miles driven. Increases in the number of motor vehicles, licensed drivers and vehicular miles increases congestion, especially in the Metropolitan area, compounding traffic control management and necessitating expedient incident control to minimize impediments to efficient traffic flow.
- The Legislature has enacted passenger restraint laws which require children under the age of four to be properly restrained in an approved safety seat, passengers four to ten years of age to be restrained with a properly fastened seat belt system, and the driver and front seat passengers of any passenger vehicle to be restrained with a properly fastened seat belt system. Violators of the passenger restraint law are subject to a \$25.00 fine, however, a peace officer may only issue a citation for this violation provided the vehicle was lawfully stopped for an additional moving violation. This is referred to as 'secondary' enforcement. A change in law to allow primary enforcement would increase enforcement activity, heighten motorist awareness, and ultimately, increase usage rates.
- States with strong traffic safety legislation and consistent enforcement are more likely to be effective at changing individual behavior and reducing injuries and fatalities. Judicial action through sentencing and court case law decisions either strengthen or weaken the ability to fulfill the intent of these laws.
- The key to the success of traffic safety programs is innovative leadership on traffic safety issues from the Executive and Legislative branches; Building the support for legislation and securing the necessary resources to accomplish program goals.
- Engineering and design standards for vehicle performance can help prevent crashes from occurring. Motor vehicle inspection programs ensure that vehicles have safety equipment intact and working properly. When there is a crash, vehicles designed for safety can increase survivability. Passenger protection systems in vehicles, if used, can eliminate injuries or reduce their severity.

Minnesota Vehicular Miles Traveled
(Billions of Miles)



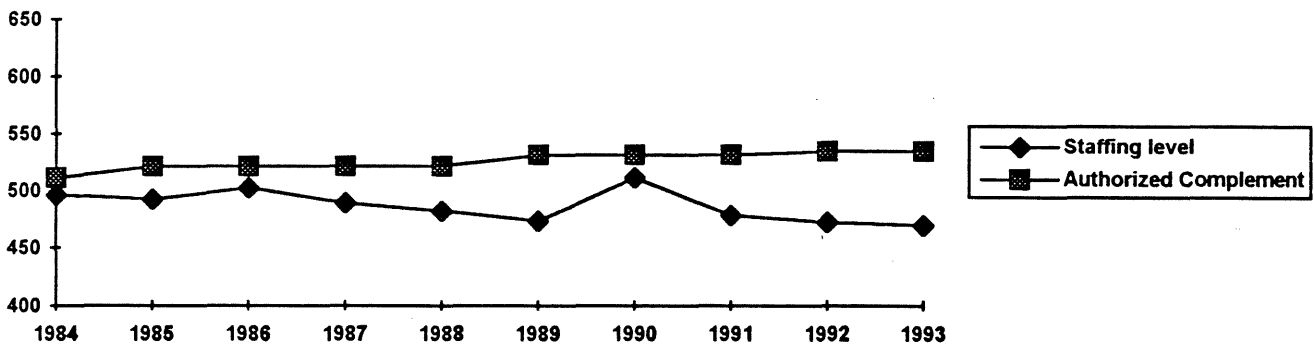
Source: MNDOT

Number Of MN Licensed Drivers



Source: MNDPS-Driver and Vehicle Services

Trooper Staffing Levels
-As of December 31 of each year-



Source: DPS-Personnel

AGENCY: Public Safety, Department of
PROGRAM: State Patrol (04)

OBJECTIVE, MEASURE

Objective 1: Reduce the percentage of motor vehicle crash fatalities caused by alcohol/drug impaired drivers to 32% by the year 2000.

Measure (1): Percentage of traffic fatalities classified as "alcohol-related".

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
	39%	36%				
Target			36%	35%	34%	33%
*C.Y. -Calendar Year						

A. Background: Number of Driving While Intoxicated arrests.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	4,850	4,219	4,014			
Target		4,200	4,200	4,200	4,200	4,200

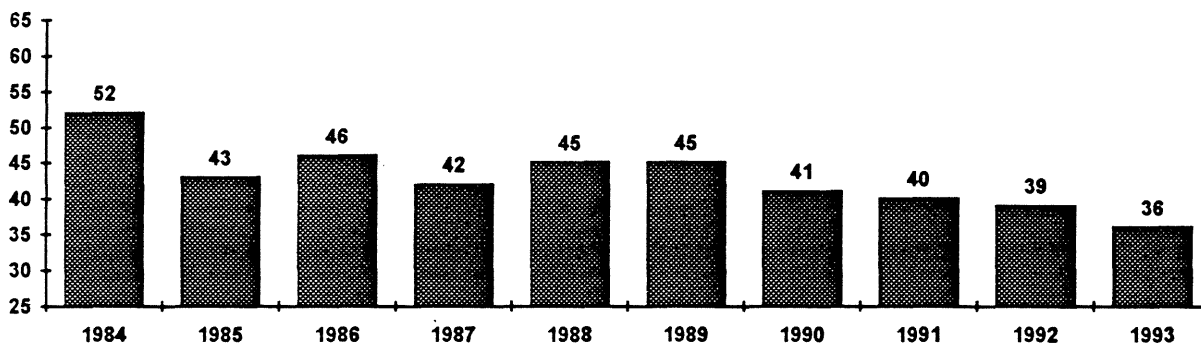
DEFINITION, RATIONALE, DATA SOURCE:

The number of fatalities that occurred in motor vehicle crashes in which a police officer suspected that alcohol was involved and/or there was a positive blood test for alcohol divided by the total number of fatalities. Historically, alcohol has been involved in 50% of motor vehicle fatalities. Reducing the number of crashes in which alcohol has a role will result in an overall reduction of fatalities. Information on crashes comes from police traffic accident reports and coroners reports. Statistics regarding crashes are compiled by the Office of Traffic Safety and published in Minnesota Crash Facts. Data on the number of DWI arrests is maintained in the State Patrol Activity Management System.

DISCUSSION OF PAST PERFORMANCE:

The level of alcohol-related fatalities has steadily declined over the previous ten years. The deterrent effect of arrest and punishment for DWI has had a significant role in this reduction. Arrests for DWI have declined recently as well, in part due to decreased staffing levels, however, primarily due to the deterrent effect of enforcement and education. Aggressive DWI enforcement has proven to be effective in reducing the incidence of driving after drinking. Fewer drinking drivers will result in fewer fatalities.

PERCENTAGE OF FATAL CRASHES DETERMINED TO BE ALCOHOL-RELATED



Source: MNDPS-Office of Traffic Safety

PLAN TO ACHIEVE TARGETS:

Identification and removal of the drinking driver remains a high priority. Emphasis will be focused on RAID (Remove Alcohol Impaired Drivers) saturation patrol activities and increasing the hours available for preventative patrolling. The return to near full staffing level during F.Y. 1995 will allow work stations to provide better coverage during prime DWI enforcement periods.

Arrive Alive-The "Arrive Alive" program is an enforcement and educational campaign designed to reduce the number of traffic collision injuries and fatalities on roadways in Minnesota. The program will focus on the importance of seat belts, driver attitude, excess speed and alcohol/drug impaired driving.

One of the groups targeted for prevention is the underage drinker/driver (under 21). The State Patrol will focus on a large portion of this group through a multi-media educational program entitled, "Youth and Alcohol". Uniformed State Troopers will present this program to high school age students during assemblies in every high school in the state.

OTHER FACTORS AFFECTING PERFORMANCE:

Judicial decisions which affect the methodology or procedures used in enforcement of impaired driving laws may impact the ability to perform as noted.

AGENCY: Public Safety, Department of
PROGRAM: State Patrol (04)

OBJECTIVE, MEASURE

Objective 2: Increase the percentage of driver and front seat occupant seat belt use to 75% by the year 2000 through enforcement and education.

Measure (1): Percentage of motorists properly restrained.

Actual Performance	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
	51%	55%				
Target			58%	61%	64%	67%

DEFINITION, RATIONALE, DATA SOURCE:

M.S. Sections 169.685 and 169.686 apply to all front seat occupants, as well as, occupants under the age of 11 seated anywhere in the vehicle. In addition, children under the age of four must be transported in an approved child passenger restraint system.

Motor vehicle crashes are the leading cause of death from the age of six months through 34 years. They are also the leading cause of paraplegia, quadriplegia and adult on-set epilepsy. When there is a crash, using proper safety equipment will reduce the severity. Current data shows that properly restrained occupants are 40% to 50% less likely to be injured or killed than non-restrained occupants.

The Department of Public Safety-Office of Traffic Safety, in conjunction with the National Highway Traffic Safety Administration, compiles detailed state and national data depicting all aspects of motor vehicle crash statistics. These statistics are published annually under the title, "Minnesota Motor Vehicle Crash Facts".

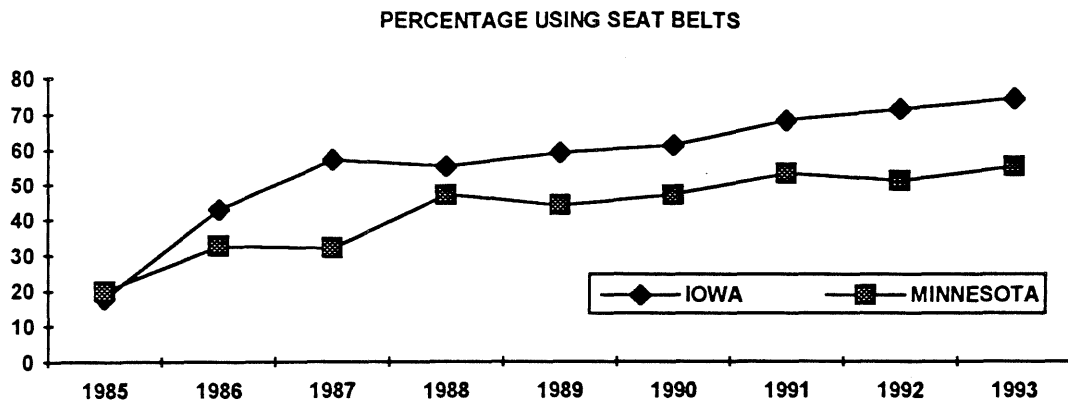
DISCUSSION OF PAST PERFORMANCE:

Estimates indicate that 50% of the deaths from injuries to unbelted motor vehicle occupants could have been prevented had occupants used seat belts. As seat belt use has increased, fatalities and serious injuries have declined. Legislation requiring seat belt use and consistent enforcement of seat belt laws combined with educational programs has proven to increase use. Lack of 'primary' enforcement status has prevented the impact of enforcement from being greater.

PLAN TO ACHIEVE TARGETS:

Arrive Alive-The "Arrive Alive" program is an enforcement and educational campaign designed to reduce the number of traffic collision injuries and fatalities on roadways in Minnesota. The program will focus on the importance of seat belts, driver attitude, excess speed and impaired driving.

Legislation has had an important role in altering behavior to increase seat belt use. Observational surveys showed a 12 percentage point increase in use after the first seat belt law went into effect in 1986, about a 15 point increase after the \$10 fine was added in 1988, and about a 5 point increase when the fine was increased to \$25 in 1991. Studies in other states indicate that an additional increase in usage rates occurs when a seat belt law is changed from secondary to primary enforcement. Primary enforcement can have a dramatic effect on seat belt usage by allowing Troopers to directly change the behavior of persons not using seat belts rather than only when an additional moving violation is observed.



Source: MNDPS-Office of Traffic Safety

Minnesota and Iowa have similar seat belt education and enforcement programs; however in 1986, Iowa passed a primary enforcement seat belt law and Minnesota passed a secondary enforcement law. Current estimates indicate that Minnesota would effect a 12 percentage point increase in seat belt usage with the enactment of a primary enforcement law.

OTHER FACTORS AFFECTING PERFORMANCE:

On January 1, 1993, the State of California upgraded its seat belt law from secondary enforcement to primary enforcement. Seat belt observations conducted in early 1993 indicate that the law change has produced nearly an 18 percent increase in driver seat belt use. A change from a secondary law to a primary law in Minnesota would impact usage rates.

AGENCY: Public Safety, Department of
PROGRAM: State Patrol (04)

OBJECTIVE, MEASURE

Objective 3: Reduce the frequency of commercial vehicle crashes to 1.85 per 100 million miles by 1998.

Measure (1): Commercial motor vehicle crash rate per 100 million miles traveled.
--

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
	1.94	2.15				
Target			2.15	2.05	1.95	1.85
Region Ave**	3.26	2.15				

*C.Y. calendar year

**Region average is the combined average crash rate for the state of Illinois, Indiana, Minnesota, Michigan, Ohio, & Wisconsin.

A. Background: Number of commercial vehicle crashes.

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
	4,463	4,931				

*C.Y.-calendar year

B. Background: Number of commercial vehicle inspections performed.

Actual Performance*	<u>FFY 1992</u>	<u>FFY 1993</u>	<u>FFY 1994</u>	<u>FFY 1995</u>	<u>FFY 1996</u>	<u>FFY 1997</u>
	28,820	**33,064				
Target	27,000	25,000	26,000	26,000	26,000	26,000

*FFY-Federal Fiscal Year, inspections as per Federal reporting requirements.

**Increased percentage of 'driver only' inspections versus combined 'driver and vehicle' inspections. Driver only inspections are less time consuming, however do not examine vehicle equipment.

C. Background: Number of commercial vehicles weighed.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Platform	1,042,897	59,6551	624,477			
Mobil	35,059	30057	29,672			
Platform			600,000	600,000	600,000	600,000
Mobil			30,000	30,000	30,000	30,000

DEFINITION, RATIONALE, DATA SOURCE:

The commercial vehicle crash rate is the total number of crashes in which a commercial vehicle is involved divided by the miles of commercial vehicle travel and computed as the number of crashes per every 100,000,000 miles of commercial vehicle travel. This rate is a national industry standard. Federal agencies use crash rates to measure performance and make comparisons between states. The rate also considers 'exposure' (miles driven) which allows states of varying size and to be

commercial vehicle miles driven is calculated by the Department of Transportation annually. The Department of Public Safety maintains records on the number and types of crashes which occur in a calendar year. Total number of commercial vehicle inspections is maintained in the State Patrol activity system.

DISCUSSION OF PAST PERFORMANCE:

Since 1980, commercial vehicle crashes have declined steadily from more than 10,000 to the recent low of 4,463 in 1992. The trend toward decline coincides with the State Patrol's entry into the federal Motor Carrier Safety Assistance Program (MCSAP). MCSAP provides incentives to states to increase commercial vehicle inspection and enforcement activities and achieve interstate compatibility of safety regulations related to the operation of commercial vehicles. Preventative roadside inspection programs have proven effective in reducing driver and vehicle defects, and ultimately, the incidence of commercial vehicle crashes.

PLAN TO ACHIEVE TARGETS:

Emphasis will continue with the MCSAP commercial vehicle inspections and size-weight-load enforcement. Federal priority shifts and reductions in personnel have caused the focus of commercial vehicle inspections to change, decreasing the number of 'Level one'-complete driver and vehicle inspections and increasing the number of 'Level three'-driver only inspections. Level three inspections are less time consuming and concentrate on the operator of the commercial vehicle. The operator, or human behavior factor, is currently a contributing factor in more than 75% of those crashes attributed to the truck.

Minnesota was selected under MCSAP to pilot test an automated commercial vehicle brake testing device. The device is permanently installed at the St. Croix weigh scale. The pilot test is designed to evaluate the accuracy of the device. If the pilot is successful, the device will decrease the time required to perform a commercial vehicle inspection and more accurately assess the performance of truck braking systems.

Increased emphasis will be placed on mobile commercial vehicle enforcement. Repeat violators are known to travel significantly off route to avoid fixed facilities. Mobile enforcement has proven effective at reducing the incidence of by-passing of fixed facilities. Consequently, increasing the effectiveness of size-weight-load enforcement which has proven to have a significant role in the prevention of road damage caused by overweight trucks.

OTHER FACTORS AFFECTING PERFORMANCE:

Commercial vehicle inspection activities are dependent upon MCSAP funding from the Federal Highway Administration. Any changes in funding levels will have an impact on performance. The permanent weigh scale facility planned for I94/Moorhead is scheduled for completion in fourth quarter FY1995. Impact on performance is dependent upon staffing level permitted based on funding level.

AGENCY: Public Safety, Department of
PROGRAM: State Patrol (04)

OBJECTIVE, MEASURE

Objective 4: Increase the hours of proactive patrolling (unobligated) time by 2% in 1996 and 2% in 1997.

Measure (1): Average percentage of total patrol Troopers hours spent patrolling (unobligated.)
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	59	57	54			
Target			55	56	58	60

DEFINITION, RATIONALE, DATA SOURCE:

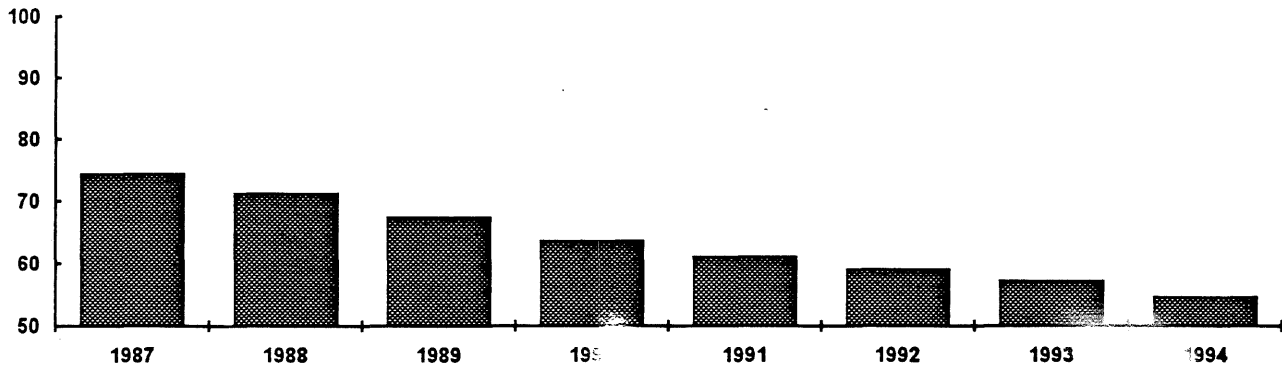
Patrolling time is defined as those hours expended in preventative patrol; proactive traffic law enforcement, traffic direction, motorist assistance, traffic hazard removal, and availability for response to highway emergencies. An increase in the percentage of time spent in preventative, or proactive activities will reduce the potential for a crash to occur by altering illegal and unsafe behavior, removing potential highway hazards and improving the overall safety environment. Percentage of time patrolling is time patrolling divided by total time multiplied by 100. Data is maintained in the State Patrol Activity Management System.

DISCUSSION OF PAST PERFORMANCE:

While the number of fatalities has decreased, the total number of crashes has remained at essentially the same level for the last twenty years. Motor vehicle crashes are in part classified by the factors which contribute to the crash. Many factors may contribute to a single crash. There are, however, a more limited number of factors that significantly affect the aggregate of traffic crashes. The human behavior factor is listed as a contributing factor in more than 87% of all crashes. The majority of activities performed during patrolling prevent crashes by altering driver behaviors that contribute to crashes. Reducing these behaviors would reduce crashes.

The population growth trend within the extended urban area of Minneapolis/St. Paul including Rochester and St. Cloud continues, with greater demand for police traffic services on an expanding and increasingly congested highway system. The rising acceptance of cellular telephone technology has increased calls for service and reporting of highway incidents causing an increased demand on agency resources. Reduced staffing levels has increased the work load and decreased available time for preventative patrol. Average annual miles patrolled per Trooper has decreased from 29,985 miles in 1989 to 27,780 miles in 1993 (and a nearly 5,000 mile/year decrease in ten years), while total number of motor vehicle crashes investigated by State Patrol increased from 18,349 to 20,371 from 1989 to 1993.

PERCENTAGE OF TROOPER TIME SPENT IN PROACTIVE PATROLLING ACTIVITY



Source: State Patrol Activity Management System

PLAN TO ACHIEVE TARGETS:

Thirty-one replacement Troopers have been trained and assumed full duties in the fourth quarter of FY 1994. Thirty-two additional replacements have started training and are scheduled to assume full duties upon completion in the fourth quarter of FY 1995. These replacements will fill a majority of existing openings and help equalize workload. While the number of fatalities has declined over the past decade, the total number of crashes has remained at the 100,000+ level. (The all-time high for total crashes was 123,000 in 1975.) The State Patrol has historically responded to all crashes occurring on the federal and state system; to expedite resolution and provide for accurate reporting. At current funding levels and to meet necessary objectives, a reduction of the total hours obligated to crash related activities will be examined for impact through the possible elimination of investigation and reporting of crashes with less than \$1,000 in property damage.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM : 05 - Capitol Security

EXPENDITURES AND STAFFING (F.Y. 1995)

(\$ in Thousands)

Total Expenditures:	\$1406	< 1 % of department's expenditures
From State Funds	\$1,406	
From Federal Funds	\$ 0	
 Number of FTE Staff:	 42.9	 2 % of department's staff

PROGRAM GOALS:

- Safeguard the Capitol complex population
- Prevent the disruption of government business
- Prevent the loss of state and personal assets
- Provide information and assist citizens when visiting the Capitol area

(M.S. Chapter 299E)

DESCRIPTION OF SERVICES:

The Capitol Security Division exists to provide a safe environment in which to transact state government business. This responsibility is accomplished through three main activities consisting of uniformed field personnel, a joint alarm monitoring/communications/surveillance center and administrative services.

