



Emily Anne Staples Tuttle papers.

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# PROPOSAL TO REDESIGN HUMAN SERVICES

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The commission would include representation from all state departments which have an impact on the self sufficiency of individuals and families.

*The commission might consider:*

- Involving statewide communities by holding hearings throughout Minnesota
- Creative use of funding sources including federal funding
- Centralization or decentralization, merging of state departments
- Revenue enhancement initiatives
- Consistency in applying policy across departments
- Use of block grants to minimize regulations yet hold counties accountable
- Evaluating and clarifying the state supervised/county administered human services system

*The commission might be made up of about 15 members all appointed by the governor in consultation with legislative leaders:*

- Five to six state department commissioners and local human service directors
- Eight to nine knowledgeable citizens
- One chair

Governor Ventura would instruct the commission to work toward the creation of legislation that he could support to bring about wide scale change in the delivery of human services in Minnesota. The commission should also submit a list of improvements that could be undertaken which would not need legislative approval.

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Citizen satisfaction work group  
Need specific program content



July 15, 1999

Commissioner Michael O'Keefe  
Department of Human Services  
444 Lafayette Road  
St. Paul, MN 55155-3815

Dear Commissioner O'Keefe,

Since our last meeting with the group of former county commissioners regarding service change recommendations, we as a group were able to meet again to draft a proposal. Enclosed is a copy of that proposal.

The group hopes to present it to <sup>you and</sup> Governor ~~Jesse~~ Ventura in the near future. Emily Anne Staples Tuttle will be contacting you before then to discuss the proposal in greater detail.

Thank you for your time and input. We look forward to your continued support of our efforts and are eager to move forward with this mission.

attachment

July 15, 1999

Mr. Tom Kingston  
Wilder Foundation  
919 LaFond Avenue  
St. Paul, MN 55104

Dear Mr. Kingston, *Tom*

This is a follow up letter to the earlier meeting you helped coordinate regarding an approach in recommending service changes within the Department of Human Services.

Enclosed is a copy of the proposal that came as a result of that meeting. Any further input will be greatly appreciated. The entire group is sincerely grateful for both your time and commitment to this endeavor.

Emily Anne Staples Tuttle will be contacting you to discuss this proposal further and a possible role for the Wilder Foundation.

atttachment

## APRIL 14TH HUMAN SERVICES MEETING ATTENDEES

Ahrens, Diane	former Ramsey Cnty Comm.
Borich, Brian	St. Louis Cnty, Social Services
Brustuen, Jerry	Renville County, Human Services
Dengler, Claudia	Wilder Fndtn, VP Child. Eldrly, Family
Fashingbauer, Thomas	Director of Human Serv., Ramsey
Hunt, Ruby	former Ramsey Cnty Comm.
Huskins, Deborah	Asst Comm., Dept of Human Serv.
Kingston, Tom	Wilder Foundation
<del>Krueger, Marilyn</del>	Retired, St. Louis Cnty
Kunerth, Vicki	Dpt of Human Services, MN
Martin, Monty	Dir. Of Incom Mntn, Ramsey Cnty
O'Keefe, Michael	Director Human Serv., State of MN
Page, Mary	former Renville Cnty Comm.
Reeder, Maureen	former Public Affairs Hennepin Cnty
Sanders, David	Children & Family Serv., Henn Cnty
Sellen, John	Henn. County
Tuttle, Emily Anne	Retired, Hennepin County Comm.
Vork, Marina	Retired, Chsago Cnty Human Serv

18 attendees

*Marcie*  
*567-829-5636*

Tom - EDS - counties had access and voice thru regional reps.  
comprehensive plan of communications - more flexible funding -  
money following need. LCTS (local collaborative time services).  
Welfare to work - goes to J+T.

David - outcomes should be congruent. State puts in lowest no of state \$  
out of home placement

John - job - person dependent - Partnership? access to revenue sources  
that reflect state of the economy. - Medicaid - State or county  
Pay federal share? leadership role - Computer technology.

Monty - Medical - Have DHS workers go into field - Child care in  
have co. at table.  
CFL - rest of pkg in DHS

Diane - Funding & revenue sources

Marcia - what works in metro may not work in non-metro - Support  
family foundation with tobacco money. one stop shop for services  
(Mae) funded resources - Rush City - work w/ U to evaluate - share  
training for directors & supervisors.  
Mary P. Incentives to counties to document positive outcomes Counties  
& non profits.

Darcy -

Maureen - remember clients

Deb - accountability stressed

Tom - effectiveness & efficiency need to be stressed  
vulnerability needs to be recognized

Brian - Child protection

Claudia - Point of view - not equal distribution of lack of resources  
school success - maximize potential - support family functioning  
community support for elderly. Women's issues.

### **Initiative to Redesign Human Services**

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NATIONAL  
MULTIPLE SCLEROSIS  
SOCIETY

Minnesota Chapter

200 12th Avenue South  
Minneapolis, MN 55415-1255

Tel (612) 335-7900

1-800-582-5296

Fax (612) 335-7997

www.mnms.org

## FAX COVER SHEET

DATE <u>6-1-99</u>	# OF PAGES (INCLUDING COVER SHEET) _____
TO <u>Emily Ann Juttie</u>	FROM <u>Maureen Reeder</u>
FAX # _____	PHONE # _____
<u>612 <del>335</del> - 473-9120</u>	FAX # _____ PHONE # _____

### MESSAGE

Please see the attached. I would very much  
appreciate your review and comments.  
Thank you, Emily!

### THE LATEST FAX ABOUT MS

- Multiple sclerosis is a chronic disease of the central nervous system. The progress, severity and specific symptoms of the disease cannot be predicted. There is no known cure for MS.
- The onset of symptoms typically occurs between the ages of 20-40, and is twice as common in women than in men.
- The Minnesota Chapter provides over 50 programs to more than 5,500 people that have been diagnosed with MS and are registered with the MS Society. These programs include advocacy, education, research, equipment assistance, support and therapeutic recreation.

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John Brandl -

Human Services Policy at HHH

Tom Kingston - Claudia Ingber  
slapping? who to meeting?

Dean Barkley - w/ Marie - scope out  
No overall policy - Cross agency -

Tim Perry

Steve Boserker

Mike - not a leader?

Administration - <sup>\*</sup>David Fisher -  
Technology.

**Page Two**

- A. Government role – state vs. county.
- B. Delivery systems – customer friendly.
- C. Financing.
- D. Overlap with other state/county agencies.
- 4. Develop goals by area/issue.
- 5. Determine process to have public airing of draft. Comment process.
- 6. Keep necessary people informed.

**Stage 3**

- 1. Decide what changes can be accomplished.
  - A. Voluntarily.
  - B. Need federal waivers.
  - C. Need cooperation of other state/county agencies.
  - D. Need legislative action.

**NOTE:** This stage is sketchy because a lot will depend on other stages. I also jumped ahead to assume the County Director's role in rural county. Actions I'd take would include:

- 1. Informing Board early and have them buy into local leadership role.
- 2. For county of 35,000, I'd look at three meetings with targeted invitations. All meetings would be open to the public.
- 3. Recruit support from local papers for publicity.
- 4. Three meetings would target:
  - A. Elected Officials – County, city, school district, township and advisory groups.
  - B. Current clients (especially MFIP) and providers of services.
  - C. Social service clients and providers of services.
- 5. Generate invitations from CSSA computer lists, state MAXIS computer, etc.

I know it's detailed, but I hope it's an addition to some of the other "big picture" ideas.

**Marina Vork**  
Route 2, Box 279  
Hinckley, MN 55037  
Phone: 320/384-6005

**Minnesota Department of Human Services**

May 3, 1999

Gerald Brustuen, Director  
Renville County Human Services  
301 South Seventh Street  
Olivia, MN 56277-1301

Dear Gerald:

I hope that you will find the enclosed "Community Planning Tool Kit" you requested helpful. It was prepared by Monica Herrera, Children's Initiative Community Outreach Coordinator. Monica, who has since left the Children's Initiative and the Department, had extensive experience in the area of community planning and community organization. I have looked at several of the websites found on the last two pages and found them to be especially informative.

Again, we hope this information is of value to you and your staff.

Sincerely,

Michael C. Linder  
Policy and Outcomes Management Unit  
Community Services Division



**Prepared by:  
Monica Herrera  
Community Outreach Coordinator**

## **COMMUNITY PLANNING TOOL KIT**

Engaging communities in any government planning activity can be both an invigorating and challenging process. While it is always rewarding to hear from constituents about what is going well, it is trying (and occurs with greater frequency) to hear about what should be done better, more often, and with less taxpayer money.

With that said, why should we spend time, money, and effort in engaging communities in the Biennial Community Social Services Plan? By involving people in the planning process, we have more informed, better educated communities that are better able to meet their own individual, family, and community needs.

History supports this belief. The Preamble to the Constitution spells out the principles and values of collective action, "We the people..." in order to "form a more perfect union" ... "establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity." From there, our government planned and established policies and procedures that allowed this kind of collective action to take place. More recently communities have evolved into developing "social contracts" to articulate how to work together and uphold the values set forth in the Constitution and build upon their community's values, priorities, and strengths.

