



Irene Gomez-Bethke Papers.

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I.

WHAT IS MIGRANTS IN ACTION?

PAST AND PRESENT

II.

WHY ARE WE HAVING THE TRAINING?

THE PURPOSE OF THE TRAINING

The main purpose for the training of the Board of Directors is to give them:

1. An in depth understanding of the agency, its staff and its inner workings.
2. Information about the past and present state of affairs so that the Board can give better direction.
3. The tools necessary with which to prepare goals and objectives for 1979.

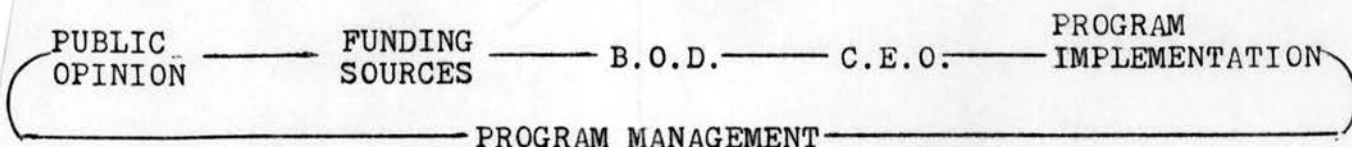
The Executive Director has been attempting for over a year to bring about this training. Initially, attempts were made to make it a 2 or 3 day training session. Busy schedules by B.O.D., lack of Board members, crisis situations and higher priorities kept the training from happening.

The Board wanted training so that they could better understand things when attending Board meetings. The Executive Director had additional reasons for the training. The agency was growing larger and the administration of it was becoming very complex and the feeling was 1. the Board of Directors needed more depth and detail and 2. the Board of Directors had to start providing more information. In addition, as the agency grew larger, it drew more criticism from various sources in the community which led to Board of Directors receiving more and more negative information about the agency.

The most recent justification for holding the training session is the need to have the Board of Directors work on the goals and objectives for 1979. This is very important in light of recent drastic reductions and discussion of new direction and an ultimate name change for the agency.

FUNCTIONS, AUTHORITIES AND RESPONSIBILITIES
OF A BOARD OF DIRECTORS

A Board gets its authority from the larger body that supports its designated responsibilities. In non-profit organizations this is best understood by examining the formal channels of authority.



As this illustration points out the public (ideally) dictates to the funding source e.g. HEW, DOL, DPW, RCMH, etc. those areas it considers to be essential to the development of the societies needs. These potential funding sources are then given authority and the responsibility to develop RFPs to address their needs. They then, in turn, pass their authority and responsibility onto those agencies selected to perform the tasks required to meet their needs as assigned. It is here that the B.O.D. might continue the process if the maximum effectiveness is to be reached. That is, the B.O.D. must pass to the C.E.O. both the authority and the responsibility if the agency is to meet its assigned goals. Just as the "public trust" must be a reality so too must the trust a Board of Directors has for its C.E.O. Therefore, the Board that serves best, given a level of trust, should be one that concerns itself with the setting of policy. Once policy has been established, and the Executive Director hired, Board performance can be measured by "monitoring" the Executive Director: This implies a formal recognition of the authority of the C.E.O. to use the tools he/she has at his/her disposal to get the job done, i.e. hiring the best people, provide raises, give promotions, delegate authorities, etc.

An example of a proper function of a B.O.D. for instance is to restrict itself to the approval, denial or modification of direction offered by the C.E.O. Put another way, the B.O.D. has a responsibility to the public to keep the C.E.O. and, therefore, the agency on track and "honest". However, the B.O.D. also has a responsibility to the C.E.O. to give him/her the trust and authority to do the job they have entrusted to him/her.

Should they lack that trust, they have two alternatives:

1. Work to (re)establish that trust; or
2. Terminate the Director.

Basically, what is being discussed is a philosophy. "Autonomy with Responsibility." This is a minimum not a maximum operational level to be sought if efficiency is to be maximized.

Why were we not prepared to "bid" ["]
on those monies why the term
bid? page 23 what is correct
amount \$ — ?

Ceta
agreement to train people / future - job placement
Need basic training
title 6 slot - job training slots title III money
public service emp.
cousin of Gene Bone Deputy Director P.A.C.
Peter Bell - Media (lobby for Bills)

Youth prog - 5 yrs min -
referrals are

4/18 ~~Base~~ → 550 persons to service with \$

Wsp \$ 6,000,000.00 funded - id. to W in
Program

tru - 1,000,000.00 cut to 5070
overseer \$15,000.00 \$ 300,000.00 budget
grad.

Finance Committee -
Apdu. Bd.

establish needs

how we can service need.

Funding source -

Questions ? { Minutes - good - before meeting.
2. reports - "

1. Philosophy
2. Criteria

MANAGEMENT OF AN AGENCY

(A SYSTEMS APPROACH TO PLANNING)

The External Environment
Factors

Economic .13i
Technological (counseling techniques, et.) Use of a computer.
Political
Social

The Internal Environment
Factors

Physical Assets
Human Resources
Interpersonal Relations
Inertia of Past Decisions and reviews
Personal Values

Observed through:
Personal Experience
Journals
Reports
Books
Professional meetings
Conferences
Colleagues
Board members
Friends
Employees
Other Sources

ADMINISTRATIVE
COMPONENT

Observed through:
Personal Experience
Reports
Conferences
Committees
Memoranda
Subordinate Mgrs.
Employees
Outsiders
Other Sources

RESPONSES TO DATE

Understand
Interpret
Correlate
Extrapolate
Decide

AGENCY
STRATEGY



EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

342 NORTH WATER STREET
MILWAUKEE, WISCONSIN 53202

TELEPHONE: (414) 291-1111

IN REPLY REFER TO:

Charge No: 055772092

706 No: E4545

REINISCH, Nancy

VS

MIGRANTS IN ACTION

St. Paul, Minnesota

Migrants in Action
1162 Selby Avenue
St. Paul, Minnesota 55104

Gentlemen:

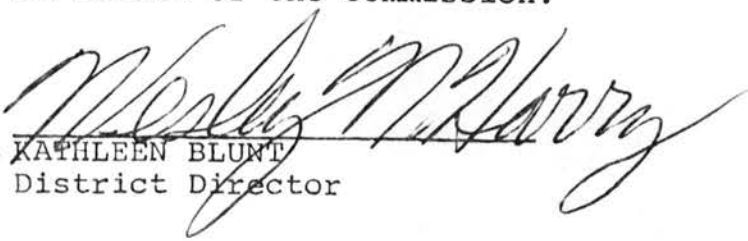
This will advise you that the above-mentioned Charge Number for which you received our EEOC Form 131, "NOTICE OF CHARGE OF EMPLOYMENT DISCRIMINATION", has been administratively closed without prejudice by this office.

This case may be reactivated at any time within the next six (6) months. Respondent is therefore obligated by Section 1602.14 of the Commission's Regulations to preserve the relevant records.

On behalf of the Commission:

6-8-79
DATE

FEAT


KATHLEEN BLUNT
District Director

KB:CC:rw



MOUNDS PARK HOSPITAL

TWO HUNDRED EARL STREET

• ST. PAUL, MINNESOTA 55106

• TELEPHONE 774-5901

Sponsored by the BAPTIST HOSPITAL FUND, INC.

June 12, 1979

Mr. Alberto H. Alcala, Director
Migrants In Action
1162 Selby
St. Paul, Mn. 55104

Dear Mr. Alcala:

It was with distinct pleasure and surprise, when I returned from vacation, to find that one of my counselors had been to the workshop of June 1 & 2, and accepted, on my behalf, an award from your organization. As sayings go, it is a privilege to be able to help those in the field of chemical dependency to gain some knowledge of the illness and the knowledge that they can change their way of living for their benefit.

I am disappointed that I was unable to be at the workshop, but as you know, my commitments for that period could not be changed. I wish to thank your organization and whoever thought of presenting the award to me for my efforts with the CASA Program. It will be a memorial memento that will be greatly treasured.

Sincerely,

Lee Parks, Director
Chemical Dependency Department

LP/krr

Hispanos ^{en} Minnesota

Formerly Migrants in Action



M E M O

Alberto Hernandez-Alcala

TO: STAFF

FROM: EXECUTIVE DIRECTOR

SUBJECT: GENERAL STAFF MEETING OF JUNE 13, 1979

ALL OF THE FOLLOWING ITEMS WILL GO INTO EFFECT JUNE 18, 1979:

1. All employees must sign in at the front desk
2. All employees will start at 8:30am and finish at 5:00pm
3. All coordinators are to call into Darlene their department attendance no later than 8:45am daily
4. All employees will be docked, if tardy without coordinators approval, no acceptions
5. All general staff meetings will began.... promptly at 9:00am every tuesday morning
6. All coordinators meetings will began.... promptly at 3:30pm every monday afternoon
7. All sign-in sheets must be submitted to Darlene by 9:00am every monday morning
8. All employees must enter and exit thru the front door only
9. All employees must make provisions for their friends and relatives to remain in the lobby area and not in the employee's work station unless it is agency documented business
10. All coordinators are expected to enforce item #9
11. All employees must submit to their coordinators a weekly work log, indicating their activities for entire week
12. All coordinators are to submit a weekly report at their mtg.
13. All coordinators be prepared to give a brief component report at the general staff meetings
14. All vacation requests must be submitted prior to general staff meeting of June 19, 1979
15. ALL STAFF MEMBERS MUST ATTEND ALL OF THE GENERAL STAFF MEET'GS UNLESS APPROVED BY THEIR COORDINATOR.....

NEXT COORDINATORS MEETING - JUNE 18, 1979 3:30pm PROMPT
NEXT GENERAL STAFF MEETING JUNE 19, 1979 9:00am PROMPT

Thank you for your cooperation and commitment....

Board of Directors

Salvador Rosas
Chairperson
Manuel Cervantes
Vice Chairperson
Francisca Vega
Treasurer
Irene Bethke-Gomez
Secretary
Maria Castor
Mary Head
Alberto O. Miera, Jr.
Arturo Perez
Max Von Rabenau

Executive Director

A. Hernandez-Alcala

Services Provided

Migrant Services
Elderly Services
Manpower Training
Housing
Employment
Education
Community Development
Chemical Abuse Service
Education
Research
Counseling
Intervention

An Equal
Opportunity Employer

A United Way
Agency



Serving Minnesota's
Largest Minority
Hispanics
Latinos
Chicanos

MEMO:

TO: ALL HISPANOS EN MINNESOTA DIRECTORS

FROM: S.M. ROSAS, PRESIDENT

RE: NEXT SCHEDULED BOARD MEETING

DATE: JUNE 20, 1979

Due to lack of quorum, the Board meeting of June 12, 1979 was cancelled. Only directors Vega, Bethke, Von Rabenau and Castor (who was forced to leave shortly after the start of the meeting), were in attendance.

Needless to say, the absence of the remaining directors and their failure to call caused a great inconvenience to fellow Board members and the staff who had worked so diligently to prepare their reports.

The Board meeting has been continued to Tuesday, June 26, 1979, at 5:30 P.M. If you cannot attend, please call me in advance of the meeting at 291-2579.

SMR:dg

2- B.O.D.

accounts
minutes

organ. chart

Priority

Internal
Mtg - ?

only
economic
level

top ↓ =

relationship
to other
agencies

Adv. Committee to BOD
define the
problem
table of goods
within the
w/time frame.

Committee to BOD

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
. CLASSROOM TRAINING					
1. Administration					
5. Training					
2. Allowances					
6. Services					
Classroom Training Totals					
. ON-THE-JOB TRAINING					
Administration					
5. Training					
6. Services					
3. Wages					
4. Fringe Benefits					
On-the-Job Training Totals					
. PUBLIC SERVICE EMPLOYMENT					
1. Administrative	129,549	19,655.34	55,615.85		73,933
5. Training	70,740	26,560.67	43,868.54		26,871
6. Services	1,000	-0-	288.00		712
3. Wages	157,267	6,808.79	33,128.84		124,13
4. Fringe Benefits	115,407	1,459.49	30,057.34		85,340
Public Employment Totals					
GRAND TOTALS	473,963	54,484.29	162,958.52		311,00

MONTHLY FINANCIAL REPORT

90

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
CLASSROOM TRAINING					
Administration					
Training					
Allowances					
Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
Administration					
Training					
Services					
Wages					
Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
Administrative					
Training	129,549.00	3,242.89	3,242.89		126,306.11
Services	70,740.00				70,740.00
Wages	1,000.00				1,000.00
Fringe Benefits	152,267.00				152,267.00
	115,407.00				115,407.00
Public Employment Totals	473,963.00	3,242.89	3,242.89		470,720.11
GRAND TOTALS	473,963.00	3,242.89	3,242.89		470,720.11

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
CLASSROOM TRAINING					
Administration					
Training					
Allowances					
Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
Administration					
Training					
Services					
Wages					
Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
Administrative	129,549	1,815.72	5,058.61		124,490.
Training	70,740	300.00	300.00		70,440.0
Services	1,000				1,000.0
Wages	57,267	199.92	199.92		57,067.0
Fringe Benefits	115,407	24,058.09	24,058.09		91,348.9
Public Employment Totals					
GRAND TOTALS	473,963	26,373.73	29,616.62		444,346.

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
CLASSROOM TRAINING					
1. Administration					
5. Training					
2. Allowances					
6. Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
Administration					
5. Training					
6. Services					
3. Wages					
1. Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
1. Administrative					
5. Training	129,549	8,210.68	13,483.79		116,065.
6. Services	70,740	1,500.00 24,467.88	1,800.00 24,767.88		68,940. 45,972.1
3. Wages	1,000	288.00	288.00		712.0
1. Fringe Benefits	157,267	3,356.13	3,556.05		153,710
	115,407	354.08	24,197.67		91,209
Public Employment Totals					
GRAND TOTALS	423,963	13,703.89 36,676.77	43,328.51 66,295.39		430,637 407,669.1

MONTHLY FINANCIAL REPORT

9.