Uniformed security personnel provide immediate emergency responses to all situations on the Capitol complex; as well as offering escort services to individuals parking in distant lots, locking and unlocking facilities, maintaining an ongoing presence to deter unacceptable behavior and maintaining a proper governmental decorum.

Employees in the alarm monitoring/communications/surveillance center provide continuous monitoring of an estimated 14,000 fire, security and environmental control devices. In addition, monitors respond to over an estimated 7,500 monthly telephone transactions, the division's radio base station and 112 emergency intercoms. Operators also have access to 114 closed circuit television cameras to aid in parking lot monitoring and building access control.

Administrative services focuses on support functions such as picture identification, and key card issuance which assists in employee access control functions. Training programs are also provided by the division to state employees which includes; C.P.R., First Aid, personal protection, AIDS and building emergency planning. These administrative projects help in the employee educational process, and supports the field officers and monitoring center activities in providing a safe work place.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

	<i>Field Services</i>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Assaults	3	4
W	Bomb threats	6	2
W	Computer tampering	8	8
W	Disorderly conduct	16	21
A	Fire	11	21
W	Harassing/terroristic threats/threatening communications	57	63
A	Vehicle lockouts	404	189
A	Medical emergencies	75	89
A	Police/State Patrol assist	56	27
W	Property damage/vandalism	48	47
A	Suspicious persons/activity	105	191
W	Theft	79	86
A	Special events and rallies - actual/inquiries	192/278	204/299
	<i>Alarm monitoring/Communications/Surveillance Center</i>		
O	Fire alarm/security/environmental devices	13,000(e)	13,500(e)
O	Closed circuit T.V. cameras	114	114
O	Emergency intercoms	112	112
A	Monthly telephone inquiries	7,500(e)	7,700(e)
O	Key card controlled access points	100	104
	<i>Administrative Services</i>		
A	C.P.R. (persons trained)	326	198
A	First aid (persons trained)	0	55
A	Personal protection classes	24	28
W	Key card issuance	1,200(e)	1,500(e)
W	Picture I.D. issuance	1,400(e)	1,200(e)
A	Building emergency exercises	12	13

PROGRAM DRIVERS:

- One of the more challenging goals of uniformed Capitol security officers is maintaining an appropriate governmental decorum while also respecting a citizen's right for free expression. These situations are occurring with greater frequency in the Capitol complex as special interest groups become more organized and politically involved. These rallies along with other civic events such as the Taste of Minnesota, Twin Cities Marathon, Abortion demonstrations and other current event gatherings demand extensive planning and division personnel.

- Other drivers consist of emergency response capabilities to medical emergencies, fires, suspicious situations or potential criminal acts in which the division attempts to prevent or minimize incident prior to reaching a crisis level. The success in meeting these challenges are reflected in how safe employees and visitors feel while on the Capitol grounds.
- The alarm monitoring/communications/surveillance center's operations is greatly impacted by the amount of new construction and renovation occurring on the Capitol complex. Energy saving environmental devices, life safety equipment, security detection alarms and surveillance cameras are all being added into these projects. The devices are monitored by Capitol Security personnel. Calls for assistance also increased due to the populations fear of crime and threats by public members. This operation is expected to monitor over 14,000 devices during F.Y. 1996-97.
- Administrative services are affected also by new construction projects as access control key card systems are being extensively used. Holders of key cards must be properly documented and accounted for by Capitol Security support staff. Training of new employees on ways to handle emergency or threatening situations is essential to prevent violent acts or injury during crisis periods and is a high priority in the division.

AGENCY: Public Safety, Department of
 PROGRAM : Capitol Security (05)

OBJECTIVE, MEASURE

Objective 1: To reduce the number of thefts on the Capitol complex by five (5) percent during fiscal years 1995-1996.

Measure (1): Thefts reported to Capitol Security from individuals on the Capitol complex and to St. Paul police generated from neighborhoods surrounding the Capitol.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	56	79	86			
Target				81	77	73
Capitol Area	1,015(e)	981(e)	1038(e)			
Neighborhoods						

DEFINITION, RATIONALE, DATA SOURCE:

Thefts on the Capitol complex and in St. Paul neighborhoods are defined as the reported loss of any item of value. Thefts occurring from state owned buildings and employees will impact the perceived level of safety while at work. The St. Paul Police statistics gages the foreseeability and amount of this crime in the overall area.

Data for this measure was obtained from Capitol Security's incident reporting system and from the St. Paul Police 1993 crime report. The numbers cited are derived from the 7 St. Paul criminal statistical grids surrounding the Capitol complex.

DISCUSSIONS OF PAST PERFORMANCE:

The increase in thefts over the past two years in the Capitol complex may be the result of uniformed security officer staff reductions during high population periods. Capitol Security has attempted to compensate for this loss by increasing security related employee education and crime prevention programs. These efforts have resulted in increased calls for suspicious situations and people to Capitol Security, but thefts continue to rise.

PLAN TO ACHIEVE TARGETS:

Capitol Security has instituted scheduling changes to draw personnel from the night shifts to day time shifts when buildings are more accessible. This rescheduling, however, will create a greater dependence on technology to protect people and property during non-business hours. In addition, better communications to the complex population on ways to handle suspicious situations and actions to take will be established through E-mail and FAX systems. Crime prevention presentations also will continue to be offered to tenants in the Capitol complex.

AGENCY: Public Safety, Department of
PROGRAM : Capitol Security (05)

OBJECTIVE, MEASURE

Objective 2: To create an environment in which the Capitol complex population feels safe.

Measure (1): To increase the number of escorts provided to employees and citizens by 5%.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1,039(e)	1,200(e)	1,300			
Target				1,365	1,433	1,504

Measure (2): Number of assaults reported to Capitol Security and to St. Paul Police in surrounding Capitol neighborhoods.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	2	3	0			
Target				0	0	0
Capitol area neighborhoods	148(e)	143(e)	181(e)			

Measure (3): Number of vandalism incidents occurring on the Capitol complex and reported to St. Paul police in the surrounding Capitol neighborhoods.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	6	3	0			
Target				0	0	0
Capitol area neighborhoods	363(e)	356(e)	321(e)			
(e) estimate						

DEFINITION, RATIONALE, DATA SOURCE:

Three measurers are being examined to determine if individuals feel safe on the Capitol complex in addition to surveys conducted in 1992 and 1994. The number of escorts reflect the number of people taking advantage of Capitol Security's escort services. Increased use may indicate a high degree of discomfort when traveling through the complex. Capitol Security does promote this service, however, to reduce employee risks.

The number of assaults and vandalism are direct indicators of the amount of crime that exists which leads people to feel unsafe.

In 1992 and 1994 surveys were conducted of Capitol complex employees to ascertain how safe they felt where they worked and parked. Approximately 250 individuals responded each year to these surveys. The results are:

Do you feel safe where you work?

1992:	Yes <u>91.3%</u>	No <u>8.7%</u>
1994:	Yes <u>92.2%</u>	No <u>7.8%</u>

Are you concerned about violence in the work place?

1992:	Question not asked	
1994:	Yes <u>20.5%</u>	No <u>79.5%</u>

Do you feel safe where you park?

1992:	Yes <u>81.5%</u>	No <u>18.5%</u>
1994:	Yes <u>76.7%</u>	No <u>23.3%</u>

Although most feel safe where they work, one in five are concerned about violence occurring in their office and many are uncomfortable about their parking area.

Data used for measures on escorts, assaults and vandalism was obtained from Capitol Security's incident report system and employee requests. St. Paul neighborhood statistics were obtained from the St. Paul Police Department's Crime Analysis Division based on the seven criminal statistical grids surrounding the Capitol complex.

DISCUSSIONS OF PAST PERFORMANCES:

The perceived level of safety employees feel can fluctuate depending upon events occurring near or on the Capitol and how they are reported in the news media. Crimes committed in the neighborhoods and geographically associated with the complex through the news often heighten the fears of individuals on the Capitol campus. With time, however, these concerns are often lost and the feeling of safety returns, however, the potential for problems still remain.

Capitol Security has attempted to keep personal safety awareness high. Emergency call boxes and C.C.T.V. surveillance equipment are readily available for use. As St. Paul statistics indicate a consistent level of criminal incidents around the complex and with recent trends of office violence, it is foreseeable that some criminal activity will occur on the Capitol complex. Historically the Capitol campus has been safe, but with greater public activism and societal changes the threat level remains high.

PLAN TO ACHIEVE TARGETS:

Capitol Security will attempt to keep the population better informed of events occurring on the complex and in the neighboring community. Through this communications process, individuals will be able to make better decisions when deciding on actions which may impact their safety. Capitol Security will continue to offer personal protection programs and assistance with threat analysis so that situations which could lead to criminal activities can be avoided.

Active patrolling by uniformed officers and continued promotion of escort services will provide a visible presence of security throughout the complex and assist in deterring or preventing assaults or vandalism.

OTHER FACTORS AFFECTING PERFORMANCE:

Perception of an unsafe Capitol area is hard to dispel because it is located in the center of high crime neighborhoods. Local news sources often identify location of incidents in the neighborhoods by using the Capitol as a landmark. This practice allows individuals to associate crime with the Capitol complex itself. This exposure may contribute to the perception of the complex being unsafe.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 06 - Driver and Vehicle Services

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$28,090	28% of department's expenditures
From State Funds	\$27,915	
From Federal Funds	\$ 175	

Number of FTE Staff:	550.7	31% of department's staff
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PROGRAM GOALS:

- To regulate driving privileges (M.S. Chapters 171 and 169).
- To provide identification for drivers and non-drivers (M.S. Sections 171.07, 48.512, 340A.503, 201.161, and 593.37).
- To collect revenue for the transportation funding and general revenue (M.S. Chapters 168 and 297B).
- To record ownership and security interests, and odometer and damage information for vehicles (M.S. Chapter 168A, M.S. Sections 325E.15 and 325F.6641-2).
- To provide copies of driving records to the courts, prosecuting attorneys, defense attorneys, insurance companies, prospective employers, and the general public (M.S. Sections 168.34, 168.345, 169.09, and 170.23).

DESCRIPTION OF SERVICES:Vehicle Registration and Title:

Vehicle Registration and Title collects revenues in the form of motor vehicle registration and excise taxes. In conjunction with the registration of motor vehicles, the activity issues certificates of title as evidence of ownership. This activity also regulates motor vehicle dealers to ensure proper collection of taxes and ownership of vehicles, manufactures license plates and registers bicycles. This activity is also responsible for appointing deputy registrars and monitoring their performance.

Included in this program is the customer service section. This section includes the public information center (PIC); motor vehicle registration & title; driver license and ID; special plates and disability certificates; license plate impoundment's; refunds; record services; and alternate fuel permits.

The PIC acts as an information bureau for the division, providing answers to telephone and written inquiries to the general public, and record verifications for deputy registrars and law enforcement. Over 1 million calls were answered in 1993. Duties also include record research and corrections.

Motor vehicle registrations & title (in person, mail, interagency and fleet) refers to the Driver & Vehicle Services public counter areas where state taxes and fees are collected and customers are issued license plates and

registration. Driver license and ID refers to the public counter area that accepts applications for driver licenses and picture IDs, and collects reinstatement fees.

The special plates and disability certificates section processes requests for over 20 classifications of special license plates, including personalized, veterans, and collector plates. The same section also reviews applications for temporary, permanent, and commercial disability parking certificates, and issues appropriate certificates to qualified applicants. License plate impoundment (court and administrative) answers telephone and in-person requests for information concerning impounded license plates and issues special series license plates to qualified applicants (multiple alcohol offenses).

The refunds section reviews and processes all requests to DVS for refunds of monies previously paid.

Record services provides motor vehicle, driver license, and accident record information services for the public, law enforcement agencies, and the courts.

Alternate fuel user permits (AFUP) are issued by the cashiers unit to owners of vehicles operated with fuels other than gasoline or diesel upon payment of an annual tax.

Interstate Registration and Reciprocity

Interstate Registration and Reciprocity provides a means of travel for Minnesota motor carriers in all US. jurisdictions through base state registration in Minnesota. This is accomplished through the administration of 2 international agreements which reduce the economic and administrative burden for Minnesota motor carriers and provides for the distribution of carrier taxes to the other jurisdictions. This activity collects registration and fuel taxes from Minnesota motor carriers for fees due Minnesota and all other US. jurisdictions which allows vehicles to operate interstate more easily while ensuring that each state receives the appropriate share of registration and fuel tax revenues. This activity also administers reciprocity travel agreements with other jurisdictions and the issuance of permits which also allow Minnesota vehicles to travel nationwide.

Licensing Drivers:

Licensing Drivers examines, licenses and evaluates drivers; issues driver licenses, identification cards and instructional permits; and maintains driver history and traffic accident records. Driving privileges are withdrawn for various reasons including traffic convictions, court orders and medical conditions. The activity also licenses driver training instructors and schools.

Also in this activity are the No-Fault compliance and accident records unit. The No-Fault administers programs for the monitoring of uninsured vehicles being operated on the public roads, streets and highways of Minnesota. Administrative action (revocation of license plates and driving privileges) is taken against uninsured motorists. The accident records unit enters accident data into a data base for the statistical analysis of accidents. This data is used by the Office of Traffic Safety, the Department of Transportation, law enforcement agencies, and traffic engineers throughout the state.

Driver Vehicle Services Support:

Driver Vehicle Services Support provides support services for the Driver and Vehicles Services division. The services include management of the division, development of administrative rules, research and analysis, payroll and personnel services, installation and maintenance of all computer equipment within the division, mail service within the division, and maintenance of the motor vehicle data base.

The Record and Information Management unit prepares and mails approximately 4 million motor vehicle renewal notices each year. Approximately 2 million of the renewal notices are subsequently processed through an OCR Scanner for the purpose of updating registration tax information on the computer system. Approximately 6 million documents are microfilmed each year. Six hundred dial up accounts are serviced and maintained to allow individuals and companies access to our computer data base by telephone modem. Specialized lists of vehicle and/or owner records are prepared for law enforcement agencies, companies and individuals. The section also provides records for Driver Evaluation as requested.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

Type	Measure	F.Y. 1993	F.Y. 1994
<i>Registration of Vehicles</i>			
A	Number of vehicle registrations (million)	4.2	4.4
UC	Cost per set of passenger plates	\$2.25	\$2.34
<i>Certificates of Titles</i>			
A	Titles issued (millions)	1.4	1.5
UC	Cost of issuing title	\$3.12	\$3.13
<i>Dealer Licensing</i>			
A	Number of licensed dealers	3,400	3,412
UC	Cost per renewal	\$73.30	\$73.30
<i>Bicycle Registrations</i>			
A	Number of bicycles registered	93,490	85,728
UC	Cost per renewal	\$4.78	\$4.78
<i>Interstate registration and reciprocity</i>			
A	Number of interstate vehicles operating in Minnesota	350,000	350,000
A	Number of Minnesota based vehicles	55,207	55,676
UC	Cost per registration	\$24.47	\$24.27
A	Number of carrier accounts	4,935	5,006
A	Number of carrier audits	78	96
UC	Cost per audit	\$2,241	\$1,824
<i>Licensing drivers</i>			
A	Number of licensed drivers (millions)	3.1	3.2
A	Number of licenses and ID cards issued (millions)	.2	.2
UC	Cost per driver license/ID card	\$.65	\$.65
UC	Administrative cost to issue driver license/ID card	\$1.09	\$1.09
<i>Testing drivers</i>			
A	Number of read tests	165,000	158,101
A	Number of written tests	460,000	420,000
A	Motorcycle skill test	10,588	10,592
A	Driver license applications	NA	320,000
UC	Cost per road test	\$15.35	\$16.24
UC	Cost per written test	\$8.26	\$8.31
UC	Cost per motorcycle test	\$3.50	\$3.44

1994 Annual Performance Report

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
UC	Cost per driver license application	NA	\$.75
	<i>Evaluating drivers</i>		
A	Number of interviews	31000	35318
UC	Cost per interview - St. Paul	\$67.82	\$69.84
UC	Cost per interview - Greater Minnesota	\$91.75	\$94.15
A	Number of withdrawals	139,655	130,000
UC	Cost per withdrawal	\$50.68	\$52.47
	<i>Records of Accidents</i>		
A	Number of reportable accidents	121,301	118,874
	<i>Salvage vehicle inspections</i>		
A	Number of salvage inspections	7,419	8,514
UC	Cost per inspection	\$29.00	\$21.00
	<i>Motor vehicle dealer inspections</i>		
	Number of dealer inspections	3,950	4,081
UC	Cost per inspection	\$25.05	\$22.55
	<i>Licensed driver training</i>		
A	Number of instructors	394	444
UC	Cost per licensing instructors	\$52.54	\$59.83
A	Number of schools	99	107
UC	Cost per licensing schools	\$243.94	\$186.22
A	3rd party examiners	51	55
UC	Cost per examiner	\$270.59	\$120.76
A	Motorcycle third party examiner	NA	88
UC	Cost per examiner	NA	\$37.73
A	Driver education programs	129	122
UC	Cost per program	\$73.26	\$81.66

PROGRAM DRIVERS:

- To meet the demands for services and complete the tasks assigned to the Division it is necessary to look for new and innovative work methods.. Processing innovations, efficient deployment of staff and changes in the computer system are necessary to ensure timely processing of the work.
- The expectation of the public to provide secure, high quality licenses, which meet the communities needs for identification, the expanded uses of our data bases, and to protect the public from those drivers who are not qualified to be operating motorized vehicles on the public streets and highways.

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 1: All licensed drivers will have improved quality, secure driver license within 2 weeks of application by 1998.

Measure (1): Percentage of current licenses produced with security features.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	0	0	10			
Target	0	0	10	35	50	75

Measure (2): Number of days between applying for and issuance of driver license.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	31	30	20			
Target	NA	NA	20	14	10	10

Measure (3): Satisfaction level of law enforcement and industry user identification.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA				
Target	NA	NA	NA	55%	75%	90%

DEFINITION, RATIONALE, DATA SOURCE:

Percentage of current licenses that were produced with security features.

The number of current licenses with security features is derived by dividing the total number of current licenses produced.

Since the driver license has become the primary identification document for Minnesotans', a license that is secure from alteration and counterfeiting is an indicator of the protection offered to the public. As the number of licenses issued under a new, more secure system increases, the protection to the public from possible fraud is increased.

This information is available from driver license production records.

Number of days between application and issuance of driver license.

The average number of days from the day the application is made to the day the license is released for mailing. (Applications held for additional fees or information are excluded).

As the driver license has become the primary identification document for Minnesotans', prompt issuance is essential for our clientele. The length of time it takes to issue a license after application is an indicator of the quality of service. The two week time line is the minimum time required to issue a secure license.

Weekly production reports from the driver licensing activity provide this information.

Satisfaction of law enforcement and industry users of identification.

The level of satisfaction with the security features, as stated by law enforcement agencies and industry users, on a survey to be developed by the department.

Law enforcement and other industries which rely heavily on the driver license as identification recognized the need for more security features on the license as well as better legibility. These customers worked with the department to obtain the funding and select the format for the new license. Once the new license has been in use for a period of time and a reasonable number of drivers have been issued the license, the customers will be surveyed to see if the new format meets their needs. This survey will not be completed until after FY 1995, and will establish a baseline for satisfaction.

The department will develop a survey to collect this information after FY 1995.

DISCUSSION OF PAST PERFORMANCE:

The length of time required in obtaining a Minnesota Driver License from the point of application to the date of mailing was becoming a critical point of concern for law enforcement, retailers and the public. Because the Minnesota Driver License has become an integral part of our every day life, there was a need to acquire a system that would produce a secure card in a timely fashion.

PLAN TO ACHIEVE TARGETS:

The new digitized system will significantly reduce turn around time which equates to providing better service. The department will also continue to work with the contract vendor in a continuing effort to improve license delivery time. Several innovations such as networks, scanning of demographic data, and on-line data entry from the application sights will be explored.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 2a: The data base will be updated and titles issued to all motor vehicles required to be titled in Minnesota in not more than two days. The two days will be calculated from the date the documentation is received in the Title and Registration data processing offices until it is released to Central Mail through the Record and Information Management Section.

Objective 2b: Registration cards will be issued, and/or the data base updated to reflect the correct registration information to all vehicles required to be registered in Minnesota. The unentered renewals in our office will not exceed 5,000.

Measure (1): Average title turn-around time.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	2 days	2.3 days	3.8 days			
Target				5 days	6.2 days	7.4 days

Measure (2): Average unentered registrations.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	4504	16670	63095			
Target				32000	68000	37000

DEFINITION, RATIONALE, DATA SOURCE:

Excise tax and registration fees will be collected, titles and appropriate registration cards, and licenses will be issued. All vehicles using Minnesota streets and highways will be registered.

The title document and record of the title provide information necessary for prospective buyers, financial institutions, law enforcement, vehicle dealers, and insurance companies to protect ownership and financial interests in vehicles. Registration of vehicles, bicycles, and interstate trucks bring in revenue. All fees and taxes collected and accounted for with each transaction submitted are deposited in the proper accounts. Administrative records of motor vehicle dealers are also kept as part of this data system. A current data base will provide law enforcement personnel with accurate information necessary to administer their duties.

The data sources are internal records taken from a data base of transactions, and departmental inventories.

DISCUSSION OF PAST PERFORMANCE:

Due to the downsizing in staff achieved primarily through attrition, and the normal increase in titles issued, the service timetable increase in processing time from 2 days to 5 days occurred.