So knowing there is a rich history in community participation in government planning efforts, how can we engage community members in our planning efforts? That depends on what values our communities set forth in their planning efforts, the information we need community members to provide to us, and the limitations or constraints we have in available resources.

### **When planning:**

- Design the planning process, values to be used, and resources to be allocated.
- Approve the plan, values, and resources.
- Conduct the planning process, uphold the values, and monitor resources.
- Finalize the plan and gain approval from necessary individuals.
- Monitor the plan's activities.
- Evaluate the effectiveness of the plan upon completion.

We must communicate and uphold the values of the planning process at every step. For example, if one of the values is diversity of thought and opinion, every activity must allow for diversity. However, upholding the value in one of the steps does not mean it is upheld in the entire plan.

Here are some suggestion for managing the communication issues.

To advertise/recruit participation:

Distribute a postcard with a government mailing that is widely distributed to citizens. For example, consider using tax notifications, utility bills, community education flyers, parks and recreation brochures. Offer the opportunity to participate in different steps of the community planning process.

For ongoing updates:

Establish communication channels early. For example, designate a phone line to provide updates on meeting dates and times, a web page that lists what has been done and what is coming up, an e-mail address for questions and answers, a monthly update published in the local newspapers.

To keep participants actively engaged in the process:

Keep people who have participated in a part of the process engaged through regular mailings and newsletter updates. This would also facilitate recruiting for other aspects of the planning process.

To celebrate successes/completion:

Hold a community event that recognizes individuals and organizations that participated in the planning process and acknowledges that it was a community-wide effort.

Consider asking local business sponsors to contribute food, gifts, or money for the event.

Attached is a list of additional resources available through the Internet.

## COMMUNITY OUTREACH AND CAPACITY BUILDING

### LOCAL

#### **Amherst H. Wilder Foundation**

**(651) 642-4000**<http://www.wilder.org/>

Through two of its divisions, Wilder Research Center and Publications provides a variety of research and written materials on community capacity building.

#### **Center for Urban and Regional Affairs**

**(651) 625-1551**<http://www.umn.edu/cura/>

CURA connects the University of Minnesota faculty and students with organizations and public institutions working on significant community issues in Minnesota. It does this by helping faculty and students produce more relevant research on critical issues; students strengthen their education through practical experience; and government agencies and community organizations get the assistance they request. In addition, it has a list of publications on all the projects it has conducted over the years.

### NATIONAL

#### **Asset-Based Community Development Institute**

**(847) 491-8711**<http://www.nwu.edu/IPR/abcd.html>

Established in 1995 by the Community Development Program at Northwestern's Institute for Policy Research, its purpose is to proliferate the findings of John Kretzmann and John McKnight's two decades of research on capacity-building community development. A major focus of the Institute is on producing resources and tools for community builders involved in the process of capacity-based initiatives, helping them identify, nurture, and mobilize neighborhood assets. There is a basic manual offered as well as video training programs and workbooks.

#### **Center for Effective Collaboration and Practice**

<http://www.naspweb.org/centers/SafeSchools/EarlySigns.htm>

The center is dedicated to a policy of collaboration at the Federal, State, and local levels that contributes to and facilitates the production, exchange, and use of knowledge about effective practices.

#### **Civic Practices Network**

<http://www.cpn.org>**(617) 736-4890**

The network provides resources and technical assistance to groups interested in conducting public problem-solving in communities.

#### **COM-ORG**

<http://usc.rdp.utoledo.edu/comm-org>

Maintained by the University of Toledo, this organization provides information both to scholars and organizers to learn, teach, and organize communities.

**Community Tool Box****<http://129.237.244.1701>**

Promoting community health and development by connecting people, ideas, and resources, this web site lists various tools and case studies on different community projects.

**Community Works Toolbox****<http://www.edinet.com/Toolbox>**

Published by "The Benton Foundation," this provides resources and links to organizations involved in community-based initiatives.

**National Civic League****(303) 571-4343****<http://www.ncl.org>**

This provides technical assistance, training, research, and publications on creating "communities that work for everyone." The Alliance for National Renewal and Health Communities Initiative are two of its programs.

**National Community Building Network****(510) 893-2404****<http://www.ncbn.org>**

An alliance of urban initiatives it works to reduce poverty and create social and economic opportunities through comprehensive community building strategies. It also provides resources and policy updates.

**National League of Cities-Children and Families in****(202) 626-3030****Cities Program****<http://www.nlu.org>**

This program mobilizes local officials and community leaders to improve conditions for children and families. It provides research, training, publications, workshops, policy analysis and the development and implementation of community-based action plans.

**National Network for Collaboration****<http://crs.uvm.edu/nncol>**

This uses the knowledge and expertise of specialist from the network to provide a guide to begin, strengthen, and sustain the collaboration journey toward positive change. It also provides tools and publications on addressing community capacity, community-based collaboration, building coalitions, and implementing change decisions.

**Pratt Institute Center for Community and Environmental****(718) 636-3486****Development (PICCED)****<http://www.picced.org>**

The institute supports the efforts of low and moderate-income communities to combat poverty through sustainable development. PICCED seeks to equip these communities with the tools they need to plan and implement comprehensive community development strategies. It provides an array of education, training, and technical assistance services. Its programs emphasize coalition building and empowerment of residents through ownership of the community development process - from planning and decision-making to eventual management of completed projects. Through public policy analysis and advocacy PICCED brings its practical experience to bear on city-wide, state, national, and international community development issues.



ACTIVITY	STRATEGIES
Plan the plan process.	Use current existing citizen advisory communities and involve them in designing the planning process and setting the values. In addition, use them to offer suggestions about key stakeholders who should be contacted from their respective areas of interest.
Approve the plan, values, and resources.	
Conduct the planning process, uphold the values, and monitor resources.	<p>For brainstorming/generating issues/identifying community strengths:</p> <ul style="list-style-type: none"> <li>• Invite citizens to a one night brainstorming session where they will work in small groups and respond to a number of key questions that the plan must address.</li> <li>• Invite citizens to participate in a focus group to respond to key questions. The focus groups can be advertised throughout the community and individuals can choose which one to attend (again this would be a one-time meeting).</li> </ul> <p>Key to these strategies is to make them fun and interesting! Remember that while people hate going to meetings, they love attending parties.</p> <p>For prioritizing/consensus building:</p> <ul style="list-style-type: none"> <li>• Distribute a survey of choices and have individuals indicate which they prefer. Distributing a survey (or offering people the opportunity to request a survey) can be done through tax notification notices, utility bill mailings, community newspapers, libraries, business or retail stores. Responses can be received through e-mail, phone, or regular mail</li> </ul>



ACTIVITY	STRATEGIES
	<p>For final review/editing:</p> <ul style="list-style-type: none"><li>• Throughout the brainstorming and prioritizing process, ask for volunteers who would be interested in reading a final draft of the plan and making editing suggestions. An effective way to guide these suggestions is to ask that the final document fit with the values, that no conflicts exist between the strategies or action steps, and that all gaps or unclear areas are resolved.</li></ul>
Finalize plan and gain approval from necessary individuals.	
Monitor plan's activities.	On a yearly basis, compile and publish a community highlights report that identifies the successes of the plan and the community members and/or organizations that have been influenced by the activities.

Subj: **Monday 9:30 Barkley**

Date: 5/20/99 4:12:16 AM Central Daylight Time

From: mmclaugh@means.net (Marcie McLaughlin)

To: BARBARA.DROHER@co.hennepin.mn.us, eatuttle@aol.com (Emily Anne Tuttle)

Greetings ladies -

Here are some notes from the MPLS Club 5/18 that I promised as well as the proposal Maureen put together based on

Barkley Meeting Monday,  
May 24 9:30 a.m. at MN Planning  
Centennial Building -

I will meet you there about 10-15 minutes prior to our appointment.

We do such nice work!! Marcie

Cross agencies/programs and policies

Goal:

Self-sufficiency

Thinking though the process and bring a plan to the appropriate carrier -

DNH/ St Thomas Health/Humphry Center/Wilder/others

Who else is included?

With Barkley -

Assistance in framing this larger and inclusive issue of self-sufficiency

Short term - a proposal for this coming legislative session

Long term - fundamental government reform in the next four years

We want to assist with the process -

Barbara - urban county client perspective

Marcie - rural citizen perspective

EmilyAnne - policy perspective

MN Planning presents data in a broader view -

Mn Planning has several documents, as well as other sources, Aging 2030,

Citizen's League - disabled elderly - that would reinforce process and product

Unlike other department studies - 2030 Aging/DHS

Broader self-sufficient - the many faces

Helper: Bay Area Human Services Consortium

St. Thomas/Health Public Policy Forum - Durenberger

Sandra Smalley - Sacramento Co. Commissioner and state Human Service  
Director.