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGE BALANCE
CLASSROOM TRAINING					
1. Administration					
5. Training					
2. Allowances					
6. Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
1. Administration					
5. Training					
6. Services					
3. Wages					
4. Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
1. Administrative	129,549	6,213.02	19,696.81		109,852
5. Training					
6. Services	20,240	13,333.40	15,133.40		55,606
3. Wages	1,000	-0-	288.00		712
4. Fringe Benefits	152,267	2,833.60	11,389.65		145,877.
	115,407	2312.12	26,509.79 27,043.34		88,393.4
Public Employment Totals					
GRAND TOTALS	473,963	27,692.14	73,017.65 73,521.20		400,945. 400,441.8

Grant Number

33562

ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
CLASSROOM TRAINING					
1. Administration					
5. Training					
2. Allowances					
6. Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
Administration					
5. Training					
6. Services					
3. Wages					
4. Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
1. Administrative					
5. Training	129,549	2,500.69	27,197.50		102,351.81
6. Services	70,740	2,099.79 5,950.28	17,233.19 21,083.68		53,506.11 49,656.33
3. Wages	1,000	-0-	288.00		712.00
4. Fringe Benefits	157,267	7,898.88	19,288.53		37,978.41
	115,407	478.02	26,987.81		88,419.17
Public Employment Totals					
GRAND TOTALS	423,963	17,977.58 21,827.89	90,995.03 94,845.52		382,967.31 329,112.00

Grant Number

33562

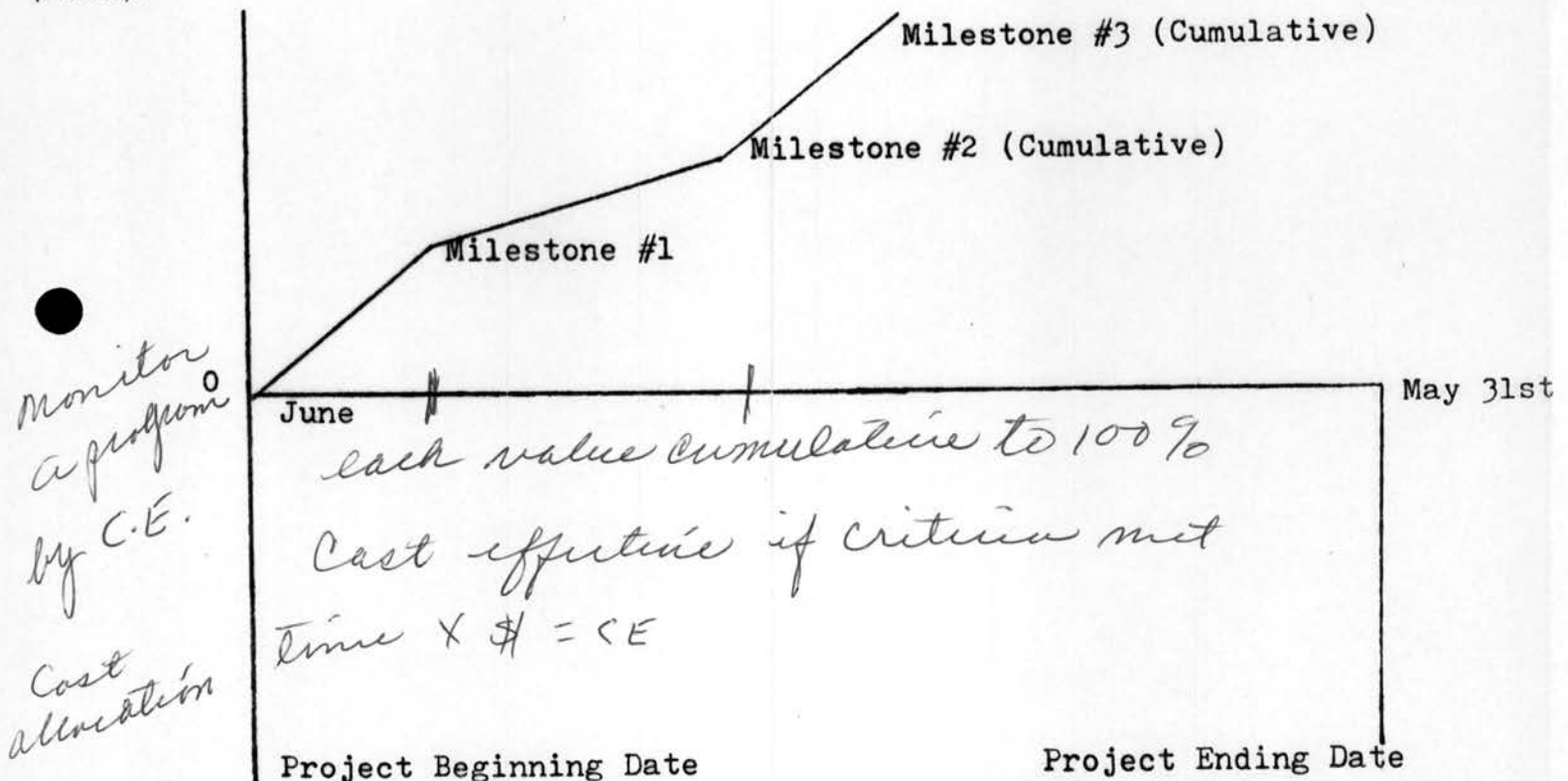
ACTIVITY	TOTAL APPROVED BUDGET	CURRENT MONTH EXPENDITURES (CASH)	YEAR TO DATE EXPENDITURES (CASH)	ACCRUED COSTS	BUDGET BALANCE
CLASSROOM TRAINING					
1. Administration					
5. Training					
2. Allowances					
6. Services					
Classroom Training Totals					
ON-THE-JOB TRAINING					
Administration					
5. Training					
6. Services					
3. Wages					
4. Fringe Benefits					
On-the-Job Training Totals					
PUBLIC SERVICE EMPLOYMENT					
1. Administrative					
5. Training	129,549	8,763.01	35,960.51		93,588
6. Services	70,740	74.68	17,307.87		53,432
3. Wages	1,000	-0-	288.00		712
4. Fringe Benefits	152,267	2,031.52	26,320.05		130,944
	115,402	1,610.04	28,592.85		86,809
Public Employment Totals					
GRAND TOTALS	473,963	12,479.25	108,424.28		365,481

EVALUATION PROCESS/PRODUCTPROCESS:

1. Essential major tasks to be performed (Program Objectives).
2. Priorities from 0-1 = to 1 with respect to each of the tasks necessary to accomplish the major objectives (Milestones). *1 = 100%*
3. Pairing cost with the prioritized tasks.
 - A. Multiply priorities by the cost to obtain relative cost effective measure.
4. Date the prioritized tasks (Timeline).
5. Develop the following measure of the project (A timeline based on cost effectiveness).

\$=100%

Etc.



- Process*
6. Establish a definition of milestones along with a cost measure allocation and where appropriate a cost allocation process. (Include relative cost-effectiveness measure from 2 and 3.)
 7. Develop report format.

PRODUCT (PROGRAM):

1. Establish (a) measure(s) of Primary Program Objectives.

Evaluation Process/Product
Page Two

2. Validate measure(s).
3. Develop measurement priorities.
4. Develop measurement frequency(ies).
5. Multiply measurement priorities times measurement frequency to obtain relative weighting.
6. Establish a definition of program measures along with their relative weights.
7. Develop report format.

PRODUCT (AGENCY):

1. Determine the type of data desired, i.e.
Average length of time on job prior to this time,
Attitudes regarding previous employment training,
Age, etc.
(Accounting data excepted)
2. Develop instruments to provide the data.
3. Validate the instruments.
4. Establish a definition of agency measures.
5. Develop report format.

*To be
used as guide
to monitor MIA programs.*

T R E E C O N T R O L P R O J E C T

M O N T H L Y P R O G R E S S R E P O R T

Oct 12, 1978

To: Mr. Richard Thorpe
Director
St. Paul CETA

From: Ricardo Flores
Planner/Evaluator
Migrants In Action

Re: "Tree Project Status Report"

As of October 13, 1978, the progress of the Employment and Training Project is as follows:

1. Of the original twenty-eight "Tree Project" participants enrolled into the program a total of eighteen full time persons remain on the program. For rational of participant terminations refer to attached "Tree Control Project" monthly progress report.
2. The program training objectives have been eighty percent completed with the remainder to be accomplished by December 15th. The first class will therefore be graduating shortly after the 15th. The remainder of the training curriculum will consist of field excursions to tree nurseries, tree removal work sites, and workshops on tree biology and entemology conducted by the University of Minnesota. They will also recieve instruction on the maintenance and operation of forty thousand pound, thirteen gear, diesel unibody trucks, and will use such vehicles to obtain their class B drivers license.
3. As a public service to the city and according to its contract obligation, the trainees under the supervision of their Foremen, and supervisors have removed approximately three hundred diseased Oak and Dutch elm trees from the Ruth Street and Larry Ho Avenue work site near Battle Creek. Due to the thickness of the vegetation in the Crosby Lake work site we have not been able to begin working in that area and are waiting until the foliage clears before starting in that area. We are anticipating approximately five hundred or more trees to be felled in that vicinity.
4. A reporting and evaluation system has been developed to collect necessary field data. The information will be entered into a computer for quick retrieval and will include such things as CETA placement data, demographic data, ethni percentages, individuals progress reports, competency evaluation data. This information will greatly assist in the final evaluation of the program.
5. Budget Revision Request- See attached Budget revision for Fiscal Year 79.

In closing I hope this newly designed reporting format will adequately meet and answer any of your informational recording needs.

MONTHLY PROGRESS REPORT

September 31, 1978.

To: Richard Thorpe
Director
St. Paul CETA

From: Ricardo Flores, Eugene Moore
Planing Department
Migrants in Action

Re: "Tree Control Project". Status Report.

According to the contract between MIA and CETA the objectives of the program are as follows:

A.- Employment for underserved population.

Specific objectives:

A 1.- Nomination of professional staff responsible for applicant selection.

A 2.- Applicant selection:

- a. Interview of the candidates.
- b. Medical exam
- c. Final selection of the trainees
- d. List of trainees.

B.- Training for underserved population.

Specific objectives:

- B 1.- Hiring of professional staff for instruction to the trainees
- B 2.- Supply acquisition for the Tree Control Project
- B 3.- Instruction of the trainees
- B 4.- Specific skills to be learned
- B 5.- Graduation of the trainees

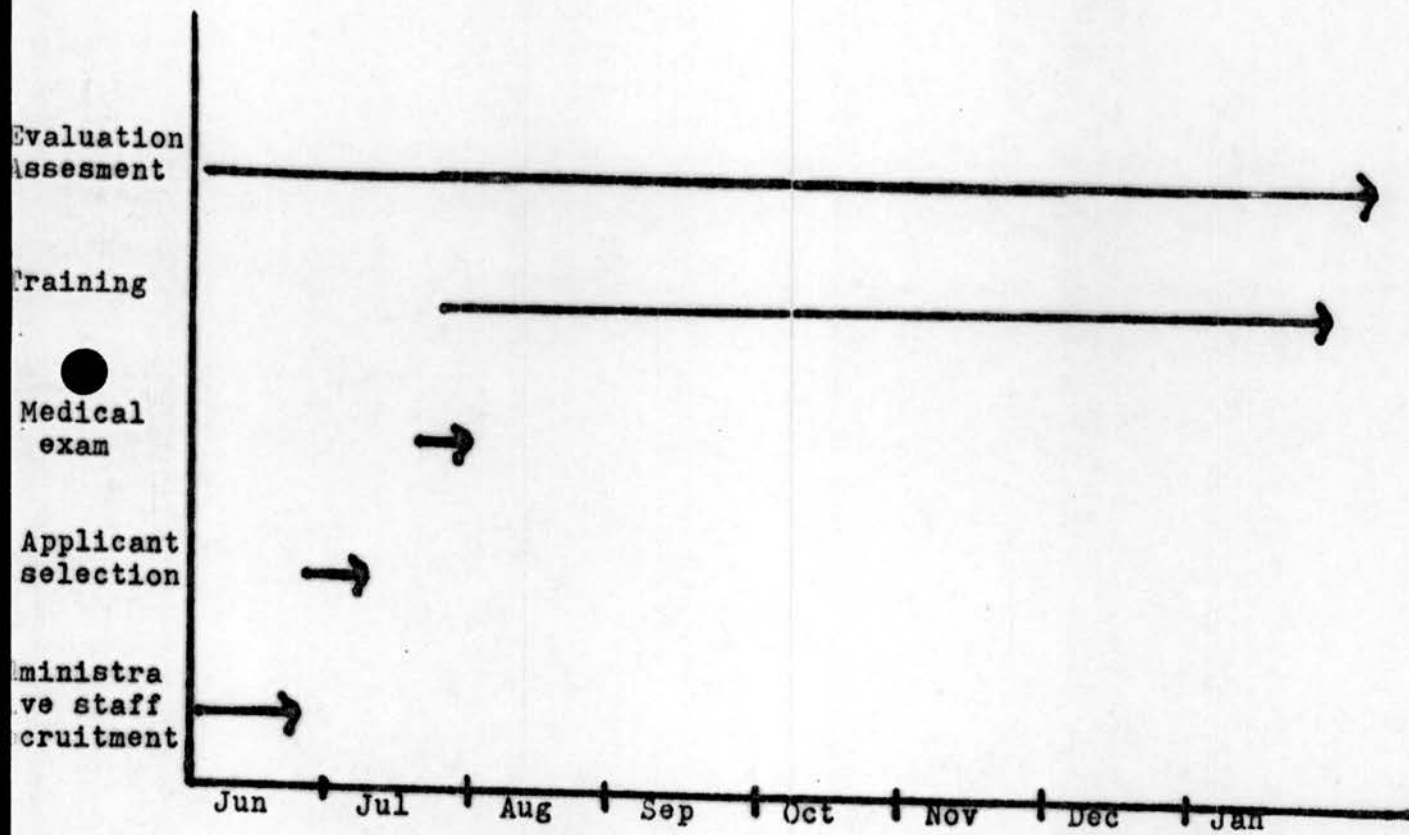
C.- Public services to the City.

Specific objectives:

- C 1.- Number of trees felled
- C 2.- Locations to be cleared of diseased elms
- C 3.- Employment to 30 people while providing on the job training.

For a better understanding of the program here is a:

GRAPHIC REPRESENTATION OF THE TREE CONTROL PROJECT MILESTONES



PROGRESS REPORT

A.- Employment for Underserved population:

As mentioned in the last Progress Report the specific objectives A 1 through A 2c were carried out in the months of June and July. We add here the demographic data and a complete list of the trainees.

SUMMARY OF DEMOGRAPHIC DATA

Average Age		18
Sex		Male=17 Female=1
Ethnic	White	7
	Black	2
	Am. Indian	2
	Spanish	7
Education (majority of trainees)		High School
Previous Labor Status		Unemployed

LIST OF THE TRAINEES

A. - Currently Active Trainees:

- | | |
|--------------------|---------------------|
| 1. Jackson Lowell | 11. Mueller Larry |
| 2. Aguilar Steve | 12. Hanson Joel |
| 3. Neururer Duane | 13. Kevin Johnson |
| 4. Balsino Joe | 14. Galvan Jeff |
| 5. Olson Darlene | 15. Holland Robert |
| 6. Olsen Lloyd | 16. Cordova Alfonso |
| 7. Zubirian Miguel | 17. Lara Roberto |
| 8. Jackson Ken | 18. Gary Maestas |
| 9. Kadlec Ed | |
| 10. Vallejo Ramon | |

B. - The following trainees have left the program for different reasons

- | | |
|----------------------|---------------------|
| 1. Tate Michael | obtained employ. |
| 2. Ramaley Jim | medical reason |
| 3. Scott John | personal reason |
| 4. Emerfoll David | personal reason |
| 5. Martinez Kino | personal reason |
| 6. Thompson Wayne | Chemical dependence |
| 7. Doweys Gavis | arrested |
| 8. Martinez Angel | personal reason |
| 9. LaFontaine Eugene | chemical dependence |
| 10. Martinez Kino | personal reason |