PLAN TO ACHIEVE TARGETS:

Continued staffing levels and continued increase in workloads will result in the above target.

OTHER FACTORS AFFECTING PERFORMANCE:

Percentage increase in the number of vehicles titled and registered. Legislative changes mandate additional record keeping and data programs.

The amount of enforcement of registration laws by law enforcement agencies and the willingness to obey the registration laws by the public both affect the success of this program. The number of vehicles registered can also be affected by economic conditions.

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 3: All drivers are required to pass written test and road test to show a minimum competency to obtain a Minnesota driver's license.

Measure (1): Waiting time for appointments

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Class C Road Tests	142,893	142,909	143,200	143,500	143,800	144,000
Commercial Road Tests	13,316	13,101	13,201	13,300	13,400	13,500
Class C Written Tests	267,651	272,620	275,620	278,620	281,620	284,620
Commercial Written Tests	179,403	90,609	90,809	100,000	100,200	100,400
Oral Tests	3,699	2,585	2,685	2,785	2,885	3,000
Average Waiting Time for Appointment	3.1 wks	3.6 wks	4.1 wks			
Target				4.2 wks	4.2 wks	4.2wks

DEFINITION, RATIONALE, DATA SOURCE:

At the end of 1993, 3,223,153 persons held Minnesota driver's licenses. Of those, 129,397 were commercial licenses. While license holders and miles driven continue to increase, fatalities continue to decline. While a number of factors share in the success of the decline of fatalities, certainly education and testing contribute to that success.

DISCUSSION OF PAST PERFORMANCE:

In 1989, prior to the commercial driver's license implementation, Driver Examining administered 47,962 written tests and 15,865 road tests. In 1993, Driver Examining administered 90,609 written tests and 13,101 road tests. These numbers are significant because the more thorough commercial vehicle road test takes approximately one hour where in 1989 the equivalent test took 1/2 hour. Commercial license written tests are up because of the requirement of a specific written test for a specific vehicle, for example, a person who hauls hazardous materials must first test for that endorsement. Another byproduct of the increase in written tests is that this also increases oral tests proportionally. Minnesota does not have a reading requirement so examining personnel administers these tests orally which can take from 1 to 5 hours.

PLAN TO ACHIEVE TARGETS:

The division initiated a law change which eliminates road testing for first time offenders. In addition, Minnesota has updated its written test for the alcohol offender which specifically targets this offender with a specific manual and a specific test. The Minnesota road test is further being redefined to deal with the changing traffic conditions.

OTHER FACTORS AFFECTING PERFORMANCE:

Continued staff reductions adversely affects waiting times for services such as written tests, road tests, oral tests and applications as well as allowing applicants the amount of individual service that is required to complete their required test or application. In 1989, the waiting time to schedule an appointment for either a commercial road test or a class C road test was 2 weeks. Because of the increased number of tests, length of time to administer those tests and reduction in staff, the waiting time has increased to 4.1 weeks. These waiting times are average and differ from area to area and the time of year.

AGENCY: Public Safety, Department of
 PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 4: Expand the Driver Evaluation phone area to provide prompt, accurate and courteous service to the public.

Measure (1): Volume of calls answered annually (in thousands).

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	148	124	133			
Target	NA	NA	NA	133	133	133

Measure (2): Abandoned monthly call rate (lost Calls)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1,623	1,766	2,700			
Target	NA	NA	NA	2,700	2,700	2,700

Measure(3): Hours of telephone service to the public

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	8.5	8.5				
Target	NA	NA	8.5	8.5	8.5	8.5

Measure (4): Average number of calls received annually (in thousands)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	168	145	202			
Target	NA	NA		210	210	210

DEFINITION, RATIONALE, DATA SOURCE:

Volume of calls answered includes calls that were completed by the automated system or by live agents. Abandoned calls are the average number of calls per month which enter the phone system but which disconnect after waiting for a live agent. Hours of telephone service to the public indicates the number of hours per weekday that agents are available to serve public callers.

The data source is the PIC telephone system database.

DISCUSSION OF PAST PERFORMANCE:

With the existing number of trunk lines and staff, the Division is not able to adequately serve telephone callers to the phone area. Although the majority of callers who are able to get through are served within acceptable levels, the fact remains that a large number of callers receive a busy signal, which has resulted in a high level of dissatisfaction and complaints.

PLAN TO ACHIEVE TARGETS:

Continued staffing levels and a continued increase in workload will result in the above targets.

OTHER FACTORS AFFECTING PERFORMANCE:

None

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 5: Respond to judicial system requests for certified records.

Measure (1): Number of days to complete a record request by mail or phone.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	15	15	18			
Target	NA	NA	18	10	5	4

DEFINITION, RATIONALE, DATA SOURCE:

Number of days to complete a record request by mail or phone.

DISCUSSION OF PAST PERFORMANCE:

The time required by the division to respond to a request for a copy of a Minnesota driving record has increased to a level that concerns the courts, and prosecuting and defense attorneys. These records have become very complex in recent years, and due to out dated means of storing the data, it is time consuming to retrieve. In FY 1994, there were 63,447 requests. Of these, 47,809 required a copy of the driving record only. The remaining 15,638 requests required supporting documents such as copies of applications, tickets, department orders of withdrawal of driving privileges, etc.

PLAN TO ACHIEVE TARGETS:

We will study the feasibility of educating the users so that they better understand our records and are able to better identifying specific items required. Presently, because their lack of knowledge of our record system, they request copies of all documents on record rather than specific copies relating to their needs.

OTHER FACTORS AFFECTING PERFORMANCE:

Almost every legislative session produces a statute change which creates a new type of conviction. As the number of different types of convictions has increased due to legislative changes, the complexity and length of the driving record increases, response time becomes more difficult to minimize. As the record becomes longer and more complex, response time increases.

AGENCY: Public Safety, Department of
 PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 6: The Public Information Center will provide service to all callers.

Measure (1): Volume of calls answered annually (in thousands)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1021	1031	1169			
Target	NA	NA	NA	1250	1250	1250

Measure (2): Average service level (% of calls served within 40 seconds of connect)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	63			
Target	NA	NA	NA	60	60	60

Measure(3): Average queue time (in seconds)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	55			
Target	NA	NA	NA	55	55	55

Measure (4): Abandoned call rate (callers who hang up after waiting at least 5 seconds)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	4%			
Target	NA	NA	4%	4%	4%	4%

Measure (5): Average number of funded full time equivalent positions

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	28.5	28.5	28.5			
Target	NA	NA	NA	28.5	28.5	28.5

Measure (6): % of time trunk lines serving public callers are occupied during business hours

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	80%			
Target	NA	NA	NA	85%	91%	98%

Measure (7): Hours of telephone service to the public

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	8.5	8.5	9			
Target	NA	NA	9	9	9	9

DEFINITION, RATIONALE, DATA SOURCE:

Volume of calls answered includes calls that were completed by the automated system or by live agents. Average service level indicates the average percentage of calls that were assisted within the first 40 seconds of connection with the system (i.e., the caller did not receive a busy signal). The generally accepted telephone industry standard is to answer 80 percent of calls within 40 seconds of connect. Abandoned calls are average number of calls per week which enter the phone system but which disconnect after waiting for more than 5 seconds for a live agent. Percentage of time trunk lines serving public callers are occupied is shown to demonstrate how much of the time attempted calls are receiving busy signals. Although there is no specific industry standard for a measurement of all trunks busy (ATB), we have been advised by telecommunications experts that the optimum level is 5% or less. Any levels above 10% are considered unacceptable. At this point a 40% level seems to be a practical goal. If and when that goal is achieved further study will determine if a lower level is attainable. Hours of telephone service to the public indicates the number of hours per weekday that agents are available to serve public callers. Extended service is already available to deputy registrars and law enforcement agencies 12 hours per weekday and Saturday.

The data source is the PIC telephone system database.

DISCUSSION OF PAST PERFORMANCE:

With the existing number of trunk lines and staff, the Division is not able to adequately serve telephone callers to the Public Information Center. Although the majority of callers who are able to get through are served within acceptable service levels, the fact remains that a large number of callers receive a busy signal, which has resulted in a high level of dissatisfaction and complaints.

PLAN TO ACHIEVE TARGETS:

The Continued staffing levels and a continued increase in workload will result in the above targets.

OTHER FACTORS AFFECTING PERFORMANCE:

Precise number of busy signals received by callers is unknown. Additionally, volume of calls are beyond our control. For example, if a new law is passed, or if another section experiences processing delays or errors are made, the Public Information Center gets the calls. In the case of department errors the PIC also has the responsibility in most cases to correct the errors.

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 7: All walk-in customers will be served.

Measure (1): Number of motor vehicle transactions processed at counter

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	200345	206517	207502			
Target	NA	NA	207502	209888	212274	214660

Measure (2): Effective staff level

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	11.39	10.48	9.6			
Target	NA	NA	9.6	11.2	11.2	11.2

Measure (3): Average customer wait time (in minutes)

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	NA			
Target	NA	NA	NA	5	5	5

DEFINITION, RATIONALE, DATA SOURCE:

Number of transactions is derived by dividing the \$3.50 application filing fee into the total of funds 10 and 28 fiscal year filing fee deposits. The effective staff is calculated from staffing levels reported on the division's weekly Motor Vehicle Production Report.

DISCUSSION OF PAST PERFORMANCE:

We have not measured customer wait time in the past; this is a new measure.

PLAN TO ACHIEVE TARGETS:

The goal is to serve all customers within four minutes. In order to achieve this target we are incorporating mail registrations and counter operations resulting in increased staffing during peak public demand periods.

OTHER FACTORS AFFECTING PERFORMANCE:

Staff turnover and any metropolitan deputy registrar changes affect transaction volumes and service levels. These are factors over which we have no control.

AGENCY: Public Safety, Department of
PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 8: Disability parking certificates will be issued to qualified applicants.

Measure (1): Disability parking certificates issued

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	25551	30384	43005			
Target	NA	NA	43005	45000	45000	45000

Measure (2): Effective staff levels

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1	1	2			
Target	NA	NA	2	2	2	2

Measure (3): Number of work days required to process applications

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	5	5	4			
Target	NA	NA	4	3	3	3

DEFINITION, RATIONALE, DATA SOURCE:

Data source is internal records of special plates unit.

DISCUSSION OF PAST PERFORMANCE:

Recent changes in federal and state regulations requiring a uniform hangtag style certificate have improved efficiency in issuance. However, these same law changes, by limiting the number of months an individual may display a temporary disability permit, have increased the workload. Also, new applications for hangtags have increased dramatically as the result of the new law, publicity, and the apparent aging of the population.

PLAN TO ACHIEVE TARGETS:

Duties of an employee in another area have been changed. This resulted in added staff for this area.

OTHER FACTORS AFFECTING PERFORMANCE:

We have no control over the number of applications, nor is there a known source of data on numbers of potentially disabled individuals. Also, requested computer programming changes must be completed in order to achieve the efficiency goals.

AGENCY: Public Safety, Department of
 PROGRAM: Driver and Vehicle Services (06)

OBJECTIVE, MEASURE

Objective 9: Special license plates will be issued to qualified applicants

Measure (1): Number of special license plates issued
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	16150	16540	18161			
Target	NA	NA	18161	20000	22000	24000

Measure (2): Effective staff level

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	1	1	1			
Target	NA	NA	NA	2	2	2

DEFINITION, RATIONALE, DATA SOURCE:

Data source is internal records of special plates unit. Number of plates issued is expected to continue to increase due to popularity of personalized, collector, veteran, and disability classes of plates.

DISCUSSION OF PAST PERFORMANCE:

There are 30 different classes of special license plates authorized by statute. In the past, one staff position was sufficient to process the various special plate applications within the 60 days allowed by issuance of a permit at time of application. However applicants desire receipt of special plates within a shorter period of time, and volumes of applications have increased, and are anticipated to increase, by approximately 2,000 per year.

PLAN TO ACHIEVE TARGETS:

It is planned to reassign one employee to the special plates unit through restructuring of Customer Services activities.

OTHER FACTORS AFFECTING PERFORMANCE:

We have no control over the number of applications for special plates. Also as new laws are passed creating new classes of special license plates the volume of applications will increase.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 07 - Liquor Control

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$658	< 1 % of department's expenditures
From State Funds	\$622	
From Federal Funds	\$ 36	

Number of FTE Staff:	14.2	< 1 % of department's staff
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PROGRAM GOALS:

- Achieve statewide fairness and uniformity in interpretation of the State Liquor Act (M.S. Chapter 340A).
- Education of the State Liquor Act to licensees and municipalities.
- Ensure through issuing and approval that all liquor licenses, permits, and labels equally comply with state law (M.S. Chapter 340A and Rules 7515).
- Ensure enforcement of underage and other illegal sales laws and liquor tax collections.
- Data collection and availability by creating valid records from Dram Shop insurance coverage to per county annual consumption of alcohol.

DESCRIPTION OF SERVICES:

Minnesota Liquor Control Division protects and serves the public through the uniform interpretation and enforcement of the State Liquor Act. The division protects the health and safety of the state's youth by enforcing the prohibition against sales to underage people. The division operates as a central source of alcohol licenses and violation records. Ensuring availability of records to related agencies and the public. The division acts to maintain balance and stability in the alcoholic beverage industry through management of liquor licensing, education, enforcement and regulatory programs.

To carry out this mission, the division monitors alcohol from the manufacturers to the public, issues licenses, defines and approves regulatory practices. The division provides technical and field assistance to businesses and local units of government. The division initiates enforcement actions, resolves and mediates complaints on liquor violations. The division conducts informal hearings on violators, and provides forums for discussion and resolution of liquor issues as authorized by M.S. Chapter 340A.

The division has four primary function groups: 1) Interpretation of liquor act - Director, Assistant Director, one state-wide source to define law; 2) Licensing - retail approvals, manufacturers, wholesalers, importers, brand label registration and permit issuance; 3) Enforcement of the liquor act - undercover criminal investigations, regulatory trade practice compliance, pre-license and license inspections, and tax collection; 4) Support - Data collection, reporting and communication.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
<i>Licenses - Retailers</i>			
A	On Sale - Sell only by the drink in bars and/or restaurants	2066	2068
A	On Sale - Clubs - American Legion, VFW etc.	570	571
A	On Sale - Wine - Sell wine and/or beer only/to be consumed on premises	511	525
A	Off Sale - Sell only by the bottle in a liquor store/to be consumed off premises	669	661
A	Combinations - Sell by the drink and/or bottle	1005	1016
Municipally owned liquor stores:			
A	On Sale	1	1
A	Off Sale	103	102
A	Combinations	184	181
<i>Licenses - Wholesalers</i>			
Sells alcoholic beverages to retailers			
A	Liquor	9	9
A	Wine	511	525
A	Beer	106	105
<i>Licenses - Importers</i>			
Sell to licensed Minnesota liquor, wine & beer wholesalers			
A	Distilled spirits and/or wine	237	237
A	Malt beverages	74	73
<i>Consumption and Display Permits</i>			
Known as set-up, bottle club, bring your own bottle, liquor not sold/only set-ups			
A	Public place where set-ups are sold	520	533
A	Private clubs where set-ups are sold	112	111
<i>Enforcement</i>			
W	Investigations	857	855
W	Pre-license inspections of new liq. licenses	290	253
W	Public official contact- local enf. & licensing	335	357
W	Industry contacts- visits to liq. licensees	247	273
W	Routine inspections of liq. licensees	0	118
A	Alcoholic beverage industry related meetings	63	107

PROGRAM DRIVERS:

Since Liquor Control's conception in 1934, the mission and success in achieving it's goals has been affected by social values and economic factors.

- **Values:** Alcohol is a subject eliciting strong value feelings from legislators, administrators and the public. The values and attitudes range from total deregulation to prohibition. Liquor Control has to balance these two extremes by viewing alcohol as a potentially dangerous addictive beverage, while being legal and socially acceptable when not used in excess.
- **Economy:** American's reduced consumption and the sluggish world economy has had it's effect on the industry. Lost sales have reduced industry profits from manufacturer to retailer causing an increase in illegal activities. This makes it harder for the division to accomplish it's mission and goals. We are constantly under press to redefine the liquor laws to accommodate the increasingly changing industry.
- **Measurements:** There will appear to be an inconsistency in measuring the division's performance in the areas of educating, enforcement, and licensing our clientele. As we become more aggressive in educating and instructing our clientele as to the requirements of the liquor act, the output measures will appear to be less as there will be less illegal liquor activity and more compliance with the liquor laws. The goal is to have all liquor related matters in compliance with liquor laws, but not practicable with constant change in clientele. As we bring our clients and the general public into compliance, fines and arrests will decrease. By decreasing our fines and arrests, we will know that we are being effective.

AGENCY: Department of Public Safety
PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 1: Educate and uniformly grant liquor licenses

Measure (1):	Number of Licenses Granted without problems
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
# of liability insurance policies evaluated	NA	NA	5,149			
# approved w/o problem	NA	NA	3,089			
% approved w/o prob.			60%			
Target				61%	63%	66%
#of License & Permit Applications Evaluated			5,149			
# approved w/o problem			4,119			
% approved w/o prob.			80%			
Target %				83%	78%	72%

DEFINITION, RATIONALE, DATA SOURCE:

The Liquor Act requires the state to approve most types of retail liquor licenses. The law establishes minimum standards that each licensee shall meet. This includes maintenance of liquor liability (dram shop) insurance to give the public a recourse for damages caused by the illegal actions of a licensee. Our job is to be certain each municipality and each license applicant knows what the law required (education) and to deny any license until it complies with the law. The input measure shows the total number of liquor licenses received in a given fiscal year.

The statistics are from the Liquor Control Division data base.

DISCUSSION OF PAST PERFORMANCE:

Since 1989, we have had an increase of 7% in liquor licenses distributed among the different types of licenses including, on sale, off sale, club, wine and county. In addition to the extra volume of actual licenses, we are also spending approximately 50% more time in processing of these licenses. Denials are up 50% also from 1990. Reasons for denials are liquor liability insurance problems. Errors and omissions are the major problem. Application problems is the second category. Generally, applications are submitted incomplete or inaccurate, and they are then sent back denied.

Output Measure = Total number of licenses issued without problems. We are experiencing a new attitude toward licensing since 1990. We have taken a dramatic change toward education and uniformity. When license documents arrive in our office incomplete or erroneous, licensing staff are now spending time educating city clerks, county auditors, licensees, and insurance companies on how to complete their licensing process so as to avoid these same errors and omissions in the future.

PLAN TO ACHIEVE TARGETS:

We have already drafted a new renewal application form that will enable licensee's and licensing authorities to just sign and return it, if all information regarding a licensee is the same. This should eliminate needless mistakes when completing forms. Also in the works is, the possibility of implementing the technology of image scanner to process and store licensing documents. This process may also be used for signature validation.

This process may also be used for signature validation.

OTHER FACTORS AFFECTING PERFORMANCE:

Deterrents to Success: In the area of liability insurance (dram shop), we have been experiencing new companies writing innovative insurance coverage that sometimes does not provide the coverage that the law intended. The reason for this innovative approach is cost. Everyone is trying to undercut their competitors. We must in turn evaluate these insurance policies to determine if they meet the minimum standards of the Liquor Act. In the area of applications, we are faced with new clerks and licensee's who are not familiar with the licensing process. Applications are left blank, filled out incorrectly, or old obsolete forms are used; they are the ones that need the education the most.

AGENCY: Public Safety, Department of
 PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 2: To educate and uniformly grant brand label registrations.

Measure (1): Number of Brand Label Applications Granted Without Problems
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
# of brand labels received	NA	4322	4089			
# of brand labels issued w/o problem	NA	NA	NA			
% of brand labels approved w/o problem	NA	NA	NA			
Target %				63%	66%	69%
# of brand label renewals received on time	NA	NA	NA			
% of brand label renewals received on time	NA	NA	NA			
Target %						

DEFINITION, RATIONALE, DATA SOURCE:

In F.Y. 1992, we had an increase of 49% in the number of brand label applications received. However, in F.Y. 1993, there was a slight decrease of 6% of brand label applications received. The significant increase from 1991 indicates effective enforcement to the adherence of a product being registered and a new requirement for the renewal of brand labels every three years, effective since Q4 of F.Y. 1992.

Measuring the total number of brand labels received provides for an accurate account of the amount of new alcoholic beverage products entering the market. This directly affects our accountability toward consumer protection involving labeling requirements to ensure purity of product and a maximum alcohol content for distilled spirits of 160 proof. In the case of malt beverages, we must deny a label that would imply false or misleading connections with actual living or dead American Indian leaders that protects ethnic population groups. Further, regulation of the liquor industry by marketing and sales of brands approved eliminates illegal shipments and nonpayment of excise taxes to the state from non-licensed importers. Since alcohol is a controlled substance, the state has determined that we are going to regulate how alcohol is sold and advertised.

Statistics are obtained by the Liquor Control Division data base.

DISCUSSION OF PAST PERFORMANCE:

The approval time for brand label issuance has decreased remarkably. Prior to 1990, it took 3 to 5 months before a brand label application was approved. Since F.Y. 1990, all brands are either approved or denied no later than 5 days.

PLAN TO ACHIEVE TARGETS:

Revise and/or further simplify the brand label application form. Increase communications by written and telephone correspondence that reaffirm incomplete applications will cause delay and/or denial of a brand. We will shortly initiate a penalty for late brand renewals. In addition, an image scanner will become available to process and store brand label applications.