What the Tuttle Group can bring to the state discussion

q Welfare experience at the county, state, and federal level

q Lessons learned in other areas - how agencies have aligned

q While welfare reform is implemented, the Tuttle Group can be of  
assistance by providing citizen, client and county perspectives

q Can be a sounding board

q Give access to folks outside the system

q Bring resources and skills, convening, outreach

q Legitimize the process in certain populations

q Assistance in "noodling"

## Governor Ventura's Initiative to Redesign Human Services

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Check out our webside for Rural Summit information -

[www.stcloud.msus.edu/~mnrp/](http://www.stcloud.msus.edu/~mnrp/)

MARK YOUR CALENDARS FOR THE 2ND ANNUAL RURAL SUMMIT - AUGUST 11 & 12 - DULUTH

Marcie McLaughlin, Executive Director

Minnesota Rural Partners

P. O. Box 59

Morton, Minnesota 56270-0059

Phone: 320-255-3834

FAX: 507-697-6421

Morton office: 507-697-6990

Cell phone: 1-800-620-5172

[mmclaugh@means.net](mailto:mmclaugh@means.net)

Subj: **monday**  
Date: 5/19/99 2:32:33 PM Central Daylight Time  
From: Barbara.Droher@co.hennepin.mn.us  
To: eatuttle@aol.com

I am ok with the time change but need to leave st paul by 10:30am to attend a budget meeting. Does that work for Marcie? When is she back from St Louis?

----- Headers -----  
Return-Path: <Barbara.Droher@co.hennepin.mn.us>  
Received: from rly-zc01.mx.aol.com (rly-zc01.mail.aol.com [172.31.33.1]) by air-zc03.mail.aol.com (v59.4) with SMTP; Wed, 19 May 1999 15:32:33 -0400  
Received: from [204.73.55.10] (gatekeeper.co.hennepin.mn.us [204.73.55.10])  
by rly-zc01.mx.aol.com (8.8.8/8.8.5/AOL-4.0.0)  
with SMTP id PAA20229 for <eatuttle@aol.com>;  
Wed, 19 May 1999 15:32:24 -0400 (EDT)  
From: Barbara.Droher@co.hennepin.mn.us  
Received: from aa1mta.co.hennepin.mn.us by [204.73.55.10]  
via smtpd (for rly-zc01.mx.aol.com [198.81.16.65]) with SMTP; 19 May 1999 19:30:46 UT  
Received: by aa1mta.co.hennepin.mn.us (Lotus SMTP MTA v4.6.3 (733.2 10-16-1998)) id 86256776.006B1913 ; Wed, 19 May 1999 14:29:47 -0500  
X-Lotus-FromDomain: HENNEPIN  
To: eatuttle@aol.com  
Message-ID: <86256776.006B18FA.00@aa1mta.co.hennepin.mn.us>  
Date: Wed, 19 May 1999 14:28:52 -0500  
Subject: monday  
Mime-Version: 1.0  
Content-type: text/plain; charset=us-ascii  
Content-Disposition: inline

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**EMILY ANN TUTTLE: FAX #612-473-9120**

Thank you for the invitation to the interesting discussion on the possibility of change. I'm glad it didn't get bogged down in changing or "fixing" the current system.

I have two thoughts that may or may not relate to change procedures. The first is that WCCO had some community forums during the past few years. They could be contacted to find out what their process was: Was it successful and is it a possible plan that could be adapted? Second, McKnight is doing a lot with visioning. Is there expertise there that could be tapped?

In thinking about a process, I tend to get detail-oriented. I would break the process down into three stages:

1. Information gathering/Input.
2. Reorganization/Design.
3. Action/Implementation.

#### **Stage 1**

1. Develop vision for change.
2. Develop objectives for planning group.
3. Finalize the planning group.
  - A. Consider -
    - AMC
    - MACSSA
    - MSSA
    - Client Rights groups
    - Private Agency/Assoc.
    - Business
    - Legislative Human Services Committees
    - Etc.
  - B. Determine if groups need to be actively involved or only kept informed.
4. Seek fiscal support from foundations/businesses.
5. Decide if assistance is needed for collecting data – define what data needs to be collected.
6. Consider using local meetings, allowing counties to determine number, location, etc.
7. Recruit and train group leaders/recorders.
8. Develop statewide publicity/advertising (WCCO?).

#### **Stage 2**

1. Review the vision for change.
2. Determine who needs to be involved/informed at this stage.
3. Determine areas/issues emerging from data, i.e.

((DATE))

Commissioner Michael O'Keefe  
Department of Human Services  
444 Lafayette Road  
St. Paul, MN 55155-3815

Dear Commissioner O'Keefe:

Thank you for recently meeting us and others concerned about how Human Services are provided in Minnesota. Your willingness to listen and attention to our issues is noteworthy.

During our meeting you indicated that leadership for large-scale change would better come from outside your state agency. With that in mind, our group of former county commissioners has met to determine how to best proceed.

Emily Anne Staples Tuttle will be communicating with you soon regarding best next steps. We remain ready to provide the leadership needed to tackle the difficult question of restructuring state government in order to ensure self sufficiency for more Minnesota families and individuals.

Thank you again for the time you have given our concerns. We celebrate how open you are to hearing issues of concern regarding the delivery of Human Services and we pledge to work with you to find solutions.

Sincerely,

Diane Ahrens,  
Former Ramsey County Commissioner

Ruby Hunt  
Former Ramsey County Commissioner

Marilyn Krueger  
Former St. Louis County Commissioner



Marcie McLaughlin  
Former Renville County Commissioner

Mary Page  
Former Renville County Commissioner

Emily Anne Staples Tuttle  
Former Hennepin County Commissioner

Barbara Droher  
Director, Adult Services, Hennepin County

Maureen Reeder  
Former Public Affairs Director, Hennepin County

**EMILY ANN TUTTLE: FAX #612-473-9120**

Thank you for the invitation to the interesting discussion on the possibility of change. I'm glad it didn't get bogged down in changing or "fixing" the current system.

I have two thoughts that may or may not relate to change procedures. The first is that WCCO had some community forums during the past few years. They could be contacted to find out what their process was: Was it successful and is it a possible plan that could be adapted? Second, McKnight is doing a lot with visioning. Is there expertise there that could be tapped?

In thinking about a process, I tend to get detail-oriented. I would break the process down into three stages:

1. Information gathering/Input.
2. Reorganization/Design.
3. Action/Implementation.

**Stage 1**

1. Develop vision for change.
2. Develop objectives for planning group.
3. Finalize the planning group.
  - A. Consider -
    - AMC
    - MACSSA
    - MSSA
    - Client Rights groups
    - Private Agency/Assoc.
    - Business
    - Legislative Human Services Committees
    - Etc.
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**Stage 2**

1. Review the vision for change.
2. Determine who needs to be involved/informed at this stage.
3. Determine areas/issues emerging from data, i.e.

Page Two

- A. Government role – state vs. county.
- B. Delivery systems – customer friendly.
- C. Financing.
- D. Overlap with other state/county agencies.
- 4. Develop goals by area/issue.
- 5. Determine process to have public airing of draft. Comment process.
- 6. Keep necessary people informed.

**Stage 3**

- 1. Decide what changes can be accomplished.
  - A. Voluntarily.
  - B. Need federal waivers.
  - C. Need cooperation of other state/county agencies.
  - D. Need legislative action.

NOTE: This stage is sketchy because a lot will depend on other stages.  
I also jumped ahead to assume the County Director's role in rural county. Actions I'd take would include:

- 1. Informing Board early and have them buy into local leadership role.
- 2. For county of 35,000, I'd look at three meetings with targeted invitations. All meetings would be open to the public.
- 3. Recruit support from local papers for publicity.
- 4. Three meetings would target:
  - A. Elected Officials – County, city, school district, township and advisory groups.
  - B. Current clients (especially MFIP) and providers of services.
  - C. Social service clients and providers of services.
- 5. Generate invitations from CSSA computer lists, state MAXIS computer, etc.

I know it's detailed, but I hope it's an addition to some of the other "big picture" ideas.

Marina Vork  
Route 2, Box 279  
Hinckley, MN 55037  
Phone: 320/384-6005

To:  
Emily Ann -

612-473-9120

3 pages

From:

Mary Page

Ph. - 320-523-2704

Fx - " - " - 5008

Faxing my remarks from last week's meeting. Haven't gotten through my notes yet but if I come up with themes - I'll either fax them later or bring them along tomorrow

April 14, 1999

Commissioner O'Keefe:

I present on behalf of three very interested Renville County residents. Marcie McLaughlin, former County Commissioner, now Executive Director of Minnesota Rural Partners is at a Blandin Foundation Meeting. Jerry Brustuen, Renville County Director of Human Services was unable to get long range planning for HIS department...by someone else...postponed. I am Mary Page, recently retired Renville County Commissioner.

Our experiences and stories are from a rural county of about 17,000 people, currently up to our ears in a new "farm crisis" which is forcing change. To set the stage, let me share tomorrow's agenda with you. (Hand out Wake Up Call). We are perceived as the most "volatile" county in the state with 15 mediations on farm foreclosures occurring right now, more than our neighbors and more than we've had total since the 80s. Some knowledgeable economists predict the financial problems for production agriculture may stretch out for as long as ten years. There are rumors of Posse Comitatus gathering interest, and possibly members. If true, we may well have rural violence on top of rural stress.

The three of us, looking for better news, are delighted to be included in this session. We firmly believe there is room for improvement in the delivery of human services in Minnesota. To that end, we have three points to make: Innovation, outcomes reinforced with incentives, and revised partnering. We also have three supporting handouts and three concluding suggestions. Yes, there will be a test!