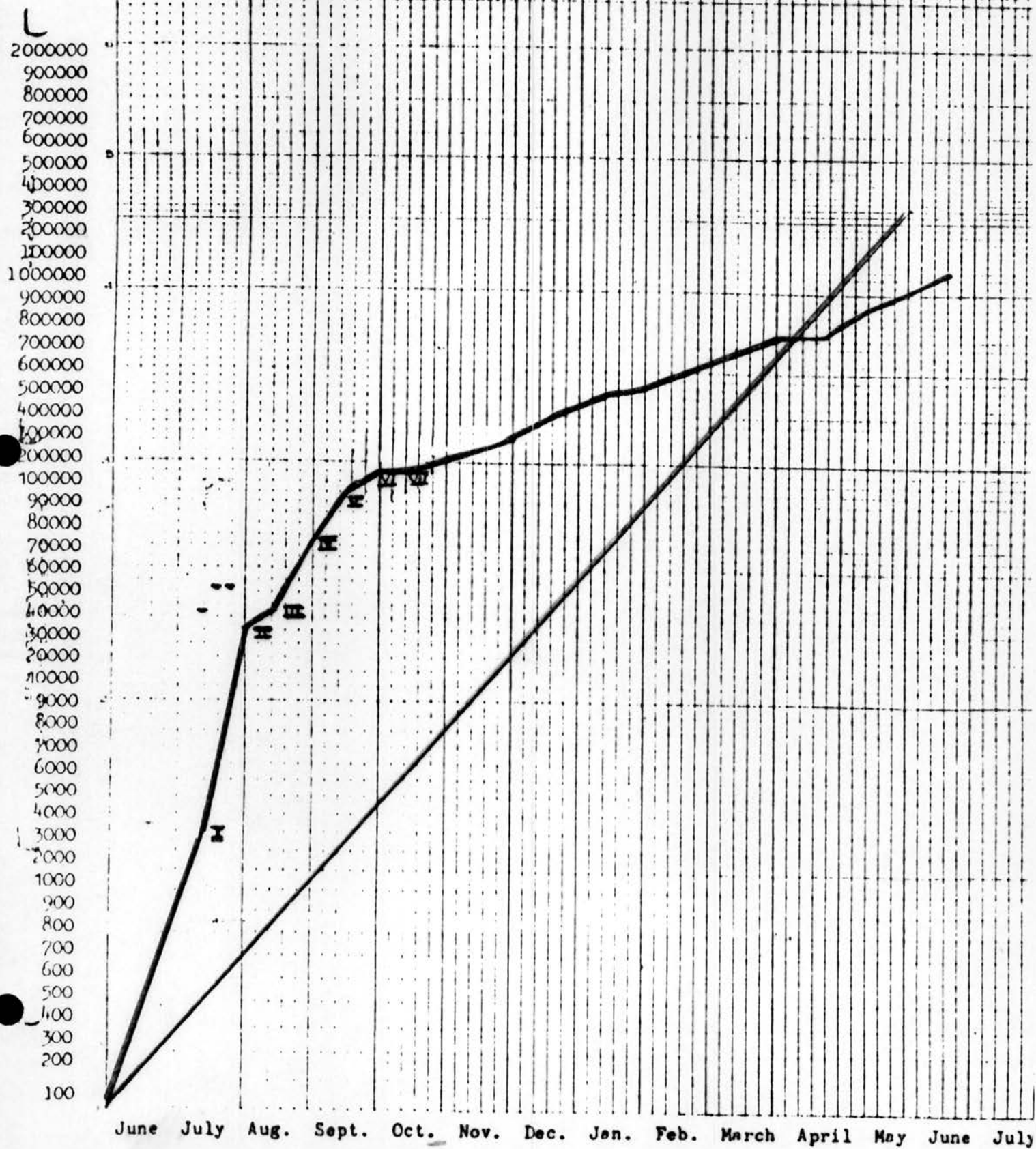
LIST OF STAFF

- | | |
|--------------------------|------------|
| 1. Hansen, George | Foreman |
| 2. White Eagle, Deforest | Foreman |
| 3. Verdeja, Jose | Foreman |
| 4. Hammer, Joseph | Supervisor |
| 5. Taylor, Al | Supervisor |
| 6. May, Melvin | Leadman |
| 7. May, William | Leadman |

C.- Public Services to the City:

C 1, C 2: The on the Job training has resulted in the fall of 300 trees in the following areas: Larry Ho & Ruth St. site and 100 in Battle Creek Ski Jump site.

CUMULATIVE GRAPH (Milestone Definitions)



CUMULATIVE GRAPH (Milestone Definitions)

I. ADMINISTRATIVE COSTS (Staff Preparation)	3,242.89
01. Salaries and Wages	
02. Fringe Benefits	
03. Purchased Equipment	
II. ADMINISTRATIVE COSTS (Program Staff Recruitment)	5,273.11
02. Fringe Benefits	
06. Purchased Equipment	
12. Communications (Newspaper Ads)	
WAGES FOR PARTICIPANTS	199.92
18. Subsidized Public Employment	
FRINGE BENEFITS FOR PARTICIPANTS	23,843.59
21. Subsidized Public Employment	
TRAINING COSTS	300.00
01. Salaries and wages	
SERVICE TO CLIENTS	<u>1,000.00</u>
06. Medical and Dental (Trainee Physicals)	30,616.62
III. ADMINISTRATIVE COSTS (Workers Compensation)	13,483.79
WAGES FOR PARTICIPANTS	3,556.05
FRINGE BENEFITS FOR PARTICIPANTS	24,197.67
TRAINING COSTS	1,800.00
SERVICE TO CLIENTS	<u>288.00</u>
	42,525.51
IV. ADMINISTRATIVE COSTS (Purchase/Lease Equipment)	19,696.81
01. Salaries and Wages	
02. Fringe Benefits	
03. Travel	
05. Office Supplies	
06. Purchased Equipment	
07. Rental Equipment	
08. Rent	
11. Insurance and Bonding	
12. Communications	
WAGES FOR PARTICIPANTS	11,389.65
18. Subsidized Public Employment	
FRINGE BENEFITS FOR PARTICIPANTS	26,509.79
21. Subsidized Public Employment	

TRAINING COSTS

17,307.87

- 01. Salaries and Wages
- 05. Consumable Supplies
- 06. Equipment Purchased

SERVICE TO CLIENTS

288.00

- 26. Medical and Dental

108,474.28

VII. ADMINISTRATIVE COSTS (On the Job Training)

55,615.85

- 01. Salaries and Wages
- 02. Fringe Benefits
- 03. Travel
- 05. Office Supplies
- 06. Purchased Equipment
- 07. Rental Equipment
- 08. Rent
- 11. Insurance and Bonding
- 12. Communications

WAGES FOR PARTICIPANTS

33,128.84

- 18. Subsidized Public Employment

FRINGE BENEFITS FOR PARTICIPANTS

30,057.34

- 21. Subsidized Public Employment

TRAINING COSTS

43,868.54

- 01. Salaries and Wages
- 05. Consumable Supplies
- 06. Equipment Purchased
- 07. Equipment Rented or Leased
- 13. Other

SERVICE TO CLIENTS

288.00

- 26. Medical and Dental

162,958.57

TRAINING COSTS	15,133.40
01. Salaries and Wages	
02. Consumable Supplies	
23. Books and Teacher Aides	
SERVICE TO CLIENTS	288.00
	<u>73,017.65</u>
V. ADMINISTRATIVE COSTS (Purchase/Lease Equipment)	27,197.50
01. Salaries and Wages (Consultant Training	
02. Fringe Benefits Contract)	
03. Travel	
05. Office Supplies	
06. Purchased Equipment	
07. Rental Equipment	
08. Rent	
11. Insurance and Bonding	
12. Communications	
WAGES FOR PARTICIPANTS	19,288.20
18. Subsidized Public Employment	
FRINGE BENEFITS FOR PARTICIPANTS	26,987.81
21. Subsidized Public Employment	
TRAINING COSTS	17,233.19
01. Salaries and Wages	
15. Consumable Supplies	
06. Equipment Purchased	
SERVICE TO CLIENTS	288.00
26. Medical and Dental	
	<u>90,995.03</u>
VI. ADMINISTRATIVE COSTS (On the Job Training)	35,960.51
01. Salaries and Wages	
02. Fringe Benefits	
03. Travel	
05. Office Supplies	
06. Purchased Equipment	
07. Rental Equipment	
08. Rent	
11. Insurance and Bonding	
12. Communications	
WAGES FOR PARTICIPANTS	26,320.05
18. Subsidized Public Employment	
FRINGE BENEFITS FOR PARTICIPANTS	28,597.85
21. Subsidized Public Employment	

SYSTEMATIC GOAL SETTING

Why does an agency need a specific approach to the development of agency goals?

A simple answer to that question would be that organizations must be efficient because they compete for a limited number of resources. A more detailed explanation of the reasons can perhaps best be illuminated by example. Consider the following:

The following illustration, for the sake of simplicity, is limited to the funding requirements of the agency.

Historically at M.I.A. (prior to the inception of the working model currently being used), the administration, the Board of Directors, the Advisory Committee, would provide input to "a fund raising unit" which was then to work with the Administration, i.e., the Executive Director, while discussing the pursuit of funds with the people in programs. The "fund raising unit" was sometimes a board function, sometimes a staff function, sometimes the function was directed by the Board and performed by staff, sometimes directed by administration and performed by staff, sometimes directed, developed by and performed by administration.

The problems with this approach are that:

- a. These methods did not acknowledge interagency dependency on financial resources;
- b. The goals of the agency often were developed by people furthest from the problem(s);
- c. Fund raising was assigned as a specific function without regard to the purpose of the agency.

These problems alone are worth the development of a specific well-thought-out model and they do not even speak to what in my mind are the main considerations, which are:

1. That fund raising becomes disjointed when fund raising becomes the goal instead of agency purpose; and
2. That commitment to programs is difficult to obtain because programs are developed in a vacuum, i.e. according to the funding sources rather than agency purposes.

Further, where there is method there is a way to improve and record what is being done. Therefore, a suggested method of goal setting in all areas of agency development - not just fund raising - is a systems approach - a working model. The obvious object is to improve efficiency. The following working model is one suggestion of what might be used.

(cont.)

LONG RANGE PLANNING PROCESS
(A Working Model)

1. Who is the population M.I.A. seeks to serve?
2. Is M.I.A. an interim agency seeking to phase itself out or is M.I.A. here to stay?
3. What is M.I.A.'s hiring policy with respect to Employees?
4. What is M.I.A.'s policy with respect to floating holidays?

The above list of questions reflect different levels of policymaking. The answer to some of the above questions have been established as policy some have not. In most young agencies, the process of establishing policy has been something less than systematic, and, as a result, creating some inconsistencies at the operational level. For instance, if M.I.A. is involved in Metropolitan Migrant - Latino needs, why are we developing a statewide Chemical Dependency Program?

A well-defined and thought-out long range planning process will generally serve to alleviate this type of inconsistency. The following is one process that can be used to assure the development of a set of policies and from these policies develop a plan which will assist M.I.A. in not only directing short term efforts to accomplish goals that are in consonance with true annual plans, but will also clarify if not establish the agency's long-term goals.

The suggested process is as follows:

The administrative staff will collect and analyze information according to the following model.

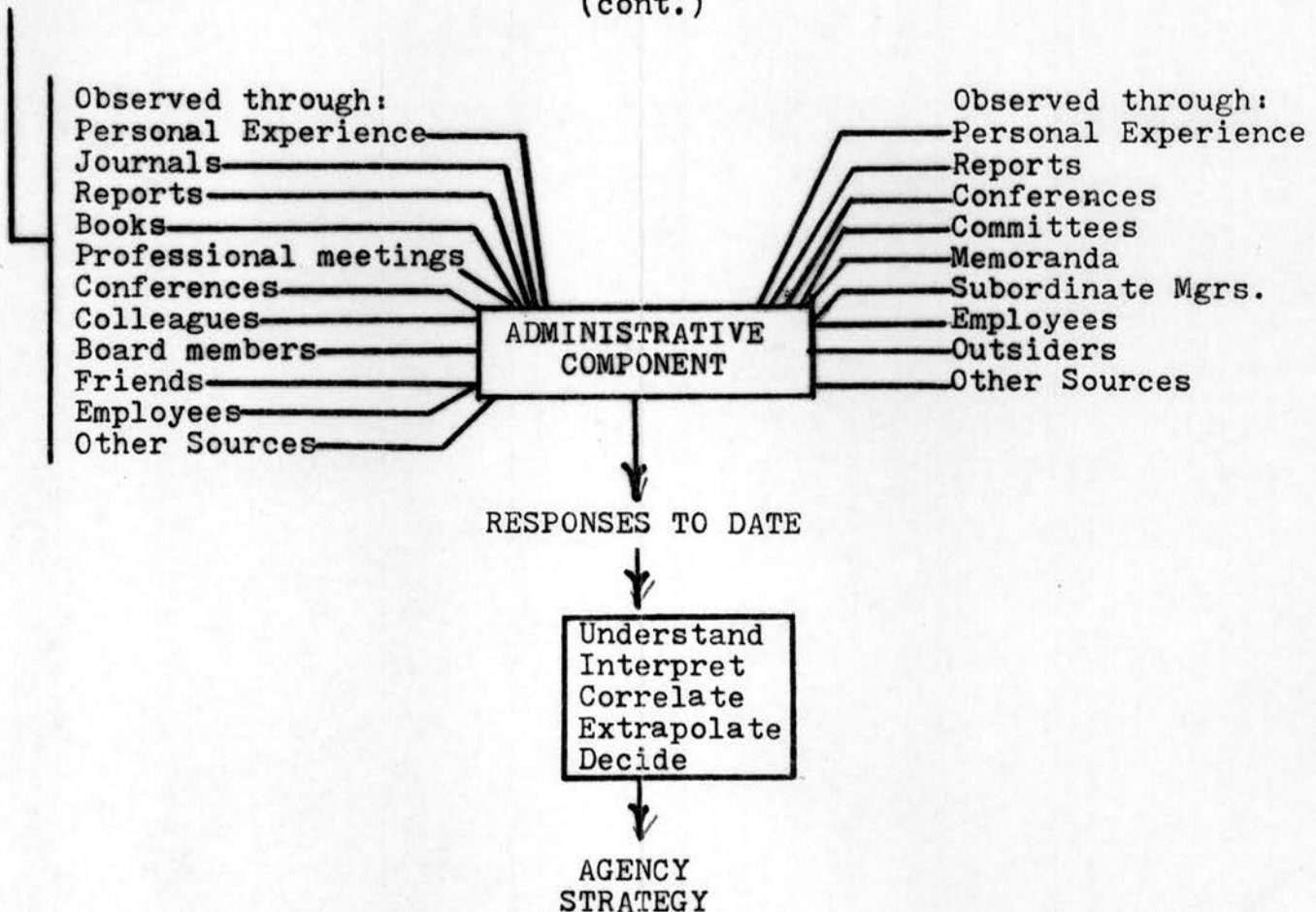
The External Environment
Factors

Economic
Technological (counseling techniques, et.) Use of a computer.
Political
Social

The Internal Environment
Factors

Physical Assets
Human Resources
Interpersonal Relations
Inertia of Past Decisions and reviews
Personal Values

(cont.)



From this process, a report can be generated which will provide the basis for decision making at the board level. Further, a report should be included that will include an analysis of the political, socio-cultural characteristics of top management, emergency systems of communication, economic, wealth distribution, attitudes, etc. M.I.A.'s long-term goals would be well served if they were established within the framework of the above process.

With these reports in hand, it would be possible to generate three levels of output:

I. Long-Term Objectives: 5 years

- A. Where is M.I.A. headed as a result of emerging trends?
- B. What is its direction?

Level of Consideration:

Political

Socio Cultural

Characteristics of top management

Emerging Systems of Communication

Economic

Attitudes

Wealth Distribution

Other long-term emergent forces

(cont.)

II. Intermediate Objectives: 2 - 5 years.

- A. Specific quantified and dated targets which M.I.A. management agrees to strive for throughout the 2-5 year period.

Level of Consideration:

Projected managerial capability _____
 Projected availability of funds _____
 Projected Personnel (professional) _____
 Projected client load _____
 Projected space need _____
 Projected program development _____
 Projected employee mix and retention _____
 Projected communications network, etc. _____

III. Budget Plans: 1 year

- A. The financial reflection of detailed plans which management has accepted as operating targets for the next year.

Level of Consideration:

Grant expectations _____
 Present skills and resources (financial & human) _____
 Present expenses _____
 Less than 1-year expansion plans based on
 Intermediate Goals.

Thus the process would assist the agency in the development of goals and objectives based upon a logical process which can be analyzed at several different levels and most importantly can be annually reproduced independent of a changing administrative staff.

The following list summarizes, in sequential order, steps that are essential to the Planning Process.

PLANNING PROCESS:

1. Analyze and project major relevant segments of the economy for at least five years into the future.
2. Project the socio-cultural environment in which we will be operating, within the framework of the economy.
3. Establish M.I.A.'s goals within the above framework.
4. Formalize the first three steps and adopt as agency policy.
5. Develop a comprehensive plan to achieve the above goals and objectives.

(cont.)

6. With the above plan as a base, all other departments/programs develop their long-range plans consistent with the agency's goals and objectives.
7. Consolidate plans of all departments/programs, develop capital and human requirements, and test for reasonableness (i.e., does it fulfill the broad goals and objectives of step 4).
8. Prepare a written long-range plan which is "launched" by the Executive Director and which specifies the responsibilities of all departments/programs.
9. Develop an annual plan to accomplish the first segment of the long-range plan.
10. Review the plan annually, revise it where required and extend it an additional year.

