Emily Anne Staples Tuttle papers.

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Version 3
August 20, 2018

STATE OF MINNESOTA

Office of the Governor
and Lieutenant Governor
130 State Capitol
St. Paul, MN 55155
(651) 296-3391
800-657-3717

Beliefs & Budget Principles

VENTURA-SCHUNK ADMINISTRATION

Beliefs

Ventura-Schunk Administration

Accountable, Responsive and Limited Government

"Love is bigger than government."
-Jesse Ventura

Government doesn't exist to sustain itself on policies and programs that no longer serve the people. No duplication, no dabbling, no pork or fat. For government to serve the people of our State, it needs to be *accountable, responsive and limited;* it does not need to be bigger. "That's how we've always done it..." don't cut it. Government should reward creativity, efficiency and productivity – and create an environment that fosters all of the above. It should encourage competition. It should leave tax and spend decisions to the people– no unfunded mandates. Personal freedom must remain untouched. There is a place for whizbang thinking about state government.

Personal Responsibility and Opportunities for Self Sufficiency

"You can't legislate against stupidity."
"No person in Minnesota is ever done learning."
-Jesse Ventura

Folks must make smart decisions and take personal responsibility for their choices. The role of the State is to guarantee *opportunities for self-sufficiency.* A strong public education system is critical to self sufficiency. While the State should partner with the private and non-profit sectors to ensure the best opportunities for students to succeed in our public schools, learning is up to the students. Communities must support their local schools, and parents should be involved in their children's education. Learning is a life-long process.

Bring Government Back to the People

"Every single vote in Minnesota counts."
"There are no dumb questions."
-Jesse Ventura

Celebrate citizen involvement in public life. *Listen* to the people. Encourage public service. Invite real people – not just lobbyists and special interest groups – to participate in government. Keep things *clear* and *simple.* Engage citizens in the dialogue. Welcome youth and the disenfranchised into the political system. Give them a voice, hear their ideas. Our youth are our future.

Working Real Hard, Keeping Minnesotans First . . .
We Will Not Fail!

Budget Principles

VENTURA-SCHUNK ADMINISTRATION

BE FISCALLY CONSERVATIVE AND PRUDENT -- NEVER FORGET IT'S THE PEOPLE'S MONEY

- Do what's necessary ... not necessarily what's "nice" to do
- Prevent future costs where possible
- Pay close attention to the future costs of policy and budget decisions, and insist that projected budgets are balanced for four years
- Set a responsible budget, live within it, and settle-up any actual surpluses with taxpayers at the end of the biennium

DO THE RIGHT THINGS AND DO THEM WELL

- Evaluate programs in tangible ways for real, cost effective results
- Reform or eliminate programs if they are redundant or aren't producing desired results
- Include sunset clauses in all new programs so that they receive proper evaluation

PROVIDE INCENTIVES FOR DESIRABLE BEHAVIOR

- Competition works and is even good in government
- Match responsibility and accountability at all levels
- Put decisions at the appropriate level, closest to the people
- Leverage private and non-profit support
- Support fees where users have a voice in the rates and the program results

Emily Anne Tuttle
1225 Shoreline Drive
Wayzata, Minnesota 55391

May 16, 2002

Honorable Jesse Ventura
Governor of Minnesota
State Capital

Dear Governor Ventura:

I was very honored to be asked to serve as an advisor to you during your transition to governor and to be called upon from time to time since then to visit with you. Since we have not met for several months I hope that this is an acceptable way to communicate with you today.

As you face the final days of the legislative session – one of the least productive in my memory – I hope you will be very thoughtful in your decisions about exercising your veto power.

I agree with you that the decision by the House not to fund the North Star corridor is a tremendous mistake which will cost the state dearly in the future.

However, the Guthrie Theater bonding request is a completely separate matter. The theater has demonstrated statewide impact and is an economic generator for the whole metropolitan region.

The theater has been successful in its own fundraising efforts. Money that the state would contribute would be matched three to four times over by private funds. If the state does not contribute I'm certain that the whole project cannot go forward.

We are indeed fortunate to have the diverse entertainment opportunities we enjoy in this state. They are integral to our valued quality of life.

As you look over what the legislature sends you in the bonding bill please take the high road and don't veto the Guthrie funding. I assure you that thousands of Minnesotans will applaud you.

Sincerely yours,

Emily Anne Tuttle

Emily Anne Tuttle

02/16/99 Jesse Ventura's

Governor's Office Phone List

Main Line:	(651) 296-3391
Toll Free	(800) 657-3717
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Citizen Outreach Fax	651/296-2089

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Nelson, Christine	651/296-0016
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(over)

02/16/99

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LeBeau, Steve	651/296-7689
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Moore, Paul	651/296-0017
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Offerdahl, Laura	651/296-0077 —
Weaver, Pam Perri	651/296-0013
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Krech, Jerry, Purchasing	651/297-1368; Fax: 651/297-8747; pager: 612/609-0687
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Olson, Sonna, Receptionist	651/296-0087; Fax: 651/296-0674
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02/16/99

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	Fax:: 651/297-2229
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Capitol Security Emergency	651/296-2100
Reception Desk	651/296-0026
Dean Barkley, Minnesota Planning	651/297-2325
Tim Penny	507/835-2275
Campaign Questions-Doug Friedline	612/529-7118
Reform Party Questions-Cedric Scofield	651/459-4996

Garrison Keillor

Hey, Arnold! This Is Serious Stuff

A tip from Minnesota: action heroes can make terrible politicians

SO HERE COMES THE TERMINATOR ON A MISSION TO sweep out the dastardly Democrats and restore truth and justice in California, and here in Minnesota we watch the show with a delicious vicarious pleasure. We invented the action-hero Governor. We wrote that particular comic book. And now California, so often on the cutting edge, is following in our footsteps. Us, a little dairy and turkey-raising state on the upper Mississippi. This is great. It's like the townsfolk in *Huckleberry Finn* who attended the Duke and Dauphin's theatrical show and then told their neighbors how great it was, so they could go and be snookered too.

Of course, the Terminator is no Jesse (the Body) Ventura. The Body was a troubled soul who, we discovered in the course of four years that got longer and longer, truly despised politics and the limelight and growled and ranted and threw snits and went and sulked in his tent. He was like the turkeys that are bred for white meat and grow enormous chests and are unable to walk around on their little ankles and have to be kept in hammocks and fed through a tube. He was something of an embarrassment. The Terminator is a charming man with a geezer brain trust of Warren Buffett and George Shultz, and the three of them may give Gray Davis, who was too clever for his own good, his comeuppance. But I doubt the Terminator would win if he were running in Minnesota. We've seen that movie already, and we wanted to leave after the first 20 minutes.

After four years of an action-hero Governor, it's a relief to go back to politics as usual, where soft-spoken people with ordinary chest sizes sit down and do the work. Mr. Ventura was replaced by a cheerful, well-spoken, nonfamous Republican, and everyone felt a sense of relief. An action hero works well within a simple story structure, but politics isn't a story; it's a process. It's not about confrontation and threat and revenge and triumph. It's mostly about civility, starting with the driver's license bureau of the Commissariat of Motor Vehicles and on up to the folks in the black robes. Most men and women in politics are there because they genuinely like people and want to do good things on their behalf. It's hard work, and fury isn't the best motivation. You have to sit through the meetings, listen to other people and say your piece and be civil about it. Anger and loathing are losing hands in politics. George McGovern was a decorated war hero who got hit by more political garbage than anybody, but he is today the same good and thoughtful man he always was, and that's victory.

You don't hear this from AM radio, which is packed with angry men with chain-saw voices chewing into liberals 24/7, or from Ann Coulter, who is selling the old Stalinist line that dissent equals disloyalty. Or from the aging adolescents at Fox News, who enjoy peeing in the political swimming pool. But when you get among the real people who are actually engaged in public life, they tend to be well-mannered and respectful of the process and the humanity of those who take part. That's the difference between entertainment and politics. Of course, the Terminator could choose to go this route, and if he did, he could be a good Governor and make up for all the god-awful movies. There is always that hope.

You go for a walk on a summer night and notice the little ramps carved into curbs at street corners. People sat through a lot of meetings to get that accomplished. It was a boon to the wheelchair crowd and also to parents pushing strollers and kids riding bikes. It made life slightly more civil and friendly. Government works through small, incremental changes, and action heroes are much too high and mighty to take notice of these or other small details, but the changes are real, and in the end, we prefer government to heroism. My 5-year-old daughter can look forward to opportunities larger than those her grandmothers enjoyed, in a world in which men and women move freely as equals. No hero strode upon the scene and brought that about; it happened through politics. It wasn't based on anger toward men but on the love of liberty. You will never hear about it on Fox, but that's the truth, baby. ■

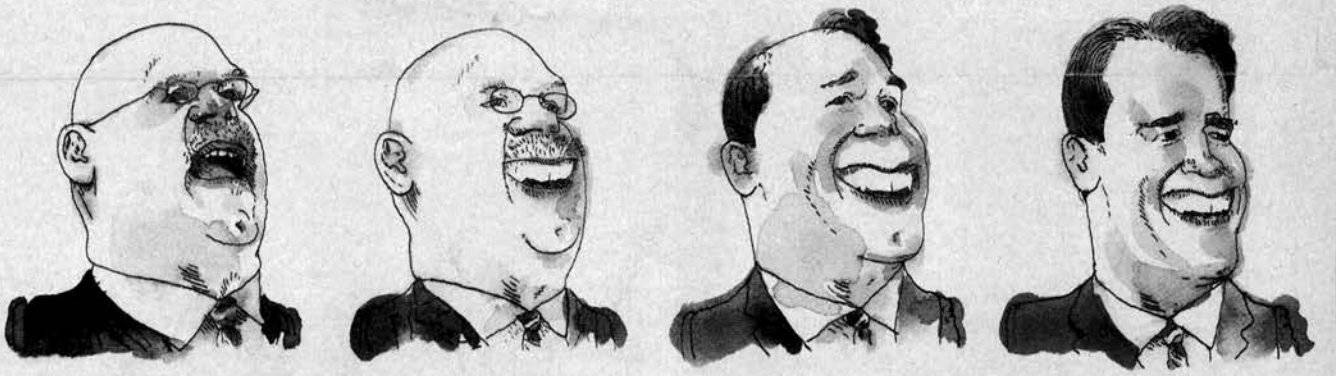

ILLUSTRATION FOR TIME BY BARRY BLITT

STATE OF MINNESOTA

OFFICE OF GOVERNOR JESSE VENTURA

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VENTURA BOWING OUT

Governor cites family privacy, need for a change

By Robert Whereatt and Patricia Lopez
Star Tribune Staff Writers

Jesse Ventura, the improbable governor whose celebrity brought international attention to Minnesota, announced Tuesday that he will not run for a second four-year term.

"I am not seeking reelection again," the governor said during an appearance on Minnesota Public Radio (MPR), about a half-hour after he disclosed his decision privately to his staff and cabinet.

His decision significantly changes the dynamics of the gubernatorial race, leaving his two top legislative adversaries — DFLer Roger Moe and Republican Tim Pawlenty — as the leading candidates for governor.

The announcement came after months of speculation about Ventura's plans, and the day after news reports that his son, Tyrel, 22, had been using the governor's residence for late-night parties.

At one point, the governor said his decision was "partly tied to the tie-in over the silliness over the residence," but later he said he had made the decision about two weeks ago.

He had not revealed it earlier, he said, because he did not want to overshadow his recent trade mission to China.

VENTURA continues on A12:
— *The governor said he doesn't know where he might land next.*

Mike Zerby/Star Tribune

Gov. Jesse Ventura had no comment as he left Minnesota Public Radio's offices Tuesday in St. Paul after announcing on the "Midday" show that he will not seek reelection.

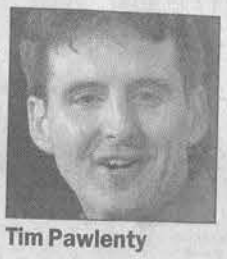
5 PAGES OF COVERAGE INSIDE

Will race now be three-way or four?

This fall's gubernatorial race suddenly became more complex after Gov. Jesse Ventura announced he won't seek reelection. While the candidates from the three other major parties said Ventura's move would boost their campaigns, the governor's endorsement of former U.S. Rep. Tim Penny, a longtime Democrat, as an independent candidate opens the door for him, too.

Political experts say Penny's views on social and fiscal issues are similar to Ventura's. While Republican Tim Pawlenty said his stance on fiscal issues would appeal to Ventura voters, DFLer Roger Moe urged Penny not to run, fearing it would take many votes away from him. The Green Party's Ken Pentel is also in the race. ***Analysis on Page* A13.**

Roger Moe



Tim Pawlenty

THE REACTION:

Ventura will be remembered for his candor, accomplishments and combativeness. **A14**

THE MEDIA:

The governor's unflattering comments about the news media are unrelenting. **A13**

THE FUTURE:

Many think the wrestler-turned-politician has a future in entertainment or the media. **A15**

He didn't have time for spin, yet he often left us spinning

Analysts say Ventura's raucous style defined his tenure but could also obscure his actions.

By Conrad deFiebre
Star Tribune Staff Writer

Blunt, brash and bodacious, Jesse Ventura shattered conventions of politics, government and public discourse.

From the day he "shocked the world" by winning the governor's office on a third-party ticket to his announcement on the radio Tuesday that he won't seek reelection, he has delighted and outraged Minnesotans with his lightly varnished pronouncements on everything from state politics to religion, bra sizes, losing his virginity and hunting humans.

He brought international attention to Minnesota unlike anything generated by the political giants of the past. He has used his celebrity to promote Minnesota trade and tourism around the world, but also to enrich himself and his fame with multimillion-dollar book deals, a season as a pro football commentator on TV, a gig as a pro wrestling referee and endless talk-show appearances.

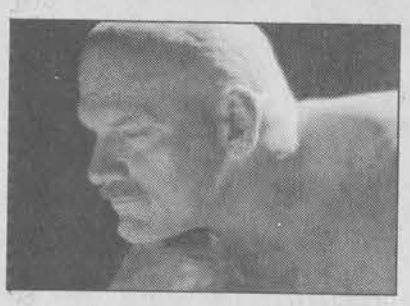
LEGACY continues on A15

THE VENTURA YEARS

1998

Jan. 26 Jesse Ventura — radio talk show host and actor, former mayor of Brooklyn Park and former professional wrestler — announces that he'll be a Reform Party candidate for governor. Casts himself as common-sense alternative to DFL and Republican parties.

June 6 Reform Party endorses Ventura as its gubernatorial candidate.



Ventura "The Thinker" from one of his TV campaign ads.

Late August Candidate Ventura is a hit with visitors at Minnesota State Fair.

Sept. 18 Uninvited but given time by DFL lieutenant governor candidate Roger Moe to speak at a forum, Ventura tells crowd: "You're going to find me a little different from the other candidates."

Sept. 23 Star Tribune/KMSP-TV Minnesota Poll shows DFL gubernatorial candidate Hubert Humphrey III with 49 percent support, Republican Norm Coleman with 29 percent and Ventura with 10 percent.

Oct. 20 Minnesota Poll shows Humphrey at 35 percent, Coleman at 24 percent and Ventura at 21 percent.

Late October Ventura's low-budget campaign rolls out offbeat TV ads, including one featuring kids playing with a Ventura action figure who combats Evil Special Interest Man.

— Ventura winds up campaign with 72-hour multi-city RV caravan.

Oct. 31 Minnesota Poll shows Humphrey at 35 percent, Coleman at 30 percent and Ventura at 27 percent.

Ventura "shocked the world" with his victory in November 1998.

Nov. 3 Ventura is elected governor with 37 percent of the vote, defeating Coleman (34 percent) and Humphrey (28 percent). "We shocked the world," he says.

1999

Jan. 4 Ventura is sworn in. Pledges that Minnesota will get his best effort and honesty.

Jan. 14 Proposes a $1 billion sales tax rebate, a different approach from legislative proposals for income tax rebates.

Jan. 16 "Let's party, Minnesota!" Ventura exhorts at his inaugural celebration at Target Center in Minneapolis. Nearly 14,000 people attend sold-out event. Ventura wears sunglasses, a Jimi Hendrix T-shirt, earrings and a buckskin jacket.

Feb. 23 Appears on the "Late Show with David Letterman" in New York and causes stir by suggesting that drunken Irishmen may have been responsible for St. Paul's confusing street layout.

March 2 Delivers State of the State address, with an accent on personal responsibility, citizen involvement and limits on what government should try to do.

May 11 Ventura and legislative leaders agree on $2.9 billion in tax relief, the largest in state history. "Tripartisan government works," Ventura says.

May 12 In autobiography, "I Ain't Got Time to Bleed," he tells of losing his virginity as part of a teenage bet and of visiting prostitutes in Nevada as a young man. (Ventura would go on to write a second book, called "Do I Stand Alone? Going to the Mat against Political Pawns and Media Jackals.")

VENTURA from A1

He said he's not sure what he'll do after leaving office

Ventura had been scheduled to make his announcement Thursday, but he unexpectedly called his staff members together at 10 a.m. Tuesday to tell them of his decision.

An hour later, when he went on MPR's "Midday" show, he made it official, saying that "I feel that it's time to go back into the private sector."

Ventura, 50, said he had done 12 years of public service: four years in the Navy, four as mayor of Brooklyn Park and now four as governor. "I feel comfortable with that," he said.

"I don't know what I'm going to do right now. I've always reinvented myself. I will rise up somewhere and cause some heartache .... I won't have to answer to the press anymore."