**Point One: Innovation:** When I returned from the first meeting, I reported that Commissioner O'Keefe wanted "the philosophies and values necessary for reform." Jerry Brustuen says in his 25 years of human service service, he has never been asked for how he views people, his clients and workers, or for his management philosophy. He calls it a new paradigm and wonders: "Is Commissioner O'Keefe on to something?" He sees himself as driven by state statutes and mandates, DHS bulletins and mandates, Federal law and mandates. But what is relevant in his opinion, is his own attitude that he brings to the job. Jerry suggests that a survey of the 87 counties would provide workable answers to many of the questions under the second, third and fourth bullets on today's agenda.

**Point Two: Outcomes reinforced with incentives.** Every program needs clear, realistic, measurable, meaningful outcomes. Please do not expect 87 counties to develop their own outcome measures. (Example: Child Welfare indicators program) We do see this as joint effort however, with counties helping DHS understand how clear, realistic, measurable and meaningful the recommended outcomes are. We foresee a "universe of measures" which are salable to the legislature, county commissioners, advocacy groups etc. With a menu of outcome measures, many mandatory and a few optional, and probably with 50% to 75% related to the Governor's goal of self-sufficiency, counties would gather data and report. We encourage a system of incentives for the counties who can document positive behavior.

**Point Three: Revised Partnering:** We would like to see a move away from the current adversarial relationship toward a real partnership between DHS and Counties. This would require trust in the county's capacity and desire to do a good job. (County Based Purchasing story) The criteria for determining state or local administration should be which level of government can do the job most effectively.

Regarding the partnering between counties and private agencies or non-profits, existing collaborations need to be recognized and encouraged. Much that is good is already in place and there is not a need to reinvent. We have learned the new piece which is the integrating of our funds.

In any level of cooperative efforts, there is a need, however, to understand that without identical missions, there is never going to be 'one big happy family.' Schools are schools, Human Service agencies are Human Service agencies, Public Health Departments are Public Health Departments, corrections are corrections, etc. We can't change our spots but we can change our expectations. In the real world the natural, logical pull is for each organization to re-silo themselves. Speaking in rural terms, if we try to "put everyone in the same silo, all we will get is silage." Suffice it to say, silage stinks. Our vision is that we can do better by being supportive where we overlap, work together in that area and share a mission. We encourage an affirmation of the duties and responsibilities of each entity and then hold each of us accountable for what we do or do not do.

**Handouts:**

1. County size affects Administrative costs.
2. Out-of-Home Placement Costs are Increasing
3. Counties pay disproportionately.

**Suggestions:**

1. We acknowledge this is a rural look at some of the questions raised. We understand that financing must be looked at more broadly, but we ask that you keep in mind the pressure on property taxes in our area.
2. We recognize that we are really talking about a culture change in the whole human service system. It would be important to understand what a culture change means for those involved and what expectations are realistic.
3. We understand you, as Commissioner, are encouraged to be 'out and about.' We invite you to see Renville County in action. This is your official invitation to our Human Services Board meeting on Tuesday, May 18.

**THANK YOU FOR LISTENING.**



# PioneerPolitics

Public affairs at a glance

Public Interest Editor:  
Lynda McDonnell  
Phone: (651) 228-5463  
Fax: (651) 228-5500

## 'A Real Sea Change'

*That's what Human Services commissioner Michael O'Keefe calls the recent welfare overhaul, as he takes his agency into uncharted waters.*



Michael O'Keefe, head of the Minnesota Human Services Department, says his top goal is making the welfare overhauls program a

**H**uman Services Commissioner Michael O'Keefe came to state government from the nonprofit McKnight Foundation, where he was chief executive officer. That experience acquainted him with many of the challenges faced by the state agency: health care, welfare changes, and services for mental health, families and the elderly. At McKnight, he spearheaded funding for public-private partnerships that support welfare recipients' moves to work.

O'Keefe spoke to Capitol Bureau reporter Debra O'Connor last week about his priorities and the challenges facing the Human Services Department.

**Q: If legislators approve Gov. Jesse Ventura's proposal using part of the tobacco settlement to endow new foundations, one foundation will be set up by the Human Services Department. What is the foundation supposed to do?**

**A:** The Families Foundation represents the governor's sense that the tobacco money ought to be invested for the long haul. If you or I won the lottery, we would probably spend some of the money throwing a party for ourselves and our friends but most likely . . . we'd start to say, hey, how can we use this to meet some of our long-term needs?

**Q: How would the foundation work?**

**A:** Take \$600 million of this \$1.3 billion (from the tobacco settlement), create it as an endowment for a limited period of time . . . set up a mechanism that is private but also has some public accountability through membership on the board appointed by the governor and the Legislature, and let it make grants on a competitive basis to nonprofits that come up with creative ideas that forward the idea of self-sufficiency.

The Families Foundation is broader than what McKnight did with welfare reform. The Families Foundation is not focused just on welfare reform. It could support any other community-based efforts to help people maintain self-sufficiency or move into self-sufficiency.

**Q: What kinds of programs could get grants?**

**A:** One of the issues in welfare reform is transportation. A lot of low-income people live in the inner city, and a lot of the jobs are at the beltway edge. Working out (the) reverse commute, working out van pooling, helping set up child care centers at the employer's site (are) possibilities. In rural Minnesota loans for low-income families for the purchase of

cars, highly subsidized loans, is another possibility.

Particularly for welfare recipients who have been out of the work force for a long time, or were never in the work force, people on the firing line are learning that some individuals need more than just some job training and then (you can) pop them in a job. For six months to a year they need somebody available as a counselor to help them with the problems they are encountering, to teach them some skills in terms of how to deal with fellow workers, to come to work on time.

**Q: What's your top priority as commissioner?**

**A:** An overarching priority is to successfully implement welfare reform in this state. Welfare reform in this country is the biggest transformation of how we deal with low-income people in this society in 40 or 50 years, from a system that was focused on providing support and, in the minds of critics, also created dependency, to a system in which the underlying philosophy and goal is to move people into the work force. That's a real sea change in the nature of this program, in what the people who administer the program and who actually work with welfare recipients are expected to do.

**Q: Personally, do you think the welfare changes need to get recipients beyond just getting a job?**

**A:** It would be my goal to have a more expansive view. The rock-bottom, "move people as quickly as possible into a job, any job," is a good incentive to have but is in my mind a pretty short-sighted vision. The longer vision is to help people move into a lifetime of employment or even into a career.

**Q: What is the biggest challenge ahead for welfare changes?**

**A:** The federal welfare law has a waiver where we can make exceptions to the (rule of) "five years and you're

off welfare." No one knows if that is the right number or the wrong number in terms of the number of people we have who either because of multiple disabilities or multiple handicaps are not able to be moved into gainful employment. We also don't know how this whole system will work when we are in a very different economic environment than we are today.

**Q: Some welfare recipients have pushed to get more education, rather than go directly to work. Should that change be made?**

**A:** It's one of the agonizing policy decisions. That is an issue we have to look at. We do not feel at this time that we ought to change those requirements until we give the people a little bit more chance to work. Over the next year or so we've got to get a better feel for it. You don't want to expand educational opportunities so far that it becomes not a welfare program but an education program where people simply take education to stay on the program.

**Q: What other priorities do you see for the department?**

**A:** The children's initiative, the policy discussion on aging . . . some of the rural areas of the state are going to have heavy, heavy senior populations and relatively modest economies to deal with that.

We've been trying to find a way to structure programs so that we are regulating less and paying more attention to the outcomes of the programs and holding the deliverers of services, counties or private ventures, accountable for results.

Can we create systems that are truly genuinely accountable but that don't regulate the process by which you get there? That's the challenge in the delivery of social services in this country today.



April 5, 1999

To: Participants in a meeting to discuss **"How Human Services are Provided in Minnesota – Is There Room For Improvement?"**

From: A group of former County Commissioners who have been meeting to consider that question. The group includes: **Diane Ahrens**, Ramsey County; **Ruby Hunt**, Ramsey County; **Marilyn Krueger**, St. Louis County, **Marcie McLaughlin**, Renville County, **Mary Page**, Renville County, **Emily Anne Staples Tuttle**, Hennepin County. Other group members are **Maureen Reeder**, former public affairs director, Hennepin County and **Barbara Droher**, Director of Adult Services, Hennepin County