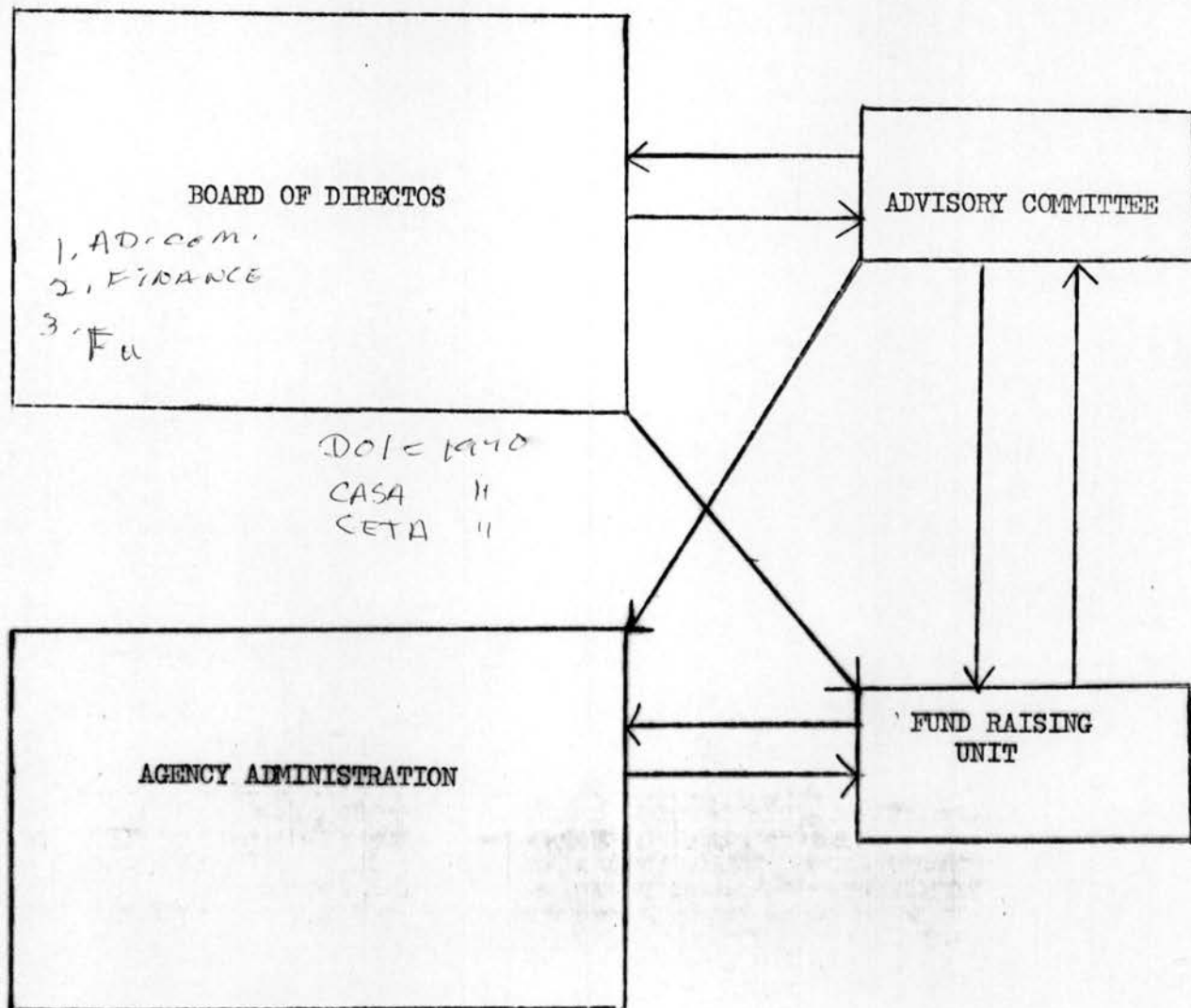
AFTERNOON SESSION:

I. DEVELOP GOALS & OBJECTIVES.

"A WORKING MODEL"

DISCUSSION GROUP

Fund Raising Model Pre- 1977



FUNDING FOR 1979 GOAL 1.5 MILLION

	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>
HEALTH:				2) <u>\$13,000</u> CHS Out-reach and Screening Clinic			1) <u>\$50,000</u> Urban Health Initiative	3) <u>\$17,000</u> Liaison Ramsey Hospital	
MANPOWER:					1) <u>\$300,00</u> DOL		2) <u>\$50,000</u> Title I Priority in Mpls. Program 3) <u>\$600,000</u> Tree Control 4) <u>\$50,000</u> Computer Training 5) <u>\$100,000</u> Youth Prog. C.E.T.A.		
HOUSING:						1) <u>\$75,000</u> Block Grant		2) <u>\$?</u> Profit Center(s)	
CHEMICAL DEPENDENCY:			3) <u>\$75,000</u> C.A.S.A.	1) <u>\$26,000</u> Out-patient Treatment				2) <u>\$?</u> Inter- state C.D.	

TOTAL PROGRAM FUNDING
(Target Amount)

\$1,356,000.00

PLANNING DEPARTMENT FUNDING GOALS FOR 1978-79

ACTIVITY GOALS - 1978

- HEALTH:
1. Assessment of shortage of Medical Manpower Doctors Research for shortage - possibly in co-operation with Metro Health Board
 2. Assessment to establish the Medical needs of the migrant population. Should be implemented in July in co-operation with the University of Minnesota. (Screening & Referral).
 3. One (1) position for Spanish-speaking (Latina) liaison person in St. Paul Ramsey. Aim-to get funding from the county

- MANPOWER:
1. Migrant funding Title III priority to be resolved.
 2. Title I would be a priority in Minneapolis
 3. Tree Control Project for fall if not something else.
 4. Foundations, approach them with the computer training.
 5. Title VI Youth monies in Minneapolis & St. Paul.

- HOUSING:
1. CDBG (Community Development Block Grant) - Research & Translation
 2. Minnesota Finance Housing Agency
 3. SBA - Training for Chicanos - in profit center, business management

CHEMICAL

- DEPENDENCY:
1. Out-Patient Treatment Program
 2. Grant for planning - Inter state CD to be submitted to NIDA working with Pyramid in Texas.
 3. Refunding current C.D. Program.

PLANNING DEPARTMENT STATUS REPORT

1. Status Report for Current Proposals.

Tree Control - Discussed with representative from regional office.
After an analysis of funding we are looking for a yes answer. Process will take at most 2 weeks.

Outpatient Treatment - Deadline May 12, 1978
Development of a treatment model.
Maximum allocation increased to \$22,000.00.
CASA and Planning department working with St. Mary's Hospital treatment model.

SWTI Training - SWTI - \$4,000.00 = front line counseling
State- \$4,000.00 = supplemental training
" " - \$2,000.00 = Research for migrant CD abuse.

Contract with State written upon completion of SWTI training & available in July.

C.E.T.A. Research - Second Quarterly Review

Joan Sutherland cannot continue, we are minus 1(one) field researcher. We expect the completion date in July however an amendment is possible. Interviews are being conducted. Documentation, Analysis and compilation of statistics will be completed and reported by July. There is no requirement of a report by those participating in the project, however, we will be giving DOL a report within the next month - (May 12, 1978)

Youth Corp Project - Stagnating due to the litigation pending
(Control Data Corp) against the selection of the Bethel Site.
Also MIA needs to develop a viable - unique program to interest CDC in the incorporation of MIA's skills in a particular area so that CDC agrees to ally with us on the project.

Health Proposal - Modified Budget to City for CHSAA funds for \$26,000.00 up from \$22,000.00. They are trying to be politely discouraging, therefore, foundations seem to be the more viable source. This may also help us to start earlier.

NIMH - Phil AuClair (U of M) is writing a first draft research model which will be reviewed by the members of the research group and upon completion and acceptance of the model two people from the research group. One (1) from MIA (Roberto Avina) and one (1) from RCMH (Marilyn McClure) will fly to Texas and meet with people who have agreed to provide the Texas outreach component - upon acceptance of the model by the Texas component we will meet in Mpls. in mid May and a finished proposal will be submitted to NIMH for funding by July 1st.

PLANNING DEPARTMENT

CLOSE OUT REPORT

PLANNING DEPARTMENT CLOSE OUT REPORT

The Planning Department was first established as an integral part of the agency in January of 1975. It's function is to assist in the development of measureable goals and objectives which will assure the agency of continued controlled growth. In order to do this it is of course desirable if not absolutely necessary that the Planning Department operate off of stated goals and objectives. In 1978 the Planning Department had four (4) major areas it was to spend time on:

- A. Health
- B. Manpower
- C. Housing
- D. Chemical Dependency

For a listing of the activities carried out to reach these goals please see:

1. Status Report on Current Proposals, and
2. Activity Goals for 1978. (Attached)

HEALTH:

In 1978 we were able to obtain a \$ 10,000.00 commitment to assist in the development of a health research project. This is an effort that came after much sustained effort on the part of the program planner. We are still a considerable distance to cover to obtain the goal, however. Steps are being taken to maintain the current momentum.

MANPOWER:

In 1978 a Tree Control Program for training was funded causing the Planning Department to lose a staff person but the agency acquired a program that was generally and generously sited for high quality in specific performance. This program is still being operated and is expected to be extended into additional training.

A Department of Labor research grant was funded in 1978 and was effective enough to provide a statistical report about local employment conditions. The report is still in the process of being finalized however so that results are not yet available.

An employment program for Minneapolis Latinos was funded in 1978. It proved very effective but because of cutbacks we were unable to maintain funding.

HOUSING:

We finalized the purchase of a house for the "emergency housing" of a migrant family and were successful in acquiring \$ 46,300.00 worth of funding to rehabilitate the property in addition to obtaining a "verbal commitment" from Russ Ewald to help the agency obtain land and funds to build a new large complex/duplex for our purposes.

CHEMICAL DEPENDENCY:

We were able to make contacts with the Title XX people in Ramsey County as a result of a rather lengthy paper we wrote to Commissioner Dirkswager. This allowed us to establish that if we developed a program with supporting data for chemical dependency and other Title XX categories that we would be able to obtain monies to keep our CD program going. We have developed the means for the collection of supporting data to be acquired by purchasing (through a rather lengthy process) a computer. We expect the program to be refunded in 1979 through Title XX.

ACCOUNTING DEPARTMENT

FUNCTIONS

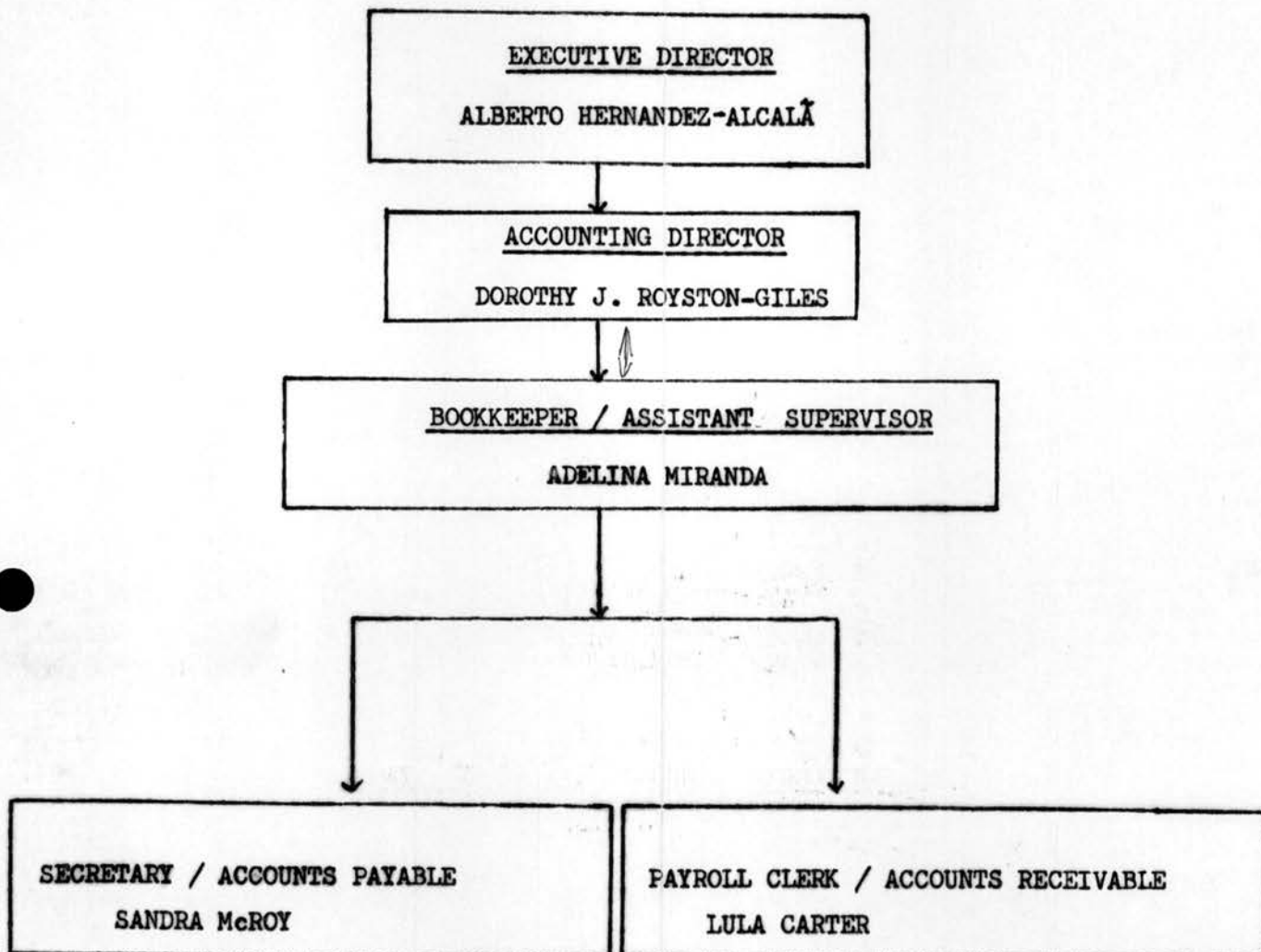
The Accounting Department performs all the Accounting Functions of the Agency. That is, it serves as a vehicle for assuring that all fiscal policies are accurately interpreted and consistently put into effect. This requires the Accounting Department to develop an Accounting Process that at a minimum will provide for the following:

Daily Journals
General Ledgers
Sub-sidiary Ledgers
Cash Journals
Expense Ledgers
Program Financial Reports
Personnel Policies
Insurance
Compensatory Time
Vacation
Credit Union
Agency Financial Reports
Taxes
Personnel
Agency Tax Forms
Monitoring Auditors for,
Program
Agency

Functions Continued

The Accounting Department performs these duties through careful assessment and assignment of responsibilities to the appropriate staff personnel. Currently energies are being placed on developing and implementing the use of a computer to assist in and improve upon our methods.

ACCOUNTING ORGANIZATION CHART



DELEGATIONS OF RESPONSIBILITIES
(JOB DESCRIPTIONS)

Accounting Director

Supervises accounting Department, which consist of three employees, (1) Bookkeeper, (2) Accounting Secretary, and (3) Payroll Clerk.

This position also includes being involved with budget negotiations for new and existing programs, Monitoring and modifying all existing program budgets. All financial contracts, such as lease agreements, insurance (Employee and Agency), etc. are also a part of the Accounting Director's job.

As Administrator, the Accounting Director has input in all Administrative decisions concerning long range and immediate goals for the agency and its staff.

The Accounting Director's overall duty is to direct all Accounting transaction in the Agency.