—Gov. Jesse Ventura

Plans uncertain

From the time he "shocked the world" with an upset win in 1998 over two established politicians, Ventura has taken delight in confounding those who would predict his next move.

He said Tuesday that he doesn't know where he might land next.

"I don't know what I'm going to do right now," he said. "I've always reinvented myself. I will rise up somewhere and cause some heartache. . . . I won't have to answer to the press anymore." His agents, he said, "are fielding any and all offers."

Ventura said that one of the things he still plans to do during his remaining six months in office is ride the Mississippi River from St. Paul to New Orleans on a personal watercraft to promote tourism.

Original plans for the trip, which he intends to make this summer, hit a rough patch when his attorney informed him that he could not let Polaris Industries, a local company that lobbies at the State Capitol, provide new personal watercraft for him and the friends he wanted to accompany him.

Ventura said he also still intends to fulfill a longtime desire to visit Cuba, most likely this fall. "It probably won't cause as much hoopla, 'cause I'll be a lame duck," he said.

Laughing frequently during his MPR appearance, Ventura seemed relaxed and proclaimed himself "in a good mood." When one caller openly mourned his decision, Ventura said, "Don't be sorry today. Be joyous."

Betrayal

Ventura said that while his decision was not driven by news reports of his son's after-hours activities at the governor's residence, he was deeply disturbed by the reports and what he considered the residence staff's "betrayal."

During the radio show Tuesday, he defended his son and dismissed allegations by former residence employees who said Tyrel Ventura had often had middle-of-the-night parties that posed security problems, resulted in damaged furnishings, ran up the residence tab for food and liquor and created extra work for the staff.

"My son is a terrific kid, and he's being libeled," Ventura said. Residence employees "have to clean up after me, too. That's their job, to clean up. I think they lost sight of the fact they work for me." Later in the interview he dismissed them as "insignificant." Instead of trusting in him, he said, "they betrayed me."

Ventura also castigated the news media, saying it was hard to seek elective office when "you know your family could be assassinated by the media at any point."

A caller to MPR from Hackensack, Minn., asked Ventura to reconsider his decision. "You're making a mistake," she said.

The governor thanked her, but added: "I'll protect my family first. If people hold that against me, so be it. Who's next, my handicapped daughter, Jade?"

The governor was joined by his wife, Terry Ventura, on the radio program. "I feel like being First Lady has been a little like childbirth," she said. "There's a lot of pain, but the end result was worth it."

When Ventura told one caller that if he won as a write-in candidate he would serve, he said, "Look, the First Lady's pounding her head against the microphone. Don't worry. It's not going to happen."

"You said that last time," she said.

Ventura's decision also comes a few months after the Star Tribune's Minnesota Poll found that — for the first time since his election — more Minnesotans disapproved of the way he was doing his job than approved. Earlier in his term 73 percent had given him good marks for his job performance, the highest of any Minnesota governor since the 1940s.

Changed dynamics

With Ventura's decision, the chances are reduced that a gubernatorial candidate from Ventura's Independence Party would win. That would mean an end to the state's four-year experiment with tripartisan governance.

Ventura won in 1998 in a three-way race with 37 percent of the vote.

That kind of plurality victory was possible again this year if Ventura had been a candidate, particularly since the field might have been split four ways. The Green Party emerged from the last election with major-party status and has its own endorsed gubernatorial candidate in Ken Pentel.

Pentel said Tuesday that with Ventura gone, his party becomes "the clear alternative choice now of a political party that's not beholden to any entrenched, monied interest."

Jack Uldrich, chairman of the Independence Party, said that "about five minutes" after being informed of Ventura's decision he contacted former Democratic congressman Tim Penny about becoming the Independence Party's gubernatorial candidate. Penny served as something of a mentor to Ventura early on and repeatedly has been mentioned as a potential IP candidate.

Penny said he is seriously considering the offer and will decide in the next week or two.

While Penny has been approached before — most recently for the U.S. Senate race — he said he is more comfortable with the notion of running for governor.

Voters, he said, are still looking for a third way that Ventura offered and might welcome someone else in that role.

If Penny turns thumbs down, Uldrich said he will ask State Planning Director Dean Barkley, probably the person most responsible for getting Ventura to run in 1998.

"We have to move beyond being a personality-driven party," Uldrich said.

Ventura said Tuesday that Penny would be the best candidate to succeed him, but also said that he would not play a role in recruiting anyone.

Moe said that Ventura's exit helps him and that he hopes Penny doesn't enter the race for the Independence Party. "He and I would be fishing in the same waters," Moe said.

Pawlenty, however, said he would miss Ventura in the race.

"I think it would have been fun," he said. "It would have livened things up." Pawlenty said that while he and Ventura did not agree on everything, "I appreciated his boldness and frankness and we did manage to work together on some things, like lowered taxes."

The governor was unequivocal that losing a reelection bid was not part of his thinking. "I feel that if I'd of ran, I'd have won again," he said.

Standing ovation

When Ventura informed his cabinet and staff of his decision at the morning meeting in the reception room of his Capitol office suite, he received a standing ovation, Ventura spokesman John Wodele said.

Wodele said the governor thanked the cabinet and office staff for their service and loyalty. Those assembled, he said, offered tributes to Ventura's leadership and accomplishments.

"It was obviously an emotional time both for the people in the room and the governor," Wodele said.

After the meeting, cabinet members left through exits that avoided reporters and photographers waiting outside the office.

Like other staff and cabinet members, Wodele will be out of a job at the end of the year.

"I personally wanted him to run again. But he is the unconventional governor and the conventional thing would have been to run again," Wodele said.

— The writers are at rwhereatt@startribune.com and plopez@startribune.com.

Mike Zerby/Star Tribune

First Lady Terry Ventura held a news conference Tuesday at the Dodge Nature Center in West St. Paul to announce the latest charitable gifts that Ventura for Minnesota Inc. has made to organizations. She declined at that time to discuss her husband's decision not to seek reelection.

Joey McLeister/Star Tribune

A microphone at the ready Tuesday afternoon proved to be no lure for Gov. Jesse Ventura or his chief spokesman, John Wodele, outside the Minnesota Public Radio offices after the governor announced he would not seek a second term.

startribune.com

There is extensive additional coverage of Gov. Jesse Ventura at: **http://www.startribune.com.** It includes audio excerpts from his comments Tuesday on Minnesota Public Radio, as well as previous stories and photos covering his tumultuous term as governor. You can also join in an online discussion.

What if he changes his mind? He has until July 16

Gov. Jesse Ventura said he will not reconsider his decision to quit after one term, but technically he has until 5 p.m. on July 16 to change his mind.

That's the deadline for candidates to file for election with the secretary of state's office. The filing period opens July 2.

"Usually when I make a decision, I stick with it," Ventura said Tuesday on Minnesota Public Radio.

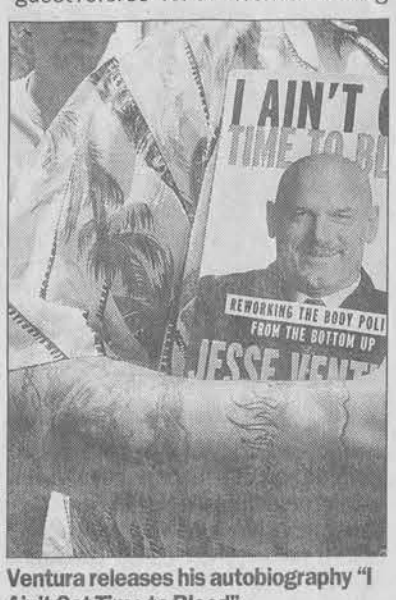
When a caller predicted Ventura would win the governor's race by virtue of a write-in campaign, the governor insisted that such a victory would be impossible. But then he mused that it would be fun to come in second, ahead of Tim Pawlenty or Roger Moe.

"The only way would be is if I won on a write-in," Ventura said of his chances of being governor again.

— Tony Kennedy

May 25 Using line-item veto, strips $160 million in spending from 40 bills. "It's called cutting out the pork," he says.

July 14 Announces he will be a "guest referee" for the World Wrestling Federation's SummerSlam event at Target Center. Says he'll donate his $100,000 upfront fee to charity. Observers estimate that he stands to make an additional $1 million or more in undisclosed payments. Event takes place Aug. 22.



Ventura releases his autobiography "I Ain't Got Time to Bleed".

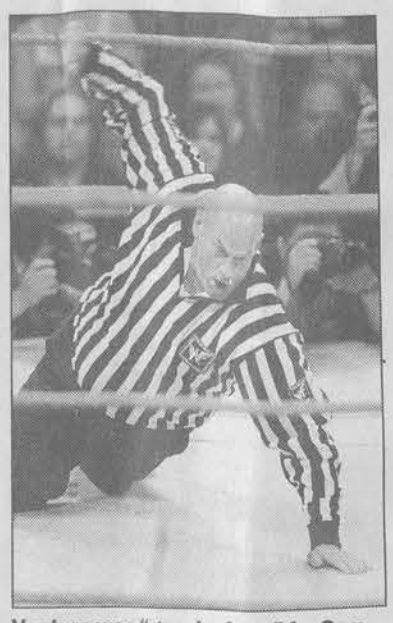
July 22 Receives a 73 percent job-approval rating in a Minnesota Poll, the highest ever for any of the 11 Minnesota governors measured by the poll.

Aug. 17 Makes a statewide tour to promote his proposal for a unicameral, or single-house, legislature.

Sept. 29 Says in Playboy magazine that organized religion is a "sham and a crutch for weak-minded people who need strength in numbers," and that he wants to be reincarnated as a size 38DD bra. He later clarifies his remarks to say that only "some" organized religion fits that description.

Sept. 30 Amid criticism of his remarks, says that "my fault is honesty."

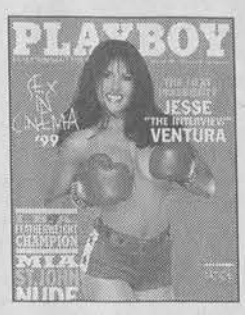
Oct. 4 A Minnesota Poll taken after publication of the Playboy interview finds Ventura's job-approval rating at 54 percent.



Ventura was "guest referee" for SummerSlam at Target Center.

Oct. 5-26 Outlines his "Big Plan," a four-part vision for governing Minnesota: "Healthy, Vital Communities" calls for developing "smart-growth" principles dictating that public construction projects must have "statewide significance" and result in a net economic gain; "Self-Sufficient People" asks able-bodied people to stop relying on government but also offers a helping hand to those who can't make it alone; the third portion calls for a more streamlined government, and the final part focuses on selling Minnesota to the world, for both business and tourism.

Nov. 1-10 Travels to Japan to promote trade and tourism.



Job-approval rating at 54% after Playboy interview.

2000

Jan. 13 Minnesota Poll puts Ventura's job approval rating at 68 percent, a strong rebound from the 54 percent in October.

Feb. 11 Breaks from the national Reform Party, calling it "hopelessly dysfunctional" as the organization suffers from factional infighting. Urges Minnesota Reform Party members to follow suit and revert to the party's original name, the Independence Party of Minnesota. On March 4, they do so, and Ventura unites with the Independence Party a couple of days later.

March 30 Testifies before Congress in favor of permanent normal trade relations with China.

April 14 Vetoes a highly publicized bill that includes a 24-hour waiting period for women seeking abortions. Cites his beliefs in limited government and in personal responsibility, and referring to efforts to draft a bill acceptable to people on different sides of the abortion issue, says: "We learned that there is no middle ground here. So now we move on."

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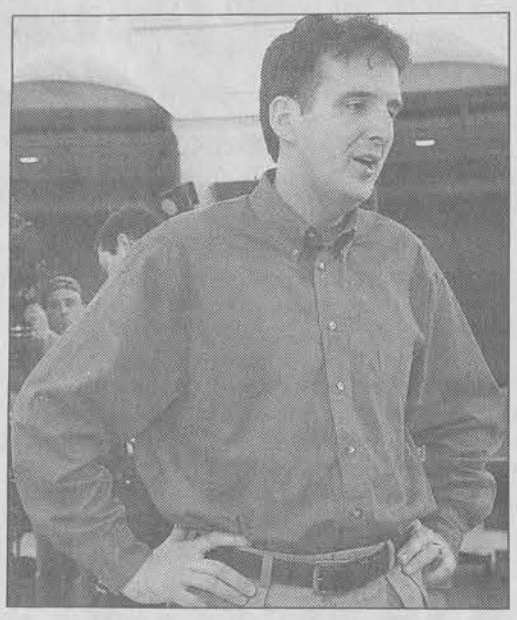
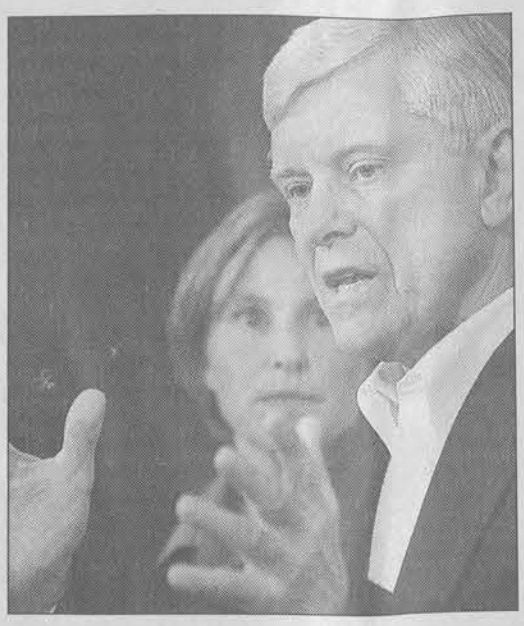
THE RACE FOR GOVERNOR



Republican candidate Tim Pawlenty said his stances against raising taxes and expanding government would attract Ventura voters while the presence of third-party candidates would strip support from DFLer Roger Moe.

Joey McLeister/ Star Tribune



DFL candidate Roger Moe urged longtime Democrat Tim Penny not to take Ventura's place as an Independence Party candidate, saying it would take more votes from the DFL than from the GOP.

Joey McLeister/ Star Tribune

Gov. Jesse Ventura's decision not to seek reelection doesn't necessarily simplify the governor's race. It may turn out that other factors, and candidates (including Tim Penny), come into play.

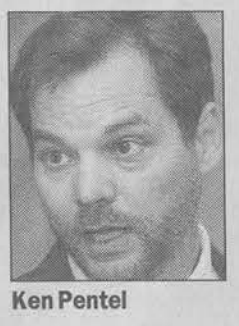
Field is still tough to handicap

Analysis

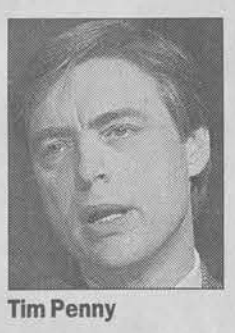
By Dane Smith
Star Tribune Staff Writer

It's still not that simple.

In political circles for a couple years now, "three-way or two-way" has been the shorthand to describe the basic options in the Minnesota gubernatorial race this year.



Ken Pentel



Tim Penny

And Gov. Jesse Ventura's dramatic pull-out would seem to make everything much simpler and traditional: either DFL Senate Majority Leader Roger Moe or Republican House Majority Leader Tim Pawlenty, the endorsed candidates of the long-established parties, will be Minnesota's next governor.

Enter Tim Penny, a veteran DFLer with name recognition and decades of political and public-policy experience, as a possible independent or Independence Party replacement for Ventura. And don't forget about Ken Pentel, of the rising Green Party.

"If the governor isn't running, that leaves me in a position where I could now run as an independent. I'm comfortable with that thought," Penny said Tuesday, adding a bit of bite to his assessment of both Pawlenty and Moe.

Rather than "elect one of the two people that helped create the [current budget] mess," Penny said, "voters are looking for a different kind of leadership. They're looking for less partisanship. The governor tried to fill that bill."

Ventura, a longtime Penny admirer, wholeheartedly endorsed Penny as he was breaking the news of his departure on Minnesota Public Radio.

Minnesota still has four major political parties, at least by official designation. The other two are Ventura's Independence Party, whose candidates seldom got double-digit support before Ventura's election, and the upstart Green Party, which qualifies for state financing and ballot access because of Ralph Nader's showing in the 2000 presidential election.

Penny is the biggest immediate potential factor, say the Republican and DFL candidates and political experts.

"Penny could really put the race into a cocked hat," said Bill Morris, a political science professor at Augsburg College. He noted that Penney is a Democrat who ran well in a Republican congressional district in southeastern Minnesota, which he represented from 1982 to 1994.

Since then, Penny has been a senior fellow at the Humphrey Institute of Public Affairs and a senior counselor for a Twin Cities public relations consulting firm.

He said that he would make up his mind in "a week to two weeks."

Penny has walked up to the starting before and backed away. DFL supporters were so certain of his candidacy for the 2000 U.S. Senate race that they had scheduled a fly-around and began to lease office space, when he suddenly pulled the plug in February of last year, citing family reasons.

But that may have had more to do with his dislike for Washington, D.C. than an unwillingness to run for office.

"I like being home in Minnesota," Penny, who lives in Waseca, said Tuesday. "I've reengaged on a lot of Minnesota issues."

"This is Tim Penny's best chance ever to become governor," said political science professor Steven Schier of Carleton College.

His views on social and fiscal issues are like Ventura's, and he would draw heavily from faithful Ventura supporters. Yet he presents a dignified, conventional presence and lacks the negatives that Ventura has built up, Schier said.

He would be running against 30-year legislative veteran Moe, "who is your father's Oldsmobile," Schier said, and against Pawlenty, whose stands on some issues may strike many voters as inflexible, ideological and unworkable.