When: **Wednesday, April 14, 1999, 2:00 to 4:30 PM**

Where: **Wilder Foundation**, 919 LaFond Avenue, St. Paul, map on back

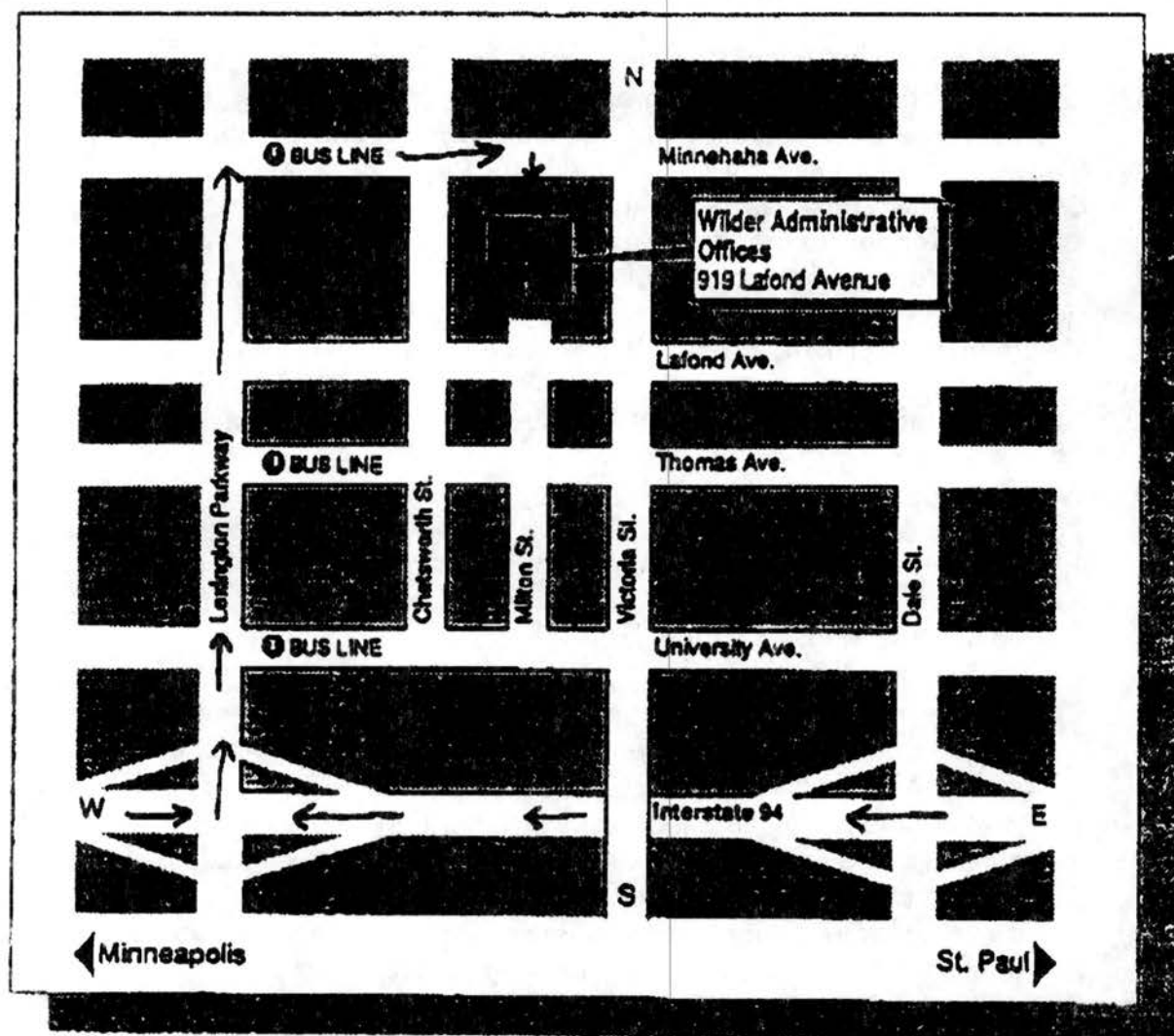
Why: When Michael O'Keefe was appointed by Governor Ventura as Commissioner of DHS the informal group named above hoped that he might be willing to consider some recommendations from those who had been in the field. He is willing to do this and possible areas of discussion include the following:

- How are human services financed? Are we accessing all revenue streams from the federal government: Is there too much emphasis on local property taxes?
- What are the roles of the federal government, the state, and the counties in providing human services? Which services should be provided by the state, which by the counties?
- Where are there opportunities for improving the relationship between the state and counties? What is working? What is not working? Are there culture problems within the units of government that present barriers to working well together? What are they and can they be improved?
- How can the Department of Human Services and counties work collaboratively in key areas of planning and operations? Can they work collaboratively in writing legislation, planning program changes, communicating changes?
- What is possible for a new DHS commissioner to undertake and reasonably accomplish?

How: Each attendee may speak for three to five minutes and then we will have general discussion and consider whether there should be follow up.

**Please confirm your participation with Emily Anne Tuttle:  
612 473 9120 or eatuttle@aol.com**

From Interstate 94, exit north on Lexington to Minnehaha Avenue. Turn right (east) on Minnehaha and go past Chatsworth Street (approximately 2 blocks). Turn right at the Wilder sign located across from the bright blue liquor store wall. At the top of the drive, at the yield sign, turn right and find parking. Go in the main door, which has the mailbox in front of it.



Amherst H.  
**Wilder Foundation**  
Since 1906

919 Lafond Avenue  
St. Paul, MN 55104  
(651) 642-4000

The Wilder Foundation's Administrative Offices are located at 919 Lafond Avenue in St. Paul's Midway Area. It is:

6 blocks north of University Avenue and  
3 blocks east of Lexington Parkway.

There is ample free parking available near  
the building.

**Agenda**  
**April 14, 1999**  
**Meeting at Wilder Foundation**  
**2 p.m.**

- |                       |                                                                                                                            |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------|
| 2:00 Tom Kingston:    | Introductions                                                                                                              |
| 2:15 Michael O'Keefe: | Welcome and outline goal of meeting                                                                                        |
| 2:30 Attendees:       | Each speaks for three to five minutes                                                                                      |
| 4:00 Kingston:        | Brief discussion on next steps:<br>possibly subgroups to address specific<br>areas for further study, other<br>directions? |
| 4:30 Adjournment      |                                                                                                                            |

*"County Size Affects Administrative Costs!"*

**COUNTY PER CAPITA EXPENDITURES (Human Services)  
Calendar Year 1997**

Population	# of Counties	County Admin. Costs Per Capita	Total Per Capita Expenditures
< 10,000	13	\$105	\$1,201
10,000 - 19,999	24	\$ 88	\$ 984
20,000 - 29,999	13	\$ 80	\$ 976
30,000 - 39,999	12	\$ 85	\$ 992
40,000 - 59,999	11	\$ 82	\$ 879
60,000>	11	\$104	\$ 999
1,075,907 (highest pop.)	Hennepin	\$152	\$1,307
4,331 (lowest pop.)	Traverse	\$133	\$1,496
17,521	Renville	\$ 96	\$1,048

- Taken from DHS "County per Capita Expenditures for Social Services, Support and Health Programs, Calendar Year 1997" - report (2/99).

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17,521	Renville	\$ 96	\$1,048

- Taken from DHS "County per Capita Expenditures for Social Services, Support and Health Programs, Calendar Year 1997" - report (2/99).

## *Out of Home Placement Costs Increasing!*

### RENVILLE COUNTY CHILDRENS SERVICES OUT-OF-HOME PLACEMENT COST COMPARISON REPORT

1994 - 1998

BRASS CODE	SERVICE	COST BY YEAR				
		1998	1997	1996	1995	1994
17	Child Shelter	\$ 58,321	\$ 24,525	\$ 1,019	\$ 134	\$ 172
181	Child Foster Care	168,249	163,231	114,995	72,175	95,629
183	Rule 8 Child Group Home	240,310	272,042	259,204	95,424	91,888
185	Correctional Facility	99,269	49,195	65,068	66,157	36,562
471	Rule 5 Child Shelter	15,752	N/A	N/A	N/A	N/A
483	Rule 5 Child Residential	268,874	258,825	268,828	220,776	149,251
	Total	\$ 850,775	\$ 767,818	\$ 709,114	\$ 454,666	\$ 373,502

NOTE: The numbers of placements is not on the rise. The kids being placed have higher needs requiring more restrictive, more costly placements.

*County's Pay Disproportionate!*

MN - OOHP's      \$200,000,000+

State pd.	7%
Feds. pd.	20%
Co's pd.	73%

Nat'l - All Child Welfare Services

National average for local government participation is 9%. Minnesota counties lead the nation by paying 65% of the costs of Child Welfare Services.

***"This Needs to Be Rectified!"***



***National Multiple Sclerosis Society, Minnesota Chapter***

**Date:** March 26, 1999  
**From:** Maureen Reeder  
**To:** Emily Anne Tuttle, Barbara Droher, Marcie McLaughlin,  
Ruby Hunt, Diane Ahrens, Mary Page  
**RE:** Meeting Michael O'Keefe 377-2665

Here is a rough draft to get us started. Please let me know of changes that need to be made. Your assignment is to contact your invitees and confirm their attendance to me. Also, review the following letter for errors or omissions and let me know of changes ASAP. Emily Anne will confirm the date with Michael O'Keefe. She will also work with Tom Kingston to have the following letter mailed to the attendees.

Please review *your* personal demographic information on the invitee list to make sure we have it correct in our system. E-mail me or call my assistant at (612) 335-7969 with the correct information.

Thank you.

- What:** Meeting with DHS Commissioner Michael O'Keefe and representatives from county government.
- When/** April 14, 1999 at 2 p.m.  
**Where:** Wilder Foundation  
919 Lafond Avenue  
St. Paul, MN 55104 [need map/room # - Tom will provide]  
(651) 642-4000  
Contact: Tom Kingston, President/CEO
- Who:** Tom Kingston of the Wilder Foundation will facilitate, provide meeting space, staff support and refreshments for this meeting.
- Why:** To provide background to the new commissioner regarding improving the relationship between the Department of Human Services and county government. Possible areas of discussion include:
- How are human services financed? Are we accessing all revenue streams from the federal government? Is there too much emphasis on local property taxes?
  - What are the roles of the federal government, the state, and the counties in providing human services? Is the state a provider or an administer of human services? What services should be provided by the state, what by the counties?
  - Where are there opportunities for improving the relationship between the state and counties? What is working? What is not working? Are their culture problems within the units of government that present barriers to working well together? What are they and can they be solved?
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  - What is possible for a new DHS commissioner to undertake and reasonably accomplish?