PAYROLL CLERK / ACCOUNTS RECEIVABLE

Is responsible for keeping and updating employees records, Computing payroll checks for bi-weekly pay periods, Auditing and filing time cards. Attendance and Earnings records are also updated by the payroll clerk.

She is responsible for the filing of all tax reports and paying all taxes to the Commissioner of Revenue and the Internal Revenue. All personnel records and employee informational changes are a part of the payroll Clerk's files.

Billing for the Accounts receivable and maintaining records for such is also her responsibility.

Delegation of ResponsibilitiesContinuedACCOUNTING SECRETARY/ACCOUNTS PAYABLE

Responsible for typing all Accounting reports and Correspondence, maintaining files for all paid invoices, paying all agency bills, maintaining Petty Cash fund.. The Accounting Secretary also functions as a purchasing agent for the Agency. She purchases all supplies and keeps inventory of all supplies, furnishings and equipment.

She is also responsible for outgoing and incoming mail for the Accounting Department. She makes all bank deposits and runs any other errands that are deemed necessary.

BOOKKEEPER / ASSISTANT SUPERVISOR

Responsible for auditing all expenditures, making sure that they are within the guidelines of each budget. She also records all accounting activity in the appropriate ledgers, trail balances are made in order to complete all financial reports which are approved by the Accounting Director before being forwarded to various funding sources.

The Bookkeeper also acts as an assistant to the Accounting Director. She helps to train and supervise all other Accounting Personnel.

PROCESS OF PREPARING A FINANCIAL REPORT

(Form - A)

The purpose of a financial statement or financial report is to provide information regarding the results of financial operations during a specified period of time. It is an itemized statement of changes in a program's budget resulting from revenue and expenses of a specified period (in this case monthly). Such changes are recorded in the general ledger accounts known as revenue and expense accounts. The information contained in these ledger accounts are taken from (1) a combined cash journal:

A combined cash journal is a two-column journal used to record every financial transaction of a program. However, there are likely to be numerous similar transactions that involve the same account or accounts. These transactions are the receipts and disbursements of cash.

(2) an adjusting entry journal:

An adjusting journal entry is the adjusting of a financial transaction which does not include the actual exchange of cash. This information is recorded in a journal, labeled Journal Entries.

All the above information which is used to prepare the financial report gives the administration and funding sources a clear picture of all the financial transactions for that specified period of time, and those months preceding in that fiscal year.

BUDGETARY CONTROL - LEVEL OF RESPONSIBILITY

Since each program is appropriated a specified amount of funds to be used during a specified period of time, it is imperative that certain controls or restraints be used in monitoring each budget. The method we use (Form - B) in monitoring our budgets is attained through Departmental Operating Expense Budgets given to each program coordinator or department head at the beginning of the agency's fiscal year. This budget breaks down each line item expense and its yearly allotted amount. This budget also includes a monthly appropriated amount of dollars for each line item. This amount can vary month to month due to overspending or underspending by the program coordinator or department head.

Before making an expenditure each program coordinator or department head is responsible for issuing a requisition to the accounting department (Form - C) designating the program budget and line item to be charged. This requisition is approved first by the Accounting Director, who makes sure that all expenditures are within the fiscal policies of each program budget, and second by the Bookkeeper, who keeps a weekly balance of all line items expenditures for each program. Her responsibility to budget control is to make sure that all line item expenses are in line with its allotted funds. Each program coordinator or department head is also responsible for monitoring their respective budgets. After the Accounting Director and Bookkeeper has made their approvals final approval is made by the Executive Director for all expenditures.

It is the responsibility of the Accounts Payable Clerk to see that all of the above approvals are made before a check or purchase order is issued.

These controls were devised to maintain an internal control which hopefully leaves no margin for mismanagement of funds by any one individual.

Report of Expenditures of CETA III (section 303) Funds
to the Minnesota Migrant Council, Box 1231, St. Cloud, Mn. 56301

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Subgrantee: Migrants In Action

(Form - A)

Report for Month of: December

EXPENDITURES

EXPENDITURES

- 1 Administration
- 2 Classroom Training
- 2A Allowances
- 2B Training
- 3 Health/Medical
- 3A Transportation
- 3B Supplies
- 3C Equipment
- 3D Services
- 4 Nutritional
- 5 Residential
- 6 Legal
- 6A Transportation
- 6B Services
- 7 Relocation
- 7A Salaries
- 7B Fringe Benefits
- 7C Transportation
- 7D Supplies
- 7E Equipment
- 7F Services
- 8 Emergency Assistance
- 9 Manpower Services
- 9A Salaries
- 9B Fringe Benefits
- 9C Transportation
- 9D Supplies
- 9E Equipment
- 9F Telephone
- 9G Rent
- 10 Total

Month Only	Y-T-D	Month Only	Y-T-D
		2,012.00	35,033.24
		-0-	18,508.67
		.70	27,933.08
		5,637.97	107,423.98
4,706.56	74,877.98		
636.42	12,543.41		
294.99	20,002.59		
		69.00	33,100.97
		8,595.30	133,364.41
5,412.54	86,109.74		
731.87	14,424.91		
445.49	8,446.02		
509.74	7,287.12		
16.49	3,859.34		
638.96	5,068.53		
840.21	8,168.75		
		16,314.97	355,364.35

OPERATING EXPENSE BUDGETS FOR 1979

DESCRIPTION	\$ BUDGET	\$ PROGRAM	%	\$ EXECUT.	%	\$ PLANN.	%	\$ ACCOUNT	%
Tree Control:									
Postage	150	60	40	20	13	20	13	50	34
Office Supplies	600	100	17	100	17	200	33	200	33
Ceta - 303:									
Travel	2824	1977	70	287	10.2	280	9.9	280	9.9
Postage	150	60	40	20	13	20	13	50	34
Office Supplies	2000	340	17	340	17	660	33	660	33
Chem. Dep:									
Travel	1856	1856	100	-0-	-0-	-0-	-0-	-0-	-0-
Postage	429	172	40	56	13	56	13	145	34
Office Supplies	714	121	17	121	17	236	33	236	33
Mgmt. Pkg.	6419	-0-	-0-	4290	67	909	14	1220	19
W.E.P.:									
Travel	136	95	70	15	10.2	13	9.9	13	9.9
Postage	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Office Supplies	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
Mgmt. Pkg.	1643	-0-	-0-	1101	67	230	14	312	19
GRAND TOTALS:	16,921	4781		6350		2624		3166	

REQUISITION

NO. 550.
 DATE January 10, 1979
 YOUR ORDER NO. P.O. # 001234

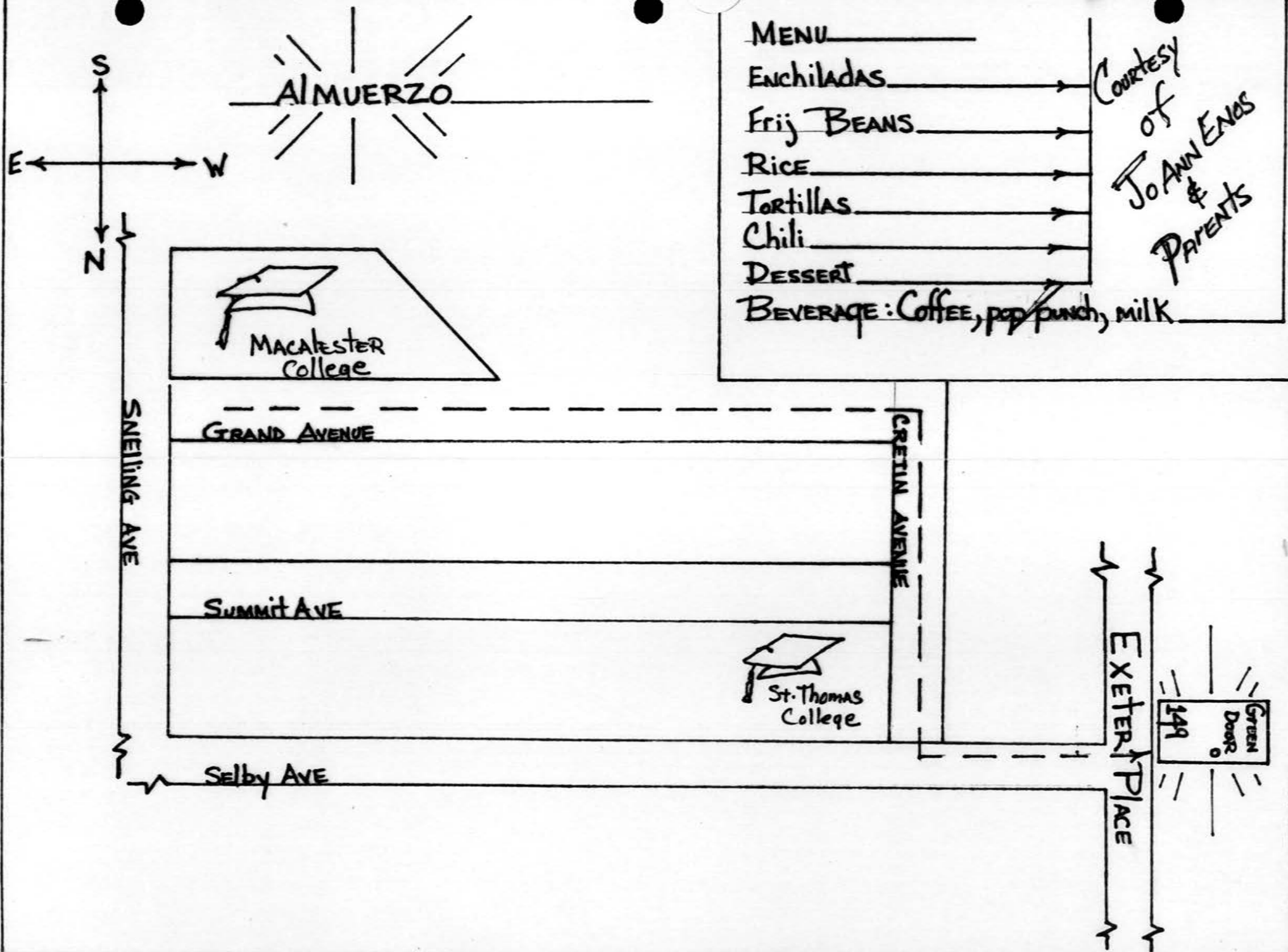
TO: Nelson Office Supplies
Midway Shopping Center
St. Paul, Mn. 55104

FROM: Planning Department
 CHARGE TO: Office Supplies
 Program: Ceta - 303

OUR ORDER NO. P.O. 00366		SALESMAN	TERMS	F.O.B.	DATE SHIPPED	SHIPPED VIA	
QUANTITY ORDERED	QUANTITY SHIPPED	STOCK NUMBER/DESCRIPTION			PRICE	UNIT	AMOUNT
5 doz.		Red Flair Pens			12 55		12 55
		<i>Eugene Moore</i>					

ORIGINAL

VII. BOARD INPUT AND COMMENTS



FUNCTION OF EXECUTIVE COMPONENT

To oversee the total operation of the agency with respect to program implementation.

To implement the goals and objectives of the agency as developed by the Board of Directors.

To search for funding that programs which the clientele of our agency would benefit from.

To establish the organizational pattern, flow chart, sub-divisions and job descriptions to carry out the objectives of the agency.

To monitor the accounting system to assure that accurate bookkeeping which produces accurate reports to the funding sources and Board of Directors.

To develop procedures by which functions and activities, finances and attainment of goals set at beginning of year.

PROCESS

INTER AGENCY:

Develop a communication system and line of authority within the agency organization structure, which will become the vehicle to implement the developed functions as previously stated.

CLIENTEL:

Develop a simple complaint procedure for the purpose of client feedback on their service delivery concerns.

INTRA-AGENCY:

Visit with local agencies: to make presentations and assist them in becoming well informed about our agency and then seek their advice on how our agency could best serve their agency and/or their clients needs.

PLANNING DEPARTMENT

- I. Function
- II. Process
- III. Activities

FUNCTION

The planning department was first established as an integral part of the agency in January of 1975 when an assessment of the needs of the agency concluded that Migrants In Action had no planned approach to its program growth or service activities, i.e. any systematic process to realize its potential as a viable solution to the then apparent upswing of interest in the Latino community's social service needs.

Its function then is to assist in the development of measurable goals and objectives which will assure the agency of continued controlled growth.

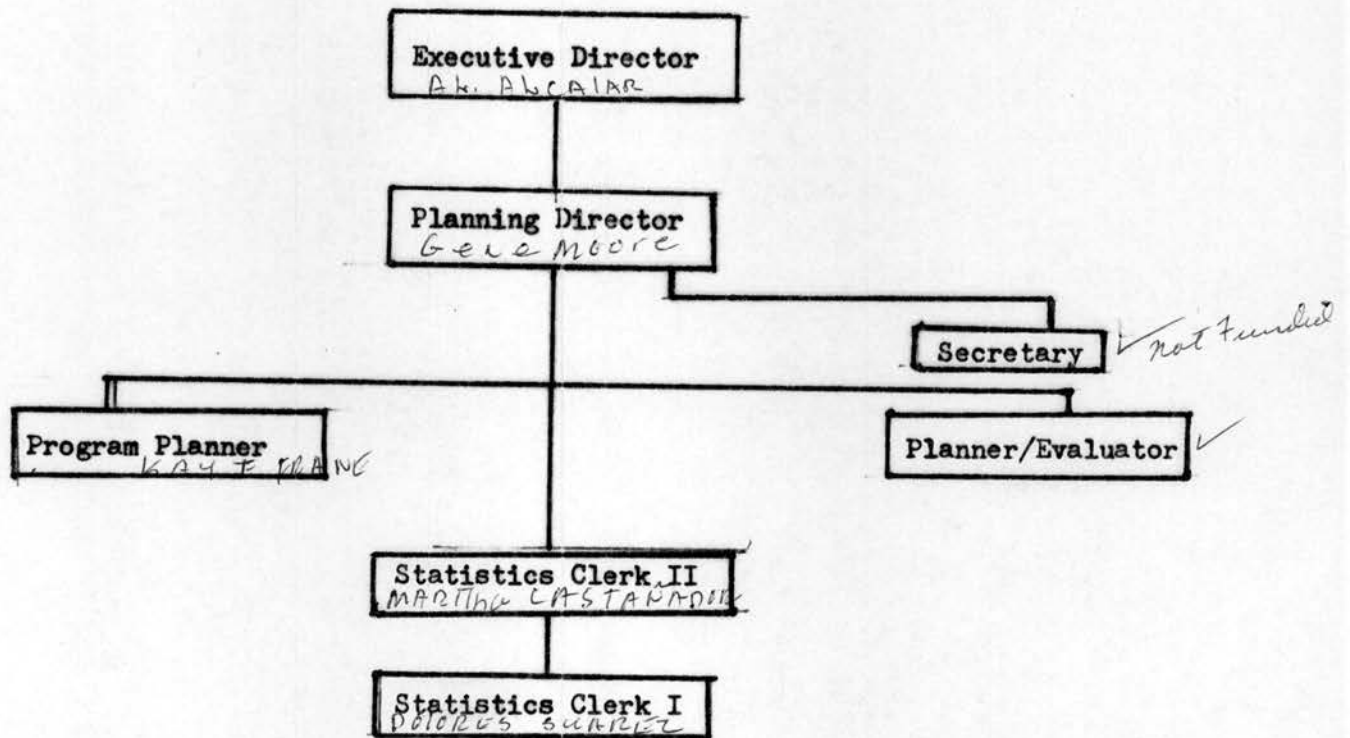
PROCESSPlanning Department

The Planning Department Staff gets its authority from the Director. It is the responsibility of the Director to provide the Planning Director with clearly defined goals and objectives for the agency. These goals and objectives are then to be administered by the Planning Director. He/she will delegate authority and responsibility to the Planning Staff to insure their completion. Action taken on the assigned responsibilities will be monitored by the Planning Director who will be responsible for the successful completion of the goals and objectives, and tasks attendant to the goals and objectives. The structure of the staff is as depicted in attached diagram (See Page No. 22). The authority of the Planning Director is derived from the Director and responsibility assumed at that level.