Moe, Pawlenty and Pentel offered their own assessments of the situation Tuesday, and each claimed to best positioned for gains following the Ventura withdrawal.

Moe theory

Ventura hurt DFLers more than Republicans in the 1998 election, Moe claimed. Ventura has tended to side with DFLers on critical issues in the last legislative session, Moe said, such as support for a tax-increase to balance the budget, major new funding for a major transit and transportation package, a new commuter light-rail line to the crucial swing district in the northwestern suburbs, and for abortion rights and gay rights.

Noting that he heard about Ventura's announcement just after his campaign car was involved in a frightening but relatively minor accident with a farm vehicle in northwestern Minnesota, Moe said: "This is a good day."

However, Moe admitted that a Penny candidacy would be more damaging to him than to Pawlenty.

"[Penny] and I would be very much fishing in the same pond," Moe said. Moe said his advice to Penny is to remember his oft-stated lifetime of commitment to the DFL Party and not to "end his career as one who prevented a Democrat from being elected governor."

Pawlenty view

Pawlenty, on the other hand, was relishing the prospect of running against Penny, Moe and Pentel. The former would deprive Moe of moderate voters, the latter would strip Moe of "left-wing" DFLers, leaving Moe in his "political underwear," Pawlenty said.

Ventura voters' most basic qualities, he continued, are their fiscal conservatism and hostility to years of big government and high taxes under a dominating DFL establishment.

They tend to be "blue-collar mavericks" who voted for Ventura's simple appeal in 1998 to trim government and return all of the state's budget surpluses, Pawlenty said. And they also agree with Republicans and Ventura on issues involving gun control, "sporting rights" and welfare reform.

Pawlenty, having just defeated a challenge from his right in opponent Brian Sullivan, described himself as the "Goldilocks candidate: not too hot, not too cold, but just right."

Pentel helped?

Pentel still must be considered the longest shot of all, the other three parties agree. Despite Nader's showing in 2000, Pentel, the Green Party's candidate in 1998, got less than 1 percent.

But he too mustered a plausible set of issues and attributes that would shift Ventura's support to his party.

Like Ventura and the Independence Party, Pentel and the Greens put a top priority on independence from special-interest groups and have campaign finance reform as a top priority.

Both the Independence Party and the Green Party are animated by a strong anti-establishment sentiment and offer "a clear path for people to have control and an independent choice," Pentel said.

And he reminded the pundits of Ventura's statement, a light note in one of the closing debates of the 1998 election, that if he could not vote for himself he would probably vote for Pentel.

Dean Barkley, Ventura's forerunner and whose 1994 and 1996 Senate candidacies gave the Independence (formerly Reform) Party its major-party status, said that regardless of what happens, "this is going to be ultimate challenge for the Independence Party, whether we can build upon what the governor has done . . . the party is sort of at a crossroads."

— Dane Smith is at rdsmith@startribune.com.

MEDIA

Disdain for press is unrelenting

The governor, in announcing that he won't run again, warned local reporters that "they're on my hit list."

By Eric Black
Star Tribune Staff Writer

He called reporters jackals and tried to make them wear the label on badges. After a shouting match with a reporter when he toured New York's ground zero, he announced a ban on interviews with local reporters. He added a chapter to one of his books attacking the news media, and for a while, he wouldn't release even a schedule of his public events.

So as he announced on Tuesday that he's not seeking reelection, Gov. Jesse Ventura remained true to form and issued about 10 new barbs and threats to local reporters. "They better watch out; they're on my hit list," he said on Minnesota Public Radio.

As he left the radio interview, Ventura refused to say a word to TV crews, denying them footage of his big announcement. He later gave interviews to two local stations, KSTP and KTCA, which happened to be the two that had given the least-prominent attention to this week's disclosures by former governor's mansion staff members that Ventura's son, Tyrel, and his friends had destructive, drunken parties in the mansion.

Ventura defended his son Tuesday and argued that the parties were none of the public's business. "Maybe *their* families should be looked at," Ventura said of those who make news of politicians' children.

Ventura is not the first Minnesota governor to feud with the media. The late Rudy Perpich had some notable tiffs with reporters, including fights over news stories about his family. But Ventura brought the relationship to a new low, according to some of those who cover him. "He is the sixth Minnesota governor I've tried to cover," said Robert Whereatt of the Star Tribune's Capitol Bureau. "And he was by far the least accessible."

Jim Ragsdale, who covers Ventura for the St. Paul Pioneer Press, said that despite the extra difficulties, Ventura is "an interesting and worthy subject" who reveals more of himself than the average politician and has strong passions.

"And even though he's hard to cover, when you write something about him people read it," he said.

Ragsdale said he has come to believe that Ventura's tendency to lash out at the media is the flaw of a person who has trouble taking responsibility for his mistakes. So "whenever he gets in a corner, it's the media's fault," he said.

Ventura says his antagonism toward the media is based on the way they covered him, especially what he said is the media's emphasis on trivia and sensationalism instead of the substance of his performance as governor. But Whereatt said, "He never even gave us a chance to earn his enmity," because Ventura started press-bashing before he was even sworn in.

John Wodele, Ventura's media spokesman, said Minnesotans have had all the information they need about Ventura's policies.

"He got a lot of applause for bashing the media, and yet being a media figure was the source of almost all his political power," said David Schultz of Hamline University, who has written a book about the media and politics, as well as articles about Ventura being part politician, part entertainer.

Ventura generally liked his coverage in the national media. National reporters and talk show hosts had little interest in Ventura's performance as governor, treating him primarily as an oddity because of his wrestling background and his brash personality. And the national media provided the stage for several of his most controversial moments, such as when he joked on "Late Night with David Letterman" about St. Paul's drunken Irishmen or when he gave Playboy magazine his views on organized religion.

Pam Fine, who recently stepped down after eight years as managing editor of the Star Tribune, rejects Ventura's assertion that the media are interested only in sensation. The paper tried not to get drawn into a feud with him, she said, but his belligerence and inaccessibility made it difficult to provide what Ventura claimed he wanted — substantive coverage of his performance as governor.

John Wodele, Ventura's media spokesman, said that for all the sound and fury, Minnesotans over the past four years have had all the information they need about Ventura's policies and performance.

"A lot of other elected officials express the same sentiments, with the use of expletives and very creative adjectives" about the news media as Ventura does, Wodele said. "They just don't say it publicly. This governor does, because his thought process goes: 'If I think it, why not say it? I've got nothing to hide.' "

— Eric Black is at eblack@startribune.com.

THE VENTURA YEARS

Continued from previous page

May 2000 Ventura's proposal to let voters decide whether they want to switch to a unicameral legislature dies. He later tells reporters: "We have a Legislature that won't even go on record to let the public see where they stand, which is a classic bicameral ploy."

May 9-10 Legislature passes tax relief bill that includes sharp reductions in vehicle registration (license tab) fees, something Ventura had championed.

Early September Says he'll propose having the state pick up 100 percent of basic K-12 public education costs, taking schools off the local property tax bills.

Oct. 21-27 Travels to Mexico on a trade mission.

Nov. 16 Signs a contract to do color commentary on 10 Saturdays for the XFL football league, a new joint venture of the World Wrestling Federation and NBC TV.

Ventura spent weekends in the winter of 2001 as commentator on XFL games.

2001

Jan. 23 In state budget proposal, Ventura calls for cuts in property and income taxes, and lowering the sales tax rate but broadening it to include services.

Feb. 3 Makes his debut as color commentator for XFL. (League later folds after inaugural season, a victim of low TV ratings).

Feb. 28 State lowers projection of budget surplus by 20 percent.

April 4 While responding to criticism by Star Tribune outdoors columnist Dennis Anderson about his commitment to conservation, tells Anderson that "until you've hunted man you haven't hunted." Ventura later apologizes to hunters during his weekly radio show.

May 22 Legislature fails to complete work on major bills; Ventura, who plans to call special session, says, "There's no excuse for this. . . . They were here for five months."

June 30 State averts a government shutdown with hours to spare when Ventura signs last of major budget and tax bills approved by Legislature during special session.

Mid-August State sales tax rebates totaling $791.3 million, the third round in three years, go out.

Sept. 16 After Sept. 11 terrorist attacks in the East, Ventura helps put together memorial service at State Capitol attended by an estimated 35,000 people.

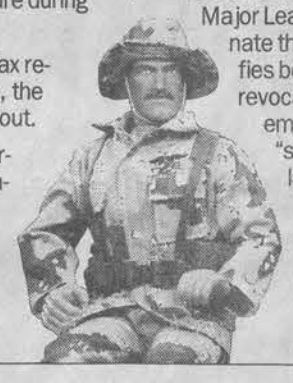
Oct. 1 More than 20,000 state workers go on strike in dispute over wages and health insurance.

Oct. 2 Ventura visits ground zero at World Trade Center site in New York City, presenting messages of hope and sorrow from Minnesotans. There's a flap with Twin Cities media over exclusive access during visit to site for ABC-TV's "Good Morning America."

Oct. 15 State workers strike ends with settlement.

Dec. 4 State projects a $1.95 billion budget shortfall through June 2003, the first deficit in years.

Dec. 6 In the wake of news that Major League Baseball may eliminate the Twins — Ventura testifies before Congress, urging a revocation of the antitrust exemption. Calls baseball a "self-regulating, billion-dollar monopoly."



Ventura action figures have helped his nonprofit raise money for charity.

THE OFFICIALS REACT

To both the benefit and detriment of his job, the governor wasn't afraid to speak his mind.

Politicians cite unusual candor, combativeness

By Patricia Lopez and Tony Kennedy
Star Tribune Staff Writers

During his time in office, Gov. Jesse Ventura has earned high marks for many of his appointments, his candor and his often bold policy choices.

But some marked him down for personal missteps and public blowups that often eclipsed his policy proposals and a contentious style that perhaps created unnecessary roadblocks.

House Speaker Steve Sviggum, R-Kenyon, said he was shocked by Ventura's announcement Tuesday that he will not seek reelection, even though it had been obvious Ventura was weighing family concerns and a decrease in public popularity.

Sviggum said his own relationship with Ventura was typical of those the governor has had with legislators: hot and cold.

"You'd feel charmed, and in the next breath you'd just be shaking your head," he said. "If he has done anything, he has showed us that as politicians we can be a little more bold . . . not always play to the political correctness of a situation."

Transportation Commissioner Elwyn Tinklenberg hailed Ventura as the first governor in 17 years to propose a long-term transportation funding strategy, and he credited his boss for "breaking the logjam" on light rail.

Tinklenberg said Ventura set a clear direction for commissioners, but he never intruded.

Said Department of Natural Resources Commissioner Allen Garber, "You don't always agree with him, but you always knew that whenever he told you something, it was what he believed."

State Planning Director Dean Barkley, who nudged Ventura into the race in 1998 and has been a close adviser since, said Ventura leaves a lasting imprint on the state that takes several forms.

On the policy front, Barkley said, not only did Ventura succeed on light rail, he also imposed a major overhaul of the state's property tax system.

While critics and supporters continue to debate the merits of that overhaul, Barkley said it was a landmark achievement for a governor with little overt support in the Legislature.

When faced with a staggering budget deficit this year, he said, Ventura crafted an "honest solution" that employed service cuts and tax increases — at great cost to himself, since he had pledged as a candidate not to increase taxes.

But, Barkley said, "his Number 1 legacy is that he remained completely honest with the people and told them what needed to be done."

Duane Benson, executive director of the Minnesota Business Partnership, said Ventura dominated public attention in a way few previous governors had. "He was like a layperson in the way he asked things," Benson said, recalling the time Ventura stirred up the debate on education by likening its problems to a "bad smell in the fridge."

One underrated but lasting achievement of Ventura's governorship, Benson said, will be his judicial appointments. Ventura has named more than 80 in his term, using a selection process that has won acclaim.

On the down side, Benson said, was Ventura's tendency toward combativeness. "He was fairly adamant in picking on legislators, and that didn't bode well for the order."

At least one of those legislators said he would not be sorry to see him go.

"The big guy is biting the dust, eh?" said Senate Minority Leader Dick Day, R-Owatonna, who often locked horns with Ventura. "I guess that's good."

Day said he thought Ventura would have had a good chance of winning reelection even though he appeared to base his career on alienating people.

"He didn't really finish his work, but I guess he'd blame us [legislators] for that," Day said.

Republican gubernatorial candidate and House Majority Leader Tim Pawlenty gave Ventura credit for "raising the boldness bar and the frankness bar in politics" and said he tried to improve Minnesota government.

DFL gubernatorial candidate and Senate Majority Leader Roger Moe commended Ventura for "taking time out of his life to serve the people of Minnesota." Moe too said Ventura's most important contribution was that he was "candid with people and talked straight."

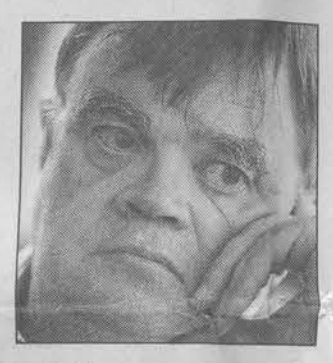
U.S. Rep. Jim Ramstad, R-Minn., called Ventura "a refreshing voice of candor and a great salesman for the state of Minnesota." He said Ventura deserved credit for bringing thousands of new voters into the political process, for promoting trade and tourism and for helping charities.

"Governor and Mrs. Ventura never said no to helping a charitable cause, and their big hearts will be their lasting legacy," Ramstad said.

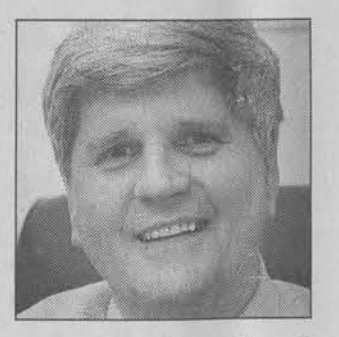
— Staff writer Dane Smith and Washington bureau correspondent Rob Hotakainen contributed to this report.

— The writers are at plopez@startribune.com and tonyk@startribune.com.

"If he has done anything, he has showed us that as politicians we can be a little more bold . . . not always play to the political correctness of a situation." **House Speaker Steve Sviggum, R-Kenyon**



"Anywhere you went in the country, east or west, anytime you mentioned the governor to an audience, they all laughed. . . . He was the greatest joke Minnesota ever played on itself." **Garrison Keillor, humorist**



"The big guy is biting the dust, eh? I guess that's good." **Senate Minority Leader Dick Day, R-Owatonna**

"Governor and Mrs. Ventura never said no to helping a charitable cause, and their big hearts will be their lasting legacy." **U.S. Rep. Jim Ramstad, R-Minn.**

IN BUSINESS:

➤ *Ventura the CEO won good marks, except for the side deals.* **D1**

THE PEOPLE REACT

They loved him or they, uh, didn't

A sampling of public opinion about this most unusual of governors discovers no middle ground.

By Chuck Haga
Star Tribune Staff Writer

Brent Heffron and friends celebrated their college graduation Tuesday with beers, brats and laughs in a yard in northeast Minneapolis.

They toasted the governor, too — with jeers, pride, affection and regret.

"He's not running again? I'm disappointed," said Heffron, 24. "I voted for him, and I would again. He was a straightforward guy, and he did a good job. He didn't talk around things. There's not going to be another guy like him."

Craig Nelson, 20, another celebrating graduate, also raised a glass of beer to Ventura — but to cheer his departure, not to lament it.

"He liked his popularity more than he cared about the state," Nelson said.

And that popularity "got to be too much for him to handle," said Kit Kiefert, 21. "He thought at first it was fun to be noticed. But then he got noticed too much and he got too much criticism."

As he stomped toward the arena's exit Tuesday — still wearing the champion's belt and claiming he could beat all comers — Ventura again heard the roar of the crowd: catcalls and denunciations blending with impassioned, fist-pumping cheers. Some, though, were more soft-spoken.

"I kind of wish he'd run again," Frances Maddon, 72, said quietly as she loaded her car with plants from Linder's Greenhouse in Brooklyn Park, the city that Ventura served as mayor before leaping to the governorship.

"He kept people on their toes," she said. "His spirit of cooperation maybe wasn't the best sometimes. But, yes, I voted for him, and I would again.

"To me, he's quite common. I mean that in a good way. He thinks like the common people. He understands about a lot of different aspects of life."

Jed Gruhlke, 24, of St. Paul, said he still believes he was right to vote for Ventura.

"He sounded like he was going to be the most honest of the three who were running" in 1998, Gruhlke said. "He said, 'This is what I'm going to do,' even though he knew it would hurt him with some people."

He changed politics

Brian Osborn, 42, of Forest Lake, also was disappointed.

"It's too bad he's not running, but he made his point," Osborn said. "The people wanted change, and he did to politics what politics needed."

It may have surprised Ventura "how difficult the job was, with the media always riding him," he said.

"He snuck up on the [major] parties, did the grassroots thing and got in, then found he couldn't please everybody."

But it isn't right that people blamed Ventura for not getting some things done quickly, such as the state budget, Osborn said.

"Jesse always pointed the way, and the others couldn't make the decisions because they were afraid they wouldn't be reelected," he said.

Some people were gleeful about Ventura's decision. "I think that's great!" said Courteney Ross, 26, as she crammed children — hers and a friend's — into a car for a day trip from northeast Minneapolis to the Science Museum in St. Paul.

"Jesse had a lot of good points," she said, "but I think he needed a little more guidance and experience in politics before he became governor — especially when it comes to issues affecting women.