OTHER FACTORS AFFECTING PERFORMANCE:

Many importers and wholesalers are inconsistent in complying with the rules and regulations for brand registration in Minnesota. As a result, documents are often sent back due to incorrect or nonpayment of fees, no affidavits submitted on brand ownership, authorized appointments, and chemical analysis.

AGENCY: Public Safety, Department of
PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 3: To gain uniform compliance from all alcoholic beverage licensees.

Measure (1): Percentage licenses passing inspection

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
# of inspections						
# passing inspection			started			
% licenses passing inspection						
Target				70%	73%	75%

DEFINITION, RATIONALE, DATA SOURCE:

Protection and service of the public is a primary goal of the division. The division gains compliance through education and enforcement of the Liquor Control Act.

Measuring the number of licenses passing inspection against the number inspected gives the division an indication as to the success in reaching the enforcement and education goals. The percentage of routine inspections of alcoholic beverage licensees should increase, while the percentage of investigations of violations should decrease. This is due to education and increased sharing of information between the division and the areas we serve.

The statistical data is obtained the Liquor Control Division data base.

DISCUSSION OF PAST PERFORMANCE:

Prior to the inspections, we conducted simple industry contacts. The inspection program was implemented July 1, 1994.

PLAN TO ACHIEVE TARGETS:

By use of routine inspections, the division plans to increase compliance through education and information rather than waiting for a violation to occur then punishing the offender. We plan to be proactive rather than reactive in our mission.

OTHER FACTORS AFFECTING PERFORMANCE:

The state of the general economy and the liquor industry affects the degree of compliance and our investigative workload. Local jurisdictions vary in their application of the liquor law, which affects uniformity. The limited budget and size of the division will be critical in making any program a success. Agents must, as a priority, investigate complaints first to ensure public safety. This will affect inspections.

AGENCY: Public Safety, Department of
 PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 4: To avoid losing tax revenue by collecting delinquent taxes owed the state by alcoholic beverage license holders, and to promote compliance with the Department of Revenue Liquor Posting.

Measure (1): Licensees on tax delinquent list and amount of delinquent tax collected by state through enforcement.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
# of licensees	5,003	5,149	5,048			
# licensees on tax list	statistics	not available				
% licensees on tax list	NA	NA	NA			
Target %				NA	NA	NA
# licensees on tax list over 30 days	NA	NA	NA			
# tax list investigations	71	95	89			
Target % investigated				NA	NA	NA
Total \$ tax delinquent	NA	NA	NA			
Delinquent tax collected		\$6,500**	\$5,400**			
% of tax collected	NA	NA	NA			
Target%				NA	NA	NA

**\$ in thousands - total is from all efforts to collected owed tax.

DEFINITION, RATIONALE, DATA SOURCE:

Each year, the state loses millions of dollars in tax revenue due to sales taxes that go uncollected from retail alcoholic beverage license holders. It is a goal of the division to increase the amount of delinquent taxes collected and decrease the number of alcoholic beverage license holders posted on the delinquent tax list.

Measuring the total number of licensees on the tax list, the number of tax list investigations and the percentages of funds owed versus funds collected should give an accurate indication of the success of the enforcement program.

DISCUSSION OF PAST PERFORMANCE:

We have been increasing our efforts and become more efficient at finding and penalizing tax list violators. This will decrease with tight shrinking resources.

PLAN TO ACHIEVE TARGETS:

The division will attempt to maintain the level of enforcement, but it is doubtful if this is possible with no money for travel or vehicles.

OTHER FACTORS AFFECTING PERFORMANCE:

Statistical information often not available from the Department of Revenue. This affects ability to measure outcome.

AGENCY: Public Safety, Department of
 PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 5: Maintain, evaluate, enhance and replicate Badges in Business.

Measure (1): Increase the activity and efficiency of Badges in Business to reduce underage attempted purchases

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Percent of participating licensees* per program area (program average at end of program year)			NA			
Target %				35%	40%	40%
Hrs worked by grantee			NA			
Target %				1000	1800	1900
Number of contacts to validate I.D.'s			NA			
Target %				100	300	350
Number of adult arrests			NA			
Target %				5	45	50
#of adult criminal citations Target %			NA			
				10	180	190
# of juvenile arrests			NA			
Target %				20	54	57
# of juvenile citations			NA			
Target %				50	126	133
% decline in incidence of sales to underage decoys (avg. results generated by pre- & post program surveys)			NA			
Target %				40	40	40

* includes only on and off-sale licensees.

DEFINITION, RATIONALE, DATA SOURCE:

Same as objective 6.

DISCUSSION OF PAST PERFORMANCE:

Same as objective 6.

PLAN TO ACHIEVE TARGETS:

Same as objective 6.

AGENCY: Public Safety, Department of
 PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 6: Encourage pro-active civic responsibility and heighten awareness of laws and statutes relating to youth access to alcoholic beverages within participating communities.

Measure (1): Presentations and training

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Presentations to community groups* and civic leaders			NA			
Target %				5	10	15
Presentations to service providers**			NA			
Target %				5	15	20
Presentations to & training for law enforcement depts & personnel			NA			
Target %				5	10	10
Presentations to & training/ liquor establishments & employees			NA			
Target %				5	8	10
Program & youth access related contacts			NA			
Target %				10	25	30

* PTA/PTO's, MADD, SADD, community prevention specialists, etc...

** School officials and students, hospitals, youth counseling organizations.

DEFINITION, RATIONALE, DATA SOURCE:

The Badges in Business Program is a collaborative effort between liquor licensees, local law enforcement, and the Liquor Control Division, aimed at lowering the number of underage attempts to purchase alcoholic beverages at the source - liquor stores and bars. Through grants to local units of government, the Program targets underage purchasers by placing a plainclothes officer in a liquor licensed establishment, acting as an employee or posing as a customer. When youth attempt to purchase alcoholic beverages, the officer makes an arrest.

The program is also concerned with reducing "secondary sales" to underage persons. Therefore, another officer is located outside the establishment and watches for anyone of legal age who purchases alcohol and brings it out with the intent to sell or give to underage persons in parking lots or alleys. These offenders are also arrested. Objectives 5 and 6 apply only to the Badges in Business Program and its ancillary activities.

The measures are intended to reflect the quantifiable results of a activity designed to reduce underage access to alcoholic beverages. These measures cannot reflect the underlying goal of the activity, which is to change the attitudes of both adults and youths concerning alcohol consumption; but they do reflect a trend at point of sale within target areas in a series of randomly scheduled operations.

The enforcement and education components of the activity combine both rural and urban settings. The sites can be influenced by radical college-town population fluctuations of the 18 - 25 year-old group.

Specific incidence of sales among activity sites is not reported in this measure because of the disparity between target areas in population, city location in relation to the twin cities metropolitan area and prevailing social attitudes toward alcohol consumption by underage individuals.

The activity is supported by National Highway Traffic Safety Administration funds and operates within a Program Year of October 1 - September 30.

DISCUSSION OF PAST PERFORMANCE:

This is a new activity. The administrative start of the activity was during March and the first in-store operations of Badges in Business began in July.

PLAN TO ACHIEVE TARGETS:

Enforcement efforts of both local law enforcement, liquor licensees and the Liquor Control Division in conjunction with efforts to better educate and make communities, liquor licensees and individuals aware of local laws and statutes will be properly controlled and implemented to achieve desired alteration of current social norms regarding youth access to alcoholic beverages. Continued funding and increased hands-on time with liquor licensees is critical to program success.

OTHER FACTORS AFFECTING PERFORMANCE:

The efficiency of the activity depends primarily upon two groups and their ability to work in collaboration. These are the local law enforcement departments and the liquor licensed establishments.

Commitment to activity targets, attitude toward pro-active enforcement and underage access prevention, the departments' need for overtime salary funds, and the individual officer's desire to work overtime hours all are factors which affect the performance of local law enforcement in implementing activities.

As the activity is "hosted" by the liquor licensed establishments, their reception of the enforcement officers and activity targets are equally important. Additional factors include the quality of past relations with their local law enforcement department and the Liquor Control Division, the attitude of clerks toward active carding of patrons, and the possibility that they simply do not want to participate in this type of program all obviously affect performance.

Lastly, existing social consciousness as related to underage access to alcoholic beverages greatly impacts program efficiency. The level of local "buy-in" is a factor that affects the level of lasting success that the activity enjoys, yet also affects the numbers of invitations, etc., to speak with groups concerning activity goals at present.

AGENCY: Public Safety, Department of
PROGRAM: Liquor Control (07)

OBJECTIVE, MEASURE

Objective 7: Collect data on annual per county consumption of alcohol

Measure (1): Number of wholesalers reporting total statewide alcohol sales
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of licensed wholesalers			136			
% wholesalers reporting total county sales						
Target %				60%	80%	90%
Number of licensed retailers			5,510			
% of retailers sales reported by wholesalers						
Target %				60%	80%	90%

DEFINITION, RATIONALE, DATA SOURCE:

The Minnesota Department of Human Services was given a legislative mandate to report statewide per county alcohol consumption statistics annually. This is to be a statistical aid in locating causal relationships between alcohol and problems like reported alcoholism, DWI's, or alcohol-related traffic fatalities, etc. The only valid source for statistics on per county consumption is the record of alcohol sales by licensed wholesalers to each retail store for the previous year.

Through Liquor Control Division licensing and regulatory powers, we are requiring each wholesaler to report sales figures per zip code. The figures will be by liters for spirits and wine; and in barrels for beer. We will process the confidential reports to create the public data, which will reflect per county volume of alcohol sales.

DISCUSSION OF PAST PERFORMANCE:

Previously the division only reported licensing and tax collection figures. This moves us in the direction of more preventive activities for the public safety. This compliments our expanded mission statement.

PLAN TO ACHIEVE TARGETS:

We shall conduct phone and personal agent contact with wholesalers who do not report, first to educate, then to persuade them to cooperate. The lack of resources may make it impossible to obtain this goal.

OTHER FACTORS AFFECTING PERFORMANCE:

Several of our beer wholesalers are small family businesses without office staff. They will find it difficult to find the time to

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 08 - Gambling Enforcement

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$1,111	< 1 % of department's expenditures
From State Funds	\$1,111	
From Federal Funds	\$ 0	

Number of FTE Staff:	16.2	< 1 % of department's staff
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PROGRAM GOALS:

- To maintain the integrity of legal forms of gambling
- To control and investigate criminal violations relating to gambling

(M. S. Chapters 349, 240, 349A 609, and 299L)

DESCRIPTION OF SERVICES:

The Gambling Enforcement Division exists to maintain compliance with the State Gambling Statutes and the State-Tribal Compacts for Class III gaming (video games of chance and blackjack compacts 3.9221). The Division works closely with the Minnesota Gambling Control Board, the Minnesota Racing Commission, the Minnesota State Lottery, and the Minnesota Department of Revenue in the regulatory and enforcement efforts to maintain the integrity of gambling in Minnesota.

The Division has become a recognized authority regarding the conduct of gambling. Requests for information and guidance concerning gambling related questions are received from the public, companies wishing to do business in Minnesota, gambling entities in Minnesota ; and local, state or federal law enforcement agencies.

The Division initiates reactive and pro-active investigations on criminal violations. Also, referrals from other gambling related agencies and the public, reporting violations involving regulatory and enforcement issues. The Division conducts random, unannounced inspections at Tribal Casinos to ensure compliance with the provisions of the State-Tribal Compacts in effect in Minnesota.

The Division conducts background investigations of individuals and companies that are involved in the conduct of gambling in the State of Minnesota.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Number of background checks requested	25,549	30,390
O	Number of background checks completed	25,249	30,390
A	Number of video gaming devices tested	9	539
O	Number of video gaming devices found not in compliance	1	109
A	Number of Tribal Casinos randomly tested	1	32
A	Number of Blackjack games tested	7	24
O	Number of Blackjack games found not in compliance	6	13
A	Number of investigations initiated	503	435
O	Number of investigations completed	461	388
W	Number of licenses issued/renewed for gambling devices	11	23
O	Number of licenses denied for gambling devices/ or requiring company changes	3	4

PROGRAM DRIVERS:

- **Increases in Lawful Forms of Gambling:** Increases in lawful gambling such as Charitable gambling, Tribal casino gambling, Minnesota State Lottery, and Pari-Mutual Horse Racing creates challenges for the Gambling Enforcement Division. Rapid expansion of gambling in the State has created a tremendous increase for background investigations conducted by the Division and in the need for providing adequate enforcement and regulation of gambling laws/rules to ensure public safety and integrity in the industry.
- **New Forms of Gambling:** Any new forms of gambling, such as video lottery, which was considered during the last legislative session, will dramatically effect the Gambling Enforcement Division. To increase the services provided by Gambling Enforcement, including background investigations and enforcement, mandates would necessitate new programs being created and refocused to deal with the expansion of gambling.
- **Increased reporting of suspected violations of gambling laws:** Public awareness of the problems inherent in gambling such as theft and forgery has underscored the value of reporting illegal activities to the proper agencies. The Gambling Enforcement Division receives complaints from the public as well as federal, state and local agencies who require assistance and technical support from the Division.
- **Industry Standards:** Background investigations have become an industry standard for all forms of gambling. Each law regulating gambling has a number of standards which disqualify certain individuals or entities from being involved in gambling in Minnesota. Examples of these standards are; convictions of certain types of criminal violations, being involved in illegal business, being delinquent in taxes, or if the licensing entity feels it isn't in the public interest that the individual or entity be involved in gambling. Obtaining measurements of the performance of this process is difficult because it is impossible to measure the number of persons or entities that do not apply for employment or licensure in Minnesota because their past contains something prohibitive. This process is crucial in maintaining the integrity of gambling.

AGENCY: Public Safety, Department of
PROGRAM: Gambling Enforcement (08)

OBJECTIVE, MEASURE

Objective 1: To reduce the amount of prohibitive persons from being involved in the lawful forms of gambling through background investigations.

Measure (1): Number of requests for background investigations

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	25,549	30,390			

Target Maintain at 100% completion, F. Y. 1995-97

DEFINITION, RATIONALE, DATA SOURCE:

State law and Tribal/State Compacts require background investigations of certain employees involved in lawful forms of gambling. These background investigations range from basic computer criminal history checks to more comprehensive checks which may include personal interviews, credit checks, networking with other law enforcement agencies and civil court record examinations.

State law and Tribal/State Compact prohibit individuals employment in the gambling industry as a result of their prior criminal records. Also certain individuals or entities can be prohibited from employment in the Gambling Industry if it can be shown that because of prior business practices, they would have an adverse effect to public health, welfare, and safety, or be detrimental to the effect of regulation and controlled gambling.

The Gambling Enforcement Division maintains a record of names submitted for background investigations. Because of some computer software failures, a precise number cannot be achieved at this time. The Gambling Enforcement Divisions is currently working on correcting the software problem.

DISCUSSION OF PAST PERFORMANCE:

The Gambling Enforcement Division has maintained a 100% completion for requests background investigations requested.

PLAN TO ACHIEVE TARGETS:

This objective has top priority.

OTHER FACTORS AFFECTING PERFORMANCE:

Background investigations are completed in conjunction with regulatory agencies which administer the forms of legalized gambling. Changes in state law or rule can increase or decrease the number of individuals or entities that require background investigations. Also, any expansion of gambling or the extreme popularity of Indian Gaming, creates more employment in the industry.

AGENCY: Public Safety, Department of
 PROGRAM: Gambling Enforcement (08)

OBJECTIVE, MEASURE

Objective 2: The division will increase the number of criminal investigations referred for prosecution by 10% by F.Y. 1997.

Measure (1): Number of cases initiated by the division, number of cases completed by division and number of cases referred for criminal prosecution.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of cases	NA	503	435			
Cases Completed	NA	(91%) 461	(89%) 388			
Cases referred for prosecution	NA	92*	42**			

Target: (Increase cases referred to prosecution by 10% for F.Y. 1997 - *F.Y. 1993 will be the base year.)

**See discussion of past performance

DEFINITION, RATIONALE, DATA SOURCE:

The measure is the number of cases investigated for violations relating to the conduct of authorized and unauthorized forms of gambling in Minnesota.

State law designates the Gambling Enforcement Division as the primary investigation entity when there is probable cause to believe that a criminal violation relating to gambling has occurred. The forms of gambling which are authorized by state law comprise a highly regulated industry. Compliance with both criminal and civil law are the key to ensuring the integrity of legalized gambling.

Gambling Enforcement Division data base.

DISCUSSION OF PAST PERFORMANCE:

Because of the explosion of the gambling industry in Minnesota workload demands on the staff as resulted in completing less criminal cases in F.Y. 1994.

PLAN TO ACHIEVE TARGETS:

With full utilization of staff target should be reached.

OTHER FACTORS AFFECTING PERFORMANCE:

If the licensing entities of authorized gambling do not report or detect suspected criminal violations of the law, this would affect our performance. Also if the Minnesota Department of Revenue does not conduct audits in the area of Lawful Gambling, this will also adversely affect our measurements. The number of criminal investigations that can be conducted is limited because of the complexity and need for comprehensive auditing to be done of lawful gambling records to substantiate a criminal violation.

AGENCY: Public Safety, Department of
PROGRAM: Gambling Enforcement (08)

OBJECTIVE, MEASURE

Objective 3: To ensure compliance with State-Tribal Compacts at Tribal Casinos by randomly testing video games of chance and the conduct of blackjack.

Measure (1): Number of random tests conducted and violations found.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Number of violations	started	8	122			
Number of random tests performed	late 1993	16	563			

Target (increase random testing by minimum of 10% per year)

DEFINITION, RATIONALE, DATA SOURCE:

Tribal-State Compacts allow for inspection of the premises used for the conduct of blackjack and play of video games of chance at Tribal Casinos by agents of the Department of Public Safety. By randomly testing these games, the Gambling Enforcement Division can ensure the public that the conduct of the games meets the requirements of the Tribal-State Compact.

Provisions within the State-Tribal Compacts ensure that the play of video games of chance and blackjack at Tribal Casinos are conducted in a manner that assures the public that the games are fair. The survival of the gaming industry in Minnesota demands that these games have the highest credibility.

The Gambling Enforcement Division maintains records pertaining to Tribal Casinos randomly tested and the findings of those inspections.

DISCUSSION OF PAST PERFORMANCE:

The division began implementation of random testing of video games of chance and blackjack at Tribal casinos late in F. Y. 1993. The division plans on increasing the random, unannounced) tests now that personnel has familiarized themselves with the process.

PLAN TO ACHIEVE TARGETS:

Personnel has been trained in the testing procedures. This is a new and much needed activity. With proper scheduling this objective should be met.

OTHER FACTORS AFFECTING PERFORMANCE:

The Gambling Enforcement Division cannot control the number of video games of chance at Tribal Casinos, nor the amount of blackjack games conducted at Tribal Casinos. The number of Tribal Casino inspections conducted by the Gambling Enforcement Division are limited to available and trained personnel with the Division.

SUMMARY

AGENCY: Public Safety, Department of
 PROGRAM: 09 - Traffic Safety

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$3,505	2% of department's expenditures
From State Funds	\$1,520	
From Federal Funds	\$1,985	
Number of FTE Staff:	10.3	< 1% of department's staff

PROGRAM GOALS:

The Office of Traffic Safety has the following five primary goals:

- Reduce the number and severity of traffic crashes
- Reduce the incidence of impaired driving
- Increase the correct use of seat belts
- Collect, analyze, and disseminate accurate statistical data on traffic crashes (M.S. Section 169.10)
- Develop, administer, monitor, and evaluate effective traffic safety projects to be conducted by state, county, or local agencies or conducted by private entities under contract to OTS (M.S. Section 4.075)

DESCRIPTION OF SERVICES:

The mission of the Office of Traffic Safety is to reduce the number and severity of traffic crashes in the State of Minnesota by planning, managing, coordinating, and evaluating traffic safety activities using federal, state, and local resources, and by providing statistical information about traffic crashes.

To carry out this mission, OTS serves as the staff office for the Governor's Representative for Highway Safety and coordinates Minnesota's participation in the National Highway Traffic Safety Administration's and the Federal Highway Administration's federal grant program. (M.S. Section 4.075 establishes the existence of the highway safety program.) In addition to the federal grant programs, OTS coordinates and manages several state-funded programs, including the intensive probation grant program, the motorcycle safety program, and the bicycle safety program. OTS also produces *Minnesota Motor Vehicle Crash Facts* to satisfy the requirements of M.S. Section 169.10.

Staff play a variety of roles in accomplishing the division's mission and goals. Safety Program Coordinators (roughly half of the OTS staff of twelve) serve as grant administrators who interact with project directors (grant recipients) and funding agencies (usually NHTSA); coordinators also act as program experts who testify before the legislature, answer questions from the media and the general public, and advise policy makers and legislative staff on issues related to the program areas they coordinate. In recent years, the coordinators have managed approximately forty five federal-funded projects and fifteen state-funded projects each year. Many divisions within Public Safety participate in the projects, and several other state agencies receive funds through the coordinators' efforts.

OTS has two research analysts who analyze traffic crash data from Minnesota, produce the legislatively-mandated *Minnesota Motor Vehicle Crash Facts* booklet, identify traffic safety problem areas for the coordinators, answer questions from the general public, and evaluate the effectiveness of various traffic safety programs.

Minnesota also participates in the Fatal Accident Reporting System, a national database on fatal motor vehicle crashes which is internationally known and respected. The FARS Program (analyst and backup) is part of OTS.