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- When/Where: April 14, 1999 at 2 p.m.  
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  - What is possible for a new DHS commissioner to undertake and reasonably accomplish?

Subj: Human Services in Minnesota

Date: 99-03-08 12:32:26 EST

From: mmclaugh@means.net (Marcie McLaughlin)

To: Barbara.Droher@co.hennepin.mn.us (Barbara Droher), RAh4875735@aol.com (Ruby Hunt), krueg05@ibm.net (Marilyn Krueger), eatuttle@aol.com (Emily Anne Tuttle), ARK0MG@aol.com (Diane Ahrens), mmclaugh@means.net (Marcie McLaughlin), mreeder@mnms.org (Maureen Reeder), mpage@midstate.tds.net (Mary Page)

Greetings Ladies - I understand you are to be congratulated on a very successful and open discussion with Commissioner O'Keefe. Great!

As a result of the breakfast, I also understand that you are taking names of folks who have knowledge of human services, understands deliberative process and are big picture thinkers.

Mary and I recommend the following two individuals. Neither have been contacted as yet - so please advise if one or both should be invited and if we should give them a call. We also understand that people are attending for the continued discussion representing themselves - not necessarily the agencies they work fo.

Jerry Bruensten  
Human Service Director - Renville County  
300 South 7th Street  
Olivia, MN 56277  
320-523-2202

Mark Stutrud, Luthern Social Service  
2485 Como Avenue  
St. Paul, MN 55108  
651-642-5990

Emily or Barbara - I would appreciate how to move the next step. I am at my Morton office today - Monday 507-697-6372. I will be in DC for the rest of the week and will have the computer with me - so e-mail response would also work. Thanks so much for your efforts. Thanks.

Marcie

PLEASE NOTE ADDRESS CHANGE:  
Marcie McLaughlin, Executive Director  
Minnesota Rural Partners  
P. O. Box 59  
Morton, Minnesota 56270-0059  
Phone: 320-255-3834  
FAX: 507-697-6421  
Morton office: 507-697-6990  
Cell phone: 1-800-620-5172  
mmclaugh@means.net  
www.stcloud.msus.edu/~mnrp/

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Mon, 08 Mar 1999 12:32:26 -0500  
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# Memorandum

To: Barbara Droher  
From: Maureen Reeder  
Date: March 12, 1999  
Re: Notes from discussion

---

Hi Barbara. The information below is for your review and corrections, and also to share with the rest of the group. I can not access my e-mail to do this myself. Thanks for your input and your assistance.

## Michael O'Keefe (MOK)

1. In general, believes services should be delivered locally, at the county level.
2. Realizes counties are diverse and do not have the same resources or desire to provided services.
3. Says the folks at Department of Human Services (DHS) are very afraid of him and the change he will bring.
4. MOK wants to be sure that counties will not provide level of services that DHS provides. --How do you ensure needs are being met?
5. Change will come at legislature in two years, i.e., DHS restructuring.
6. People need to help themselves, have their family's help, and then government help.
7. O'Keefe is asking, "How do I begin to address these issues?" Issues including how to get different departments to work together at state level and how to serve the total family at a local level.
8. MOK is suggesting that we each name a person to a "pre-group." We suggested four DHS people from within.
9. MOK tends to shy away from "Blue Ribbon" and would prefer a number of work groups.
10. Design the Process: The group would put together a process to advise wide scale reform of full state department services.
  - A. What are the public policy values that we want to bring to the table?

- B. What are the questions we are trying to answer?
- C. How do we change this structure to deliver these services?

MOK wants to see DHS facilitate conversations, hold counties accountable, and to send money to counties and local government.

Team must take into account multiculturalism.

Should include looking at all the dollars involved.

- ◇ Tasks we want to undertake
- ◇ Values we hold
- ◇ How do we undertake the task?
  - ◆ here are values
  - ◆ here is task
  - ◆ here is process to follow

Governor's values are self-sufficiency (do for yourself, do for your family, then turn to government).

Task - "Reform and Restructure Entire Social and Human Services in the State".

**Full group 18-20 people**

**Next meeting is March 20, at Fitzgers in Duluth, at 4:00 PM.**

Deane & Ray Ahrens  
John & Barbara Froeber, Kline  
Marilyn Brueger  
Maureen Reader  
Ruby Heint




## DRAFT—12/11/98

The Need for Realignment and Reform in Minnesota's local human service delivery system:

- ◆ In Minnesota, we need to reaffirm that we have a State /County administered system of human services.
- ◆ *DHS should define the counties as their customer, not the client. Clients/consumers are served at the local level.*
- ◆ *The state has been viewing the county as another stakeholder, as opposed to a mutual arm of government and partner.*
- ◆ Federal funds, with the exception of minimal administrative funding, should be passed down to the local level for planning and service delivery.
- ◆ State legislation in human services must carry a fiscal note where there is direct or indirect impact on local property taxes.
- ◆ Minnesota's Medicaid benefit set should mirror the actual service delivery system. Currently much community based mandated services, delivered at the local level, are paid for with 100% property tax revenues. Minnesota should change its benefit set to draw down these substantial federal funds; prior to implementing managed care initiatives for persons with disabilities.
- ◆ Minnesota should plan statewide for implementation of managed care initiatives for persons with disabilities by moving immediately toward consumer focused self-determination service delivery and/or rehabilitation for persons with disabilities and use of quality assurance standards.
- ◆ In implementing managed care initiatives for persons with disabilities; counties must have the first right of opportunity to be the managing entity for Medicaid/Medicare funds. As counties maintain the legal mandate to provide involuntary services through child protection, adult protection, and through court commitment to persons who are vulnerable, due to age, disability and other variables.
- ◆ State and county government in Minnesota need to come together as mutual partners who share common responsibilities and interests in the human service area. Planning needs to include concern for ALL revenues expended, to avoid cost shifting to other levels of government.

- ◆ *DHS needs to open up its legislative process to include counties in drafting of legislation in a meaningful way.*
- ◆ Federal and state block grants in human services have dramatically declined following a long period of no substantial increases for cost of living. Early intervention and prevention services are vulnerable to these reductions, especially in Minnesota where the medical model benefit set allows for minimal reimbursement in these areas.
- ◆ As the State of Minnesota has no local match for IV-E funds in the child welfare area, county property taxes are utilized substantially for institutional placement services and limits availability of funds for early intervention and prevention services. Judges and correctional officers in many counties are employees of the State, which has maintained a surplus for many years. It is difficult for counties to attain accountability for court ordered services in the current system.
- ◆ *Child placement laws should be narrowed so that children who are not in immediate danger cannot be placed, many cooperative, but high risk families would benefit from the use of in-home court ordered services, as opposed to out-of-home placement with family reunification.*
- ◆ The Minnesota Department of Human Services is also a provider of services in some areas. In their role as a provider, they need to contract with counties for services, participate in local planning efforts, and move funding for these services to the local level.
- ◆ *The current "five year labor agreement" in regards to the downsizing of the state institutions, which guarantees the continuance of over 100 staff positions and are not attached to state programs, needs to be transitioned into county based resources, with a transition of the funding and the FTE's to the counties.*
- ◆ Realignment of funding and services needs to take place immediately. This realignment of revenues can be used to reduce local property tax burdens in local human services and reduce the trend toward expensive institutional services. The state's relentless movement towards full implementation of the Prepaid Medical Assistance Program begun in 1983, needs to be halted until these issues are addressed.

- 
- ◆ *DHS needs to downsize its staffing. A strategic early retirement program for persons within 3 to 5 years of retirement would be a positive, proactive action to move out persons with greater investment in the status quo, than in fundamental change.*
  - ◆ *The new commissioner needs to be able to make a substantial number of new appointments to change the organizational culture.*
  - ◆ *DHS staff needs to be permitted to attend national professional conferences and to work with other state leadership where this type of change is being discussed on the national level. DHS staff has been notably absent from leadership positions in these vital organizations.*
  - ◆ *DHS and county staff should jointly attend national conferences of mutual interest and engage in substantive debates and discussions about the direction of human services.*

*Social services refinancing strategies:*

- ◆ *Fully fund the DD waiting list, allowing counties to utilize the "discretionary" funds, currently obligated to state mandates services, such as Day Training and Habilitation, to reduce property taxes or to back fill Title XX reductions or increase mandated services*
- ◆ *Write rules to implement current law which permits Medicaid reimbursement for community based services for SED children*
- ◆ *Implement Adult Targeted Case Management, similar to Child Targeted Case Management, for all high risk adults which includes Adult Protection services which are currently an unfunded mandate*
- ◆ *Expand the MN MA benefit set to include the social rehabilitative option in MH/CH*
- ◆ *Expand the MN MA benefit set to include services for persons with physical disabilities*
- ◆ *Evaluate potential to eliminate the maintenance of effort for the Chemical Health Consolidated Fund and move to a 15% match, make current benefit set more flexible*
- ◆ *Redesign of child protection system, move emphasis to in-home voluntary or in-home involuntary court ordered services*
  - ◆ *Develop services targeted to conduct disordered children with emphasis on structured in home family services*

*Mar. 11 or 18*

- ◆ *Narrow legal definition which permits placement of children*
- ◆ *Develop better data as to placement reasons*
- ◆ *Hold state accountable for out-of-home placements through inclusion of state funding for out-of-home placements*
- ◆ *Develop juvenile court expertise, such as other states have to develop consistent judicial leadership in this area*

PROPOSED ADVISORY BOARD TO THE TRANSITION TEAM,  
FOR THE HUMAN SERVICES AREA:

The following former county commissioners stand available to act as an advisory committee to Governor-elect Ventura's transition team to focus on short term and long term changes needed in the human service area:

- ◆ Diane Ahrens, former Ramsey County commissioner
- ◆ Ruby Hunt, former Ramsey County commissioner
- ◆ Marcie McLaughlin, former Renville County commissioner
- ◆ Marilyn Krueger, retiring St. Louis County commissioner
- ◆ Mary Page, retiring Renville County commissioner
- ◆ Ralph Malz, former Scott County commissioner
- ◆ Mark Andrew, retiring Hennepin County commissioner

Other possible persons:

- ◆ Mary Hauser, retiring Washington County commissioner

Tom Kingston -  
Someone out of county govt.