"I couldn't *believe* some of the things he said — like when he said we didn't need day care subsidized more. 'You can get your family and neighbors to help,' he said. Right."

Ross said she voted for Ventura.

"I *did* vote for him," she said, laughing as a friend fixed her with an unbelieving stare. "I grew up watching him wrestle — I couldn't help it."

Other people expressed relief — Ventura "has been an embarrassment to Minnesota," a woman told WCCO Radio (AM 830) — while others sounded angry, still seething over a decision, action or comment they didn't like. And some were contemptuous: "Governor Flintstone finally made a decision in the best interest of the state," a man told the radio station.

Che Ventura?

In an online discussion Tuesday on Startribune.com, Linda Bernin and others chuckled over Ventura comparing himself to Che Guevara — for leading a revolution and then moving on.

"The sad thing is, Jesse really believes he's a revolutionary, just because he's unafraid to shoot his mouth off in whatever direction he wants and without having to know anything in particular," Bernin wrote. "That's not revolutionary; that's just good old-fashioned bluster."

Others in the discussion group indicated they'll miss Ventura's grammar.

"His staff must have permanent bruises on their foreheads from smacking themselves every time he 'trips' when speaking," Sean Huntley wrote. "My favorite was when he said 'How dare them' in NYC."

Kevin Miller, 20, who had gathered with relatives, friends and neighbors outside a house on Logan Avenue N. in Minneapolis, dismissed Ventura as an opportunist. "He got into office to get a bigger paycheck," he said.

And while admirers often cite Ventura's ability to connect with people, Curtis Powell disagreed. "He doesn't know how to talk to the public. He talks like he's above people. I never trusted him," Powell said. "I didn't trust him when he was a wrestler."

Scott Simon, writing in the online discussion group, said he'll always associate Ventura — who didn't need to play governor 24/7 — with jazz musician Miles Davis.

"For someone who posed as such a big, tough bully, in the end he proved to be the most thin-skinned politico of all time," Simon wrote.

"But while it was entertaining on many levels, what Jesse (and Miles) DID understand, that few politicians ever do, is that less IS more. . . . He knew that [politicians] can't hurt you when they're not in session. I think most Minnesotans still believe this."

Many Minnesotans also believe that Ventura was entertaining — and Jeff Sullivan wrote online what more than a few suspect: that he isn't done.

"Jesse could shock the world again by running for Senate against [Paul] Wellstone and [Norm] Coleman," he wrote. "That would be pretty damn funny!"

— Chuck Haga is at crhaga@startribune.com.

Ventura and his wife Terry were visibly moved as they traveled to New York to see Ground Zero.

2002

Jan. 10 Proposes erasing state budget deficit with a combination of spending cuts, tax increases and use of state reserves. Legislature doesn't adopt plan.

March 13 Minnesota Poll finds for first time that more Minnesotans disapprove (49 percent) than approve (43 percent) of Ventura's job performance.

March 16-18 Makes trade trip to Berlin.

April 1 Gathers Capitol press corps members together for an impromptu news conference, announces that he plans to seek reelection, then says "April Fools."

April 30 Ventura all but closes the governor's residence, citing legislative budget cuts, particularly to his security detail.

May 17 Ventura says that as soon as the legislative session wraps up, he'll turn his attention to rerouting the Rolling Stones' upcoming tour. "I am going to focus in because I am the only governor in the world who has declared Rolling Stones Day," he said. Ventura issued the declaration in 1999 when the group played in Minneapolis.

May 18 Three hours after Ventura vetoes its budget-balancing plan, calling it a "hoax on the citizens of Minnesota," Legislature overrides the veto. Ventura says he does "not want my fingerprints on the bill in any way, shape or form."

May 22 Ventura, who earlier characterized himself as "the Samurai governor" who would cut the capital improvement bill to size, uses his sword to slice $357 million from the $979.1 million measure. He says the cuts are necessary because the Legislature didn't properly balance the state budget and so jeopardized the state's credit rating.

June 7-15 Leads delegation of about 60 Minnesota business officials and 20 state officials on what is said to be the largest trade mission to China organized by a state government. At conclusion, he says, "It's surpassed what I expected."

June 18 Lashes out at media over reports that his 22-year-old son, Tyrel, used the governor's mansion as a party pad. Ventura says it was unfair to put kids in the limelight while they are growing up.

— Announces on Minnesota Public Radio that he will not seek reelection.

Ventura led the largest trade misson to China organized by a state government.

LEGACY from A1

Ventura leaves lasting changes that eluded many other leaders

Ventura established a new popularity record for Minnesota governors, but without party allies he at times has been irrelevant in battles with the Legislature. He had more vetoes overridden than any other Minnesota governor.

And while he was applauded for rousing apathetic and disenfranchised citizens in his 1998 campaign, he has been criticized for doing little to build upon his own third party for those to follow.

Amid the glitz and controversy, he has left a few lasting changes on Minnesota's public life that eluded many other leaders: property tax overhaul, three years of budget surplus rebates that became known as "Jesse checks" and a start on rail transit for the Twin Cities.

But while Ventura exits the scene as abruptly as he arrived, some observers say he missed opportunities to alter the political landscape much more fundamentally than he did.

"He could have really energized the third-party movement," Joseph Kunkel, professor of political science at Minnesota State University Mankato, said Tuesday. "But you've got to want to be political, which he never did."

Ventura, in fact, has gloried in insisting that he isn't a "career politician." It became a cornerstone of his popularity with ordinary folk, but a hindrance to his ability to rally the rest of the system behind him.

"He's an individual player in a team sport," said Steven Schier, political science chairman at Carleton College in Northfield, Minn. "Remember his 'Big Plan'? Where is it? It's a testament to the limits of individual authority and appeal in government."

Unusual style

Ventura probably will be remembered for his style long after his political achievements and failures are forgotten.

It starts with his voice, a gravelly growl that he honed in his years as a professional wrestler, wrestling commentator, talk radio host and action-movie bit player.

"I ain't got time to bleed," his signature line in the Arnold Schwarzenegger movie "Predator," symbolized his tough but breezy persona. He made it the title of his best-selling autobiography.

He combined the voice with a genius for plain-spoken oratory and debate — even if it sometimes was gratingly ungrammatic. In Ventura-speak, legislators are "gutless cowards" or unpatriotic for rejecting his budget proposals after Sept. 11. State budget surpluses are "the people's money" to be returned to them.

"He had a way of speaking directly," said Craig Grau, political science chairman at the University of Minnesota Duluth. "You felt there was no spin, no waffling and that what he said was what he felt."

But Kunkel said Ventura's bluntness also reflected a decline in civility and mutual respect among politicians.

"Is rudeness the same thing as honesty?" Kunkel said. "The way you speak sitting on a barstool is not the way you speak in public."

Said Schier: "He was famous for offending people."

Still, ordinary folks flocked to Ventura's State Fair booth during the 1998 campaign and loudly cheered him in debates against DFLer Hubert Humphrey III and Republican Norm Coleman.

"He's an individual player in a team sport. Remember the 'Big Plan'? Where is it?"

— Steven Schier, Carleton College political science chairman

And after he won the governorship with 37 percent of the vote, he took casual dress to an extreme unvisited by other elected officials. He went to his first national governor's conference in a fringed buckskin jacket and appeared at state events in blue jeans, T-shirts and sneakers.

His inaugural ball was a raucous blowout for 14,000 at Target Center in Minneapolis with the new governor, decked out in feather boa, sunglasses, bandana and earrings, howling "Werewolves of London" off-key along with singer Warren Zevon.

Battling legislators

Though he was the ultimate outsider and had few experienced hands in his own party to choose from in building a cabinet, Ventura attracted what were widely regarded as top-notch commissioners.

But his push to reduce the Legislature from two houses to one — one of his top priorities and seen by some as his boldest attempt to increase the governor's authority — ran smack into legislative resistance and went nowhere.

"He single-handedly breathed life into it," said former Sen. Gene Merriam, DFL-Coon Rapids, a longtime proponent of a one-house legislature. "But he could not or would not interact with small groups of legislators to bring it to fruition."

His bully-pulpit persistence in that quest — featuring much bashing of legislators as simply out to preserve their jobs — may even have contributed to the final breakdown of his relations with them this year. Two budget fixes totaling $2.4 billion were enacted over his vetoes, an unprecedented exclusion of the governor from state fiscal policy.

During Ventura's four years, the Legislature overrode his veto 12 times, compared with four for all of his predecessors over the previous 60 years.

For his first three years in office, Ventura had a mercurial, sometimes effective relationship with the Legislature.

In 1999, he teamed with the DFL Senate to boost education funding sharply and start the Hiawatha light-rail transit line. In 2000, he split a small supplemental surplus three ways with the Senate and Republican House, mostly to win the reduction in auto license fees he wanted. In 2001, he sided mainly with the House GOP to simplify the state property tax system and shift most school funding away from it.

Then came this year, when his prescription for a gaping state budget deficit — broad tax increases and spending cuts across all levels of government — was roundly rejected by the Legislature.

According to Schier, legislators deferred to Ventura for his first three years because of his popularity. He hit a record-high 73 percent approval in the Star Tribune Minnesota Poll. "But when his poll support started to weaken, he was basically excluded from the table," Schier said.

Ventura, meanwhile, chalked it up to election-year politics and the desire of both DFLers and Republicans to put one of their own in the governor's office.

Ventura never has been afraid to shock the electorate. He told Playboy magazine that organized religion — which he later amended to add "some" — is "a sham and a crutch for weak-minded people" and that he wanted to be reincarnated as a size 38DD bra.

He admitted in his first book to youthful dalliances with marijuana, steroids and prostitutes. He jokingly suggested to David Letterman that drunken Irishmen had laid out the streets of St. Paul. He made cameo appearances on his favorite soap opera, "The Young and the Restless."

It all built the improbable legend of a flamboyant pro wrestler nicknamed "The Body" being elected the governor of stolid, Midwestern Minnesota.

"There has never been a governor who was as famous as he was," Grau said. "He had a national audience. You probably won't see that again because he had a unique style that I don't think can be duplicated. In political science nationwide, he's talked about because of that."

Added Kunkel: "It shows that people basically find politics boring, and, boy, he made it interesting."

Ventura's unbridled personality lent luster to his centrist politics of social liberalism and fiscal prudence, an ideology shared by a plurality of voters but one that doesn't spark the political fervor of the right and left, Grau said.

But with his break from the national Reform Party and the failure of his Independence Party comrades at the polls, Ventura leaves a "very limited political legacy," Schier said.

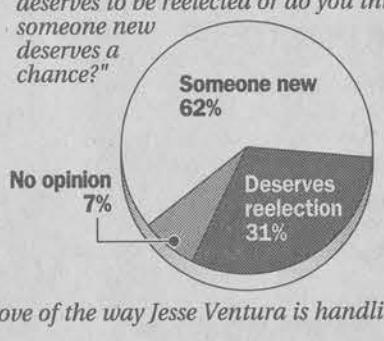
"We're going to remember his governorship more for what he said than for what he did," he said. "It was a lot of sizzle and not much steak. It's going to be boring now."

— Conrad deFiebre is at cdefiebre@startribune.com.

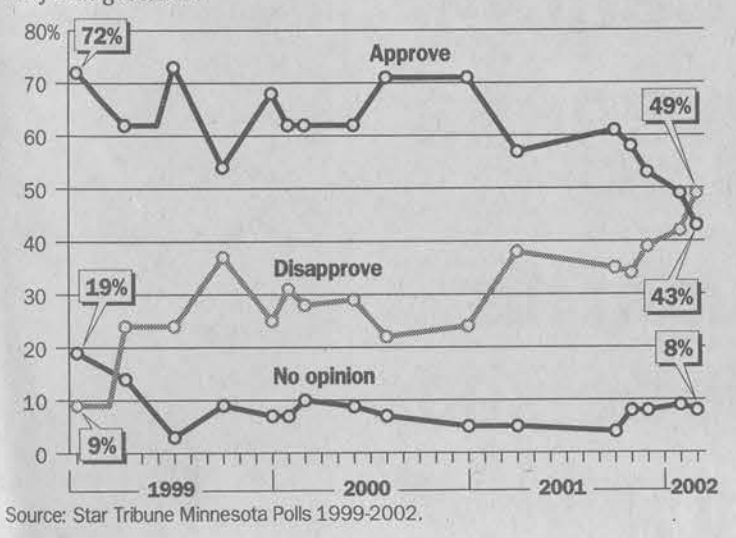
Ventura's approval rating had slipped

The Star Tribune Minnesota Poll found in March that Ventura's job approval rating continued its slide, and for the first time more disapproved of his job performance than approved. Also, a large majority of the state's citizens thought someone new deserved a chance to run the state.

"Right now, do you think Jesse Ventura deserves to be reelected or do you think someone new deserves a chance?"



"Do you approve or disapprove of the way Jesse Ventura is handling his job as governor?"



Source: Star Tribune Minnesota Polls 1999-2002.

THE FUTURE What will the governor do after he leaves office? T-A-L-K spells the early speculation about the former wrestling showman, bit-part movie actor, sports commentator and radio drive-time host.

Ventura's future in the air, may be on the air

By Neal Justin
Star Tribune Staff Writer

Jesse Ventura may be leaving a lofty position, but he's poised to take on another: Ruler of the Airwaves.

Ventura relished the entertainment spotlight throughout his term as governor, hamming it up on the "Young and the Restless," providing bluster on the XFL football telecasts, appearing on just about every talk show that offered a microphone and a national TV audience.

When he's finally able to unshackle himself from all of his other distractions — like that pesky state budget — Ventura may finally take his place as a full-time show-biz personality.

But what's the best role for the future ex-governor? "Crossfire" regular? New cohost of "The Early Show" on CBS? Phoebe's next boyfriend on "Friends"?

What's not likely is a future in movies. Before becoming governor, Ventura was priming himself to be an action hero, with short roles in such big-budget flicks as "Predator" and "Batman & Robin." But he looked more like the next Brian Bosworth than the next Arnold Schwarzenegger.

"If he could have had a movie career, he would have never gone into politics," said Tom Arnold, who has dabbled in films himself but is currently enjoying small-screen success as the cohost of "The Best Damn Sports Show Period," which airs nightly on the Fox Sports Network. "He could definitely do the movie stuff, but on a limited basis. He's very loud, so he could definitely play bad guys."

Arnold and others in the entertainment field think Ventura would have much more success on TV and radio. Arnold said "Sports Show," a male version of "The View" with ongoing debates about sports controversies and women's figures, would be the perfect fit for Ventura. The governor made an impression this year on the show when he told Arnold that the secret to a long marriage was lots of sex.

"If he could have had a movie career, he would have never gone into politics."

— Tom Arnold, actor

"We look for people who have some sort of athletic skill but are also willing to have an opinion that doesn't go with the norm," Arnold said. "He's perfect the way he is. I wouldn't change a thing. It's too late for a hairpiece."

But Ventura may seek something meatier than a loosey-goosey gig on a low-rated cable outlet, and some think he'll have no problem getting it.

Eric Alterman, media columnist for the Nation and MSNBC.com, said he thinks all of the cable news networks will offer Ventura his own show.

"CNN might have hesitated a year ago, but I think they'll all now salivate at the thought of hiring him," he said.

Alterman said Ventura's draw lies in his appeal to white males.

"His opinions are kind of wishy-washy for a national cable audience, but he's got street cred because — it's ridiculous — he's an ex-professional wrestler and a critic of the media."

Then there's the possibility that Ventura will return to radio with a more prominent position than that of morning drive-time host on KFAN (1130 AM), the role he had before his improbable win.

Jim Fleming, host of Public Radio International's "To the Best of Our Knowledge," a weekly show from Wisconsin Public Radio on culture and current events, said he thinks Ventura's personable style is perfect for radio.

"People on radio have to be people you want in your house," Fleming said. "You also have to have an inquiring mind and be interested in a variety of subjects. You've got a governor who shows most of those abilities."

But Fleming also said Ventura's habit of showing impatience might hurt him, and others think there may be even bigger problems in his way.

Talent agent Richard Leibner, whose clients include Dan Rather and Diane Sawyer, said Ventura's ability to handle his own show on a national level has not been tested.

"People who have ended up with talk shows had long journalism careers," Leibner said. "Would he appear to have the tools to be a broadcaster? Yes. Can he go longer than five- or 10-minute bursts with someone else leading the conversation? Only time will tell."

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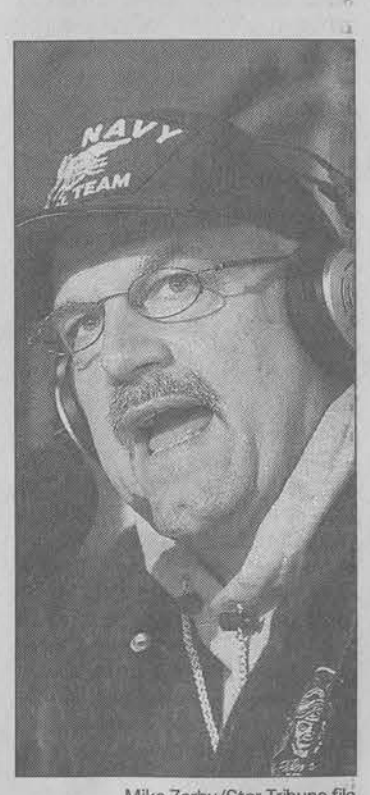

Mike Zerby/Star Tribune file

Whatever private citizen Jesse Ventura does, it's safe to say he'll have plenty of offers to choose from.