BACKGROUND INFORMATION:

Minnesota has an excellent traffic safety record. For three consecutive years (1986, 1987, and 1988), Minnesota had the lowest fatality rate in the nation. No other state has had a lower average fatality rate over the past six years. In 1993, Minnesota had the lowest fatality rate in its history and one of the lowest in the nation. While property damage crashes and minor injuries have risen slightly over the past ten years, fatalities, severe injuries, and moderate injuries have all declined steadily despite a steady increase in registered vehicles, licensed drivers, and miles traveled. Infant car seat use is high, with roughly 80% or observed infants riding in car seats. The following table shows a decade of traffic safety program effectiveness. (Note that not every year is shown; more complete data is available in *Minnesota Motor Vehicle Crash Facts*.)

	1984*	1986	1988	1990	1992	1993
Traffic Crashes	93,741	95,460	102,094	99,236	96,808	100,907
Persons Killed	584	572	615	568	581	538
Persons Injured	41,808	42,130	44,415	44,634	43,249	44,987
Severe	6,573	5,563	5,501	5,015	4,391	4,139
Moderate	17,271	16,289	15,593	15,001	14,554	14,902
Minor	18,810	20,278	23,321	24,618	24,304	25,946
Fatality Rate	1.81	1.67	1.69	1.47	1.41	1.27
Pedestrians Killed	55	71	69	65	46	47
Motorcyclists Killed	62	66	58	50	28	34
Bicyclists Killed	15	12	16	8	11	9
Percent of Vehicles ex- ceeding 55 MPH						
Unadjusted percent	51	57	59	69	64	67
Adjusted percent	35	39	43	53	48	50
Alcohol-related fatalities						
Number	305	264	277	235	220	196
As a percentage of all fatalities	52	46	45	41	39	36
Alcohol-related fatalities among 16 to 20 year olds						
Number	NA	NA	53	51	32	21
As a percentage of all fatalities in that age group	NA	NA	51	50	49	46
Seat belt use rate**	33	32	47	47	51	55

*The data collected only on a calendar basis.

**The seat belt use rate is not a simple ratio of the number of persons observed belted to the total number of people observed. It is, instead, the ratio of estimate time on the road that front seat occupants are using safety belts to the total estimate time on the road for these occupants.

PROGRAM DRIVERS:

- Drivers in High-Risk Age Categories: Perhaps the single most important factor in the success or failure of this program is the percent of licensed drivers who fall within certain high risk age categories. In past decades, the very young (under twenty) and the very old (over seventy five) drivers were most over involved in traffic crashes. More recently, the young driver twenty one to thirty (or even to thirty five) has become the most over involved group. These young adults who are of legal drinking age will be increasing as a percentage of all licensed drivers in and will very likely have a negative affect on motor vehicle crashes, injuries and fatalities in the mid-'90's.
- Vehicle Miles Traveled: The greater the exposure, the higher the crash totals. The number of vehicle miles traveled each year in the state is an important program driver which is, in turn, driven by economic conditions, availability and cost of motor fuel, and the competing cost of alternative transportation.
- Legislative and Judicial Support: States with pivotal traffic safety legislation (e.g., primary seat belt laws and tough drunk driving legislation) are far more likely to be effective in reducing motor vehicle injuries and fatalities. Court decisions either strengthen or disable these laws.
- Administrative Support: States whose governors take active roles in traffic safety efforts are more likely to be successful. They more often get the political support necessary for legislation, and are far more likely to get the resources necessary to achieve program goals.

AGENCY: Public Safety, Department of
 PROGRAM: Traffic Safety (09)

OBJECTIVE, MEASURE

Objective 1: The statewide motor vehicle fatality rate per one hundred million vehicle miles traveled will be 1.00 by the year 2000.

Measure (1): The fatality rate per one hundred million vehicle miles traveled.
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Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Fatality Rates	1.41	1.27				
Target	NA	NA	1.30	1.25	1.22	1.10

*C.Y. -- calendar year. The data collected only on a calendar year basis.

DEFINITION, RATIONALE, DATA SOURCE:

This fatality rate is calculated by dividing the number of traffic fatalities by the number of vehicle miles traveled within Minnesota. The rate is available only on a calendar year basis. This measure is the "industry standard." National Highway Traffic Safety Administration and Federal Highway Administration use it as a basic measure of a state's performance in traffic safety, and states can readily compare their performance because the measure is standard across states. This measure takes "exposure" (miles driven within the state) into account in a manner that is more reliable than other potentially "normalizing" factors (such as number of drivers or number of vehicles). The Minnesota Department of Transportation calculates the number of vehicle miles traveled in Minnesota. The Department of Public Safety records the number of traffic fatalities that occur in each year; to be included, a fatality must occur within 30 days of its related motor vehicle crash.

DISCUSSION OF PAST PERFORMANCE:

Minnesota's fatality rate per 100 million vehicle miles of travel reached a "recent-history" high of 5.52 in 1966 -- the year in which the milestone Highway Safety Act was passed. That rate has dropped steadily, with the exception of a few minor blips, to an all-time low of 1.27 in 1993, and was lowest in the nation in 1987, 1988, and 1989. Minnesota has been higher (worse) than the national death rate only once in the past 30 years: in 1978 Minnesota's rate was 3.40 compared to a national rate of 3.39. Minnesota's low of 1.27 in 1993 compares very favorably to the national rate of 1.7+.

PLAN TO ACHIEVE TARGETS:

Emphases will continue in the two top priority areas -- impaired driving and occupant protection. The first is the single greatest contributor to serious and fatal motor vehicle crashes, and whenever/wherever impaired driving is reduced, motor vehicle injuries and fatalities are also reduced. The second, occupant protection, is the single greatest reducer of injury severity. According to estimates by the National Highway Traffic Safety Administration, approximately half of the unbelted vehicle occupants killed each year would be alive today had they been protected. The above emphases are discussed further in the narratives of the following objectives. OTS is involved in achieving these targets by providing funding to state and local governmental agencies that are active in enforcing the relevant traffic laws or providing public information or education materials about the issues.

In addition to supporting impaired driving and occupant protection projects, OTS will fund several selective enforcement projects under the State Patrol's *Arrive Alive* program and the NHTSA *Safe and Sober* campaign which will emphasize excessive speed and other hazardous driving infractions. OTS will continue to administer the very successful motorcycle and bicycle safety programs, and will utilize new problem identification techniques to examine possible pedestrian problems which might be addressed by this federal/state program.

OTHER FACTORS AFFECTING PERFORMANCE:

The motor vehicle fatality rate may be affected by economic conditions. Several studies have found that this rate increases in particularly good economic times when citizens travel more, celebrate more, and appear to be less cautious with regard to their safety. This rate will also be affected by the percentage of licensed drivers who fall into high risk age categories (see "Program Drivers"). To a lesser but still significant degree, fatality rate may be subject to weather conditions. "Good" weather results in fewer but more serious motor vehicle crashes. Slippery roadway conditions results in more but less serious crashes. Exceptionally stormy weather results in fewer and less severe crashes.

AGENCY: Public Safety, Department of
PROGRAM: Traffic Safety (09)

OBJECTIVE, MEASURE

Objective 2: The proportion of traffic deaths that are alcohol-related will be reduced to 32% by the year 2000.

Measure (1): The percentage of traffic fatalities classified as "alcohol-related."
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<u>Actual Performance*</u>	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Alcohol related						
Fatals	39%	36%				
Target	NA	NA	36%	36%	34%	33%

*C.Y. -- calendar year. The data are collected only on a calendar year basis.

DEFINITION, RATIONALE, DATA SOURCE:

Alcohol involvement in motor vehicle fatalities is determined by dividing the alcohol related fatalities by the total number of motor vehicle fatalities in a given year. While the number of traffic fatalities is perhaps the most easily understood of all traffic safety measures, the determination of "alcohol related" is not quite so simple. If any driver involved in a crash is determined to be alcohol impaired (either by the investigating police officer or by a subsequent alcohol test), then the crash is labeled "alcohol related." From that point one need only count the number of fatalities resulting from the crash to determine the total number of alcohol-related traffic fatalities. Traffic crash reports are submitted to the Department of Public Safety where fatality information is accumulated and stored. Motor vehicle fatality information is received via the county coroners and the Minnesota Department of Health; these reports are compared with the reports submitted to DPS and any "missing fatalities" are investigated.

Since alcohol has historically been involved in approximately fifty percent of motor vehicle fatalities, reducing the number of crashes in which alcohol plays a role will result in an overall reduction in traffic fatalities. This definition lets us use all of the sources that can report "alcohol-relatedness." We use this measure (rather than the raw number of alcohol-related fatalities because it takes into account variations in the total number of fatalities.

DISCUSSION OF PAST PERFORMANCE:

The percent of alcohol-related fatalities has dropped from fifty two percent in 1984 (first year that measure was calculated) to thirty six percent in 1993. Impaired driving due to alcohol and other drugs is the most common factor in serious and fatal motor vehicle crashes, and has received the most attention, funding, and support from both professionals in the field and from citizenry in general. Progress has been slow but relatively steady since the mid '60's, and efforts to deter, enforce, adjudicate and rehabilitate have continued to the present. Minnesota continues to be better than the national average, which in 1993 was 43.6%

PLAN TO ACHIEVE TARGETS:

The alcohol-related projects funded in recent years have set underage drinker/drivers (under 21), young drivers/legal drinkers (twenty one to thirty five), and multiple offenders (those with more than one suspension and/or revocation on their records) as their major targets. Targets or priorities have changed over the years, and must continue to change if they are to be effective. As different age groups are targeted, countermeasures must change; what works with one age is not likely to work with another. The current target is the young driver, legal drinker (twenty one to thirty or thirty five) -- a group not easy to reach and even harder to change. The focus for the next several years is likely to be on employer and workplace programs.

OTHER FACTORS AFFECTING PERFORMANCE:

Alcohol -related fatalities are affected by increases and decrease in the sales and consumption of alcoholic beverages, which is in turn affected by several other factors, not the least of which is the economy (see **Program Drivers**). This measure is also very sensitive to the percentage of licensed drivers who fall into high risk age categories (e.g., young males between nineteen and thirty years of age). State with good public information and education, strict laws, and effective enforcement, adjudication, and rehabilitation are most likely to have lower levels of alcohol involvement in serious and fatal traffic crashes.

AGENCY: Public Safety, Department of
PROGRAM: Traffic Safety (09)

OBJECTIVE, MEASURE

Objective 3: The percentage of drivers and front seat occupants using seat belts will be increased to seventy five percent by the year 2000.

Measure (1): The ratio of estimated time on the road that front seat occupants are using safety belts compared to the total estimated time on the road for these occupants.

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Seat Belt Usage	51%	55%				
Target			58%	61%	64%	67%

*C.Y. calendar year. The data collected only on a calendar year basis.

DEFINITION, RATIONALE, DATA SOURCE:

The observations at a given site are weighted for the estimated annual traffic volume at that site. Random selection of sites ensures statistical validity. This measure more adequately accounts for differences in seat belt use in areas where traffic volume is relatively low than would an unweighted rate. Eight people are hired for 14 days by a firm under contract with OTS. Training and materials are provided by OTS. The eight observers count front seat belt use and non-use for a total of 700 40-minute time periods. The data collected is analyzed by a firm under contract to OTS.

DISCUSSION OF PAST PERFORMANCE:

Seat belt use has increased from twenty percent in 1986 (before initial safety belt law was passed) to 55% in 1993, largely because of legislation. Usage has increased by only two percentage points in the last two years. In 1993, the national rate for seat belt use was estimated to be sixty six percent..

PLAN TO ACHIEVE TARGETS:

OTS will fund information and education projects to raise citizen knowledge levels and to positively change negative attitudes regarding belt use. In addition, OTS will support enforcement projects through which the level of seat belt enforcement will be raised considerably throughout the state in a concerted effort to convince Minnesota citizens that non-use of seat belts is costly -- in more ways than one. Coalitions are being formed to help change Minnesota's belt law to a primary offense. Currently that law is secondary, which means a violator can be cited only if first stopped for another offense.

OTHER FACTORS AFFECTING PERFORMANCE:

A state's location is a major factor in determining success or failure in increasing seat belt usage. Southern and especially western states are likely to have lower usage rates than eastern states -- and particularly those closest to Washington, DC. Support for seat belt laws and usage is stronger in more populous, urban areas. Therefore, rural states are less likely to have seat belt laws, and tend to have lower usage than more urban states. Also, states tend to take on the characteristics of their neighboring states. Therefore, states whose "neighbors" either have no laws or whose usage is low, are likely to have those same problems. Minnesota is a predominantly rural, mid-western state. Until recently, three of Minnesota's four neighboring states either had no seat belt law or had below (national average usage).

AGENCY: Public Safety, Department of
 PROGRAM: Traffic Safety (09)

OBJECTIVE, MEASURE

Objective 4: The effectiveness of funded traffic safety projects in positively influencing motor vehicle crashes will be increased to ninety percent by 1996, and to ninety eight percent by the year 2000.

Measure (1): The percentage of funded projects which have been totally or essentially successful in achieving major project goals and objectives.

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
Project Success	Not previously calculated					
	Not previously established			85%	90%	95%

*C.Y. - Calendar year. These data would be available only on a calendar year basis.

DEFINITION, RATIONALE, DATA SOURCE:

In order to be funded, each project must have clearly defined goals and objectives which have been negotiated and agreed upon by all involved parties. Most project sites are selected on the basis of traffic safety problems. The problems in most cases have to do with over involvement in motor vehicle crashes. If objectives are properly negotiated, established, and accomplished, the projects should achieve success. Projects which do not deal directly with crash reduction (e.g., training, education, public information, emergency medical services) will be evaluated administratively by measurement of numbers, quality, time and cost. OTS will track the number of projects, the agreed-upon evaluation types, and the relative success of all projects based on the negotiated measures.

DISCUSSION OF PAST PERFORMANCE:

Goals and objectives have always been a part of the statewide and nationwide highway/traffic safety programs, but a concerted effort to quantify results and measure relative performance on the basis of total program impact has not been attempted during the last decade.

PLAN TO ACHIEVE TARGETS:

OTS will develop improved problem identification processes through use of SAS (Statistical Analysis System) which will improve site selection. The goals and objectives development will become a part of the pre-approval project negotiation process to ensure that there are no misunderstandings regarding the necessity of achievement. Progress will be captured through the semi-annual and annual reviews and reports already required by our funding agency, the National Highway Traffic Safety Administration.

OTHER FACTORS AFFECTING PERFORMANCE:

Most motor vehicle crashes have several contributing factors. A single crash may be contributed to by roadway problems such as poor signing, striping, or skid resistance; by vehicle factors such as poor tires, brakes, or steering; by human factors such as speed, fatigue, impairment, or distraction; and by weather, such as rain or snow, fog or glare, or slippery conditions due to ice. Because motor vehicle crashes or "accidents" have so many contributing factors, complete problem identification is always difficult, often impossible. If project success is to be based on reduction of these traffic crashes, then it is a very

uncertain and imperfect "science." No matter how "good" a project is, it may not be successful in reducing crashes, injuries, and fatalities. It is unlikely that we can reduce crashes the cause of which we cannot identify. This program will continue to attack the problems we can identify, and continue to improve countermeasure development, project implementation and management, and program/project evaluation. But we must accept the unhappy prospect that we may never be able to identify all of the factors which affect our performance in motor vehicle safety.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 10 -Drug Policy and Violence Prevention

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$9,296	6% of department's expenditures
From State Funds	\$2,215	
From Federal Funds	\$7,081	

Number of FTE Staff:	9.9	< 1% of department's staff
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PROGRAM GOALS:

- Reduce drug abuse and violence in Minnesota.
- Reduce supply of drugs in Minnesota.
- Provide resources to strengthen Minnesota communities responses to drug abuse and violence.

DESCRIPTION OF SERVICES:

Coordinate the violence and drug abuse prevention activities and supply reduction efforts of state and local agencies. We do this through:

- Grants to state agencies, local levels of government and non-profit agencies.
- Gathering and making available information and educational materials on preventing and reducing violence and drug abuse.
- Providing technical assistance and training aimed at assisting communities in responding to and reducing violence and drug abuse.
- Fostering cooperation and collaboration among state, local and non-profit agencies designed to strengthen their efforts to reduce violence and drug abuse.

BACKGROUND INFORMATION:

The Office of Drug Policy was established in 1989 to coordinate the State's response to the drug crisis. In its' first year, the Office recommended that we continue, improve and evaluate our multi-faceted, comprehensive, coordinated prevention, treatment and criminal justice programs in an effort to reduce the incidence and harmful consequence of chemical use and abuse in the state.

Using state and federal anti-drug dollars, the office funded initiatives in all three primary strategic arenas. In addition, the office worked to coordinate efforts with other state agencies dedicated to reducing substance abuse.

In 1989 the Department of Human Services conducted a Household Survey to determine the extent of the drug problem in Minnesota. The survey indicated that alcohol was still the most widely abused substance in the State.

60% of the adults surveyed were current users of alcohol (once a month or more) with 19% of them reporting having problems associated with the use of alcohol.

3% of the Minnesota's adults (10% the core cities) surveyed were current users of illicit drugs with 2% of them reporting having problems associated with the use of illicit drugs.

In 1992, there were 29,749 adult admissions into treatment: 93% reported using alcohol within 6 month of entering treatment, 58% report using drugs alone or with alcohol. The 1989 figures were nearly identical. However, cocaine was the primary substance problem of 40% of the treatment admissions in the metropolitan area compared to 28% in 1991. Much work needs to be done with this seemingly intractable problem.

In 1992 the legislature amended the office's statute language to include the violence prevention planning component. The office is now responsible for establishing drug abuse and violence prevention policy for the state, coordinating violence and drug abuse prevention activities, as well as administering approximately \$9.8 million in federal and state grants to state, local and non-profit agencies in Minnesota.

Over the last five years the office has faced many challenges: increased state and national mandates, waning public interest, an expanding definition of the problem which now encompasses drugs, crime, violence and their root causes and a continual evolution of preferred strategies to address the problems.

Our office is charged with the responsibility of working through others to accomplish the goals of reducing drug abuse and violence. This makes it difficult to measure the outcomes of our efforts, as our efforts are intricately related to the work of others. In addition, it may be impossible to directly link outcomes with any efforts due to the many external influences on the levels of drugs, abuse and violence.

At any one time the Office of Drug Policy and Violence Prevention has between 150-210 grants in progress. Listed below is a "snapshot" of active grants as of July 1, 1994 with a total of 153 grants. The grantee is listed and number of projects is listed..

Minnesota Bureau of Criminal Apprehension - 4

Criminal Justice History Information System

Implementation of a statewide Criminal History data model which will improve accuracy, timeliness and utility.

DARE Training Center

The Minnesota Bureau of Criminal Apprehension (BCA) has established a Drug Abuse Resistance Education (DARE) Office Training Program.

Training and Development

The Minnesota Bureau of Criminal Apprehension, Training and Development Section provides statewide law enforcement drug training programs.

MN Bureau of Criminal Apprehension-Lab

Supports a study of the sample composition of illicit cocaine samples in Minnesota and its drug intelligence potential.

Minnesota State Public Defender - 3

State Public Defender Training

●Work shops ●Trial Court Advocacy

Providing seminars and workshops to improve the trial skills of public defenders in handling drug cases. These workshops deal with ethical issues in drug cases.

Public Defender Positions

The Minnesota State Public Defender Office is obligated by law to provide appellate representation to financially eligible clients in all felony and gross misdemeanor cases. The primary purpose of a drug issue specialist is to facilitate the handling of drug related cases in Minnesota Appellate Courts.

Minnesota Department of Corrections - 3

Sentencing to Service

This program supports Sentence to Service projects statewide. Sentence to Service is an alternative for the non-dangerous offender which offers structured supervision, formal work tasks, transportation and accountability.

Intensive Supervision

The Intensive Community Supervision (ICS) program is an intermediate sanction administered in the community. The program uses close monitoring of the offender to insure public safety and to promote appropriate living patterns in the life of the offender.

Restorative Justice

An alternative sanction that sets a higher priority on restoration of the victim than on the punishment of the offender.

Minnesota Department of Human Services - 2

Model Child Protection/Enhanced Probation

for Female Offenders

These programs provide intensive family-based services to probationers, parolees and supervised releases who have committed an offense involving chemical abuse and are the primary caregivers of children under age twelve in Hennepin and Ramsey counties.

Closed-Circuit Televising of Testimony of Children

Who Are Victims of Abuse

Provides equipment and personnel training for closed-circuit televising and videotaping of child victims' testimonies used in criminal proceedings relating to child abuse.

Multi-jurisdictional Undercover Narcotics Task Forces -29

The objective of these statewide task forces is to maintain or create multi-jurisdiction regional task force programs that integrate federal, state or local agencies for the purpose of enhancing interagency coordination and intelligence and facilitating multi-jurisdictional narcotics investigations.

Specialized Narcotic Prosecution Services - 5

Five Metro counties receive additional funds to enhance the prosecution of a high volume of drug cases.

Office of the Minnesota Attorney General - 1

Narcotics Prosecution Technical Assistance

Supports the funding of two prosecutors in the Attorney General's Office to assist Greater Minnesota County Attorneys and task force officers with prosecution of drug cases statewide.

Community based Crime Prevention - 57

These community-based projects located throughout the state target the crime prevention needs and problems of specific communities or neighborhoods.

Community oriented Policing - 18

Eighteen communities throughout the state receive funds to create alliances between community residents, police and other city services which are essential to making neighborhoods drug free and safe.