Recommendations for raises and promotions are developed independently, i.e., by staff position based upon individual evaluations and more specifically upon the availability of money for specific positions in funded proposals.

Planning Department

Section I



1. Status Report on Current Proposals
&
2. Activity Goals for 1978

BOARD OF DIRECTORS

1. Status Report on Current Proposals.

A) Outpatient Treatment Program

Re-submitted with V.I.P. proposal and withdrew the proposal as a result of conflict of interest with persons in Planning Department.

B) Youth Corp Project

No change.

C) Health Proposal

We are in the process of submitting the proposal to Foundations for funding.

On October 1, 1978, the Board of Directors at Northwest Area Foundation decided not to fund our project. They said we didn't need that kind of research.

We have asked them what they mean and they have said they don't think obtaining statistical data on our clients will help our funding needs.

We have submitted the proposal to the Bush Foundation, they meet on November 1 - it doesn't look promising.

We are going to submit the proposal to the General Mills Foundation today, October 9, 1978.

D) NIMH

We are waiting for payment on past expenses from the Ramsey County Mental Health Department so that we can decide a plan of action for the remaining grant. We have done very little with this money because of a very inconsistent and disjointed effort.

E) Title XX

We have submitted a report to Commissioner Dirkswager complaining about the lack of support to the Latino community. He apparently responded to it because we received a letter from the Ramsey County Department of Welfare saying that they wanted to meet with us. On Thursday, October 28th, Roberto Avina and I met with Jim Abts and were able to obtain agreement that we have in fact been ignored by them and a commitment to work with us in our defined areas of priority. Roberto suggested we start with Chemical Dependency and employment. We are presently working to pursue these two areas and Day Care for Latino children.

Note: We have established a data source through the development of an intake form which will give MIA the ability to document its case(s) against the respective Departments of Welfare. This includes questions that will provide information about services that we are not now providing but which our clients are either not aware of or unable to utilize due to language and cultural differences.

ACTIVITY GOALS - 1978

Health: See Status Report on Current Proposals.

Manpower:

- 1) Title III being resolved this week. Budget submitted to Frank 9/25/78 by (at) the Administrative meeting.
- 2) Title I - we are unable at this point to obtain Title I monies due to CETA's refusal to pass the CETA reenactment..
- 3) We have not pursued a foundation grant on computer training due to:
1) changing of the priorities.
2) lack of time.
- 4) Title VI monies in Minneapolis and Saint Paul. Minneapolis has already allocated their Youth monies with no attempt at contacting the Latino community with regards to their needs - even though it was recommended they do so.

St. Paul - our approach to the Youth monies in the city of St. Paul will be through the Title XX monies.

Housing:

- 1) CDBG Grant - Research and translation taken over by the C.L.U.E.S. organization.
- 2) Minnesota Finance Housing Agency - Reports by staff suggested this was an infeasible idea.
- 3) SBA Training - Profit Centers - I have met with SBI to develop a plan of action to obtain monies to start a Tree Control Management Company by 1979.
- 4) We have finally acquired the property at 69 W. Congress and we have submitted a proposal to rehabilitate the property to McKnight Foundation for \$46,500. It looks favorable. We should know by November 15, 1978.

Chemical Dependency:

- 1) See Status Report on Current Proposals.
- 2) See Status Report on Current Proposals.
- 3) Our current program would require legislation, we are not pursuing that avenue.

TREE CONTROL PROGRAMI. STATEMENT OF PURPOSE

The Migrants In Action Agency has made a transition within the past year. As part of its long range planning strategy it has incorporated new goals and objectives. Included with its continuing commitment to its migrant farmworker clients the agency has also recognized the importance of addressing the needs of its Latino constituency at large. Our commitment to addressing the needs of our clients can be best demonstrated through the various programs and projects that have been conducted since the agency's inception.

The efforts of incorporating new programs which address the employment and training needs of our constituency are in consonance with the goals and objectives of the agency as established by the Executive Director and the administering Board of Directors. Most recent additions to the MIA organizational structure have been the Latino Employment Development Program, which serves the Minneapolis community, and the Tree Technology Training Project, which is designed to employ and train participants with the skills necessary to obtain unsubsidized, gainful and meaningful employment within the private sector.

II. BRIEF HISTORY OF PROGRAM

As a Planner assigned to the Planning and Administrative section of the Migrants In Action agency my assigned responsibilities have been to locate and solicit funding sources that might potentially assist the MIA agency in achieving its goals and objectives. This also includes the development and/or support of ideas, programs and community activities which will assure that MIA is received positively within the Latino community (i.e. is seen as a competent, honest, necessary function within the metropolitan and out-state areas)

During planning sessions with Planning and Administrative sections one key issue addressed was the critical need for training and employment opportunities for our clients. By including this area into MIA's long range planning goals we accepted the challenge of identifying and providing very specific types of training and employment services for its clients. The fruition of the Latino Employment Development Program and the Tree Technology Training Project are direct results of the Planning and Administrative sections efforts to address our client constituency's needs.

The Tree Technology Training Project is a result of direct negotiations with the City of Saint Paul and the Migrants In Action Planning and Administrative sections. Pursuant to receiving information that monies were possibly available for a large scale training project the Planning Section received permission to conduct preliminary feasibility studies on a potential project. Through research and negotiations with the Saint Paul CETA Organization it was concluded that a Tree Disposal Training Project could conceivably be funded; this in light of the fact that the Dutch elm epidemic had caused such a devastating impact in the state. The rationale for such a project was that a civic service could be provided for the city of Saint Paul in exchange for technical and safety training in the Tree Removal industry. Such a service would be provided through the removal of diseased Dutch elm trees after completion of a structured training program that would prepare minority and underserved trainees with the technical skills and knowledge to perform such tasks. Upon completion of their training the project participants would be equipped with the knowledge and experience necessary to obtain similar work related positions within the private sector.

III. PROGRAMS FUNCTION RELATIVE TO THE AGENCY

The anticipated accomplishments of the Project were two-fold. The importance of providing necessary and meaningful training for our clients is of course always our main priority, however, in any situation the future of MIA must always be considered. For quite some time now MIA has been widely known as being a distinguished affirmative action employer. With the tree control contract we also became the first Community Based Organization to attempt to provide job skills to minority and underserved populations that would enable them to enter and compete within the private job sector for jobs which had traditionally been low in minority employment.

As part of the agency's long range planning policy the establishment of a profit center that will assist in the development of a hard money base for MIA is still being researched. Initial research has led us to conclude that further study must be conducted. With assistance from the Small Business Institute from the College of St. Thomas and the Metropolitan Economic Development Association (MEDA) we conducted and researched the market need for such services as would be provided by our tree company.

Indications have been less than originally anticipated, however, if we are ultimately successful in the creation and financing of an profit center for the agency it will be the first ste toward the establishment of a totally independent, self providing agency.

IV. PROCESS USED TO ACCOMPLISH PROGRAM GOALS

The contract agreement between MIA and the City of Saint Paul will ultimately run for one year beginning July 1, 1978 and terminating June 30, 1979. To date one class has been graduated from the training course and another is expected to begin in the month of Febuary. With the exception of a few minor adjustments in the program the curriculum will remain substantially the same

The only signifisant change will be in the condensing of the class curriculum into two consecutive months of classroom instruction rather than dispersing the curriculum over several months of scheduled training sessions.

The type of work or training completed during a given work day is dependent on the nature of training or work schedule on any given day. The average work day begins at eight-thirty and ends at five, however, the nature of this type of work is ultimately dictated by the weather. (See attached schedule of training curriculum)

There is approximately one hundred thousand dollars worth of leased, purchased or rented equipment and supplies that the Tree Control Project is presently maintaining. Among the array of inventory provided by the Tree Control Contract is the agency computer, a small fleet (5) of trucks, one clam truck, chainsaws, personnel equipment, office equipment and furniture etc.. We are presently located at 1166 Selby avenue, but will also spend a lot of time at the Dakota County AVTI during the two months of training and instruction. During any on-site training or work related efforts the trucks are utilized by the Foreman or training assistants to transport tools and equipment to and from work areas. Upon completion of any given work day all equipment is returned to the shop area and locked up or parked in the lot for the night. Inventory check-out lists are maintained on a daily record to insure that all equipment is accounted for at the beginning and at the end of each day.

The majority of our work effort is conducted within the public parks system thus facilitating an accurate recording system on the number of trees felled within any given areas.

In relation with the rest of the Migrants In Action organization the Tree Control Projects organizational accountability can be best explained with an organizational chart showing lines of accountability and authority (see attached organizational flow chart). Beginning with the MIA Board of Directors the lines of accountability and authority flow down through the Director and to the Program Coordinator. The Program Coordinator reports to the Director who is ultimately responsible to the Board of Directors.

Direct communications with the Accounting Director is imperative in the case of the Tree Control Contract. It is imperatively important that the Program Coordinator be briefed and kept up to date on the balances of the account of this contract. The latter in light of the fact that this is the largest contract of the agency and one that is sure to be audited.

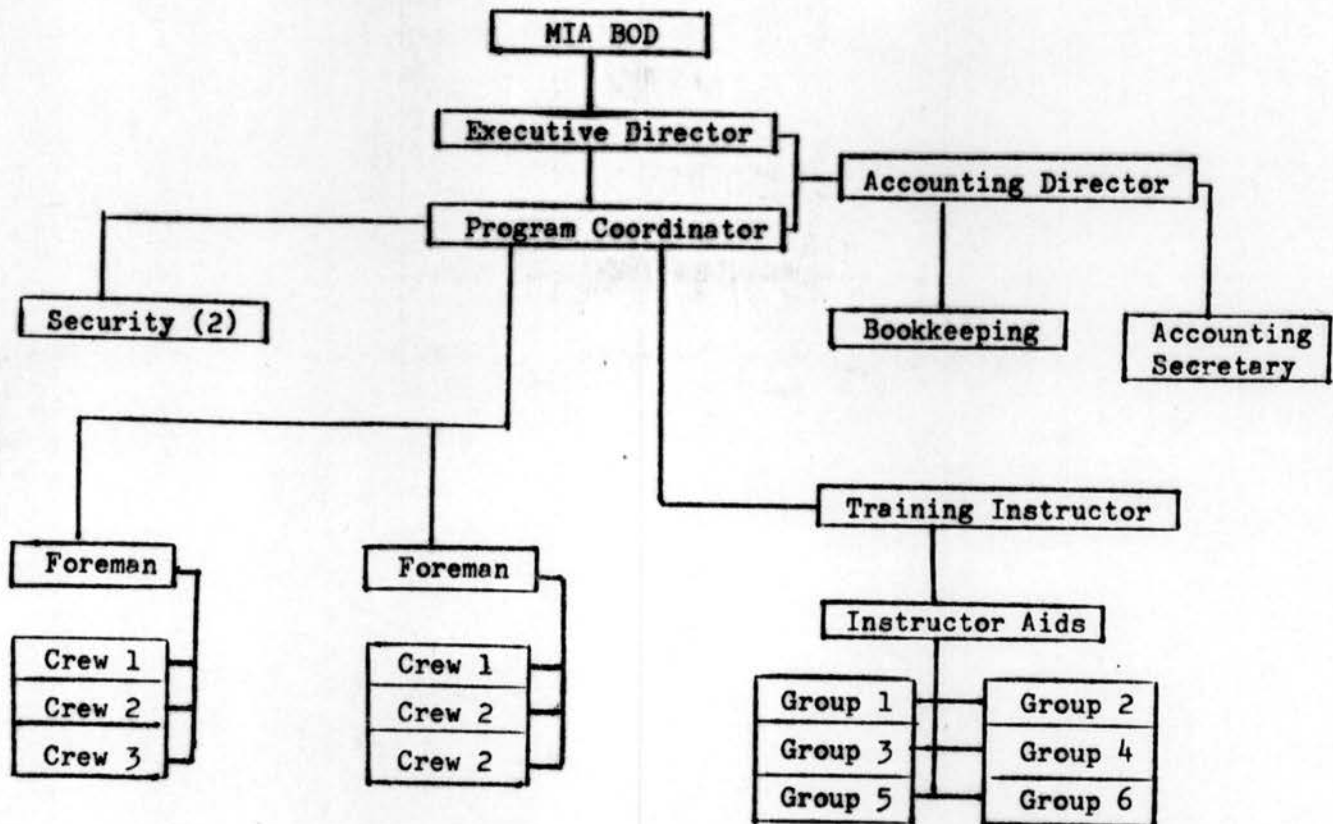
Directly accountable to the Program Coordinator are the Security Personnel, the Foreman and Training Instructor. Security is tantamountly important due to the expansive amount of equipment stored within the office confines. Two full time Security positions are required to provide optimal security of equipment and supplies.

Foremen are directly accountable to the Program Coordinator. Their primary responsibilities are to provide supervision and guidance for the graduate-trainees during working hours and at all work areas. If a complaint is lodged by a graduate-trainee it should first be reported to the immediate Foreman and then channeled to the Program Coordinator. If the complaint cannot be ameliorated there it can be continued through proper complaint procedure to the Director and as far as the Board of Directors. This is in consonance with the Personnel Policy Procedure for the agency.

The Training Coordinator although not employed directly by the MIA agency is however subcontracted through the Dakota County AVTI and is consequently responsible for progress reports to the Program Coordinator. The Training Instructor must in turn make available the proper complaint procedure to all trainees employed by and receiving training through the MIA Tree Control Project.

Meritorious positions include the two training-aid positions that will report to and work with the training instructor. The necessity of having bi-lingual assistants became apparent during the first class session, and also as a result of the large cut-backs absorbed in the contract.

MIGRANTS IN ACTION
ORGANIZATIONAL CHART



WORK EQUITY PROJECT (WEP)

The purpose of the WEP project in St. Paul is to assist certain persons receiving Aid to Families with Dependent Children (AFDC) to obtain suitable unsubsidized employment through the coordination and provision of job experience, training, intensive job search, counseling and other support and manpower services that will lead to a reduction in welfare dependency.

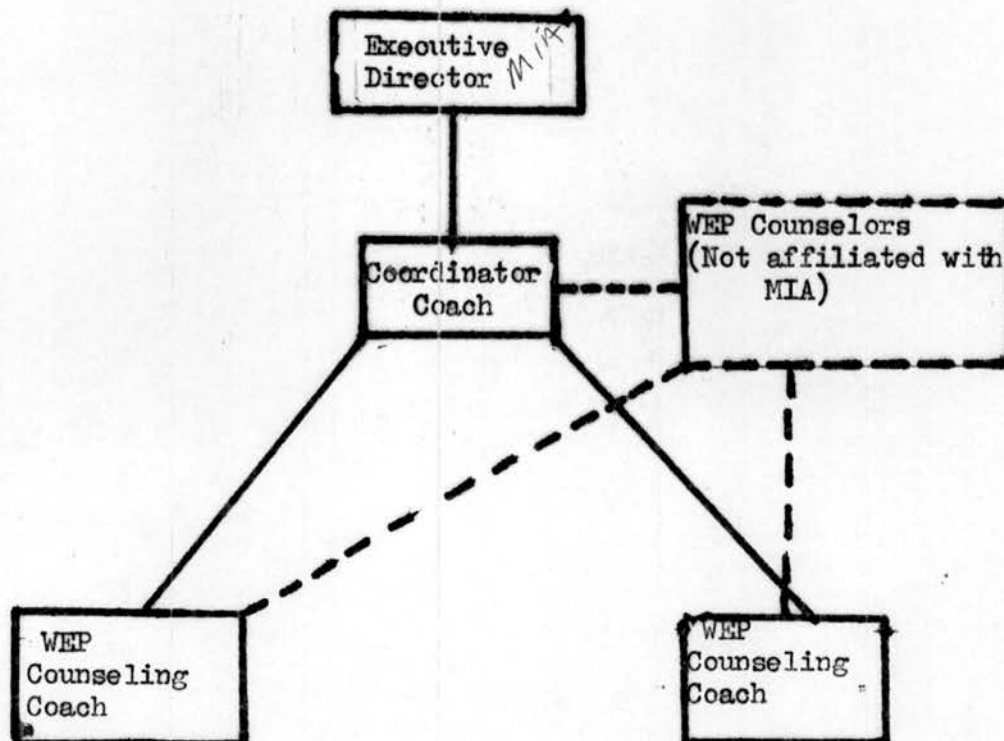
I see MIA as a vital part of WEP two fold:

1. To provide consultative training services directed process at a better understanding of the needs and expectations of the Hispanic Community to WEP.
2. To aid in the establishment of a client rapport and someone of contact for the Hispanic participant.