Impostor staged believable act at Summit residence

By Randy Furst
Star Tribune Staff Writer

A man claiming to be the brother of a Hollywood actor befriended Gov. Jesse Ventura's son, Tyrel, and lived in the governor's mansion in the summer of 2000 before state police concluded he was an impostor and kicked him out.

State police acknowledged the incident on Tuesday, and although they did not identify the man, Stewart Peters, 22, a Twin Cities man, admitted the ruse in an interview with the Star Tribune.

"It was a wonderful experience," said Peters, who describes himself as a rap artist. "If you sneak your way in there, I would recommend it. They had great food. It happened. I would do it again."

The amount of time the man stayed at the mansion is disputed. Dan Creed, the former residence manager who was laid off by Ventura, said he was there about a month. Col. Ann Beers, head of the State Patrol, said it was probably less than a month "but in that neighborhood." John Wodele, Ventura's spokesman, said Tyrel Ventura, 22, said the man was there only a week and a half.

Wodele quoted Tyrel as saying he was young, naive and duped by the impostor. "He conned me, what can I say?" Wodele said Tyrel told him.

Beers said the family had posted a notice at the mansion telling staff and security he was a guest and should be treated as family. She said Tyrel was trying to advance his film career, and the impostor said he had Hollywood connections.

"He stayed in the guest room. The chefs prepared food for him. The housekeepers did his laundry," Creed said. "If he needed a ride someplace, one of us did that for him." State troopers, who provide security for the mansion, gave him rides in their cars, Creed said.

The man claimed to be Coleman Hughes, brother of actor Jonathan Taylor Thomas on the TV show "Home Improvement." But after Tyrel became suspicious of Peters, he talked to troopers who ran a check on him, spoke to him and found he was an impostor. "We evicted him from the mansion," Beers said.

The account of the impostor is the latest development in reports of life at the governor's mansion involving Tyrel Ventura and his guests.

The Star Tribune has obtained a memorandum on "issues concerning Tyrel" that was marked "confidential" and described several incidents and recommendations on how to handle his guests in the future. Creed said he wrote the memo and gave it to First Lady Terry Ventura and Steven Bosacker, Ventura's chief of staff.

In the May 2001 memo Creed said a guest of Tyrel's was carried into the mansion at 2:30 a.m. and taken to a bedroom where he threw up on a bedspread and in a hat. "The hat full of vomit was left on the night table," Creed wrote.

David Brewster/Star Tribune

Frank Masi/Walt Disney

Stewart Peters, 22, left, called himself Coleman Hughes and claimed to be the brother of TV and movie actor Jonathan Taylor Thomas, right (pictured in the 1995 movie "Tom and Huck"), when he lived in the governor's residence in the summer of 2000.

Wodele said that Tyrel told him the man was a cousin, and that he brought him to the mansion because the cousin had had too much to drink and shouldn't be driving. He later apologized to the staff and offered to help clean it up.

In another incident, a cleaning woman found two guests asleep in the mansion's family room. Creed said the woman "was frustrated over the messes she has had to clean up from parties" and was not tactful when she asked them to get out so she could clean the room. Terry Ventura then wrote "a scathing letter" about the incident, saying she was "very upset that Ty's friends had been 'ordered' out of the 'public areas.' "

Creed made recommendations in his memo to tighten mansion security, adding that Tyrel and Terry Ventura should be treated with respect, but that Tyrel must maintain the dignity of the residence. Of Terry Ventura he wrote, "she is a protective mother. . . . That is her right. The First Lady reacts with emotions at times when she feels her family is being threatened."

Peters, the impostor, called Jesse Ventura an "excellent individual." On Tuesday he did a funny impression of Ventura speaking, and said he'd done it for him at the mansion.

He said he pretended to be someone else so he could be in a movie Tyrel was directing. "He invited me to live in the mansion, and the story went on. I was basking in the delights of the catering staff and I enjoyed every minute of it."

Wodele said Creed, "the guy who is making such a big deal about this, was duped also. In fact he played tennis with him." Wodele said that as a result, troopers began checking driver's licenses of Tyrel's friends at the mansion and did background checks.

State police say the incident of the impostor was not a security breach, since they'd been instructed to treat him as family. "We are not going to run criminal histories on the First Lady's family or friends," said Capt. Tom Fraser.

Peters' name came up in connection with another scam. WCCO-TV and KMSP-TV reported he had signed a big free agent deal as a National Hockey League player two years ago. Peters says someone pretending to be a hockey official tricked him. He went so far as to fax a copy of his "contract" to the Star Tribune, KMSP and WCCO.

Peters said he was arrested at 17 for stealing electronics equipment from a store and was arrested at 19 for driving under the influence of alcohol.

Peters has several active warrants for his arrest in connection with small offenses, but doesn't pose any violent public threat, said Apple Valley Sgt. Michael Marben.

"Is he armed and dangerous? Is he a major offender? No," Marben said.

Wodele was asked about having an impostor living in the mansion when Ventura has made a major issue about the importance of security for himself. Wodele said that the impostor was not an ax murderer, and if he were, troopers would have known about it.

There's a big difference, he said, between "someone misrepresenting himself as a movie actor and someone who could bring physical harm to the Venturas."

— Staff reporter Howie Padilla contributed to this article. Staff librarian Jim Phillips did research for it.
— Randy Furst is at rfurst@startribune.com.

NATIONAL IMPACT

Many thought his high-profile persona would alter politics

But the Reform Party faded while Ventura flourished in the limelight

By Bob von Sternberg
Star Tribune Staff Writer

Ever since the night nearly four years ago when a duly shocked world beheld the shiny bald pate of Gov.-elect Jesse Ventura, he has been a larger-than-life figure.

He was, some pundits said, a harbinger of the blossoming of the third-party movement, the kind of politician whom Americans would increasingly turn toward.

Wrong, and wrong.

While Ventura has retained his place in the national spotlight — as a regular on both the political and comedic talk show circuits — observers say there's no evidence he has represented anything more than Jesse Ventura.

"He had a very Jesse-centric term," said John Kohut, analyst of state government for the Cook Political Report newsletter. "He has a lot of talent to get a message out in front of the media, but I can think of no example where he put it to use to create a movement bigger than himself."

Ventura sporadically supported a handful of independent candidates around the country but made no concerted effort to help build his crumbling Reform (now Independence) Party in Minnesota or elsewhere.

According to Lisa Disch, a political science professor at the University of Minnesota who specializes in third parties, "I never thought of him as making a broad statement about the state of third parties. Jesse Ventura was elected as a celebrity candidate. His heart was not in party building, so he didn't go out and try to do it."

Beyond Minnesota's borders, most people who see Ventura as a successful third-party candidate don't realize that the state's campaign finance and election day registration laws contributed more to his victory than his party, Disch said. Those facts, along with the decision by journalists to cover him in 1998, "made him truly a unique product of Minnesota," she said.

With the Reform Party having melted down during the 2000 presidential campaign, the Green and Libertarian parties are left as the ones outside the mainstream that most often field slates of candidates. Neither has elected anyone to statewide office anywhere in the nation, according to the Cook Report. In only a few states — Arizona and New Mexico are most often mentioned — are they seen as having a plausible chance of winning in the foreseeable future.

Aside from Ventura, the only highly visible statewide officials not affiliated with Republicans or Democrats are Maine Gov. Angus King (who isn't affiliated with *any* party), and Sen. James Jeffords (who gave the Democrats control of the Senate when he walked away from the GOP last year) and Rep. Bernard Sanders (an independent), both of Vermont.

"More than anything, Ventura at the end of the day is an anomaly," Kohut said. "He raised eyebrows and gave people the impression that if he could be elected, *anything* could happen. The way he was most often used was by candidates who would point to him and say, 'If Jesse Ventura can do it by coming out of nowhere, so can I.'

"But there hasn't exactly been anyone else who's replicated that, and third-party candidates at the state level are no stronger than they were four years ago."

Ventura's ability to attract national attention has been measured by the Gallup organization. In a poll conducted shortly after his election, he was viewed favorably by 53 percent of the public; in 1999, halfway through the first year of his term, one in eight said they'd vote for him for president in a three-way race with Democrat Al Gore and Republican George W. Bush.

"People around the country aren't interested in Jesse because of his politics," Disch said. "I don't want to say it's him grandstanding, but he's kind of a national curiosity. People are fascinated with him as that: What will Jesse do next?"

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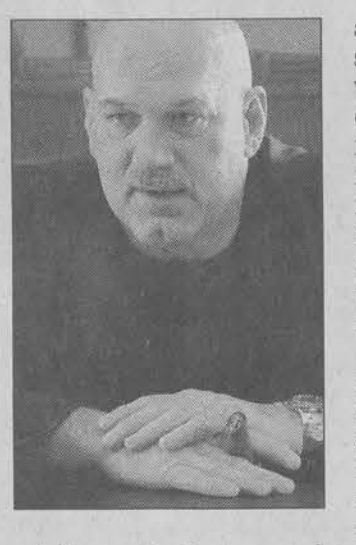
Our perspective

Ventura's exit

Persona overshadowed policy



Jesse Ventura, Minnesota's "shock-the-world" Independence Party governor, shook the governor's race Tuesday by withdrawing from it. His exit does not mark the end of third-party politics in Minnesota — but it removes from the ballot its most colorful and, in modern times, most successful practitioner.

His announcement puts the end in sight for one of Minnesota's most distinctive administrations. The election of a third-party former wrestler, entertainer and suburban mayor in 1998 ushered in an unprecedented three-way division of power at the State Capitol, as DFLers and Republicans split control of the Legislature.

Gridlock was forecast — and the forecast wasn't far wrong. Decision-making often was reduced to a hostile game of two-against-one. Nevertheless, the Ventura years will be remembered for accomplishments that kept this state on a positive course, and in several instances propelled its progress.

His finest achievement was the property tax restructuring and reduction of 2001. It reduced an unfair burden being borne by businesses and rental property — one that was damaging the business climate and exacerbating a shortage of affordable housing. It also made the state better live up to its responsibility to finance K-12 education.

Tax reform leads a laudable list that includes staying the course with K-12 graduation standards and accountability; promoting "smart growth" and launching light-rail transit in the metro area; reducing reliance on nursing homes for long-term care; upgrading law enforcement capabilities; upholding reproductive rights and fair treatment of gays and lesbians, and increasing funding for housing.

One could wish for more — as Ventura himself does. He wanted voters to have a chance to create a single-house legislature. He wanted sales tax reform and a gas tax and cigarette tax increase this year, to start the next budget cycle in the black. He favored telecommunications reform, aimed at bringing high-speed Internet service more quickly to all corners of the state.

We wish Ventura had been a better friend to higher education and to the arts, and that he had not been so tightfisted with K-12 education in his second budget. But credit is due, and it must be shared with Ventura's impressive cast of commissioners. They are Minnesotans of substance — Republicans, DFLers and independents alike — who cared enough about their state to sign on for service with an untested, unconventional governor. The fact that most of them remain in office more than three years later speaks well both of them and of Ventura's management skill.

Ventura's independence — even, it seemed, from his own small party — served him well as he recruited commissioners and proposed policies. But he seemed not to grasp or to care about the impact his solo act had on his ability to put his proposals into law. Ventura had no well of legislative support to draw from, and he seemed unwilling to work to create one.

That is why his legacy includes widening, to an unhealthy extreme, the constitutional division between state government's legislative and executive branches. In the past year, the chasm between the two made state government virtually dysfunctional. It contributed to the Legislature's failure to invest in transportation and to find a lasting fix for the damage recession dealt to the state budget. Healing the legislative/executive breach must be a priority for Ventura's successor.

Another kind of healing is also in order in Ventura's wake. Both with words and deeds, this governor has damaged Minnesota's esteem for government service. He bashed career politicians for staying at the taxpayers' trough for too long — then used his office as a springboard to increase his own celebrity income. He called legislators "cowards" and questioned the patriotism of state employees. He showed so little respect for the governor's residence that he let his son use it as a party pad, ordered it closed when money got tight and refused to rehire staff members when it reopened.

When he was plain-spoken and amusing, Ventura may have captured the attention of people who had little previous interest in government. But when he was discourteous and self-absorbed, he turned off people whose goodwill a governor needs. The next governor must restore respect for the office.

Ventura's style clouded the vision he was trying to make manifest in Minnesota. It's a shame, because the vision was worth seeing. In Ventura's Minnesota, both individuals and government would do their part. People would work and study hard, care for their children, vote and get involved in civic affairs. Government would provide quality education, transportation, security and help through life's misfortunes. That is a vision that should not be lost as the Ventura era ends.

Ventura's decision

Gov. Jesse Ventura just announced that he'll not seek reelection this year. You know what they say: "When the going gets tough, the ultra-sensitive, self-important, ex-wrestler, my-way-or-the-highway crybabies simply tuck tail and run." I feel sorry for those who were fooled by him four years ago.
— Chris Howes, Richfield.

Now that Jesse Ventura has decided to not run, maybe it is time to use some of that extra funding for security to beef up the security at the governor's mansion. We wouldn't want any of the Venturas or their friends to walk off with any of the people's valuables.
— Stephen Swenson, Minneapolis.

I knew if I waited long enough I would hear something come from the governor's mouth that I could agree with! Thank you, Jesse!
— Chuck Peterson, Minneapolis.

I was elated upon hearing the news that Gov. Ventura will not seek reelection.

I am ashamed to say that I voted for him. He had what I considered a very good agenda at the time of his election, and the first year he did what most people considered a good job. However, he let his ego take over — making him more of a joke rather than a leader.

I remember, on vacation in Alaska three years ago, that people who found out I was from Minnesota asked, "How do you like your governor?" I could honestly reply that he was doing a good job.

That is not so today. Minnesota will benefit from his decision.
— Charles M. Holm, Minneapolis.

Thank you, Gov. Ventura. My fondest dream has come true.

No more state-paid vacation down the Mississippi. No more public outbursts and childish tantrums over the media and his "loss of privacy." No more talk show appearances or Playboy interviews.

No more big egos overshadowing the good of the state.

A new governor and his family can occupy the governor's residence without extra bills for cleaning up after parties. Hopefully, things will go back to normal again. It's been more than three years of humiliation for the people of Minnesota, but I look forward to the next four years — whoever occupies the governor's residence. It's bound to be a big improvement.
— Kay Syvrud, Hawley, Minn.

The New York Times

Minnesota's Governor Is Hitting a Rough Spot

Polls Dip, and Ventura Ponders His Future

By JOHN W. FOUNTAIN

ST. PAUL, April 11 — Here in his office, he sits in a big chair behind a big redwood desk, the image of two men fitted into one: both Jesse the Body and Jesse Ventura, the governor.

It is difficult to know which of the two is holding the stogie, wearing the charcoal gray suit and waxing about his possibilities, preferably on a national stage, after his political life in Minnesota is over.

Is it the in-your-face former professional wrestler? Or the savvy populist governor who has yet to announce whether he will seek a second term?

What is clear is that Jesse Ventura has reached a political crossroads. Even as he ponders his future, a political poll taken last month shows that his approval rating has dipped to 43 percent, an all-time low since he won a surprising victory in a three-way race in 1998.

Mr. Ventura's slide from public grace — at least his current dip in popularity — may be linked to a state budget crisis and to the feeling of many Minnesotans that the governor, at times, has seemed disengaged while appearing to tend to his personal interests.

> What he says reflects on his state, Ventura says he has learned.

There is the issue of his contentious relationship with the local news media and his labeling of reporters as "official jackals." Then there is his brashness and his call-it-as-he-sees-it style that has wounded some, embarrassed others and left the governor reassessing how much of Jesse the Body may be too much for the political ring.

"When you hold these positions, you learn that you're not just a spokesman for yourself," Mr. Ventura said today in an interview in his office at the Capitol, recalling the heat he took for calling organized religion "a sham and a crutch for weak-minded people" in a 1999 Playboy interview. That point, Mr. Ventura says, was the lowest in his term as governor.

"What I had to learn from that is that I also represent the State of Minnesota now, so that anything I say has a direct reflection on the State of Minnesota," he said. "So you can't quite be as flamboyant or outrageous."

Whether the governor, a former Reform Party member, now an independent, could win a second term, or whether he will even seek one, remains a mystery. His critics — and even some of those who voted for him — contend that he has worn out his welcome.

"He systematically abuses everybody," said Roger Moe, the majority leader of the State Senate, who is seeking the Democratic nomination for governor. "He has no good will in the Legislature or in the press corps.

"When he was elected, there was a collective gasp across the state, but everyone said we would make it work for him. The Legislature did everything they could for him. The public wanted to give him credit, and he had a chance to bring young people into the process, but what we thought to be refreshing and different is now boorish and embarrassing."

State Senator Becky Lourey, who is also seeking the Democratic nomination for governor, agrees.

"Jesse is crashing into budget realities," said Ms. Lourey, who hopes to capitalize on the governor's rift with teachers and school administrators over cuts in education spending. "Having a celebrity for governor isn't quite as entertaining anymore. He tends to divide people. He uses anger."

Dave Miller, a school bus driver, said he voted for Mr. Ventura because he was not the "run of the mill" politician who "kissed up to everybody." Now, Mr. Miller said, he doubts he would vote for Mr. Ventura again.

"We ask ourselves every day what the hell we were thinking," said Mr. Miller, 63, sitting in a downtown Minneapolis restaurant this week.

Sitting nearby, Mr. Miller's friend Lyle Schutte, 63, said he would vote for Mr. Ventura a second time.

"But my wife thinks he makes too much noise," Mr. Schutte said, laughing. "So I think I'd have to convince her to vote for him."