Court Case Management Program - 1

Minnesota Supreme Court

This program expedites certain targeted drug-related felony offenders through the court within approximately 44 days after first appearance and into sound treatment or supervision plans via special pre-trial diversion and post conviction probation programs in both Hennepin and Ramsey counties.

Gang Intervention Program - 1

Institute on Black Chemical Abuse

Funds support the Ramsey County Gang and Drug Task Force, a multidisciplinary group dedicated to gang prevention and intervention.

Minnesota County Attorney's Association - 1

County Attorney Continuing Legal Education

The County Attorneys Association sponsors an annual seminar to enhance the practice skills of County Attorneys and their assistants to increase the likelihood of successful prosecution of drug offenders.

Chemical Abuse and Violence Prevention Council - 2

Minnesota Department of Health

Provides funds to the MN Department of Health for the prevention of Fetal Alcohol Syndrome and Fetal Alcohol Effects.

Minnesota Department of Human Services

Provides support for five culturally appropriate treatment programs for High Risk Youth; two treatment programs for pregnant women; one treatment program for those with both mental health and chemical health problems and one treatment program for children ages 6-12.

Provides support for five culturally appropriate treatment programs for High Risk Youth; two treatment programs for pregnant women; one treatment program for those with both mental health and chemical health problems and one treatment program for children ages 6-12.

Parents Anonymous of Minnesota - 1

To provide technical assistance and consultation to individuals, organizations or communities statewide to establish parent self-help and support organizations for abusive or potentially abusive parents.

Minnesota Planning Department - 1

To develop reporting forms and manuals, aggregate statistical data submitted by narcotic task force grantees to monitor performance. Provide an annual report analyzing the performance of grantees based on aggregate quarterly data. Assist with developing monitoring criteria for Community Crime Prevention and Community Oriented Policing Projects.

Minnesota Department of Education - 24

Through an agreement with the Minnesota Department of Education, the Office of Drug Policy and Violence Prevention staff provides technical assistance to Drug Free Schools and Communities prevention programs targeting high risk youth.

PROGRAM DRIVERS:

External factors impacting our office are:

Funding Levels: State and Federal Dollars have increased dramatically with no increase in staff.

	<u>FY 90</u>	<u>FY 94</u>
BJA Award (Federal Fiscal Year)	2,078,000	7,373,000
BJA Program Funding Purpose Areas	5	23
BJA Grants	43	91
State Appropriation (Expenditures)	162,000	2,171,000
State Grants	40	94
Staff	7	9.9

- Collaboration is the goal of the 90's for funders and fund recipients. Although all agree that this is a commendable goal, achieving true collaboration is difficult, time consuming and hard to evaluate.

AGENCY: Public Safety, Department of
PROGRAM: Drug Policy and Violence Prevention (10)

OBJECTIVE, MEASURE

Objective 1: To lessen the impact of alcohol and drug usage among school age children.

Measure (1): Student survey - alcohol use at least once a month in the previous year.

Actual Performance	<u>F.Y. 1989</u>	<u>F.Y. 1992</u>
Grade 6	3%	2%
Grade 9	26%	19%
Grade 12	54%	41%

Measure (2): Student survey - marijuana and other drug use during the past year.

Actual Performance	<u>F.Y. 1989</u>	<u>F.Y. 1992</u>
Grade 6	4%	3%
Grade 9	15%	12%
Grade 12	22%	18%

Measure (3): Information for Action: The Substance Abuse Monitoring System and Community Assessment & Action Network.

Data collection and baseline to be determined later.

DEFINITION, RATIONALE, DATA SOURCE:

Minnesota Student Survey - The Minnesota Student Survey was first administered in 1989 to students in grades 6, 9 and 12, and was repeated in 1992. The goal of the survey is to establish a standardized mechanism for evaluating students' concerns and problem behaviors across communities and over time.

The survey includes a number of significant indicators that measure drug use and family violence. These indicators provide an excellent barometer of the effectiveness of prevention efforts statewide. We will utilize the information to plan, direct and coordinate our efforts and resources. The next scheduled survey is for 1995.

Information for Action. The Substance Abuse Monitoring System and Community Assessment and Action Networks. This model is being developed through a grant from the Chemical Abuse Violence Prevention Council (CAVPC) to the Minnesota Department of Human Services-Chemical Dependency Division. The Office of Drug Policy and Violence Prevention provide staff for the CAVPC and provided input into the development of this model. The Information For Action Initiative will provide a framework for collecting and monitoring substance abuse related indicators from multiple sources to assist in decision making about how to reduce drug and alcohol related problems and promote chemical health. This tool will be ready for use by June 30, 1995. We plan to utilize this tool in assessing areas of need and measuring changes over time, so that we may direct funding and technical assistance resources accordingly.

DISCUSSION OF PAST PERFORMANCE:

Our combined prevention efforts seem to be paying off. Progress has been made in reducing drug and alcohol use by young people. The 1992 Student Survey found that alcohol and drug use declined significantly across the state from 1989 to 1992. The average age of first use was higher in 1992 than 1989 and a change of attitude was associated with reduced use. Teens were showing less acceptance of drinking.

While progress has been made, there remains cause for concern. There was no decline in the number of young people experiencing serious difficulties with their use. In addition, anti-social behaviors showed no decline.

While no current comparative data exists, other indicators suggest little change in drug use among adults. Minneapolis/St. Paul still has the lowest estimated cocaine-related, heroin-related and marijuana-related hospital emergencies per 100,000 population among the 21 major metropolitan cities reporting on the Drug Abuse Warning Network.

PLAN TO ACHIEVE TARGETS:

Many elements of the objective are in the planning and developmental stages.

OTHER FACTORS AFFECTING PERFORMANCE:

The Office of Drug Policy and Violence Prevention has undergone significant changes in its' charge as well as fluctuations in the resources available to respond its' charge. Given these circumstances along with the complicated nature of the problems we were created to address, evaluation of our impact has been difficult. We are confident that through the processes outlined above we will be able to make significant progress in measuring our progress.

AGENCY: Public Safety, Department of
PROGRAM: Drug Policy and Violence Prevention (10)

OBJECTIVE, MEASURE

Objective 2: Utilize the Multijurisdictional Narcotics Task Force to apprehend drug dealers and confiscate illegal drugs.

Measure (1): Multijurisdictional Narcotics Task Force Report.
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Actual Performance	<u>C.Y. 1990</u>	<u>C.Y. 1991</u>	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>
Cases Worked	5035	6194	6230	5974
Number Arrests	1603	2332	2181	2351
Search Warrants Issued	706	1087	1160	1118
Weapons Seized				
Total Guns	319	533	554	551
Drugs Seized				
Cocaine	11693	97057	46116	37785
Crack	1559	6475	4690	5102
Marijuana	13077	30393	25388	47965
Marijuana Plants	122981	30033	151186	171473

DEFINITION, RATIONALE, DATA SOURCE:

Since 1990, Minnesota narcotic task forces have worked over 23,000 cases, served over 4,000 search warrants and arrested more than 8,400 individuals.

In 1990, narcotic task forces seized a total of 319 weapons. In 1991 the number of weapons seized increased to 533. Weapon seizures increased again to 554 in 1992 before decreasing to 551 in 1993.

Forty-five percent of the 1,957 weapons seized from 1990-1993 were handguns, 26 percent were rifles and 23 percent were shotguns. Other weapons seized included machine guns, knives, explosives and stun guns.

Narcotic task forces have seized over 192 kilograms of cocaine and 17 kilograms of crack since 1990. Also, over 7,300 pounds of marijuana and an additional 475,000 plants seized.

In 1990, narcotic task forces arrested 1,603 individuals. In 1991, the number of arrests increased to 2,332; in 1992, arrests declined to 2,181 before increasing again to 2,351 in 1993.

This report is the best data indicator we have to report types and numbers of arrests and drugs and weapons seized. However, due to the following it is difficult to measure whether the activities are resulting in successful outcomes:

BJA, who administers the congressional mandate for Task Force activities, along with the states involved, has been unable to determine whether increased or decreased activities are a successful impact on reducing drugs. It is known, especially in greater Minnesota, that there are more arrests and seizures on larger activities. There is more cooperation/coordination and support from the local level through the federal level, and a better communications network exists for investigations.

Prior to the establishment of the Task Force in 1989 there was no baseline data collected on these activities to make a comparison. Investigations are a very lengthy process and in some cases can take up to two years. Therefore, amounts of activities can fluctuate from year to year.

DISCUSSION OF PAST PERFORMANCE:

In 1986, Congress passed the Anti-Drug Abuse Act providing federal funds to states for anti-drug abuse efforts. The following year, the Minnesota Legislature created the Criminal Justice Policy Task Force. The policy task force was composed of representatives from state agencies involved in anti-drug efforts and was formed to govern the distribution of federal funds. In addition, the Narcotics Enforcement Coordinating Committee was created to develop a plan for distributing state and local funds for Narcotic Control Programs through the Anti-Drug Abuse Act. The Office of Drug Policy became the administrator of the state's anti-drug program in 1990 and the grant administrator for the narcotic task forces in 1990. The 29 Narcotics Task Forces funded throughout Minnesota are the mechanisms utilized for reducing the supply of drugs in Minnesota.

The Office of Drug Policy and Violence Prevention contracts with the Minnesota Department of Planning to assist us in tracking the activity and evaluating the effectiveness of the task forces.

PLAN TO ACHIEVE TARGETS:

Objectives and targets still are still in the planning stage

OTHER FACTORS AFFECTING PERFORMANCE:

The Office of Drug Policy and Violence Prevention has undergone significant changes in its' charge as well as fluctuations in the resources available to respond its' charge. Given these circumstances along with the complicated nature of the problems we were created to address, evaluation of our impact has been difficult. We are confident that through the processes outlined above we will be able to make significant progress in measuring our progress.

AGENCY: Public Safety, Department of
PROGRAM: Drug Policy and Violence Prevention (10)

OBJECTIVE, MEASURE

Objective 3: To measure the perception of the seriousness of community drug problems.

Measure (1): The Narcotic Task Force Survey - Has the drug problem in your community become more severe or less severe.

	<u>F.Y. 1991</u>	<u>F.Y. 1996</u>
Drug program has has improved	31%	50%
Drug problem has changed little	45%	35%
Drug problem has gotten worse	24%	15%

DEFINITION, RATIONALE, DATA SOURCE:

The Narcotic Task Force Survey will be utilized to measure the perception of the seriousness of the community drug problem on the part of Narcotics Task Force Coordinators. They will be asked to respond to one question regarding drug problems in their communities. They will be asked to rank the drug problem in their community as compared to other problems and they will be asked if the drug problem in their community has become more severe or less severe.

DISCUSSION OF PAST PERFORMANCE:

The Narcotic Task Force Survey is done in conjunction with the Department of Planning.

OTHER FACTORS AFFECTING PERFORMANCE:

As described above, the Office of Drug Policy and Violence Prevention has undergone significant changes in its' charge as well as fluctuations in the resources available to respond its' charge. Given these circumstances along with the complicated nature of the problems we were created to address, evaluation of our impact has been difficult. We are confident that through the processes outlined above we will be able to make significant progress in measuring our progress.

AGENCY: Public Safety, Department of
PROGRAM: Drug Policy and Violence Prevention (10)

OBJECTIVE, MEASURE

Objective 4: Approve grants and assist grantees in developing outcomes.

Measure (1): Survey a random sample of Prevention and Intervention funding applicants to determine satisfaction with the application, the review process, the information feedback process and if the funding categories meet the real needs of communities.

Data and baseline will be developed.

Measure (2): Survey of Community Oriented Policing Project areas to determine satisfaction of the community with these efforts. Indicators will include measures pre-project and post-project of level of satisfaction with police performance, levels of perceived safety in the community, etc.

Data and baseline will be developed.

Measure (3): In cooperation with the Department of Education, we will be developing evaluation measures that will be utilized with community based projects funded through our respective departments. These will be tailored to measure the impact of diverse programs addressing multiple community problems. Indicators could include such factors as levels of increased participation in school, decreased involvement in the criminal justice system, decreased use of drugs, numbers of block clubs organized, safety perceptions in the community, etc. Results from these measures will be available by 6-30-96.

Data and baseline will be developed.

DEFINITION, RATIONALE, DATA SOURCE:

The Prevention and Intervention Funding work group, an interagency work group, offers an application process that assists community programs by coordinating prevention and intervention funds from a variety of federal and state programs. The process includes a simplified common application, technical assistance workshops and a citizen review process. We will evaluate the effectiveness of this collaboration.

The Survey of Community Oriented Policing Project indicators will include measures pre-project and post-project of level of satisfaction with police performance, levels of perceived safety in the community, etc. Results will include crime data pre and post project. Preliminary results from this project will be completed by June 30, 1995.

In cooperation with the Department of Education measures will be developed and tailored to the impact of diverse programs addressing multiple community problems. Indicators could include such factors as levels of increased participation in school, decreased involvement in the criminal justice system, decreased use of drugs, numbers of block clubs organized, safety perceptions in the community, etc. Results from these measures will be available by 6-30-96.

PLAN TO ACHIEVE TARGETS:

In addition, we propose to enhance the ability of local communities to evaluate the effectiveness of the programming they have undertaken. We will do this by assisting selected grantees in the development of appropriate outcome measures. Proven approaches will be duplicated in other communities.

As stated in the Background section of this report, our office is charged with the responsibility of working through others to achieve our goals. This makes measuring our success difficult. We are utilizing the above measures because they enable us to establish baseline data by which to measure our progress. They will be accomplished in collaboration with agencies that

identified by communities. Our intention is to develop ways of measuring our impact that can be duplicated statewide. Further, the measures we have chosen can be accomplished within existing financial and staff resources.

OTHER FACTORS AFFECTING PERFORMANCE:

As described above, the Office of Drug Policy and Violence Prevention has undergone significant changes in its' charge as well as fluctuations in the resources available to respond its' charge. Given these circumstances along with the complicated nature of the problems we were created to address, evaluation of our impact has been difficult. We are confident that through the processes outlined above we will be able to make significant progress in measuring our progress.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 11 - Pipeline Safety

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$807	< 1% of department's expenditures
From State Funds	\$512	
From Federal Funds	\$295	

Number of FTE Staff:	11.8	< 1% of department's staff
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PROGRAM GOALS:

- Increase the safety of Minnesota citizens by enforcing the one-call damage prevention program. (M.S. Chapter 216D)
- Increase the safety of Minnesota's interstate pipelines by maintaining interstate agent status. (M.S. Chapter 299J)
- Increase the safe operation and maintenance of Minnesota pipeline systems and facilities. (M.S. Chapters 299F & 299J)
- Educate pipeline operators and excavators and the public about pipeline safety and third party damage. (M.S. Chapters 216D & 299J)

DESCRIPTION OF SERVICES:

The Minnesota Office of Pipeline Safety exists to protect Minnesota lives and property through the implementation of a quality assurance program of gas and hazardous liquid pipeline inspection, accident investigation and public education. The primary functions of the Office are to establish and maintain an emergency notification center, an ongoing damage prevention program, assist local governments in developing emergency response plans, gather technical data and pipeline release data and conduct safety inspections of all pipeline facilities as authorized by the U. S. Department of Transportation. The Office provides public education through participation in the Metropolitan Utility Coordinating Committee, the Central Utilities Coordinating Committee, the Gopher State One-Call System, public speaking opportunities, the State Fair exhibit, pipeline operator training and excavator damage prevention seminars.

BACKGROUND INFORMATION:**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure*</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>
W	# of operators	56	
A	# of operators inspected	56	
A	# of inspections completed	614	
W	# of Gopher State One-Call Complaints	116	
W	# of calls to Gopher State One-Call for Locates	463,154	
W	# of reportable incidents (per Federal definition)	3	
W	# of pipeline complaints	6	
A	# of enforcement actions taken	64	
A	# of civil penalties proposed	3	
A	Total civil penalties collected** for number of actions - (5-93)	14	

*C. Y. - collected on calendar year

**\$ in thousands

PROGRAM DRIVERS:

- Tragic consequences of pipeline accidents: Although pipeline accidents take relatively few lives and are really quite rare when compared to incidents of fires, car accidents or even plane crashes, the public's reaction and attention to these incidents is dramatic. Most adults in Minnesota for example would remember the Mounds View accident, as well as the Maria incident. Our goal in the Office of Pipeline Safety is to never have another pipeline accident that results in lives lost. Although hard to effectively measure the effect of our work in accidents prevented; we have to believe that our presence, aggressive inspections, and educational efforts have had and are continuing to have a positive influence toward preventing a situation in which a major incident might occur .
- Aging pipelines: Along with other infrastructures within the state, pipelines continue to age. MnOPS works to assure that pipelines do not operate beyond their useful life. We do this by monitoring the operators' maintenance, testing procedures and results. MnOPS also reviews operators' policies regarding replacement of aging pipelines.
- Increase in digging: Because the number of pipelines continue to increase, need for repair and maintenance of lines steadily increases as well. The increase in digging necessary to maintain these lines increases the importance of accurate locating and safe excavation practices. Complicating this situation is the increasing population of abandoned underground facilities which can further complicate the job of locating accurately.

AGENCY: Public Safety, Department of
PROGRAM: Pipeline Safety (11)

OBJECTIVE, MEASURE

Objective 1: Increase the safety of the public by lowering the leak repair rate per mile of pipelines by twenty (20) percent by C.Y. 1997.

Measure (1): The total number of leak repairs reported divided by the total miles of pipe in the system.
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Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
# of leaks repaired	13,488	11,008	12,409	11,870	11,330	10,790
miles of pipe	41,515	42,903	44,000	45,400	46,725	48,125
Ratio	.3249	.2566				
Target			.2820	.2615	.2425	.2242

DEFINITION, RATIONALE, DATA SOURCE:

The Code of Federal Regulations (CFR), Title 49, Parts 195 and 191 requires operators to report the number of leaks repaired each calendar year.

Operators detect leaks through routine inspections, by conducting tests with detection instruments, by complaints from the public and notification as a result of third party damage.

The Federal report forms contain information that should measure the effectiveness of pipeline safety programs when utilized in a trend analysis. The number of leaks repaired every year constitutes a measure of how well the operators are running their systems. Well run systems should have fewer leaks. A good proactive inspection and enforcement program by MnOPS should help the operators prevent leaks.

The current methods of completing the Federal forms may change because of clarifications or interpretations by the Federal Office of Pipeline Safety. This could significantly alter the trend analysis. Although reporting this data is mandated and MnOPS is reasonably confident that the operators are accurately reporting, it needs to be noted that the MnOPS is not able to substantiate its accuracy beyond spot checks and review of repair records during inspections. Additionally, there may be some differences in the operators' interpretation of what a leak repair constitutes.

*Calendar year data is used for the operator reports, and the Federal Office of Pipeline Safety (FOPS) audits, certifications, and grant allocations. The 1992 reports have been tabulated and are used as the base year. The miles of pipe has been estimated to increase about 3% per year as a growth factor. The reported 1993 number of leaks repaired was lower than expected and one operator repaired over 3600 leaks in 1992, but only repaired 1600 in 1993.

DISCUSSION OF PAST PERFORMANCE:

The federal annual report forms have been submitted to the Federal Office of Pipeline Safety (FOPS) ,in Washington, DC, since about 1970. The reports were never properly utilized as a performance measure against the effectiveness of the federal or state pipeline safety inspection and enforcement programs. The various operators were "ranked" based upon the number of accidents that occurred on their systems. FOPS has recently developed a strategic plan and risk based priority assessment for the selection of certain operators and facilities. MnOPS has a more frequent inspection program that monitors the operator's performance of the code sections that require the detection and repair of leaks. The initial inspection program started in 1988 and may have increased the number of leaks repaired and reported by the operators in Minnesota for the first years of our existence.

PLAN TO ACHIEVE TARGETS:

Continuing an aggressive pipeline inspection and enforcement program will increase the safe operation of Minnesota pipelines. Our inspection program includes verifying that the operators are in compliance with the Federal Code requiring detection and proper repair of leaks. We plan to expand our scope of inspections to include; customer owned fuel lines, master meter operators, peak shaving facilities, propane operators, and low pressure hazardous liquid pipeline operators over the next few years. In addition, MnOPS plans to increase its construction inspection program.

OTHER FACTORS AFFECTING PERFORMANCE:

The Federal Office of Pipeline Safety (FOPS) is developing a strategic plan with a risk based assessment program for managing the limited resources of the Federal program. The U. S. Congress and the National Transportation Safety Board (NTSB) have mandated actions for FOPS. This action reallocates resources away from existing programs. The FOPS reallocation, therefore, takes away resources from state pipeline safety programs or shifts the duties to state programs without additional increases in funding.

AGENCY: Public Safety, Department of
PROGRAM: Pipeline Safety (11)

OBJECTIVE, MEASURE

Objective 2: Minnesota pipeline inspectors will be highly trained and qualified to maintain inspection authority over both interstate and intrastate facilities.

Measure (1): All state inspectors will be certified through the federal Transportation Safety Institute within three years of their employment.

Actual Performance*	<u>C.Y. 1992</u>	<u>C.Y. 1993</u>	<u>C.Y. 1994</u>	<u>C.Y. 1995</u>	<u>C.Y. 1996</u>	<u>C.Y. 1997</u>
# of Inspectors/certified	6/8	6/8				
Target			7/8	8/10	8/10	10/10

*C.Y. - calendar year

DEFINITION, RATIONALE, DATA SOURCE:

M.S. Section 299J.03 requires that all inspectors have scientific or, technical training or experience in pipeline engineering technology and safety. Inspectors in order to maintain qualifications, and continue to meet federal and state requirements for authority to inspect interstate and intrastate pipelines, must complete a series of courses at the U.S. Transportation Safety Institute. These courses are in addition to other ongoing training efforts. The program is a three year certification program.