Migrants-In-Action (MIA) involvement with WEP and how we received our funding through the Department of Economic Security as a subgrantee: MIA was seen as appropriate within the counseling and technical assistance area and at that point, was one of many agencies to receive funding for that purpose. The total amount of our grant was \$18,897.00 which commenced on September 25, 1978 and will terminate with a possible extension on March 30, 1979. I don't foresee that this termination will happen but, I am positive we will get an extension because of the fact that our staff has been commended on our performance.

FUNCTIONAL PROCESS:

As the coordinator, the coaches report to me of the concerns that they have and I report back to Migrants-In-Action.



I. The purpose is to keep MIA/WEP aware of the issues concerning the needs of the Hispanic Community by in-service training provided by any areas of MIA. Or concerns that anyone has through me.

II. The contract goal, the way I see it, is to have at the WEP center, staff assigned by Migrants-In-Action to ensure that the Hispanic Community needs are being met.

ST. PAUL WEP REPORT
FOR WEEK Dec: 26-29, 1979

TOTAL REGISTERED TO DATE: 531

YEAR END
1978

ACTIVITY/COMPONENT	<u>This Week</u>			<u>Cumulative to Date</u>		
	AFDC	UF	TOTAL	AFDC	UF	TOTAL
Registered						
-Mandatory	6	8	14	249	155	404
-Voluntary	0	0	0	75	0	75
-Working	2	0	2	52	0	52
E.D.P.	16	4	20	74	18	92
IMS	4	8	12	261	138	399
O.J.T.	1	0	1	3	1	4
PSE VI	0	0	0	0	0	0
Classroom Training	10	4	14	41	18	59
CWP	19	8	27	58	24	82
Deregistered	2	2	4	23	13	36
Returned Homebased Employment	0	0	0	10	0	10

WEP-11: SUMMARY OF WEP CLIENT CHARACTERISTICS

RUN-DATE: 12/20/78

RECIPIENT - WEP MANAGEMENT

	11/15/78 TO 12/15/78				10/01/78 TO 12/15/78				09/15/78 TO 12/15/78			
	ENROLL	DEREG	EMPLOY		ENROLL	DEREG	EMPLOY		ENROLL	DEREG	EMPLOY	
SEX				/				/				
MALE	120	6	3	/	120	6	8	/	120	6	8	
FEMALE	255	5	5	/	257	7	20	/	257	7	20	
AGE				/				/				
UNDER 19	24	2	0	/	24	2	2	/	24	2	2	
19 - 21	30	1	0	/	30	1	1	/	30	1	1	
22 - 25	84	4	2	/	84	4	4	/	84	4	4	
26 - 44	207	4	6	/	208	5	19	/	208	5	19	
45 - 54	26	0	0	/	27	1	2	/	27	1	2	
55 - 64	4	0	0	/	4	0	0	/	4	0	0	
65 AND OVER	0	0	0	/	0	0	0	/	0	0	0	
EDUCATION				/				/				
8 AND UNDER	36	0	1	/	36	0	4	/	36	0	4	
9 - 11	105	4	2	/	106	5	4	/	106	5	4	
12	188	6	5	/	188	6	16	/	188	6	16	
OVER 12	46	1	0	/	47	2	4	/	47	2	4	
PUB ASSIST RECEP				/				/				
WIN	373	11	8	/	375	13	28	/	375	13	28	
AFDC	332	11	5	/	334	13	21	/	334	13	21	
SSI	0	0	0	/	0	0	0	/	0	0	0	
GA	0	0	0	/	0	0	0	/	0	0	0	
FS	287	9	2	/	289	11	18	/	289	11	18	
OTHER	0	0	0	/	0	0	0	/	0	0	0	
ECON DISADV	372	10	6	/	374	12	28	/	374	12	28	
ETHNIC GROUP				/				/				
BLACK-NOT HISPANIC	64	1	2	/	65	2	8	/	65	2	8	
WHITE-NOT HISPANIC	257	9	6	/	258	10	18	/	258	10	18	
ASIAN-PAC ISLD	19	0	0	/	19	0	0	/	19	0	0	
AMER IND + ALASKAN	13	1	0	/	13	1	0	/	13	1	0	
HISPANIC	- 22 -	0	0	/	22	0	2	/	22	0	2	

HISPANIC AMERICAN Migrants in Action

(CASA)

Goal / Objective
(In order of priority)Monthly Performance
ExpectancyActual
Accomplishments
for
(Month)Cumulative
AccomplishmentsMonthly Status
of Progress

Achieved	In Progress	Partially Met	Not Met	No Activity Planned for Month	Plans Changed
----------	-------------	---------------	---------	-------------------------------	---------------

Location of
Verify Data/
Documentation

Comments

1. A total of 550 Chicanos/Latinos will be serviced through assessment, intervention, advocacy and appropriate counseling services for the abuse of alcohol and other drugs. 350 persons will be serviced through group contacts. 200 persons will be serviced through individual contacts.

2. 80% accept referrals

3. 30% Hennepin County (165 persons)

4. A total of 60 workshops will be conducted.

a. 20 workshops of the total will be directed at social service providers who service a significant number of Chicanos/Latinos and will be related to the cultural issues involved in chemical dependency among Chicanos/Latinos.

Ramsey
Groups

16

18

23

30

167

X

CASA file

Ramsey
Individual

8

10

15

10

65

X

" "

Out-State
Groups

2

3

8

0

41

X

" "

Out-State
Individual

1

2

8

1

8

X

" "

(16) 100%

97%

Hennepin
Groups

7

9

17

5

51

X

" "

Hennepin
Individual

3

5

10

5

30

X

" "

2

4

6

2

17

X

(2) 1-7 Jan

(15) 1-7 Jan
(2) 8-24 Jan

C.A.S.A. PROGRAMI. STATEMENT OF PURPOSE OF PROGRAM:

- A. CHEMICAL ABUSE SERVICE AGENCY is a bilingual, bicultural program offering chemical abuse related services directed especially to the needs of Chicano/Latinos.
- B. The Chicano/Latinos comprise the largest minority in Minnesota. Over 49,500 Chicanos live in Minnesota with 78% of the population living in the seven county Twin Cities area.
- C. An estimated 7,000 Latinos in Minnesota are chemically dependent. But few are in alcohol/drug treatment centers. The CASA program is intended to reach 550 Chicano/Latinos in this underserved population.

II. BRIEF HISTORY OF THE CASA FUNDING:

CASA funding was the result of a test of wills and an event caught in a political whirlpool.

Migrants-In-Action sought this funding at the urging of the community to combat the trend of finding Latino social services being provided by non-Latinos. The latter interest being represented by W.S.C.O. Migrants-In-Action (MIA) was extremely reluctant to apply for these funds because we had no previous experience with chemical dependency programs. Still, we applied and through much political maneuverings with W.S.C.O., who had, for the first time a Chicano President we were able to obtain the funding with the agreement that we subcontracted with W.S.C.O.

The funding was originally i.e. politically intended to train current i.e. non-Latino chemical dependency programs in how to service our CD clients and then drop out of existence. The community was/is seeking a means of providing on-going services of the type CASA offers.

Our funding has steadily increased. In January, 1976 MIA received \$100,000 for fiscal year 75-76. In 1976-77 the budget was increased to \$130,000 and in the current fiscal year it has been extended (probably for the last time) to \$146,000. After this year MIA, if a program is to continue, must identify develop and acquire a new source of funding. (The current fiscal year is July 1st - June 30th.)

III. PROGRAMS FUNCTION IN RELATION TO THE ENTIRE AGENCY:

The CASA program is an integral component of Migrants-In-Action. It was incorporated into the parent organization because of the need for chemical dependency services reflected by the MIA clientele. It, thus, becomes a vital resource, providing information and referral for the other components. In turn, MIA gathers and maintains a centralized information system on all clients served by the agency and this enables CASA to provide better referral services to CASA clients.

IV. PROCESS USED TO ACCOMPLISH GOALS AND OBJECTIVES

CASA program proceeds on two levels in the accomplishment of its goals: it provides indirect and direct services to clients. The indirect approach consists of educating the public and service providers about chemical abuse among Chicano/Latinos in Minnesota and about CASA services. The indirect approach is one of the main functions of CASA advocates. They establish the referral network to and from the counseling component at CASA.

The direct approach is our counseling component. CASA provides direct counseling services in intervention, assessment and referral and follow-up after treatment. Referrals come from a variety of sources. Every referral is documented and processed through intake. A counselor is assigned and a case is opened. An assessment is made with appropriate referral to established agencies. The assigned counselor maintains contact with the client throughout our 90 day program.

V. GOALS AND OBJECTIVES:

DIRECT SERVICES

- 550 - Counseling
- 350 - Group
- 200 - Individual
- 335 - Ramsey
- (50 - Outstate)
- 165 - Hennepin County
- 440 - Will accept referral

INDIRECT SERVICES

- 60 - Workshops
(20 will be 8-24 hrs. long
40 will be 1-7 hrs. long)
- 20 - Social service providers who service a significant number of Chicano/Latinos.
- 12 - Gatekeepers from court and correctional systems including, judges, bailiffs, probation officers, and police officers and support personnel from these groups.
- 16 - Public and parochial school personnel including teachers, administrators, counselors, nurses, social workers, teacher aides.
- 12 - Personnel from outstate involved in the interventive network.
- 1 - 2 - 3 day conference on Chemical Dependency among Chicano/Latino to be held in Spring of 1979. Expected involvement of 300-500 people.

B. The Receptionist and 2 Manpower Aides (Advocates), report to the Program Coordinator who reports to the Executive Director.

V. PROGRAM GOALS:

A. Intakes 500

Direct Services:

Transportation 500

Emergency Housing 200

Food 500

Family Counseling 400

Indirect Services:

Referral for Agencies

Welfare 500

Housing 500

Employment 500

Health 100

Legal 100

Food 500

Education Training 150

B. Report Mechanism:

On a weekly basis copies of intakes and all supportive services provided during the past week are sent to Minnesota Migrant Council. MIA's Statistical Clerk compiles a monthly report of services provided and client characteristics.

TITLE III, SECTION 303

I. PURPOSE OF PROGRAM:

It is the purpose of Title III, Section 303 to provide job training, employment opportunities, and other services for those individuals who suffer chronic seasonal unemployment and underemployment in the agriculture industry. The objectives of the program are:

1. To provide services to migrants and seasonal farmworkers who wish to seek alternative job opportunities to seasonal farmwork leading to stable year-around employment at an income above the poverty level.
 2. To improve the agricultural life-style of those farmworkers who wish to remain in the agricultural labor market.
-
- A. The Title III, Section 303 is intended to reach a seasonal farmworker who performs or has performed during the preceding 12 months agricultural labor which requires travel such that the worker is unable to return to his/her acceptable place of residence within the same day. To qualify under Title III, the farmworker must have earned 50% of his income from farmwork during the past 12 months to be at the federal poverty level according to his family size, and to be legally available for work.
 - B. Title III attempts to facilitate the relocation of migrants in the metropolitan area. M.I.A. was established to accomplish this same goal.

II. BRIEF FUNDING HISTORY OF THE PROGRAM:

How did the program receive its funding?

In 1975 Migrants in Action received over 40% of its then \$ 105,000.00 budget from CETA funds which were appropriated nationally but distributed locally through the city of St. Paul. At this time a reformulation of migrant services was occurring at the State Level. This reformulation was supported by then Senator Humphrey and Mondale and further acknowledged by then Governor Anderson. The reformulation was rather significant in that migrant monies subsequently appropriated as a result of the reformulation jumped over 1,000%! MIA and MMC were aware at the time of the reformulation and both discussed applying for monies. MMC was an "outstate" organization whose focus was apparently providing services to people whose intention was to stay in the migrant stream.

MIA's intention on the other hand was to provide services to people/migrants who were attempting to resettle. Because MIA was not as "prepared" to bid for the monies but we were prepared to provide the services, we agreed with MMC to subcontract our services to them.

What political events led up to the funding of the program?

Quiet agreements were made between the two competing agencies. If we agreed to the arrangement and not compete for the monies, they would respect our territories and remain an "outstate" agency. (This was the reason historically for the split of the agencies some years ago anyway that is, MMC believed Migrant Social Service agencies should be providing services to Migrants when they were ... "in the field".

What has been the Funding History?

The following is the funding history of the Migrant Program:

1976	\$ 80,000.00
1977	\$ 360,000.00
1978	\$ 560,000.00 345
	<hr/>
TOTAL:	\$ 960,000.00
	<hr/>

Why the Increase?

In 1976 we performed at a level 20% above our contract agreements and it was apparent to both MMC and MIA that we were indeed an integral and essential part of the migrant services that were provided to clients in the State of Minnesota. This coupled with an increase of funds at the federal level encouraged an increase of our Budget. These same two events occurred each succeeding year, until the completion of 1978 when only one event occurred MIA exceeded 8 of our 10 goals (four by more than 100% and then others by more than 70%). However, politically things were changing.

Why the decrease?

In 1978 politics took an abrupt about face and MIA found that it was caught in the political wind. Minnesota employment statistics showed a decrease. Especially in Employment Training... a phenomenon was occurring. People in training were/are being listed as being employed. The question arose politically speaking, if people are employed (even though technically we are speaking of training stipends) there must not be a need for as much CETA monies. This indicated a decrease was in order which is exactly what happened a reduction of funding was appropriated and the reduction was passed on to us.

Consequently...

What is the Current Amount?