Some voters seem to believe that the governor has not been devoting enough time to the governor's duties, finding time to promote his books and to moonlight as a professional wrestling referee and as a commentator for the short-lived XFL football league.

The governor rejects such criticism, pointing to his efforts to cut taxes and limit the growth of government while making government more accountable. Even his critics say he has assembled a praiseworthy cabinet. The tax rebate checks, which became known as "Jesse checks," may have won him points with the public.

But the onset of an economic slump left Mr. Ventura, like governors of other states, with the difficult task of dealing with a projected shortage of more than $2 billion.

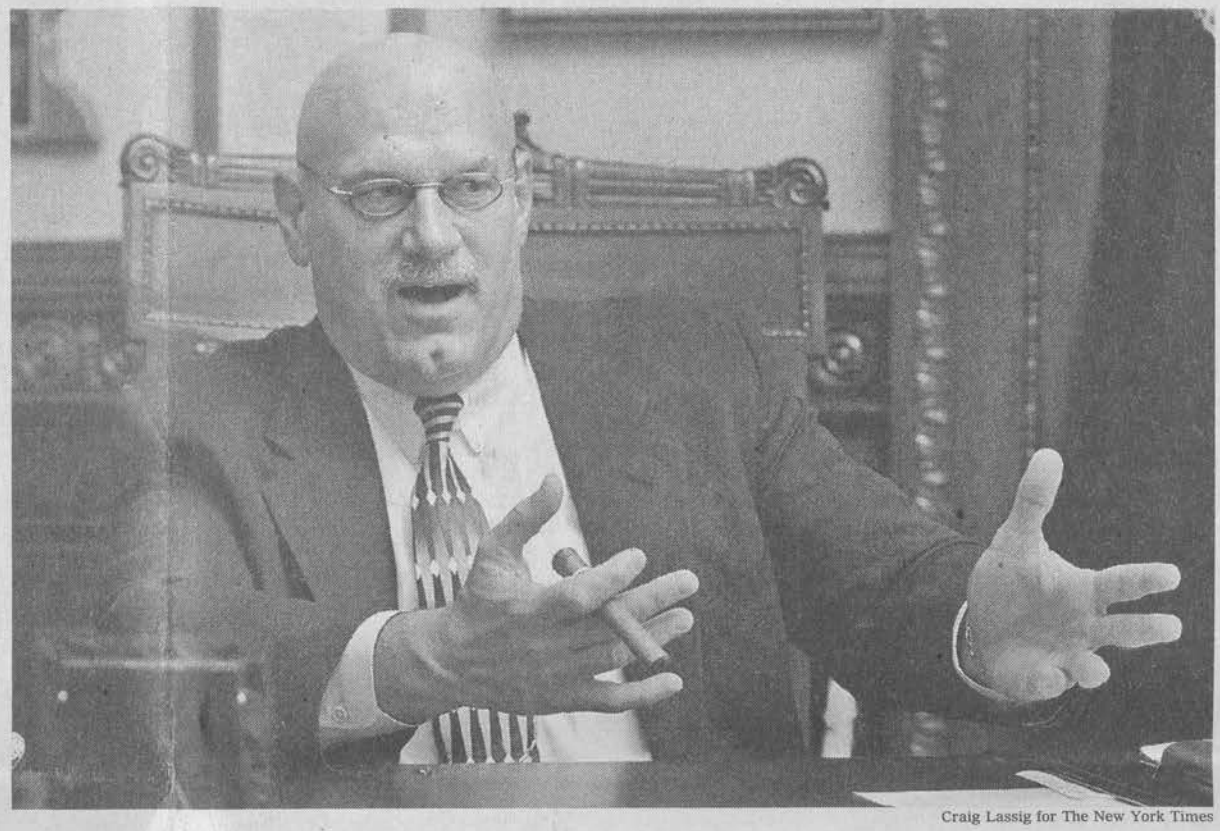
Mr. Ventura proposed a mix of tax increases and spending cuts, including reduced state spending in school districts, a plan that was criticized by legislators as unnecessary.

Mr. Ventura says the Legislature's opposition to him has worked to unite Republicans and Democrats. That was apparent in an unusual bipartisan agreement to resolve most of the state's projected budget shortage in a plan that spared school spending and relied instead on state budget reserves. Mr. Ventura vetoed the proposal, but he was overridden.

In the aftermath, a Minneapolis Star Tribune poll in March found that only 43 percent of voters approved of Mr. Ventura's performance and 49 percent disapproved, a sharp decline from an approval rating of more than 70 percent a year ago.

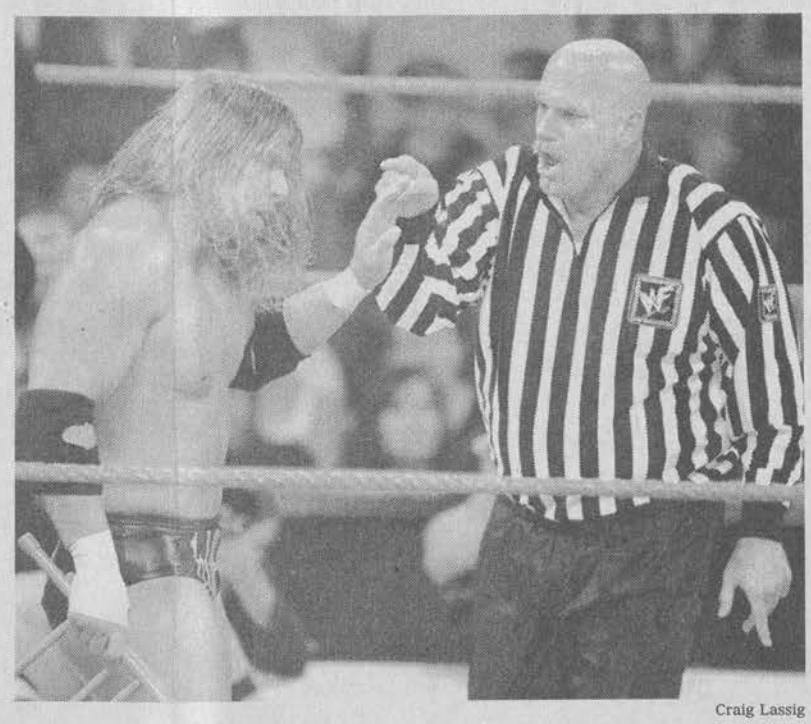
Mr. Ventura shrugged off the finding, saying this week that "polls are like the wind." He said he believes that the wind will eventually shift in his favor, and that still having an approval rating of more than 40 percent is not bad, given that he won the 1998 election with 37 percent of votes cast.

He added: "Rather than them judging my policies, it's probably my personality. People are so in tuned to having these stereotypical politi-



Craig Lassig for The New York Times

"When I'm behind the desk, I control Jesse the Body," Jesse Ventura said in an interview this week about his experiences as governor of Minnesota. "When I go out from behind this desk, he can reappear real strong."



Craig Lassig

Some Minnesotans believe Gov. Jesse Ventura has been spending too much time on personal interests, like refereeing professional wrestling.

Ventura eases back into his radio days

His debut return to the airwaves for lunchtime show was a bit rusty but still had its bite.

By Patricia Lopez Baden
Star Tribune Staff Writer 6-12-99

The lead-in to the radio show said it all: "Unfiltered, unedited, unabashed: This is the honorable Jesse Ventura, governor of Minnesota."

With that, up came the funky strains of Jonny Lang's "Lie to Me" as Minnesotans across the state tuned in to "Lunch with the Governor," a weekly WCCO Radio show that on its maiden run Friday showcased Jesse the Body, the Mind and the Mouth.

From the outset, Ventura signaled that he might have a little trouble juggling his dual roles as talk show host and head of state.

"I'm going to have to control myself and not let my wild and woolly Jesse the Body appear. . . . Aaah, we'll let it sneak out every now and then," he said, chuckling.

Sure enough, when the very first caller — Linda from Zimmerman — rambled and couldn't seem to formulate a question, Ventura cut in: "Linda, you're not *drinking* your lunch today, are you?"

VENTURA continues on B6:
— "These are constituents rather than just callers," governor says.
— He reminds listeners to file taxes to get sales-tax rebate.

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VENTURA from B1

Not quite like his old KFAN days, but governor still pushed the edge

After the show, Ventura said that while he wants to have fun with his return to radio, "I have to carry the dignity of my position a little bit more than what I did when I was just a sheer talk-show radio host. I don't want the public to feel if they disagree with me they're going to get lambasted. These are constituents rather than just callers." During his days as a radio jock for KFAN and KSTP, he said, "you could hammer people if you were in the mood. This won't be quite as wild and woolly."

Talking taxes

Indeed, Ventura devoted a significant chunk of his show to the driest of topics — taxes. He took pains to remind listeners that any Minnesotans who had not filed their 1997 state income taxes would be ineligible for their portion of this summer's $1.25 billion sales-tax rebate. The deadline for filing a 1997 return to get the rebate is Tuesday.

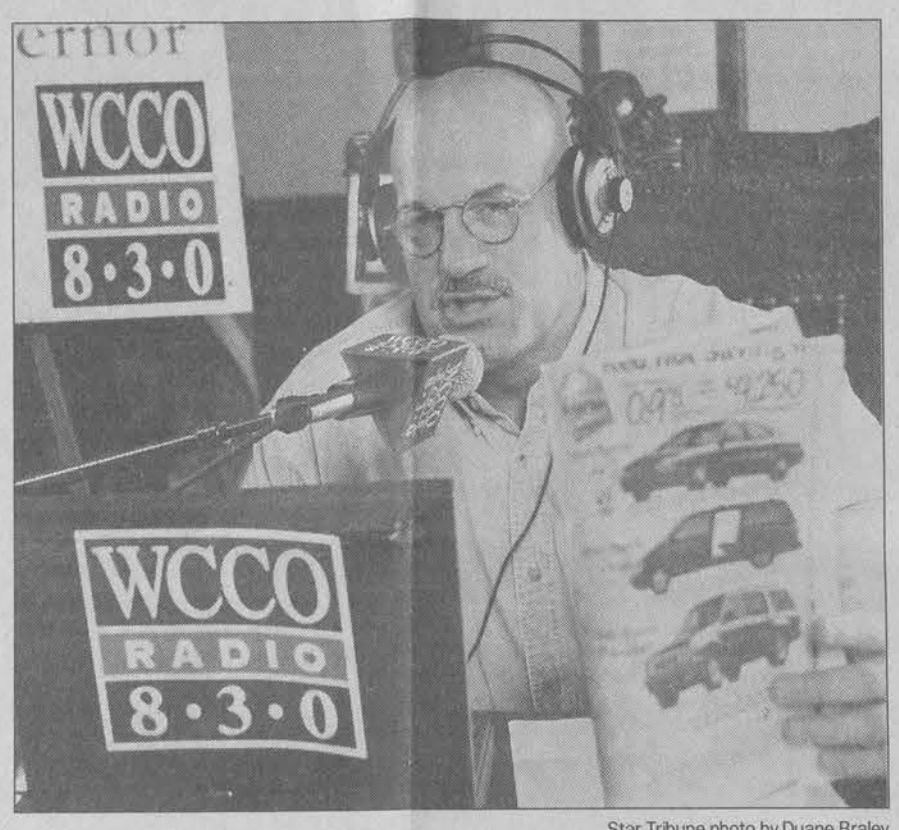
While it might not have made for the most stirring radio, Ventura patiently gave out the Revenue Department's Web site and phone numbers, and even told folks which lines to look at on their tax returns. "This is very important, Minnesotans," he said. "Listen up close."

Later, he said "that was the most important thing of the show today, getting that message out. We don't want anyone missing the boat."

Ventura acknowledged that his radio skills "were a little rusty" — that the patter needed to be sharper and tighter. And the need for a sidekick became evident within moments of airtime. "We gotta get you a mike, this ain't right," he told David Ruth, a press aide and his old KFAN producer. "I need someone to hammer."

Jesse on the radio

To hear excerpts from Friday's "Lunch With the Governor" radio program, call **612-673-9050** and when told, press **5078.** To hear excerpts online, go to http://www.startribune.com/metro.



Star Tribune photo by Duane Braley

In his debut return to radio, Gov. Jesse Ventura said he was trying to keep a lid on his usual radio rambunctiousness. Still, he found time to rail against the media. His weekly show airs from 11 a.m. to noon Fridays on WCCO Radio.

Enjoying the banter

Still, Ventura obviously enjoyed his return to radio, bantering with friendly callers, such as record producer Jimmy Jam and sportscaster Howie Long, former defensive lineman for the Oakland Raiders.

Citizen callers appeared to be supporters as well, with most praising Ventura, although Wallace from Brooklyn Park said, "I wish you wouldn't a mentioned that underwear issue. Some things shouldn't be said." He was referring to the admission that Ventura has eschewed underwear since his Navy SEAL days.

Unapologetic, Ventura replied: "But Wallace, if my pants ever rip, at least everyone will know, and it will save me having to say it at that time."

Cindy from northeast Minneapolis congratulated him on "keeping the people guessing and worrying about what you're going to say or do next."

Cuffing the media

Early in the show Ventura, lit out after one of his favorite whipping posts — the media. Reporters who were in his office to witness the show found themselves the silent foils to Ventura's on-air shtick.

"We're going to jump on them [reporters] with both feet, grind them right into the turf and let them know when they make a mistake," Ventura said, looking at reporters and laughing. "I'm having fun with them. Look at them, writing, thinking, 'Oooh, look what he said, how dare he, how will we fight back this guy?' "

Ventura then ripped an Associated Press story he contends misrepresented remarks he made on CNN's "Larry King Live" earlier this week.

"I'm not insinuating they [the media] have an agenda," he said. "I'm just saying they make mistakes, and when those mistakes get made, guess who gets nailed? Generally, your governor gets the rear end of the stick swatted across his hinder."

Ventura said future shows will be an eclectic mix of policy, politics and topics both wonkish and off-the-wall. His one-hour, once-a-week format, he said, is intended to provoke, inform, entertain and give Minnesotans unrestricted access to their governor in a way unique in the annals of state political history.

Screening of calls will be minimal, and Ventura's staff said that despite the congratulatory nature of most of Friday's calls, Ventura welcomes a mix. Ventura fielded questions on such topics as year-round school (he's against it) and the Profile of Learning (he defended it). He restated his opposition to replacing the 18-year-old Metrodome, saying "we don't replace our schools after 18 years." In between, he took calls on everything from underwear to a request that he repeal laws prohibiting oral sex.

Rebate deadline

As Gov. Jesse Ventura noted on his radio show Friday, Tuesday is the deadline for people who have not filed 1997 state income-tax forms to do so in order to receive this year's sales-tax rebate. Some rebate facts:

- **Eligibility:** Minnesota residents who weren't claimed as a dependent and who, by midnight Tuesday, have filed a 1997 state income-tax return (Form M-1) with a tax liability of at least $1 (line 7) are eligible for the sales-tax rebate. Those who did not have a tax liability but who, by midnight Tuesday, have filed for the 1997 property-tax rebate (line 14, Form M-1) also are eligible.
- **Checks will be** mailed automatically by the end of the summer.
- **Minimum sales-tax rebates** are $204 for single taxpayers and married taxpayers filing separately, and $358 for married taxpayers filing jointly and heads of household.
- **Maximum rebates** are $2,500 for single taxpayers and married filing separately, and $5,000 for married filing jointly and heads of household.
- **Nonresidents** who can document taxable purchases made in Minnesota during 1997 will have until June 24 to claim rebates up to 69 percent of the state sales tax paid, up to the maximums. They need Form NRST.
- **Further information,** is available at the Minnesota Department of Revenue Web site: http://www.taxes.state.mn.us/

The Revenue Department's phone number is 651-296-3781 in the Twin Cities, or toll-free 1-800-652-9094.

Source: Minnesota Revenue Department

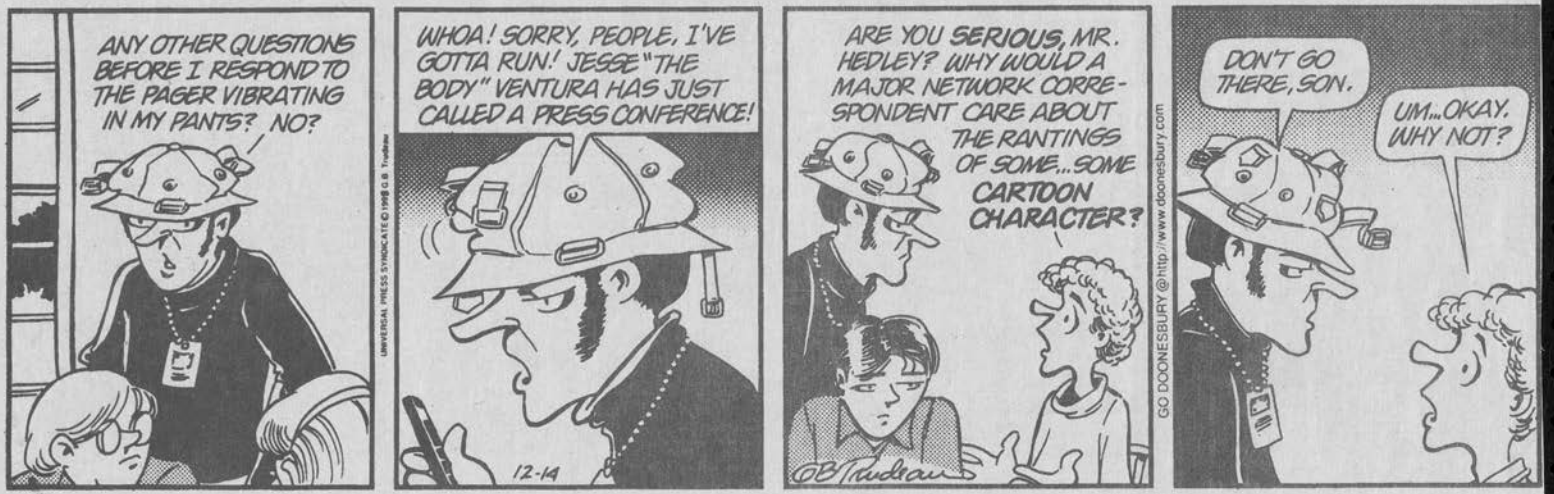
Ventura finessed his answer on that last one, saying, "We have a lot of laws that need repealing." Then the old, bad-boy Ventura made a momentary appearance as he eyed his chief spokesman, John Wodele, and said, "Wodele's over there nodding up and down, yes, yes, yes." Staff members listening in Wodele's office laughed uproariously, while Wodele nearly jumped out of his seat in astonishment. "I knew he wanted to have some fun with this," Wodele sighed. "But if it gets good ratings for the governor, what the heck."