DTED -  
Dick Brocker  
Bob Bennes  
Jim Gustafson

Ludy Schatzko - PCA

County administrators  
Jim Shuggs -  
Terry Shuttles - GOP?

Becky Kelso  
Stacey Becker -

Gary Wallen (no)  
St. L. Co. Cop



## DRAFT—11/29/98

### The Need for Realignment and Reform in Minnesota's local human service delivery system

- ◆ In Minnesota, we need to reaffirm that we have a State /County administered system of human services
- ◆ Federal funds, with the exception of minimal administrative funding, should be passed down to the local level for planning and service delivery
- ◆ State legislation in human services must carry a fiscal note where there is direct or indirect impact on local property taxes
- ◆ Minnesota's Medicaid benefit set should mirror the actual service delivery system. Currently much community based mandated services, delivered at the local level, are paid for with 100% property tax revenues. Minnesota should change its benefit set to draw down these substantial federal funds; prior to implementing managed care initiatives for persons with disabilities.
- ◆ Minnesota should plan statewide for implementation of managed care initiatives for persons with disabilities by moving immediately toward consumer focused self-determination service delivery and/or rehabilitation for persons with disabilities and use of quality assurance standards.
- ◆ In implementing managed care initiatives for persons with disabilities; counties must have the first right of opportunity to be the managing entity for Medicaid/Medicare funds. Counties maintain the legal mandate to provide involuntary services through child protection, adult protection, and through court commitment to persons who are vulnerable, due to age, disability and other variables.
- ◆ State and county government in Minnesota need to come together as mutual partners who share common responsibilities and interests in the human service area. Planning needs to include concern for ALL revenues expended, to avoid cost shifting to other levels of government.
- ◆ Federal and state block grants in human services have dramatically declined following a long period of no substantial increases for cost of living. Early intervention and prevention services are vulnerable to these reductions, especially in Minnesota where the medical model benefit set allows for minimal reimbursement in these areas.
- ◆ As the State of Minnesota has no local match for IV-E funds in the child welfare area, county property taxes are utilized substantially for

institutional placement services and limits availability of funds for early intervention and prevention services. Judges and correctional officers in many counties are employees of the State, which has maintained a surplus for many years. It is difficult for counties to attain accountability for court ordered services in the current system.

- ◆ The Minnesota Department of Human Services is also a provider of services in some areas. In their role as a provider, they need to contract with counties for services, participate in local planning efforts, and move funding for these services to the local level.
- ◆ Realignment of funding and services needs to take place immediately. This realignment of revenues can be used to reduce local property tax burdens in local human services and reduce the trend toward expensive institutional services. The state's relentless movement towards full implementation of the Prepaid Medical Assistance Program begun in 1983, needs to be halted until these issues are addressed.



The following former county commissioners stand available to act as an advisory committee to Governor-elect Ventura's transition team to focus on short term and long term changes needed in the human service area:

- ◆ Diane Ahrens, former Ramsey County commissioner
- ◆ Ruby Hunt, former Ramsey County commissioner
- ◆ Marcie McLaughlin, former Renville County commissioner
- ◆ Marilyn Krueger, retiring St. Louis County commissioner
- ◆ Mary Page, retiring Renville County commissioner
- ◆ Mary Hauser, former Washington County commissioner

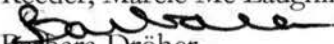
Other possible persons:

- ◆ Mark Andrew, retiring Hennepin County commissioner
- ◆ Ralph Malz, former Scott County commissioner

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**MEMORANDUM**

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**TO:** ✓ Emily Anne Tuttle, Marilyn Krueger, Ruby Hunt, Diane Ahrens, Maureen Reeder, Marcie Mc Laughlin, Mary Page  
**FROM:**  Barbara Dröher  
**SUBJECT:** Luncheon meeting, January 8, 1999  
**DATE:** 12/29/98

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We have luncheon reservations, under my name, at the Nicollet Island inn:

1pm, Friday, January 8, 1999

I have enclosed a copy of the letter sent to the transition team with the summary.

I have continued to work on the lengthier document, but have not sent it to Tim Penney. My concern is that it is detailed, extensive public policy discussion/debate, which we have not had as a group. Some of the more radical ideas are mine and not all of you may share my perspective.

I am enclosing the most recent draft version (edited by Maureen) for further discussion on 1/8/99. I suggest that we use our some lunch meeting to discuss how to use the document or just keep it for use at a later date.

Happy Holidays and Happy New Year!

December 29, 1998

Steven Bosacker  
Governor-elect Jesse Ventura  
Transition Team  
Minnesota Capital  
St. Paul, MN

Dear Mr. Barkley,

As former and outgoing county commissioners, we want to express our concern about the future of the Minnesota Department of Human Services.

With new state leadership, we believe Minnesota can lead the nation in reorganizing and refinancing the delivery of human services. This is a rare and timely opportunity for substantial change at both the state and local level.

If called upon, we stand ready to assist and are available to act as an advisory committee to Governor-elect Ventura's transition team to focus on short term and long term policy and organizational changes needed in the human service area. Enclosed is a summary of the kinds of issues we feel need to be addressed.

On behalf of those commissioners listed below, I am available as the local contact person and can be reached at 612-699-2450.

Sincerely,

  
Ruby Hunt (Bos)

On behalf of:

- ◆ Diane Ahrens, former Ramsey County commissioner
- ◆ Ruby Hunt, former Ramsey County commissioner
- ◆ Marcie McLaughlin, former Renville County commissioner
- ◆ Marilyn Krueger, former St. Louis County commissioner
- ◆ Mary Page, former Renville County commissioner
- ◆ Ralph Malz, former Scott County commissioner
- ◆ Mark Andrew, former Hennepin County commissioner (effective February 2, 1999)

c. Emily Anne Staples Tuttle  
Tim Penney

## **Summary of Issues**

The Need for Realignment and Reform in Minnesota's local human service delivery system:

- 1) Reaffirm that we have a state/county-administered system of human service delivery in Minnesota.
- 2) Realign the organizational structure to reflect Medicaid as method of financing health and human services in Minnesota, separate from health and human service programs.
- 3) State and county government in Minnesota need to come together as mutual partners who share common responsibilities and interests in the human service area. Planning needs to include concern for ALL revenues expended, to avoid cost shifting to other levels of government.
- 4) Systemic reform is needed in the child welfare/child protection system. Emphasis must be placed on in-home services and early intervention. The statute that allows for out-of-home placement must be narrowed to only children at extreme risk of abuse/neglect. Better data needs to be collected as to the reasons for placement; differentiating extreme abuse cases from conduct disordered children, children from dysfunctional neglectful families, and juvenile delinquents.
- 5) Realignment of funding needs to take place immediately. This realignment of revenues can be used to reduce local property tax burdens in local human services and reduce the trend toward expensive institutional services. The state's relentless movement towards full implementation of the Prepaid Medical Assistance Program begun in 1983, needs to be suspended until these issues and cost shifting are addressed.
- 6) Strategies for change at the Minnesota Department of Human Services must include new leadership, vision, collaboration, information sharing, downsizing, and movement of resources to the local level.

## **The need for realignment and reform in Minnesota's local human service delivery system:**

- 1) Reaffirm that we have a State/County administered system of human services:
  - ◆ DHS must define the counties as their customer, not the client. Clients/consumers are served at the local level.
  - ◆ The state has been viewing the county as another stakeholder, as opposed to a mutual arm of government and partner.
  - ◆ Federal funds, with the exception of minimal administrative funding, should be passed down to the local level for planning and service delivery.
  - ◆ State legislation in human services must carry a fiscal note where there is direct or indirect impact on local property taxes.
  