The data for this measure is maintained for each employee through the U.S. Department of Transportation, Transportation Safety Institute in Oklahoma and is provided to the Office of Pipeline Safety. Additionally, the Minnesota Office of Pipeline Safety maintains a training file on each employee listing all conferences, seminars, and other courses taken to maintain a high level of technical expertise.

DISCUSSION OF PAST PERFORMANCE:

Our office has always maintained a high level of certification because of the dedication of resources to training at the Transportation Safety Institute and other opportunities.

PLAN TO ACHIEVE TARGETS:

This training requirement is a top priority in considering budget decisions, inspection and other workload allocations. New inspectors need to meet the requirement within the first three years of their employment.

OTHER FACTORS AFFECTING PERFORMANCE:

The Federal Office of Pipeline Safety establishes the required course work to obtain certification. If the requirements change during the next three years MnOPS would need to respond, so that all of our inspectors can obtain any new required training.

AGENCY: Public Safety, Department of
 PROGRAM: Pipeline Safety (11)

OBJECTIVE, MEASURE

Objective 3: Increase the public awareness of underground facilities through establishment of a notification center for excavators to call before they dig.

Measure (1): The total number of phone calls to the notification center known as the Gopher State One-Call center will increase by approximately 15% each calendar year through 1997.

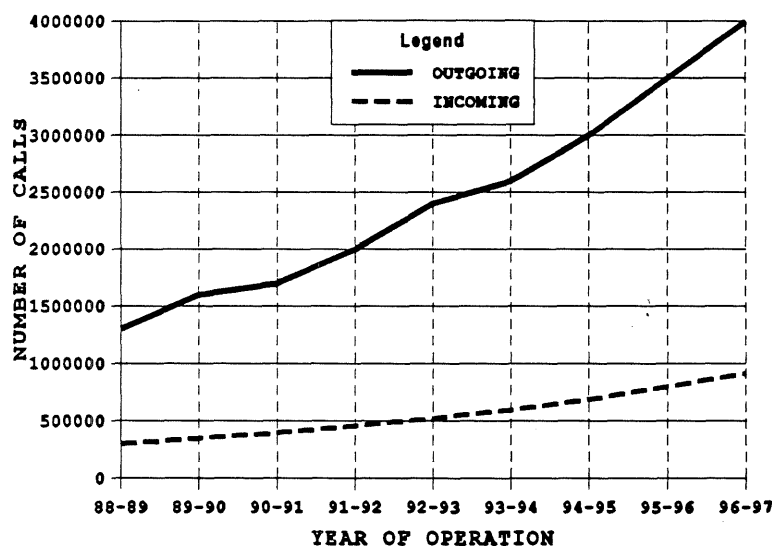
Actual Performance*	C.Y. 1992	C.Y. 1993	C.Y. 1994	C.Y. 1995	C.Y. 1996	C.Y. 1997
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Note: One incoming call could generate as many as five outgoing calls to various utilities.

# of Incoming Calls	383469	463154				
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Target			532627	612521	704399	810059
*C.Y. - calendar year						

GSOC HISTORICAL TRENDS



DEFINITION, RATIONALE, DATA SOURCE:

M.S. Section 216D.03 required the Commissioner of Public Safety to approve a nonprofit corporation for establishing a central notification center for excavators. The Center assists in identifying companies and municipalities with underground utilities in

the vicinity of the proposed excavation. Excavators are required to call the center and can not begin digging for 48 hours allowing time for the underground utility to be marked.

The Office of Pipeline Safety is a key member of the Gopher State One-Call Board. The success of the "call before you dig" program can be measured by the heightened awareness of excavators as measured by increasing phone calls. The overall effectiveness of this activity is related to the decreasing number of lines hit by excavators.

The source of this data is through the Gopher-One-Call Center which records all incoming and outgoing phone call inquiries. The Center is self supporting, no general funds are used on this program.

DISCUSSION OF PAST PERFORMANCE:

Because of our presence and aggressive program of public awareness, we fully expect that "calls" into the Gopher State One-Call Center will continue to increase over the next few years. We would interpret this trend to be positive, indicating continued heightened awareness by the public of the existence and importance of our programs designed to prevent accidents and incidents.

PLAN TO ACHIEVE TARGETS:

Continuing aggressive public education efforts and coordinating with the Gopher-State One-Call staff in their promotional efforts will increase the use of the Gopher-State One-Call Center.

OTHER FACTORS AFFECTING PERFORMANCE:

The amount of excavation work being done throughout the state directly affects the number of calls to the Gopher-State One Call (GSOC) Center. Assuming excavation work continues to increase over the next three years, the number of calls to GSOC should increase as well. At some point, both the amount of excavation work being done and likewise the number of calls should level off. This is not expected to happen before the year 2000.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 12 - Crime Victims Services

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$2,473	2% of department's expenditures
From State Funds	\$1,821	
From Federal Funds	\$ 652	

Number of FTE Staff:	7.8	< 1% of department's staff
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PROGRAM GOALS:

- To reduce the economic impact of violent crime on victims and their families by providing direct financial assistance. (M.S. Sections 611A., 51-66)
- To hold criminal offenders accountable for the costs of crime to the extent feasible through improved collection of restitution and civil awards. (M.S. Section 611A.04, Subd. 1a and 611A.61)
- To ensure that high quality services and information are available to all crime victims and witnesses throughout Minnesota. (M.S. Section 611A..71, Subd. 5)
- To increase the rights afforded to crime victims and witnesses in the criminal justice system and promote compliance with current victims rights laws. (M.S. Section 611A.71, Subd. 5)

DESCRIPTION OF SERVICES:

The Crime Victim Services Program includes the Minnesota Crime Victims Reparations Board and the Minnesota Crime Victim and Witness Advisory Council. Together these two activities promote high quality, coordinated services for crime victims and witnesses.

The purpose of the Reparations Board is to restore losses incurred by victims of crime who have suffered a physical or emotional injury. The Board provides compensation to over 1000 victims per year for medical care, mental health care, lost wages, funeral expenses and loss of support to dependents. Approximately 25% of the victims assisted are children. The reparations program is essential to helping these children and other victims recover as quickly as possible and to minimize problems resulting from their victimization.

The Crime Victim and Witness Advisory Council is a multi-disciplinary group which the legislature established in 1985 to serve as a statewide advocate for victims and witnesses. The Council's mandated functions include reviewing the need and availability of services for victims; promoting innovative changes in laws or policies to improve the treatment of victims and expand their rights; providing information and training to criminal justice professionals; providing technical assistance to victim services programs; and increasing public awareness on victims issues.

BACKGROUND INFORMATION:

The Reparations Program has become increasingly important as a safety net for victims of violent crime in Minnesota. The number of victims filing claims has increased at an average rate of 10% per year since 1988. In F.Y. 1994, 1143 claims were submitted by victims or their family members. Several legislative changes during the past few years have expanded coverage offered by the program and broadened eligibility criteria. Also, since each victim is entitled to receive up to \$50,000 for out-of-pocket losses, the program is still awarding money to many individuals who were victimized during the 1980's. These long-term claimants include victims who sustained a permanent injury and dependents of homicide victims. In an effort to control escalating costs, the Board passed rules last year which imposed rate limits on medical and mental health care. These rules resulted in a savings of approximately \$200,000 during the first year of implementation. However, growth in the program is expected to continue in F.Y. 1996-97 and further rate reductions would jeopardize the confidence which victims and service providers have in the program.

The Advisory Council was established to give general crime victims a voice at a time when there were few programs or groups advocating for victims of crimes other than sexual assault or domestic abuse. The council has been instrumental in securing the passage of many of the victims rights contained in M.S. Chapter 611A, the Victims Bill of Rights. Recent legislative appropriations to create new general crime victim programs, throughout the state, have resulted in an increased demand on council staff for technical assistance in program development and for training. Attendance at an annual conference sponsored by the council has increased from 100 persons in 1988 to over 400 persons in 1994. This conference is the only statewide comprehensive training available on general crime and its impact on victims.

MEASURES OF ACTIVITIES

Actual Performance	F.Y. 1989	F.Y. 1990	F.Y. 1991	F.Y. 1992	F.Y. 1993	F.Y. 1994
# of Recipients*	706	780	984	934	1161	*
Average Award Size*	\$2211	\$2147	\$2081	\$2003	\$2006	*
# of Original Awards	517	511	651	702	814	663
# of Supplementary Awards	475	622	692	567	660	1052
# of Reparations Staff	3.75	3.75	4.5	5	6	6

* Figures are for the federal fiscal year, so no data is available yet for F.F.Y. 1994.

PROGRAM DRIVERS:

Significant external factors impacting program goals include:

- Increase in the rate of violent juvenile crime: There has been an increase in the rate of violent juvenile crimes, particularly crimes committed with a firearm. According to a recent Minneapolis Health Department report, almost half of the emergency room admissions for juveniles at Hennepin County Medical Center are for gunshot wounds, stab wounds and other assault-related injuries. This trend toward increasing violence results in higher board expenditures for medical treatment of related injuries, long-term lost wage payments, or funeral expenses.
- Access to health care coverage: The Reparations Board provides coverage for numerous underemployed or self-employed persons who are completely uninsured and do not qualify for medical assistance or MNCare. Although the state and federal governments are attempting to achieve a goal of universal health care, most of the proposals likely to be implemented would still not provide affordable coverage for the underemployed or self-employed. Unfortunately, certain persons in this same group (for example, cab drivers) are at high risk for being victims of violent crime.
- Increasingly diverse population: Another challenge for the Board is providing service to the growing number of communities that are somewhat isolated due to language or cultural differences. There is an increasing demand from these communities for services, however, the traditional methods of providing information or services, for example, through law enforcement agencies, are not effective. Barriers to effective communication need to be identified and alternative methods of service delivery need to be developed.

- **Legislative mandates:** Great public concern about crime and victims issues results in new legislative mandates every year. Many new crime victims programs have also been created in recent years. It has been a challenge for the council staff to keep pace with the increasing demand for training and technical assistance to programs and to criminal justice professionals charged with implementing new laws.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

OBJECTIVE, MEASURE

Objective 1: To provide prompt financial assistance to eligible victims.

Measure (1): Average reparations claim processing time in months.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	5.3	6	3.8			
Target				3.8	4.2	4.6

Measure (2): Number of claims pending at the end of the year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	622	348	379			
Target				379	417	459

DEFINITION, RATIONALE, DATA SOURCE:

Claim processing time is measured from the date the victim's claim form is submitted to the date of the award or denial of the claim. Average processing time is a direct measure of how long a victim must wait for financial assistance.

The number of claims pending is the number of claims which were filed during the fiscal year, but had not been either paid or denied by the end of the fiscal year. Claims pending is a measure of the backlog of the program. Approximately 100 new claims are received each month, so 300 pending claims is acceptable. If there are more than 300 claims pending, processing time has exceeded three months.

The data source is the board's internal database. The data is taken from the actual claim files and entered into the computer database on a weekly basis.

DISCUSSION OF PAST PERFORMANCE:

The factors affecting claim processing time include; number of claims filed, funding available, and number of reparations staff. In 1991-92, a sharp increase in claims filed and a shortage of resources caused a large backlog to develop. Cost-cutting rules to control medical and mental health expenses were passed in 1993, and additional staff were added to the program, resulting in a lower processing time of 3.8 months.

The U.S. Department of Justice, which administers the Victims of Crime Act, recommends an average processing time of three months or less. Also, many victims of crime report that if an award is not made within three months after the crime, they will have to resort to extreme measures, e.g. selling their home or filing for bankruptcy.

PLAN TO ACHIEVE TARGETS:

However, since a growth rate of about 10% annually is expected, it will be impossible to achieve the federal standard of processing claims within 3 months. Processing time eventually will begin to increase again and a backlog of claims will develop.

OTHER FACTORS AFFECTING PERFORMANCE:

The rate of violent crime, particularly crimes committed with a weapon, is also a factor affecting performance. The rate of violent crime increased during the past few years resulting in more victims who are eligible to apply for reparations.

Also, due to legislative action strengthening provisions requiring notice of victims rights, there is a greater awareness of the reparations program among criminal justice personnel. More victims are being informed about the reparations program and more are filing claims.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

OBJECTIVE, MEASURE

Objective 2: To ensure that the reparations program is equally accessible to all crime victims regardless of race or geographic location.

Measure (1): Percentage of reparations claims submitted by race compared to statewide percentage of homicide victims by race.

<u>Race</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
				Target	Target	Target
White	72%	70%	71%	71%	65%	65%
Afr. Amer.	9%	11%	10%	10%	15%	15%
Am-Indian	3%	3%	2%	2%	5%	5%
Hispanic	2%	2%	2%	2%	3%	3%
Asian	1%	1%	2%	2%	3%	3%
Unknown	13%	13%	13%	13%	9%	9%

Measure (2): Number of claims submitted by region of the state.

<u>Regions</u>	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
No. West Mn	79	70	50	55	60	66
# of violent Crimes	(459)	(513)				
% filing claims	(17%)	(13%)				
Arrowhead	76	77	100	110	121	133
# of violent Crimes	(699)	(698)				
% filing claims	(10%)	(11%)				
Central Mn	122	105	92	101	111	122
# of violent Crimes	(953)	(865)				
% filing claims	(12%)	(12%)				
So. West MN	68	63	61	67	74	81
# of violent Crimes	(644)	(606)				
% filing claims	(10%)	(10%)				
So. East MN	65	69	102	112	123	135
# of violent Crimes	(601)	(609)				
% filing claims	(10%)	(11%)				
Metro Area	903	724	737	811	892	981
# of violent Crimes	(11,770)	(12,575)				
% filing claims	(7%)	(5%)				
Out of State	5	9	0	0	0	0
TOTAL	1318	1117	1143	1256	1381	1518
	(15,126)	(15,866)				
	(8%)	(7%)				

DEFINITION, RATIONALE, DATA SOURCE:

Measure 1: The number of claims submitted by race shows the racial breakdown of claimants seeking assistance from the reparations program. Also, as a comparison, the racial breakdown of homicide victims in 1992 is given. (Unfortunately, no statewide statistics are kept of the racial breakdown of victims of other types of crime.) This data measures accessibility of the reparations program to communities of color.

The data source is the Reparations Board's internal database compiled from claim forms. The homicide victimization rate by race and the violent crime rate data is from the Department of Public Safety, Office of Information Systems, database.

Measure 2: The number of claims submitted by region shows the distribution of claimants throughout the various geographic areas of Minnesota. The numbers in each column are the number of claims filed for each year. The number indicated in parentheses is the number of violent crimes which occurred in that area. The number below that is the percentage of victims filing claims with the Board. This percentage indicates the approximate rate at which victims are filing in a particular region. The filing rate ranges from a low of 5% in the metro area to a high of 13% in Northwest Minnesota. The filing rate shows the accessibility of the program in each geographic area. If the number of claims drops in a particular region in any year, as it did in the metro area in F.Y. 1993-94, this may indicate that information about reparations is not being provided consistently to potentially eligible crime victims.

DISCUSSION OF PAST PERFORMANCE:

The Board continues to be concerned about the low percentage of victims filing claims from greater Minnesota communities, particularly southern Minnesota, and communities of color within the metropolitan area. The Board's plan to improve accessibility is to distribute multi-lingual brochures and posters to hospitals and law enforcement centers throughout the state. The Board, in cooperation with the Council and Ombudsman's Office, will also continue targeted efforts at training and publicity.

OTHER FACTORS AFFECTING PERFORMANCE:

There has been a significant increase in the rate of victimization among African-Americans. For example, in the last six years, the number of African-Americans killed by firearms increased significantly from 9 in 1988 to 32 in 1993. The criminal justice system has been slow to react to this crisis and victims from communities of color continue to be somewhat isolated from potential resources available to them.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

Objective 3: To improve the quality of service provided to victims by the Reparations Program.

Measure (1): Survey of claimants.

*This is a new measure and data is not yet available.

DEFINITION, RATIONALE, DATA SOURCE:

Survey data will be collected directly from claimants and service providers through surveys to assess their level of satisfaction with the program and the extent to which the program is meeting their needs. This will measure the quality of service provided by the program each year. The cost of distributing surveys and compiling this data will be approximately \$1000.

DISCUSSION OF PAST PERFORMANCE:

Some input has already been received from claimants which indicates that victims need more information sooner regarding coverage provided under the reparations program. Distribution of a medical card and a coverage booklet to all eligible claimants is planned for F.Y. 1996-97.

OTHER FACTORS AFFECTING PERFORMANCE:

The health care system has been undergoing many changes which impact our performance in providing quality service to claimants. There have been several mergers of different hospitals, health maintenance organizations, and health insurance companies during the past few years. There have also been many changes made in the way other government programs, such as Medical Assistance, are delivering health care services. It has been a challenge to keep up with these changes so that benefits are coordinated and correct payments are made to the appropriate medical providers.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

Objective 4: To increase the amount of restitution and civil awards collected.

Measure (1): Amount (in thousands) of restitution and civil awards collected.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Restitution	49	53	70	74	77	81
Civil Awards	31	106	51	54	56	59

DEFINITION, RATIONALE, DATA SOURCE:

Restitution is money which criminal offenders are ordered to pay by the court as part of their sentence. The amount of restitution collected shows the amount of funds paid to the Board each year by criminal offenders. This is a direct measure of the success of the program's restitution collection efforts. Civil awards are funds collected each year as a result of civil law suits brought by the victim against the offender or a negligent third party. The Board has a right to recover these awards in cases where it has paid reparations to the victim. The amount collected indicates our success at pursuing our subrogation interests in civil cases. This amount may fluctuate greatly, as it did in F.Y. 1993 when one very large settlement was obtained.

(NOTE: Only about 30% of this revenue can be deposited in the Board's account for crime victims reparations awards. The remaining amount is deposited into the General Fund.)

The data source is the reparations internal database. The amounts of checks received, and type of payment are entered into the database on a weekly basis.

DISCUSSION OF PAST PERFORMANCE:

Collection of restitution and civil awards has always been a priority of the Reparations Board. In 1993, a full time staff position was added to specialize in recovery of these funds. To increase collections, the Board has improved its methods of notifying county attorney and court services staff of the Board's interest in restitution. Also, victims receiving awards are now promptly notified that they must reimburse the Board if money is paid to them by the offender, and changes to the database are planned to improve tracking of offender payments.

OTHER FACTORS AFFECTING PERFORMANCE:

There are mixed views among the state's judges concerning orders of restitution to the Crime Victims Reparations Board. Some judges view the Board as an insurance carrier, and have refused to order restitution to the Board. Also, the Board must depend on court services staff to supervise offenders paying restitution. Court services staff are overburdened with large caseloads and restitution collection is often a low priority.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

Objective 5: To provide greater assistance to secondary victims.

Measure (1): Amount (in thousands) paid to secondary victims in homicide cases or drunk driving fatalities.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Funeral	214	252	260	440	440	440
Counseling	8	8	18	18	18	18
Economic Support	96	110	182	182	200	200

DEFINITION, RATIONALE, DATA SOURCE:

Measure 1 shows amounts paid by type of expense during the past few years to family members in homicide and drunk driving cases. Economic support includes quarterly payments made to dependents of the deceased and lost wages for parents of the deceased. Dependent children are entitled to loss of support until they reach the age of 18. Amounts in this category of payment will increase each year as more children are accepted into the program. The data source is the internal reparations database.

DISCUSSION OF PAST PERFORMANCE:

The Board has recognized that the financial impact of crime goes beyond the cost to the direct victim, and, in 1990, the Board expanded its coverage to include items such as counseling and lost wages for parents of the deceased. Also, the Board has increased its funeral allowance every year. However, parents and other close relatives of victims continue to request more financial assistance than the Board can provide under its rules. Unfortunately, current funding levels only allow for continuation of very limited coverage for family members of victims.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

Objective 6: To provide information, training and technical assistance to criminal justice professionals and new crime victim programs so that they can provide better service to crime victims and witnesses.

Measure (1) : Number of Persons/Programs Provided Training or Assistance
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Actual Performance	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 1996	F.Y. 1997
Conference	270	335	410	435	450	450
Other*	no data	11 sessions	11	85 persons	95	100
Training						
Manuals Distributed	no data	no data	36	50	40	35
Tech. Asst. 3 programs	3	3	5	22	10	10

*Data collection changed from sessions to persons

DEFINITION, RATIONALE, DATA SOURCE:

A major component of the training program is the annual multi-disciplinary conference on crime victims aimed at promoting education and training regarding victims' rights, and improving the quality of services provided to victims. The annual attendance records are shown. The conference was rated excellent or good by 100% of the participants in F.Y. 1993. Other training sessions include small seminars conducted throughout the state on reparations and victims rights laws. No data was kept from F.Y. 1992. The training manuals distributed include a comprehensive victim rights manual developed in F.Y. 1994 and a program development manual to be published by October 10, 1994. Number of programs provided with technical assistance refers to more extensive contacts with crime victim programs or county attorney offices needing assistance with setting up a new program or implementing new victims rights laws. The target for F.Y. 1995 includes 20 new programs funded by the Department of Corrections. Data source is internal records.