Ventura said that his mission is to inform *and* entertain, and that Minnesotans should brace themselves for a show that is as unconventional as the governor himself.

"I'm certainly not going to make it dismal," he said. "In a show like this, you need to discuss serious topics, but also good lighthearted ones. Let the public know that indeed I'm human, too, and we're very equal."

Doonesbury: *By Garry Trudeau*

Dec. 14, 1998



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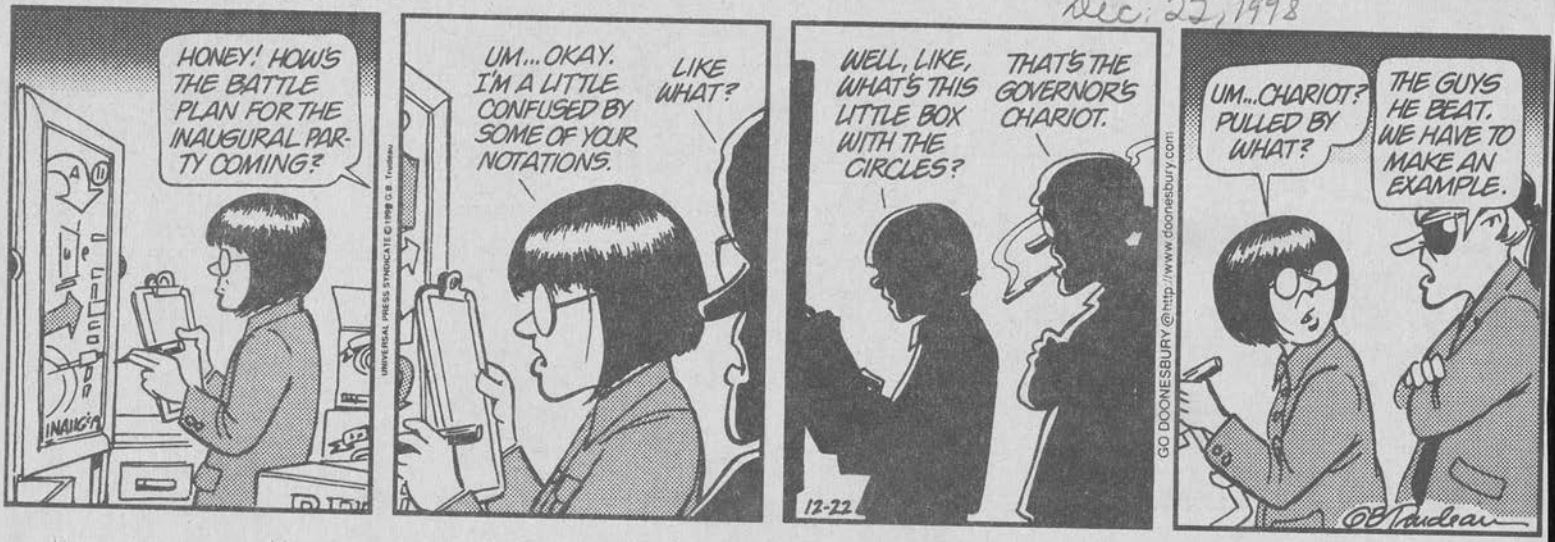

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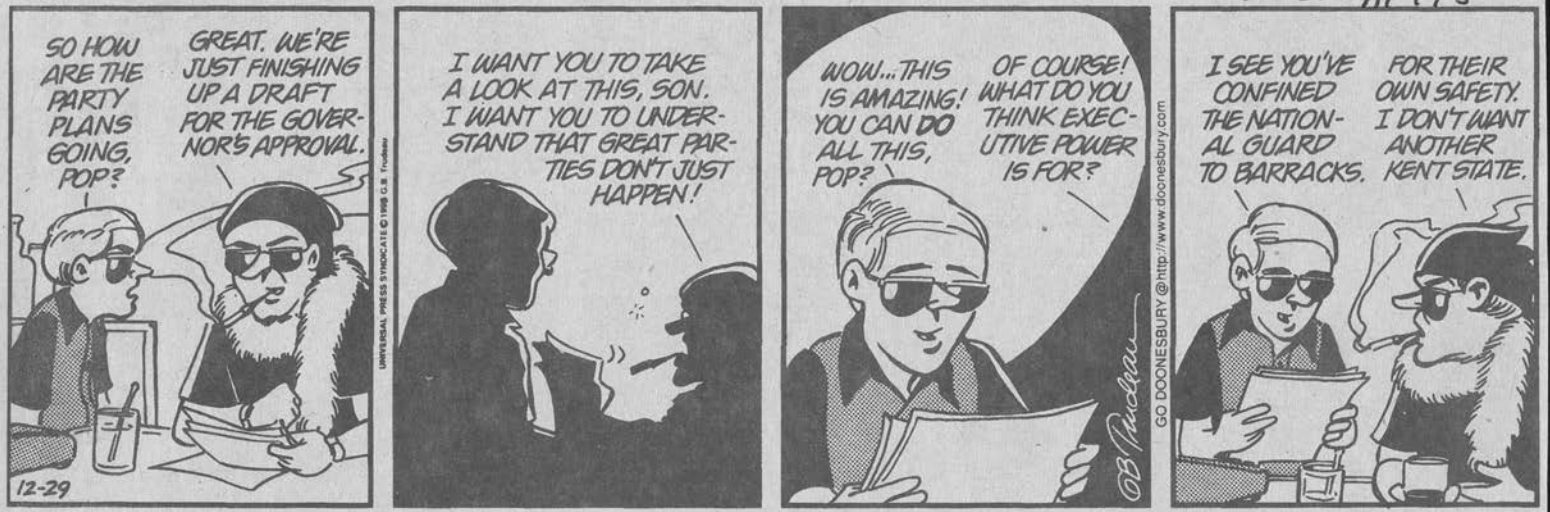

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Dec. 30, 1998

Doonesbury: *By Garry Trudeau*

Dec 31, 1998

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JOE SOUCHERAY

STAFF COLUMNIST

Dayton's by any other name is a big mistake

The Dayton's sign is coming down off the 12 Minnesota stores, 10 in the Twin Cities, and they are going to put up two words on those stores: Marshall and Field's. This is practically the equivalent of renaming, say, the Boundary Waters Canoe Area, Dry Gulch Basin, or the Humphrey family calling a press conference to say, "From now on it's Schwartz."

Proof that the Target Corp. is making a big mistake is the very idea that I can get worked up about it. I don't shop. If a guy who does not shop can get worked up, then the Target Corp. has truly touched some raw Minnesota nerve. I only know this one store, Dayton's, not necessarily because it's the only store, but because it has so successfully made itself a part of Minnesota culture that it is the same as Paul Bunyan, as winter, as lakes. And let's be perfectly honest here. For all I know Dayton's has paid my salary for the last 25 years, because there isn't a day that goes by that Dayton's isn't trumpeting a sale. This is a company that has bought a lot of advertising.

I even kept track of the sales one year. Sometimes, I am a terribly creative gift giver. One year I started keeping track of the sales at Dayton's, the 13-hour sales, the Daisy sales, the clearance sales and home sales. I recorded the name of the sale and the date, and I was going to have the yearlong record done up graphically and then have it framed and give it to the Chief Procurer as a Christmas present. What happened was they change computer systems at this newspaper about as often as Dayton's has a sale, so I lost the list a year or so ago in a mainframe shuffle and I never did start up a new one.

Now, when I say I don't shop I mean that I don't shop recreationally. There are men who do; I'm just not one of them. If I need socks or a belt or, on the rarest of occasions, a new suit, I go to the Dayton's in St. Paul. There are two reasons for this. One, it is just down the street from the newspaper. And two, I feel that I have an obligation to support it. I don't care how much money this company has taken out of my family, it is the only true dry-goods outfit that toughed it out in downtown St. Paul.

I won't change. When the words Marshall Field's go up on the building I will still go there, and I will still go there for the same two reasons. In fact, the company just reached an agreement to stay downtown, and I hope it prospers along with all the new money pouring into the restaurants and saloons from the hockey fans, many of whom are not from St. Paul. Let's put it this way. I hope the Marshall Field's in St. Paul will sell leather pants. There are women at the Wild games who wear leather pants, and I have developed the rule of thumb that they are not from St. Paul.

It's just that it won't seem the same. That name, Marshall Field's, is a Chicago name. It speaks to Lake Michigan and the Miracle Mile and Mrs. O'Leary's cow kicking over a lantern.

The person I really feel bad for is the CP, who shops recreationally. She will have to learn how to drive all over again. For years, driving to her has been as simple as putting the car's transmission in "D." The car took her right to a Dayton's. I am going to have to get out there with a small artist's brush and paint "MF" over the "D." I might be worked up, but this is a woman who is taking it hard, mourning the loss of a treasured friend, a harbor of refuge, her port in a storm. I can't even block the metaphors because I am not exaggerating the astonishment that I witnessed when this news broke last weekend.

I felt so bad I said something nice like, "Aw, don't worry about it."

But my kind words rang hollow. There was only one cure for what ailed her, so she backed the car out of the garage and put the transmission in "D."

Columnist Joe Soucheray can be reached at **jsoucheray@pioneerpress.com** or (651) 228-5474. He can be heard each weekday 2-5 p.m. on AM 1500 KSTP.

BREAKING GROUND

Rail planners vow to keep lid on costs

With this week's groundbreaking marking the official start of light-rail construction, the Pioneer Press takes a look at five challenges facing the Hiawatha line in Minneapolis.

- **Monday:** Operating costs
- **Tuesday:** Ridership projections
- **Today: Construction concerns**
- **Thursday:** Development issues
- **Friday:** Public perceptions

But some observers foresee overruns

RACHEL E. STASSEN-BERGER STAFF WRITER

With all the ceremony needed to kick off a $675 million construction project, light-rail luminaries today will dig their shovels into specially imported, softened dirt on the grounds of the Minneapolis light-rail line's yard and shops.

As difficult as it was to arrange the ceremony and bring together federal, state and local officials, it may seem simple by comparison with the actual construction work needed to meet the line's anticipated 2004 completion date.

Although light-rail planners and officials have worked hard to minimize the risks, there are still challenges ahead.

Among them is the question of the final construction cost for the line, which will run from downtown Minneapolis to the airport and the Mall of America.

These days, officials swear that figure is $675 million. "That's a containment vessel. There is no other money to be had," said interim Metro Transit general manager John Byrd.

Some light-rail watchers, however, are skeptical. There is other government money being spent to enhance the project — such as parking for downtown — that they feel is not included in the construction budget. Further, they've heard officials talk of final budget figures before and at much smaller

LIGHT RAIL CONTINUED ON **2B** ▸

ARNESEN-BANCROFT EXPEDITION VIA ASSOCIATED PRESS

Explorers Liv Arnesen, left, and Ann Bancroft posed Tuesday for a photo at the Amundsen Scott South Pole Station on Antarctica.

On the Bottom of the World

Minnesota explorer Ann Bancroft and her Norwegian colleague reach the South Pole, putting them well on their way to completing their historic trek across Antarctica.

BY TODD NELSON PIONEER PRESS

Skiing their way across the bottom of the world, Minnesotan Ann Bancroft and Norwegian Liv Arnesen on Tuesday reached the South Pole, a milestone on their mission to become the first women to cross Antarctica.

Arriving at the South Pole's Amundsen Scott Station at 10 a.m. Twin Cities time, they encountered a lone inhabitant outside checking the weather at 4 a.m. local time on the icy continent.

"They're just absolutely exuberant and relieved to see people and to be at this pivotal, pivotal milestone," expedition spokeswoman Liv Otto said.

It was their first contact with another person since Bancroft, 45, and Arnesen, 47, began skiing and windsailing their way across Antarctica Nov. 13. They will stay 24 hours to restock with food and equipment the 250-pound sleds each is pulling.

Closing in on the South Pole "has been a lot harder than we really imagined," Bancroft said in a satellite telephone call Monday night to the expedition office in Minneapolis.

The pair had closed to within 32 miles of the pole after skiing 77 miles in 14 hours Monday, the greatest distance they have covered in a single day on their 100-day, 2,300-mile journey. By 8 a.m. Tuesday in the Twin Cities, they were 10.9 miles away.

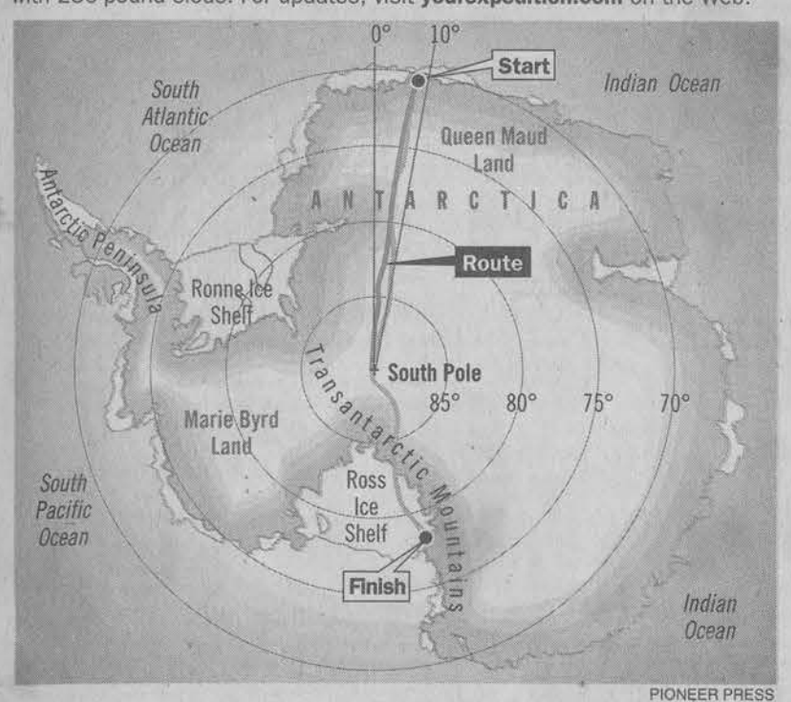
So far, Bancroft and Arnesen have spent 64 days on the ice, covering more than 1,300 miles in constant sunlight during a summer that sees temperatures averaging minus 30 and winds gusting at 100 mph.

They have about a month left to reach their final destination, some 900 miles away, at McMurdo Station, Otto said. They would have to average 35 miles a day to finish by Feb. 15, or 28 miles

SOUTH POLE CONTINUED ON **2B** ▸

Across Antarctica

Polar explorers Ann Bancroft, 45, of Scandia, and Liv Arnesen, 47, of Oslo, Norway, are attempting to become the first women to ski across Antarctica. They began their 2,300-mile, 100-day mission Nov. 13, skiing and windsailing with 250-pound sleds. For updates, visit **yourexpedition.com** on the Web.



PIONEER PRESS

Somerset police face charges

Wisconsin officers to be identified today

GARY DAWSON STAFF WRITER

SOMERSET, WIS.

The Somerset Village Board on Tuesday night voted to file a half-dozen misconduct charges against Somerset police officers, including allegations of two alcohol violations, illegal transfer of firearms, falsification of timesheets and misappropriation a state-federal crime grant. The charges also allege theft of evidence from the police property room.

Because the charges won't be filed formally with the village's Police Review Board until today, village attorney Tim O'Brien said the Village Board could not release the names of the officers, but it is known that two of the officers under investigation are Police Chief Rick Pfaff, who has been head of the department for 18 years, and Officer James Dixon.

POLICE CONTINUED ON **2B** ▸

Ventura critical of comic strip

He accuses paper of profiting from image

JIM RAGSDALE STAFF WRITER

Gov. Jesse Ventura, who has feuded with the St. Paul Pioneer Press over editorial criticism of his money-making ventures, accused the newspaper on Tuesday of using his trademarked image to increase its own income.

In a speech at the University of Minnesota, Ventura digressed to take on a comic strip based on Ventura that is to be introduced on the newspaper's editorial pages on Jan. 28.

"I'm glad your newspaper's going to make money off me now with the cartoon — maybe you'll write an editorial dealing with that," Ventura told a Pioneer Press writer in the audience. "Your newspaper exploiting me, to

VENTURA CONTINUED ON **2B** ▸

Temporary skyway postal branch sought

TONI COLEMAN STAFF WRITER

An avalanche of calls from an upset public is prompting U.S. Postal Service officials to move quickly to find a convenient — but temporary — downtown St. Paul office to substitute for the popular Wabasha Court skyway branch, which closed unexpectedly earlier this month.