...our 1979 funding level has been reduced to :

\$1000,000.00

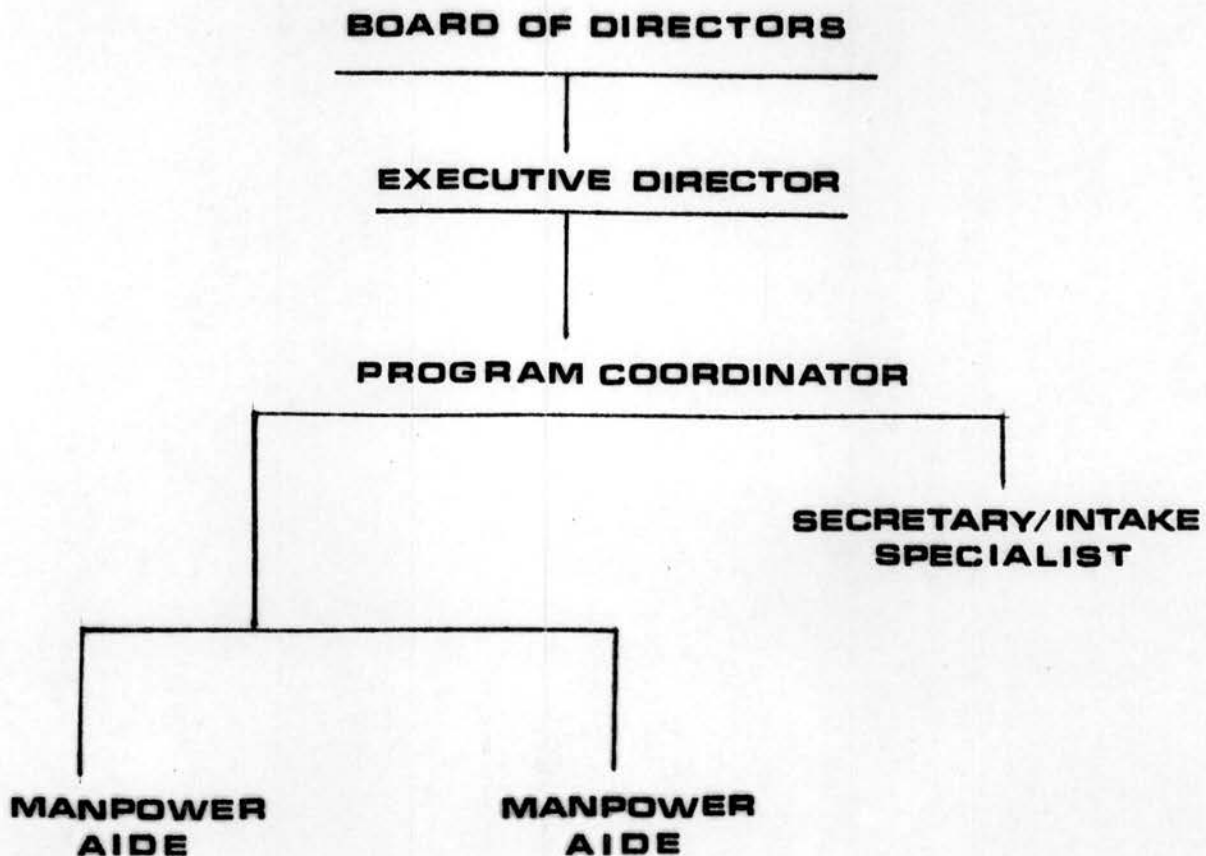
with the notation that MMC will be/is/has moved into the Metropolitan area to provide "Training Services to what formerly were our clients.

III. FUNCTION OF THE PROGRAM IN RELATION TO THE ENTIRE AGENCY:

The function of Title III is to serve as a magnet which draws clients into the agency. There is a referral of clients among the various MIA programs as appropriate. For example, a farm-worker may be chemical dependent and referred to CASA for counseling. Title III has in the past served as a source of information about the Spanish speaking which the Administration could use to plan new programs. And set goals.

IV. PROCESS USED TO ACCOMPLISH THE PROGRAM GOALS/AGENCY GOALS:

A. Organization Chart (Authorities and Responsibilities).



V. PRESENTATION OF AGENCY PROGRAMS:

- A. D.O.L.
- B. C.A.S.A.
- C. TREE CONTROL
- D. W.E.P.

ACTIVITIES RESPONSIBILITIES

[illegible]

JANUARY

FEBRUARY

MARCH

WEEK NUMBER

1

2

3

4

1

2

3

4

1

2

3

4

Statistics:

Task # 1 ----- Δ

2 ----- Δ

3 ----- Δ

Emergency Housing: W. Congress

Task # 1 ----- Δ ----- Δ

2 ----- Δ ----- Δ

3 ----- Δ ----- Δ

4 ----- Δ ----- Δ

Project: NIMH -

Task # 1 ----- Δ

2 ----- Δ

3 ----- Δ

4 ----- Δ

5 ----- Δ

6 ----- Δ

Metropolitan Migrant Housing:

Task # 1 ----- Δ ----- Δ ----- Δ

2 ----- Δ ----- Δ ----- Δ

Chemical Dependency Contract

Task # 1 ----- Δ

2 ----- Δ

3 ----- Δ

4 ----- Δ

CETA:

Task # 1 ----- Δ

2 ----- Δ

3 ----- Δ

Project: Statistics

- Task 1: Obtain statistical data from Pamela Alexander for year end report. Clients and current status w/o terminations. (1/9/78)
- Task 2: Work with Pamela to compile final year end report to Minnesota Migrant Council, write a summary sheet and cover letter. (1/10/78)
- Task 3: Supervise the typing of the report and submission of report to Minnesota Migrant Council (MMC).
(1/10/78)

West Congress Emergency Housing:

- Task 1:** Develop a housing packet for the WSCO meeting January 4th.
- Task 2:** Fill out the financial report form for CD Year IV to be submitted by January 10th.
- Task 3:** Attend the St. Paul Council meeting where the house purchase will be discussed.



(Upon Acceptance)

- Task 4:** Work with Betty Jean to meet the financial responsibilities of the project (by Jan. 11th).

National Institute of Mental Health: Intensive Resettlement Research Project

1. St. Paul Foundation - Proposal
(Assumes Funding)

- Task 1: Fly to Edinburg Texas to discuss proposed project with Luis Ramirez and discuss the specific responsibilities of each of the three involved agencies and assign responsibilities for the program including strategies to secure funding.
- Task 2: Set a series of meetings with Marilyn McClure, Roberto Avina and Mary Lynch (UofM) to develop the objectives and programmatic format for the Minnesota component.
- Task 3: Meet with Luiz Ramirez, his project coordinator, Manuel Miranda, Roberto Avina, Marilyn McClure and Mary Lynch to discuss the project as an entity, continue to develop and modify strategies, coordinate component responsibilities etc.
- Task 4: Work with Marilyn McClure and Mary Lynch, to write the rough draft of the proposal.
- Task 5: Meet with Luis Ramirez, his program coordinator, Marilyn McClure, Roberto Avina and Manuel Miranda to review and criticize the rough draft, make appropriate modifications-additions, deletions etc. and conduct a theoreticall test of the effectiveness of the program.
- Task 6: Work with Marilyn McClure and Mary Lynch to write/type and submit the final draft.

Metropolitan Migrant Housing:

Task 1: Receive the information regarding housing information i.e. qualification of Bailey Nursery personnel.

Task 2: Meet with John Apitz (State Director of Farmers Home Administration) to discuss the qualifications of our clients to be served under the Farmers Home Administration Farm Labor Housing Loans and Grants Sections 514 - 516.

Purpose: to develop a program for building houses/apartments for Baileys personnel who live on the West Side.

Task 3: Write a letter to Moses Loza summarizing the events to date and ask for support from the National office.

Chemical Dependency Contract:

- Task 1:** Meet with Ramsey County Mental Health Department for new C.D. contract.
- Task 2:** Meet with Roberto Avina, Rudy Nunez, and Betty Jean Johnson to develop the 1978-79 C.D. program
- Task 3:** Meet with Roberto Avina, Marilyn McClure and B.J. Johnson to discuss the program.
- Task 4:** Write and have typed the final contract by September 27.

Minneapolis CETA Contract (Unemployment Program)

Task 1: Meet with David Benson of the Minneapolis CETA office and Roberto Avina to develop the contract.

Task 2: Meet with Roberto Avina and develop the employment requirements for the CETA contract.

Task 3: Develop the specifics of the program in Minneapolis. ----

TASKS TO BE PREFORMED

DOL RESEARCH GRANT January 1978 - July, 1978

The grant contract was implemented in late October, since then Manuel Miranda (Principle Investigator) has left Minnesota. This should not pose a problem however, in that Joan Sutherland and Bart Martinez have already completed the ground work for the project, that being the development of a questionnaire that will be used during interviews. To date the project has been operating successfully under the improvised time line set for them, however, if it becomes necessary to request additional time on the project will be submitted in letter form. If no time extension is required the project can be expected to be completed by July 17, 1978.

OUT-PATIENT TREATMENT January 15, 1978 -

To date the RFP for the Out-Patient Family Oriented Treatment Program has not been released. Indications are that it will be out by the end of the month. The proposal itself has been completed, but a considerable amount of work remains to be done on the completion of the DPW 43 requirements. Once this has been completed Marilyn McClure will attempt to carry through the area board for approval. A problem with this process is that the next board meeting will be held January 27, 1978 if we do not submit the proposal by then it will not be reviewed until February 27th. The process of going through the area board is time consuming and may prove hazardous in our case, because the entire process may take up to 3 months time.

If an agreement can be reached, however, we maybe able to submit the proposal to DPW at the same time the proposal is submitted to area board for approval. One other alternative is to submit the proposal directly to Ramsey County for consideration of funding.

YOUTH CORPS PROJECT February, 1977 -

To date the RFP has not been released to the bidders this should allow us about one month to negotiate a project with one of four major bidders. A decision as to the nature of a specific program remains to be made. The necessary contacts with the four major bidders have been made and meetings with them are being scheduled. A report of the meetings will be written and submitted for consideration and planning
DATE: January 17, 1978

MINNEAPOLIS CETA January 21, 1978 -

To date the project has been approved by Minneapolis, and contracts are being signed for approval. Referrals for staff positions will begin immediately after completion of contract negotiations.

Subject: Activities for the P.D. for the months Jan. - March

Prioritized Activities

Administration: Gene

Primary Person

	1) Newsletter	-	Ricardo
	2) General Fund	-	
	3) NIMH	-	Gene
	4) Publicity	-	Ricardo
	5) Statistics	-	Mila 3/4 time plus Part time assist Gene

an anomaly	6) Research Grant	-	Ricardo
	7) Out patient	-	Ricardo
	8) St. Paul U. Way	-	
	9) Mpls. U. Way	-	
	10) MDH \$ 10,000.00	-	Gene
	11) Bethel College Site	-	Gene
	12) Housing	-	Gene
	13) Mpls. CETA	-	Gene
	14) Jobs for Language differences	-	
	15) Health Proposal HEW	-	
	16) Training	-	Ricardo

Resolved: New staff personnel is needed to perform these following tasks.

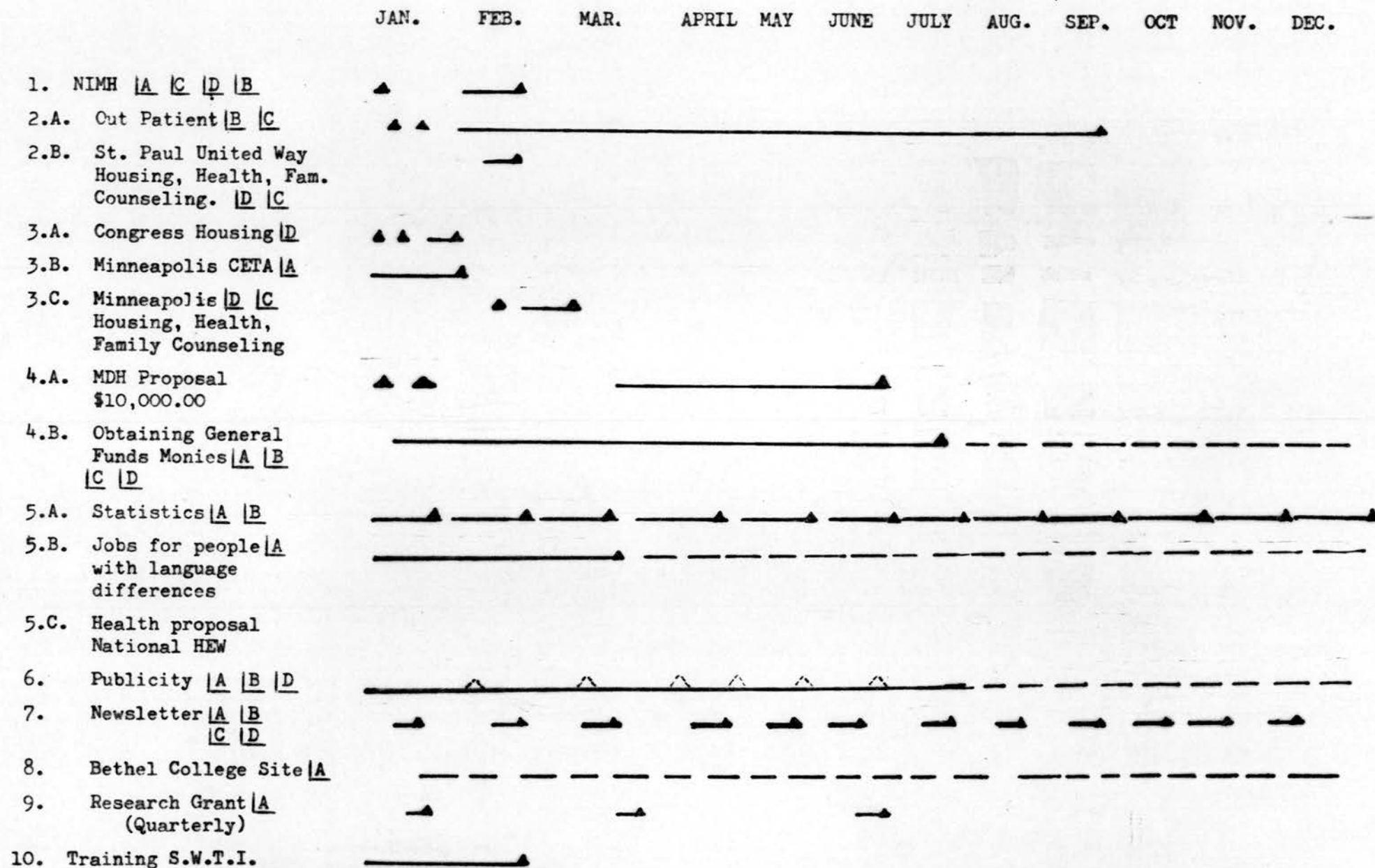
Current Involvement:

- A) General Fund
- B) Newsletter
- C) Publicity
- D) St. Paul U. Way
- E) Mpls. U. Way
- F) Mpls. Ceta
- G) Bethel College Site
- H) Jobs for language Differences
- I) Health proposal HEW
- J) Housing.

Because of the lack of staff we recommend that no new projects be added.

A = MAIN
B = CHEMICAL DEPENDENCY
C = FAMILY ORIENTATION/COUNSELING
D = HOUSING

ACTIVITIES PRIORITIES



EVENT ▲ ACTIVITY — POSSIBLE PARTICIPATED ACTIVITY — — — —
UNANTICIPATED

(cont.)

SELECTION

1. Select Activities:

Criteria:

1. Prioritized Needs (Objectives of the Agency).
2. Service Delivery (How and why we can or would want to provide these services).
3. Current Activities and future efforts (constraints).

PROCESS IMPLEMENTATION1. Develop a time line based upon selected activities
(Assumes a plan of action).

i.e. (See Attached Copies)

1. Gene's Activity Report/Plan.
2. Ricardo's Activity Report/Plan.
3. Agency/Planning Department Plan.
4. Planning Department Report.

PROCESS OF SELECTION FOR FUNDING EFFORTS
TO OBTAIN/MAINTAIN AGENCY PROGRAMS

SERVICE PRIORITIZATION PROCESS:

1. List and consider all of the services that M.I.A. now offers.
2. Evaluate the list.
3. Consider the clients we have served.
 What needs do they have.
 Are we serving them.
 If not, could we serve them, i.e., is it a reasonable expectation given our capabilities and resources.
4. List the services we could offer based upon the above considerations.
5. Prioritize the possibilities (both the old services and the potential new services - for reference purposes only to serve as guidance as to how to spend our current resources).
6. Prioritize all of the potential services according to client needs. (Goals and objectives of the agency.)
 i.e.
 A. Manpower
 B. Chemical Dependency
 C. Family Counseling
 Family Orientation
 D. Housing.
7. Consider areas of possible expansion of agency services based upon the possible needs of a population of people we have not served. (Optional)
 What needs do they have.
 Could we serve them, i.e. is it a reasonable expectation given our capabilities and resources.

ACTIVITY EVALUATION

1. Develop a list of activities designed to either obtain or maintain agency funding for current or new programs.
2. Prioritize the list of activities based upon how many of the service priorities a particular activity affects.
 i.e.
 1. NIMH - A C D B
 2. (See Attached)
3. Discuss the prioritized activities in terms of the time required, staff capabilities, resources, required space, supplies, money, etc.
 (See Attached, page 3).