DISCUSSION OF PAST PERFORMANCE:

The Council has had few resources with which to accomplish a broad mandate. However, by coordinating efforts of various agencies, it has been able to sponsor many informative events including the annual conference, other training seminars, and an annual victims rights week rally. The Council has also produced and distributed a variety of informative materials including a pamphlet on stalking laws; a restitution brochure; a brochure on HIV testing for sexual assault victims; legislative summaries; and a victims rights manual. Plans include providing regional multi-disciplinary training seminars throughout the year, in addition to the annual conference. In F.Y. 1994, the Council also obtained a small grant from the Department of Corrections to develop a program manual and provide training and technical assistance in F.Y. 1995 to 20 new general crime programs funded by the Dept. of Corrections. The Council plans to achieve its targets for training and technical assistance with continued funding from DOC in F.Y. 1996-97.

OTHER FACTORS AFFECTING PERFORMANCE:

There has been tremendous growth in the number of victim assistance programs and victim advocacy groups throughout the state. This has resulted in an increased demand on the Council to perform functions such as providing technical assistance and training to new programs and developing policies and procedures related to the implementation of new victims rights laws.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victim Services (12)

Objective 7: To review the treatment of victims in the criminal justice system and make annual policy and legislative recommendations to strengthen crime victims rights and service

Measure (1): Number of studies produced/Legislative proposals passed.

F.Y. 1992 - Victims of Juvenile Crime study completed and report distributed; Council staff participated in the Governor's Commission on Violent Crimes.

F.Y. 1993 - Legislative package proposed and passed strengthening the rights of victims of juvenile crime and improving victims rights notification provisions.

F.Y. 1994 - Legislative package proposed and passed, expanding eligibility for reparations, increasing witness fees, improving restitution and notice of release laws.

Measure (2): Service Assessment.

*This is a new measure and data is not yet available.

DEFINITION, RATIONALE, DATA SOURCE:

The Council's mandate to review the treatment of victims and make legislative recommendations is measured by the number of studies completed and by the level of legislative activity. No other data is currently available to measure this objective. Data source is Council records. In F.Y. 1995, the Council plans to conduct a study of compliance with victims rights laws. This study will assess the level of service provided to victims through the state. The cost of the study will be approximately \$2000.

DISCUSSION OF PAST PERFORMANCE:

The Council, through its subcommittees, has studied and issued approximately one report each year on important victim issues such as restitution; stalking; and juvenile crime. The Council also solicits ideas from victim service providers and victims for improvements in current victims rights laws. Each year the Council then proposes a legislative package and works toward passage of the new laws. Due to strong public support for victims rights, the Council has had almost a 100% success rate in the passage of legislation. The Council plans to continue its work strengthening victims rights laws, while also focusing additional efforts on the implementation of current laws. The service assessment of statewide compliance with victims rights laws is also planned. A full-time position has been added to assist the Council in achieving this objective.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

SUMMARY

AGENCY: Public Safety, Department of
PROGRAM: 13 - Crime Victims Ombudsman

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$166	< 1% of department's expenditures
From State Funds	\$166	
From Federal Funds	\$ 0	
 Number of FTE Staff:	 3.9	 < 1% of department's staff

PROGRAM GOALS:

- To empower individual crime victims/witnesses who feel that their rights may have been violated, or that they've been mistreated by persons or agencies of the Criminal Justice System or victim/witness service provider.
- To improve statewide compliance of statutory protection for crime victims.
- To provide recourse to individual crime victims/witnesses who feel that their rights have been violated or that they have been mistreated by persons or agencies of the criminal justice system or victim/witness service providers.

DESCRIPTION OF SERVICES:

The Office of Crime Victim Ombudsman is statutorily empowered to investigate, with or without a complaint, any action of an element of the criminal justice system or Victim/Witness Service provider. The mission of the office is to ensure compliance with statutory protection for crime victims/witnesses by providing them access to information about their rights and about services that are available to them.

The office accomplishes its mission by impartially investigating complaints that crime victim/witnesses have against any action of an element of the criminal justice system or victim/witness service provider, by providing a centralized, comprehensive source of information and referral for crime victims, by ensuring consistent, accessible services are provided to all crime victims in the state of Minnesota, by acting as a liaison between victims and agencies, by providing leadership in policy making and planning regarding services to victims, and by monitoring compliance through the collection of data.

BACKGROUND INFORMATION:

There were 15,866 violent crimes committed in Minnesota in 1993 and 183,825 property crimes committed. Each of those crimes violated at least one Minnesota citizen and usually more. Although Minnesota has been a leader in the pursuit of fair treatment of crime victims, the Ombudsman for Corrections continues to be funded at a higher level than the Office of Crime Victims Ombudsman. At any given time, there are approximately 4,100 male prisoners and 250 female prisoners housed in Minnesota jails and prisons. At any given time there are approximately 200,000 crime victims in the State of Minnesota. The

Office for Crime Victim's Ombudsman remains to be the only recourse crime victims have when the criminal justice system malfunctions. This office needs to be funded well enough to meet the increasing demands that crime victims have to participate in the criminal justice process.

In 1983, a crime victims bill of rights was enacted, and was expanded in 1985. This legislation gives crime victims the right to be notified of their rights, to participate in criminal court events such as plea bargaining and sentencing, the right to protection from harm, and the right to financial assistance for expenses incurred as the result of the crime, as well as other rights.

In 1984, a governor appointed task force held public hearings in seven Minnesota counties to hear concerns and determine needs of crime victims. Testimony taken from victims and victim service providers resulted in a clear mandate for a voice in the criminal justice system. In 1985, the Minnesota State Legislature established by statute # 611A.72-74, an Office of Crime Victims Ombudsman to ensure compliance with statutory protection for crime victims and to provide a centralized, comprehensive source of information and referral.

These were all good beginnings, but there is more to be done. An ombudsman is an official intermediary between citizens and government to counteract the delay, injustice, and impersonality of bureaucracy. The crucial point in his/her powers is the right to look into unreasonable, unfair, oppressive, or unnecessarily discriminatory acts by government agencies even though in accordance with the law. A key characteristic of the ombudsman is his/her accessibility to the public. Anyone may file a complaint simply by writing a letter or making a phone call. This is especially important to those who do not have resources available to them.

PROGRAM DRIVERS:

The Office of Crime Victim Ombudsman is a relatively new program in Minnesota and as such there is a serious lack of information regarding what services are available through the program. The OCVO staff in the last biennium has taken great steps in getting information to the public with special efforts being made in the outstate area and areas of the state that have been identified as under served. This mission is a double edged sword as the more the office advertises its services, the more calls for service increase. There essentially has not been an increase in funding or staffing to accommodate the higher calls for service. Calls for service would include requests for information or referral, requests for training, complaint intakes that result in investigations, requests for facilitation of meetings between criminal justice professionals and/or criminal justice professionals and crime victims, as well as requests for participation in task forces and other boards aimed at reducing trauma to crime victims. Complaints alone have increased from 14 cases a month in 1991 to 30 cases a month in 1994.

Other external factors include resources available to criminal justice agencies. When criminal justice agencies are over worked, understaffed, and short on other resources, they tend to cut corners which often results in crime victims either not being provided access to information about rights, not being provided their rights, or mistreated in some other way which may be as simple as not being communicated to about the case.

Although non-violent crimes have decreased in the last year, violent crime is still on the increase. Since 87% of all the cases the OCVO investigates are related to violent crimes, the increase across the state results in an increase in calls for service to this office. Further, the mission of this office is also served by empowering victims, even when they are under proper treatment. Often victims not familiar with the criminal justice system are intimidated and unable to articulate their concerns. As a result, victims feel they are not a legitimate part of the process, but they report that positive changes occurred once this office became involved.

Growth in the amount and types of calls for service increases the need to expand the office in staff and financial resources to adequately respond to the needs of crime victims. The DOC's Restorative Justice Model is a case in point. This model could well serve crime victims but it requires this office's input in both developing the plan and implementing it in a way that most effectively heals the victim and the community at large. This office further responds to individual complaints and identifies problem areas. Policies differ from county to county and department to department resulting in lack of uniformity and standardization statewide and the OCVO serves these agencies by providing technical assistance to bring them into conformity with statutory mandates.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victims Ombudsman (13)

OBJECTIVE, MEASURE

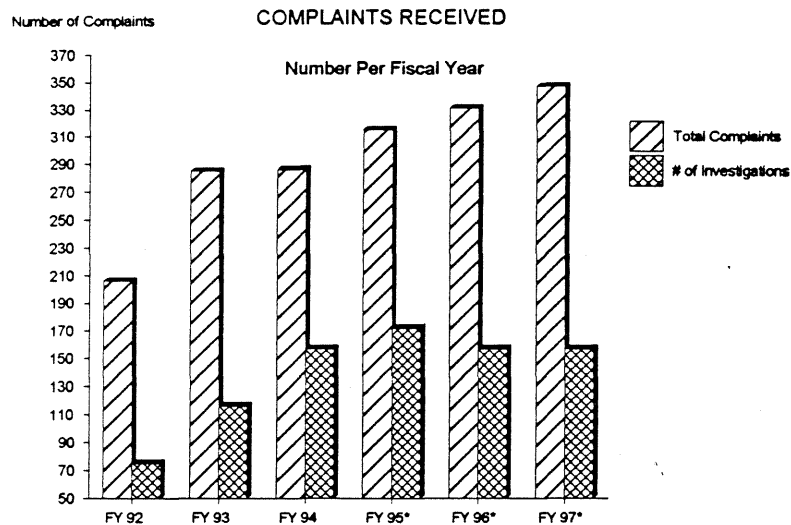
Objective 1: To impartially investigate complaints against criminal justice agencies and victim/witness service providers who may be infringing on the rights of crime victims/witnesses.

Measure (1): The number of complaints received.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	206	285	286			
Target				315	331	347

Measure (2): The number of complaints investigated.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	71	116	157			
Target				172	157	157



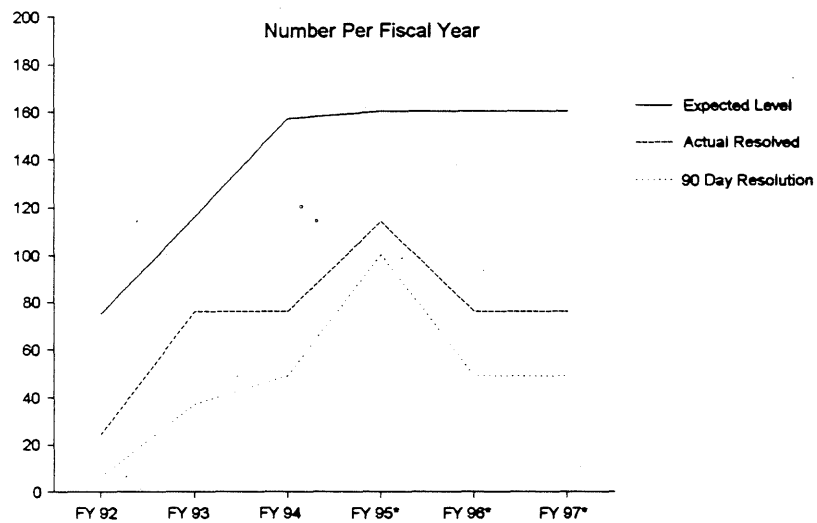
* denotes estimate based on current data

Measure (3): The number of successfully resolved complaints.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	34	76	76			
Target				85	76	76

SUCCESSFULLY RESOLVED COMPLAINTS

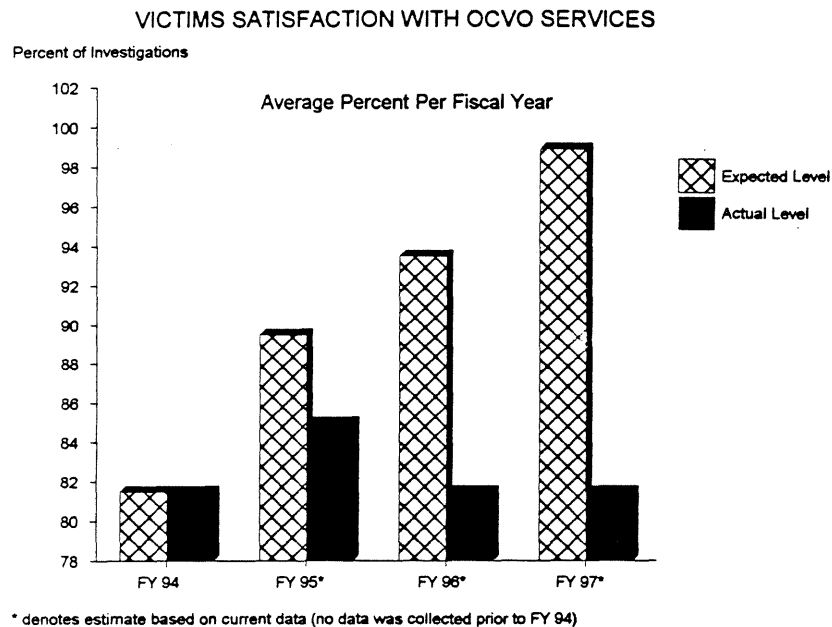
Number of Investigations



* denotes estimate based on current data

Measure (4): The satisfaction of services provided to crime victims who have filed complaints with this office.

Actual Performance	F.Y. 1992 NA	F.Y. 1993 NA	F.Y. 1994 81.5%	199500.0%	199600.0%	F.Y. 1997
Target				85.5%	81.5%	81.5%



DEFINITION, RATIONALE, DATA SOURCE:

Measures #1 and #2 will measure the actual number of complaints and investigations subsequent to those complaints that this office receives. The graphs indicate the gap between the # of complaints received vs. the number of investigations assigned and resolved, or the expected level of performance vs. the actual level of performance this office can realistically accomplish based on current funding and resources. Increases in funding and resources are required to close this gap. The gap will be alleviated somewhat by the addition of two staff members during F.Y. 1995 who were hired for a year based on a one time allotment of \$100,000. However, this reduction will be seen in the ability to assign cases within 10 days of receipt, as well as the ability to assign more cases, and there will continue to be a gap in resolving cases within 90 days of assignment.

Measure #3 will assess the number of successfully resolved complaints. A successfully resolved complaint would effectually be any complaint that is closed either by investigating and resolving it, by referring it to a more appropriate authority, or by the complainant becoming empowered by information received from this office at the initial contact and feeling they do not need to follow through with further actions.

Measure #4 will evaluate the actual satisfaction of the crime victims who file complaints with this office. The measure is derived by sending crime victims a survey at the close of their case, along with a stamped self-addressed envelope, that allows them to respond to questions relating to their satisfaction of the service provided and any suggestions for improvement of services. The questionnaires are tallied and evaluated on an annual basis; and utilized as feasible to determine where program modifications and/or procedures may be improved to better serve crime victims.

Rationale: Measures #1 and #2 are relevant to the program because the majority of the work this office does is the impartial investigation of complaints that crime victims have against any element of the criminal justice system. Measures #3 and #4 are critical because quality service is determined by three simple questions at the moment of truth: (1) Is it efficient? (2) Is it effective? (3) Is it satisfactory? Although quality service is difficult to measure, the brief customer satisfaction service questionnaire that the office sends to every crime victim at the close of their case asks the above questions, and to the extent that participants respond, the office gets results in their efforts to quantify satisfaction of service.

Data source: The data source used for measures #1, #2, and #3 is the office's computer data base which records every complaint taken into the office and the current disposition of each case. Resulting data is evaluated annually for reports.

The data source for measure #4 is derived from results of a brief customer satisfaction questionnaire that is sent to crime victims at the close of their case. The questionnaires are tabulated and evaluated on an annual basis.

AGENCY: Public Safety, Department of
PROGRAM: Crime Victims Ombudsman (13)

OBJECTIVE, MEASURE

Objective 2: To empower crime victims by providing them with information, referrals, and affordable, accessible services.

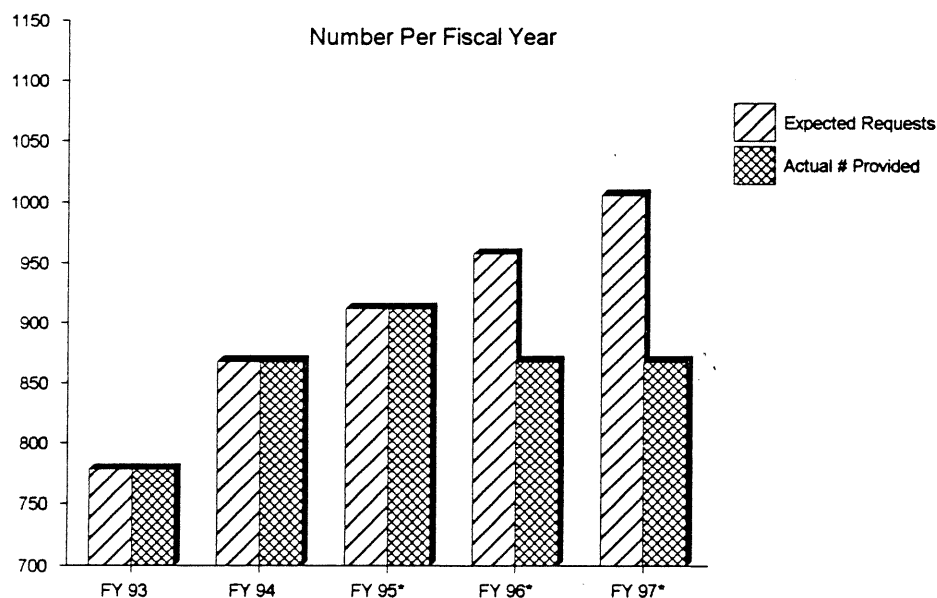
Measure (1): Actual number of calls for service.

Actual Performance	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 1996	F.Y. 1997
# of complaints rec:	NA	285	286	315	331	347
# info/referrals:	NA	778	868	912	958	1006
# training:	NA	10	15	17	18	18
# speaking engagements	NA	7	6	6	6	6
# resource fairs	NA	9	12	12	12	12
# facilitation:	NA	2	3	4	4	4
# other:	NA	1	1	2	3	4

Measure 2: Number of calls for service actualized.

INFORMATION AND/OR REFERRALS PROVIDED TO VICTIMS

Number of Requests



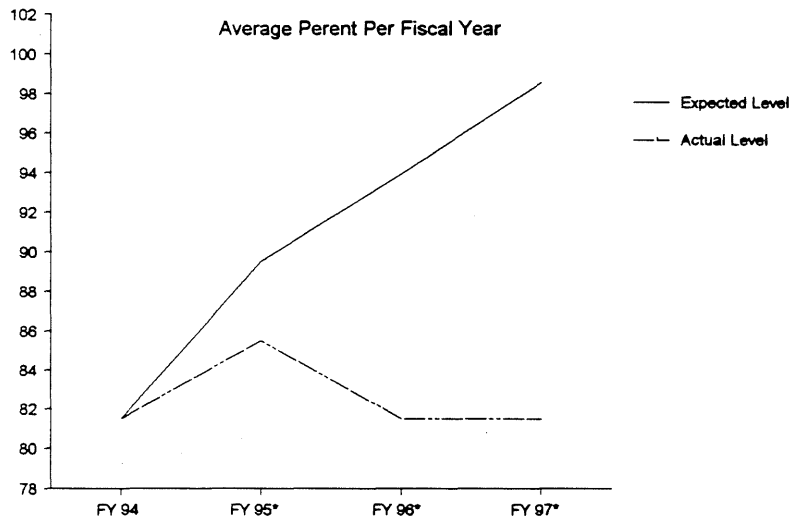
* denotes estimate based on current data

Measure (3): Percentage of satisfaction with services of victims who request service from this office as quantified by results of customer satisfaction questionnaire.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	81.5	85.5	81.5	81.5

VICTIMS SATISFACTION WITH OCVO SERVICES

Percent of Complaints



* denotes estimate based on current data (no data was collected prior to FY 94)

DEFINITION, RATIONALE, DATA SOURCE:

Measure #1 estimates the number and types of calls for service that come into this office. Measure #2 addresses the percentage of customers who are satisfied with the services provided to them by this office. Measure #1 is derived from monthly statistical reports that are generated by each staff member. Measure #2 is generated from results of the customer satisfaction questionnaire that is sent to each crime victim at the close of their case.

Measure #1 is relevant to show the actual number of calls for service requested. Measure #2 speaks to the level of satisfaction of customers with services provided by this office.

The data sources used for measure #1 are the office's computer data system, as well as monthly statistical reports generated by office staff.

The data source used for measure #2 is the results of the customer satisfaction survey.

DISCUSSION OF PAST PERFORMANCE:

Minnesota is experiencing an increase in violent crime. As resources diminish, it appears that crime victims rights are not considered as seriously even as the rights of suspects. The office seeks to balance the scales of justice and ensure that crime victims in this state have equal access to information, services, and their statutorily provided rights. As resources diminish for crime victims, complaints in this office will increase. The fact that this office has provided more information and training to professionals and the public also influences the number of complaints that come into this office. The expectation is that complaints will continue to rise over the next several years, then taper off and begin to decline. There will always be a certain number of complaints against criminal justice agencies from crime victims.

PLAN TO ACHIEVE TARGETS:

The most significant change that needs to occur to accomplish the office targets is to employ enough staff to accommodate the number of complaints the office takes in. This office has had meaningful increases in the number of investigations conducted, as well as the number and types of calls for service that are being requested of us. The second most significant change needed is to strengthen and clarify the statute language under which this office operates. The third change is to have access to the technical resources that will allow us to do the job in the most efficient, effective manner possible.