- 2) Realign the organizational structure to reflect Medicaid as method of financing health and human services in Minnesota, separate from health and human service programs:
  - ◆ Minnesota's Medicaid benefit set should mirror the actual service delivery system. Currently much community based mandated services, delivered at the local level, are paid for with 100% property tax revenues. Minnesota should change its benefit set to draw down substantial federal funds prior to implementing managed care initiatives for persons with disabilities.
  - ◆ Minnesota should plan statewide for implementation of managed care initiatives for persons with disabilities by moving immediately toward consumer focused self-determination service delivery and/or rehabilitation for persons with disabilities and use of quality assurance standards.
  - ◆ In implementing managed care initiatives for persons with disabilities; counties must have the first right of opportunity to be the managing entity for Medicaid/Medicare funds. Counties maintain the legal mandate to provide involuntary services through child protection, adult protection, and through court

commitment to persons who are vulnerable, due to age, disability and other variables.

- 3) State and county government in Minnesota need to come together as mutual partners who share common responsibilities and interests in the human service area. Planning needs to include concern for ALL revenues expended, to avoid cost shifting to other levels of government.
  - ◆ DHS needs to open up its legislative process to include counties in drafting of legislation in a meaningful way.
  - ◆ Federal and state block grants in human services have dramatically declined following a long period of no substantial increases for cost of living. Early intervention and prevention services are vulnerable to these reductions, especially in Minnesota where the medical model benefit set allows for minimal reimbursement in these areas.
- 4) Systemic reform is needed in the child welfare/child protection system. Emphasis must be placed on in-home services and early intervention. The statute that allows for out-of-home placement must be narrowed to only children at extreme risk of abuse/neglect. Better data needs to be collected as to the reasons for placement; differentiating extreme abuse cases from conduct disordered children, children from dysfunctional neglectful families, and juvenile delinquents.
  - ◆ As the State of Minnesota has no local match for IV-E funds in the child welfare area, county property taxes are utilized substantially for institutional placement services and limits availability of funds for early intervention and prevention services. State employees are not accountable for county budgets. Judges and correctional officers in many counties are employees of the state. Because the state has maintained a surplus for many years, its employees do not feel the pressure counties feel to fund out of home placements. It is difficult for counties to attain accountability for court ordered services in the current system.
  - ◆ Child placement laws should be narrowed so that children who are not in immediate danger cannot be placed, many cooperative, but high risk families would benefit from the use



of in-home court ordered services, as opposed to out-of-home placement with family reunification.

- ◆ Create additional incentives for local jurisdictions to come together under the Community Corrections Act to integrate human services at the local level and to move accountability for correctional out-of-home placements to the local level, reducing the need for correctional employees at the state level.

5) Realignment of funding needs to take place immediately. This realignment of revenues can be used to reduce local property tax burdens in local human services and reduce the trend toward expensive institutional services. The state's relentless movement towards full implementation of the Prepaid Medical Assistance Program begun in 1983, needs to be suspended until these issues and cost shifting are addressed.

- ◆ Fully fund the Persons with Developmental Disabilities waiting list, allowing counties to utilize the "discretionary" funds, currently obligated to state mandates services, such as Day Training and Habilitation, to reduce property taxes or to backfill Title XX reductions or increase mandated services.
- ◆ Write rules to implement current law which permits Medicaid reimbursement for community based services for Seriously Emotionally Disturbed (SED) children.
- ◆ Implement Adult Targeted Case Management, similar to Child Targeted Case Management, for all high risk adults which includes Adult Protection services which are currently an unfunded mandate.
- ◆ Expand the MN Medical Assistance (MA) benefit set to include the social rehabilitative option in Mental Health/Chemical Health.
- ◆ Expand the MN MA benefit set to include services for persons with physical disabilities.
- ◆ Evaluate potential to eliminate the maintenance of effort for the Chemical Health Consolidated Fund and move to a 15% match, make current benefit set more flexible.
- ◆ Redesign of child protection system, move emphasis to in-home voluntary or in-home involuntary court ordered services



- ◆ Develop services targeted to conduct disordered children with emphasis on structured in-home family services
- ◆ Narrow legal definition which permits placement of children
- ◆ Develop better data as to placement reasons
- ◆ Hold state accountable for out-of-home placements through inclusion of state funding for out-of-home placements
- ◆ Develop juvenile court expertise, such as other states to develop consistent judicial leadership in this area

6) Strategies for change at the Minnesota Department of Human Services must include new leadership and vision, collaboration, information sharing, downsizing, and movement of resources to the local level.

- ◆ DHS needs to downsize its staffing. A strategic early retirement program for persons within 3 to 5 years of retirement would be a positive, proactive action to move out persons with greater investment in the status quo, than in fundamental change.
- ◆ The new commissioner needs to be able to make a substantial number of new appointments to change the organizational culture.
- ◆ An executive loan program, utilizing professionals from local government and other state departments, could bring in additional time limited leadership to assist with the transition.
- ◆ The Minnesota Department of Human Services is also a provider of services in some areas. In their role as a provider, they need to contract with counties for services, participate in local planning efforts, and move funding for these services to the local level.
- ◆ The current "five year labor agreement" in regard to the downsizing of the state institutions, which guarantees the continuance of more than 100 staff positions and are not attached to state programs, needs to be transitioned into county based resources, with a transition of the funding and the FTE's to the counties.
- ◆ DHS staff needs to be permitted to attend national professional conferences and to work with other state leadership where this type of change is being discussed on the national level. DHS staff have been notably absent from leadership positions in these vital organizations.

- ◆ DHS and county staff should jointly attend national conferences of mutual interest and engage in substantive debates and discussions about the direction of human services.

Indian liaison

Prop tax / reform  
drawing down fed \$  
intra agency countries  
subsidize

Terry - arms -

Careful about

poor etc

SARGENT MANAGEMENT COMPANY

4800 FIRST BANK PLACE  
MINNEAPOLIS, MINNESOTA 55402-4320

612-338-3871  
FAX: 612-338-2084

Fax #612/338-2084

TO: Emily Ann Staples  
OF: \_\_\_\_\_  
FAX NUMBER: 473-9120  
DATE: 10/11  
FROM: Pete Ankerny

of

SARGENT MANAGEMENT COMPANY

We are sending 4 pages of facsimile transmission  
(including cover page).

If you have not received all pages as designated above, please call  
\_\_\_\_\_ at 612/338-3871.

Message:

Draft Letter 10/8/99

The Honorable Jesse Ventura  
Office of the Governor  
130 State Capitol  
75 Constitution Avenue  
Saint Paul, MN 55155

Dear Governor Ventura:

We read with great interest the article published in the Sunday Star Tribune (October 4, 1999) entitled "Ventura's Vision for State's Future". In particular, we were drawn to the comments of Chief of Staff, Steven Bosacker, where he states, "We're coming up against agencies that haven't had a strategic plan in 20 years."

For the past three decades, we've been engaged in efforts to support blind and visually impaired Minnesotans. As members of the Hamm Family, we've supported several efforts through the Hamm Family Foundation, whose resources are now administered by The Saint Paul Foundation. In particular, we've attempted to expand and improve a service called Radio Talking Book. This service allows blind and visually impaired residents of the state to access information and entertainment through a radio receiver in their own home. Users have access to programs 24-hours per day, and 365 days per year -- a continuous service provided through a sub-channel of Minnesota Public Radio. The vast majority of the more than 10,000 users are elderly who have lost their ability to read due to degeneration of eyesight.

Radio Talking Book is a program of the Communication Center, which is part of State Services for the Blind. Several years ago, State Services for the Blind was a division of the Department of Human Services, which seems a proper fit for the kind of service it provides. Why it was transferred to the Department Economic Security (formerly Jobs and Training) is not clear. Economic Security appears to be focused on employment and training, and not on human services.

We recognize, as you apparently do, that bureaucracies tend to perpetuate themselves. And, you may also agree, that bureaucracies tend to protect bureaucrats. Therefore, any suggestion of transferring this service to the Department of Human Services will likely meet with strong resistance.

Three years ago, we proposed that Radio Talking Book become a private-public partnership similar to the Minnesota History Center. We were prepared to raise private funds to expand and improve the service, while at the same time reduce the cost of this service to the State of Minnesota. This idea was strongly resisted by the former Commissioner of Economic Security and the Assistant Commission of State Services for the Blind. We believe that the same resistance may emerge if anyone were to suggest that State Services for the Blind belongs in the Department of Human Services.

Our interpretation of Mr. Bosacker's remarks is the following: State government works best when there is a proper fit between function and service, and when redundancies are reduced to a minimum. We recognize that there are redundancies in job training programs between the Departments of Economic Security and Trade and Economic Development. We also believe that there is a questionable fit between

State Services for the Blind and the Department of Economic Security.

In reviewing the functions of the Department of Human Services, we note that it includes Aging and Adult Services, Continuing Care for the Elderly, Continuing Care for Persons with Disabilities, and Deaf and Hard of Hearing Services. These services appear to have a strong commonality with services for the blind and visually impaired. Therefore, the fit between the function of the Department of Human Services and services to the blind seems appropriate.

In your continuing analysis of the proper function of various state departments, we request that you consider moving State Services for the Blind from the Department of Economic Security to the Department of Human Services where it belongs.

Thank you for your consideration of this request. We would be happy to meet with you or representatives of your office to further discuss this matter.

Sincerely,

DeWalt Ankeny, Jr.

Sally A. Anson

cc: Joan Benson  
Senator Cal Larson  
Senator Jerry R. Janezich  
Representative Dan McElroy  
Representative Torrey Westrom