New, centrally located quarters are expected to be ready within 60 days, postal officials said Monday.

The Postal Service said it made the Jan. 5 "emergency closing" of the branch at Sixth and Wabasha streets because leaking water created a safety hazard for its eight employees.

Initially, the branch was to remain closed until officials found a new permanent location. But in the days after its closing, Acting Postmaster Anthony C. Williams received 40 to 50 calls a day from customers who felt they were being abandoned, said Postal Service spokesman Jim Ahlgren.

The skyway branch had been averaging more than 200 customers a day.

"Based on all the calls, we decided to seek a temporary location rather than waiting for a permanent spot," Ahlgren said. "We don't want the folks to feel like they're being abandoned. That's the overall theme we got when folks were calling."

The rental post office boxes and automated stamp vending machines at the Wabasha Court branch remain accessible, but all customer service counters have been closed. Officials have not decided whether to move the boxes to the temporary location or leave them there until a permanent home is found.

In the interim, downtown customers in need of other services are encouraged to use the Pioneer Station in the ground level of the Pioneer Building at Fourth and Robert streets or the main office at 180 E. Kellogg Blvd.

Toni Coleman can be reached at **tcoleman@pioneerpress.com** or (651) 228-5442.

COURTESY PHOTO

Theater magnate dies at 84

Ted Mann, who started with a single theater in St. Paul and later built the largest independent movie theater chain in the country, died Monday in Los Angeles. Mann, shown in an undated photo, was 84. He married movie star Rhonda Fleming after moving from the Twin Cities to California in 1970. **Story, Page 4B**

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Police

▼ CONTINUED FROM 1B

The Village Board met in a closed session for 2½ hours, finalizing the misconduct charges before convening publicly and announcing its decision.

One of the alcohol charges involves an alleged skinny dipping party on the St. Croix River with women under the drinking age last June 27. A second alcohol charge involved other violations that were not specified Tuesday night.

The charge alleging theft of evidence did not specify what was stolen. Those and many other details in the complaint are expected to be made public by the time the Police Review Board holds its first meeting to review the charges at 7 p.m. Thursday.

In a surprise development, Chief Pfaff filed a complaint with the Police Review Board against Officer Michael Kappers. It alleges Kappers filed a false report about the skinny dipping and underage drinking incident and is colluding with Somerset Village President Michael Eckelberg to smear Pfaff and have him removed as village police chief.

Eckelberg would not immediately comment on Pfaff's complaint, but Kappers called it a "smokescreen." He said he would have more to say once those charges go before the Police Review Board. Pfaff and Dixon have denied allegations that they drank and skinny-dipped with underage women.

About 40 Somerset citizens broke out into long applause when the village board announced the filing of the charges.

"A climate of fear has existed in this town over some members of the police department, but now we see people coming out," said Ross Gabrick, a spokesman for Somerset Concerned Citizens.

Light rail

▼ CONTINUED FROM 1B

numbers than $675 million.

But this time, officials say, they really mean it.

Part of that budget containment comes because contracts for nearly 80 percent of the construction work over the next three years have already been awarded.

That's not the way most government projects are handled.

"The cost of most government projects balloons. ... People haven't recognized how different (light rail) is from the way government builds infrastructure projects," said Ted Mondale, chair of the Metropolitan Council.

The $291 million contract for the firm that will design and build most of the project has been awarded to Minnesota Transit Constructors, a consortium of several local and national firms. The Metropolitan Airports Commission also already has awarded a $109 million contract to build a tunnel for light rail and one station to the joint venture firm Obayashi Corp./Johnson Bros.

Further, there is specific language in the contracts to transfer the risk of cost overruns to the contractors. In other words, if it ends up costing contractors more than $310 million to build the line, they might have to pay for the cost overruns.

Still, that type of contract won't ward off all potential problems. For example, when officials in Portland, Ore., were building an extension of a light-rail line, the cost of tunnel-building skyrocketed from $120 million to $180 million, and the scheduled opening of one section had to be delayed because the contractor unexpectedly ran into a crumbly type of rock.

No one is expecting that to happen with the Hiawatha line tunnel. Airport officials here will oversee the construction of the airport tunnel themselves, rather than entrusting it to the light-rail planners. Those at the airport have experience building on and under airport property and can ward off potential problems, officials there said.

Also, local officials said, there is about $30 million set aside in the $675 million construction budget to cover any building contingencies.

But there are other,concerns about construction that are not related to engineering.

Sam Grabarski, CEO of the Minneapolis Downtown Council, said downtown businesses have already started talking to light-rail officials about how to keep the construction process from hurting Minneapolis' retail core.

"Often, there is a disconnect between the understanding of traffic and construction engineers and the ability of businesses to stay open," said Grabarski.

The council, he said, wants to make sure that there is clear communication about construction events between officials and the business community. It's also essential, he said, that all construction debris be cleaned up quickly and efficiently and that the downtown construction be done piece by piece, rather than by shutting down all of an area at once.

Area business owners also want to make sure that no construction interferes with the holiday shopping season, Grabarski said.

Light-rail officials have said they are taking all those concerns to heart and doing everything in their power to minimize the disruption caused by the construction.

"The Metro Council does not want to get this black eye for the work that is being done out there," said Byrd.

Light-rail officials plan to keep residents and business people along the route well informed. The current plan is to let neighborhood people and the media know the general construction schedule in advance and then fill in details about every 120 days through meetings, published announcements and other outreach efforts.

But starting today, some of the construction work will officially begin, although most people probably won't notice.

"There will be a lot of activity going on that the public won't see," said Dayna Kennedy, spokeswoman for the light-rail project office. In the near term, most of the activity will center on the light-rail yard and shops in Minneapolis.

But soon there will be more work going on along the route, and later this week the planners will activate a 24-hour construction hot line. "They will be hearing from us in the not too distant future about the other parts of the project," Kennedy said.

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Light-rail funding

Funding sources for the $675 million Minneapolis light-rail line consist of:

- **Federal:** $334 million from the full funding grant agreement and $50 million from other funding sources
- **State:** $100 million plus $17 million in in-kind contributions
- **Regional:** $87 million from the Metropolitan Airports Commission, $70 million from Hennepin County and $17 million in county in-kind contributions.

Source: Hiawatha light-rail officials

Light rail's rising tab

Date	Cost	Reason
Jan. 1998	$400 million	Early numbers brought to Legislature
Fall 1998	$446 million	Estimates brought to Legislature
June 1999	$548 million	Converting 1997 dollars to2002 dollars; extra expenses
Sept. 2000	$625 million	Extra federal money; higher airport tunneling costs
Dec. 2000	$675 million	Federal requirement

Source: Pioneer Press archives

PIONEER PRESS

Ventura

▼ CONTINUED FROM 1B

make money, with a cartoon — interesting."

Ronald Clark, editorial page editor of the Pioneer Press, announced in his column Sunday that the newspaper will run a cartoon based on the governor called "VenturaLand." It is to be drawn by a free-lance artist and is to run every Sunday on the opinion pages.

Ventura is a former pro wrestler and entertainer who has trademarked his name and image, and whose lawyer tries to prevent unauthorized usage. Ventura has regularly clashed with the newspaper's columnists and editorial writers, often over their criticism of his outside business dealings.

"My name is trademarked," Ventura said in a brief interview after his speech. "And yet they're using my name and likeness without any approval from me at all." He said he considered it different from a one-day editorial cartoon because it "is apparently something that will go on over and over again."

"I would like some input in it," he said. "If they're going to use my likeness, and they're going to make money off of me, I think I deserve the right to have input into it, as I would with anything with my likeness on it."

Ventura said he hasn't decided whether he will take legal action to stop the strip. His lawyer, David Bradley Olsen, said he notified the newspaper Tuesday that he has concerns about whether the planned comic strip "crosses the boundary" between fair political criticism and commercial exploitation.

Clark, responding to Ventura's criticism, said he did not view the strip as a money-making venture for the newspaper. He said he sees it as a fair way of commenting on the governor, similar to an editorial, a letter from a reader or an editorial-page cartoon.

"Opinion gets expressed in cartoons as well as words," Clark said. "There is a history in this country of political cartoons and even cartoon strips." He said the cartoonist, Kevin Lenagh, "voted for the governor. He's going to be pretty even-handed about it."

Olsen said it is too early to know if Ventura will resort to legal action. But he said the issue is the newspaper's commercialization of Ventura, not an attempt to limit criticism of the governor.

"If you want to turn it into another 'Peanuts' cartoon, we think it crosses the line," Olsen said.

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South Pole

▼ CONTINUED FROM 1B

a day to arrive by Feb. 22.

They must reach the far side of the continent by then so a ship that is to take them to Australia can depart before the ocean freezes.

Unfavorable weather delayed the team's start by about two weeks, and unusually light winds and whiteout conditions last month slowed their progress, dashing their plans to celebrate Christmas at the South Pole. But with strong winds boosting their windsails, Bancroft and Arnesen can double the ground they need to cover in a day, Otto said.

The winds are expected to be more accommodating as the explorers ski down the Axel Heiberg Glacier toward McMurdo Station on the Ross Ice Shelf, south of New Zealand.

The trek has gained a worldwide following, in part through a global education program with a free curriculum in several languages. A letters page on the expedition Web site has e-mails from elementary and middle school classes and individuals and families from several states and countries, ranging from Twin Cities classrooms to well-wishers from Brazil, South Africa, Taiwan and Germany.

Tuesday's arrival was a return trip to the South Pole for both women. Bancroft, an elementary school teacher from Scandia, led an expedition there in 1993 and Arnesen, a high school teacher from Oslo, did likewise in 1994. Arnesen became the first woman to ski alone and unaided to the South Pole; Bancroft was the first woman to ski to both the North Pole and the South Pole. She made the South Pole trek with three other women.

As youngsters, both Arnesen and Bancroft read accounts of Sir Ernest Shackleton's legendary attempt to cross Antarctica, sparking a dream that each carried into adulthood. They began making plans for this crossing after meeting two years ago.

Two months on the ice have prompted dreams of another sort.

"Stopping at the South Pole, the pair, according to their expedition Web site, also were eager to get some coffee and visit the mess tent, after several days of getting by on chocolate and other sweets as heartier fare ran thin.

Todd Nelson can be reached at **tanelson@pioneerpress.com** or (651) 228-5575.

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Great Northern Business Center site

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Manufacturer is candidate for Maxson Steel site

MURALI BALAJI STAFF WRITER

Officials from the St. Paul Port Authority said Tuesday they are getting closer to luring a major manufacturing company into the old Maxson Steel site on Como Avenue.

Lorrie Louder, the agency's director of industrial development, said negotiations are proceeding on a purchase agreement, but she declined to name the firm, citing confidentiality in negotiations.

Such an agreement — which would include a 10-year lease — does not ensure that the company would move into the Maxson site, but Port Authority officials believe the tentative deal would pave the way for approval from the North End community.

Louder said both sides are close but no deal is imminent and no timetable had been set for an agreement.

However, Tower Automotive Co., a parts supplier for Ford Motor Co. that had been widely rumored to be moving to the site, has been ruled out.

Port Authority officials said the addition of a manufacturing firm could bring about 300 jobs to the North End/South Como area, where unemployment runs about 28 percent, according to agency estimates.

However, members of the North End community have expressed concerns that the Port Authority is diverging from its original vision to redevelop the site into a light-industrial park.

The North End/South Como community's vision — the Great Northern Business Center and the Great Northern Corridor — called for the establishment of several businesses on the Maxson site and the redevelopment of railroad property near Dale Street. Neighborhood activists say the Port Authority's proposal for the Maxson site did not bring enough jobs to the community.

"In a general sense, the (Port Authority's) proposal misses the mark in relation to our community vision," said Monte Hilleman, project director for the Great Northern Corridor.

Neighbors are expected to raise their concerns tonight at a community meeting sponsored by the North End Area Revitalization (NEAR) and the District 6 Planning Council.

The prospect of the manufacturing firm's high-paying, union-scale jobs outweighed the benefits of trying to attract several businesses to the Maxson site, Louder said. She noted, though, that the 21-acre site could be redeveloped to accommodate more than one company.

Once a purchase agreement is finalized, Louder said, area residents would be given 60 days to review the deal to help decide whether the company would fit into the community's plans.

IF YOU GO
A community meeting will be at 6 p.m. today at the Lake Como Pavilion, 1360 N. Lexington Parkway, to hear concerns on the St. Paul Port Authority's plans to develop the Maxson Steel site.

Cleanup cost kills West Side housing project

MURALI BALAJI STAFF WRITER

When the St. Paul Port Authority sold 4 acres of polluted land on the West Side to developer Sherman Rutzick for $50,000 in May, both he and the agency envisioned adding a 150-unit apartment complex to an area ready for revitalization.

But the reality of costs to clean up the site at Plato Boulevard and Robert Street proved too steep to make the project financially viable.

When Rutzick and the Minnesota Pollution Control Agency determined the extent of remediation costs for a residential complex, the Port Authority turned to another developer, Stephen Wellington, for help.

Wellington, who is renovating the nearby Drake Marble Co. building into office space, agreed to help Rutzick redevelop the land into more commercial space and a parking lot.

The Port Authority's credit committee Tuesday recommended the sale of the Drake Building to Wellington, and final board approval is expected Jan. 23. Wellington then could proceed with his plan for a business/office center on the 90,000-square-foot Drake site.

Both the Port Authority and Wellington identified the Northwest Area Foundation, a nonprofit organization, as one of the likely main tenants of the renovated building, though a lease has not been signed.

To help Wellington clean up Rutzick's polluted site — once home to a scrap-metal yard and railroad property — the Port Authority gave Wellington $350,000 in site remediation money, which was originally intended to help Rutzick clean up the property for housing.

Although the Drake rehabilitation project is expected to begin in spring, Wellington said some obstacles remain.

"It's somewhat of a challenge (to redevelop the polluted land)," he said. "We're trying to renovate an early 1900s building into office space. But it's quite realistic to say we can get it done by January 2002."

PIONEER PRESS

The development would have no impact on ongoing city efforts to establish an "urban village" nearby on the West Side Flats, city officials said.

Brian Sweeney, St. Paul director of planning and economic development, hailed the Drake Building renovation as a "great thing for the city."

Inmate aided by students wins freedom

St. Paul native, 22, was on team that exonerated Texan

ASSOCIATED PRESS

AUSTIN, TEXAS

A Texas man who confessed to a murder 13 years ago was freed from prison Tuesday after being cleared by DNA evidence gathered by a group of University of Wisconsin law students.

Christopher Ochoa, 34, was ordered released by state District Judge Bob Perkins, who said the case was "a fundamental miscarriage of justice." Ochoa was serving a life sentence.

Ochoa

"I had given up on the system," Ochoa said after embracing his weeping mother. "We have to fix it because I came close to losing my life."

Ochoa, 34, confessed to killing Nancy DePriest at a Pizza Hut in Austin in 1988, but later said he was coerced by homicide detectives.

At his request, students in the Wisconsin Innocence Project at the University of Wisconsin in Madison studied the case and found DNA evidence they said proved someone else shot DePriest. The second- and third-year law students investigate possible wrongful convictions.

One of the students was Cory Tennison, a 22-year-old St. Paul native and graduate of Central High School. The second-year law student wrote the draft for the legal writ that was introduced at Tuesday's hearing and led to Ochoa's release.

Tennison

Authorities said the new evidence points to Achim Joseph Marino, a Texas inmate who confessed to DePriest's rape and murder in 1996 after a religious conversion and provided police with the gun and handcuffs he used to commit the crime.

Marino, who is serving three life sentences for other crimes, also provided mouth swabbings carrying his DNA, which was matched by the law students to evidence taken from DePriest's body.

Prosecutor Bryan Case admitted Ochoa was wrongly convicted.

"It's a bad feeling knowing it's failed," said Case, assistant district attorney for Travis County. "But it's a good feeling fixing it."

Jeanette Popp, the mother of the 20-year-old victim, sharply criticized police.

"This is wrong, it's horrible. It's going on all over the United States. We've got to stop this," said Popp, 51. "It is my wish that the death penalty be abolished in the state of Texas so that it can no longer be used as a threat to coerce confessions from the innocent."

Ochoa, who was 22 at the time of the slaying, also testified against his then-roommate, Richard Danziger, who was convicted of raping the woman. Danziger is still in prison, where a severe beating left him unable to care for himself. His lawyers plan to ask for his release.

Ochoa said he deeply regrets Danziger's fate.

"I feel very bad about not having the courage to stand up to those police officers," he said. "I have to live with that for the rest of my life."

Austin police and the Texas Rangers are investigating how the case went wrong. Their report, which will be reviewed by the U.S. attorney's office, is expected by the end of the month.

The first thing Ochoa said he would do as a free man is visit the grave of his grandfather, who died in El Paso when Ochoa was in prison. "I got to go tell him that I'm out," Ochoa said.

$10,000 bonus OK'd for Harvey

PAUL TOSTO STAFF WRITER

The St. Paul school board Tuesday unanimously approved a $10,000 bonus for Superintendent Pat Harvey, saying she had set the district on a path toward greater student achievement.

Deeming her work excellent in the 21 months since she came aboard, school board members signed off on the bonus they had approved initially during a closed-door evaluation of the superintendent last week.

Harvey's three-year contract includes a base salary of $155,000 per year, $12,000 per year for the use of her car as she operates as the district's chief executive and $500 per month for miscellaneous expenses. It also calls for an annual review and allows the board to award bonuses to her each year at its discretion. She is eligible for a $15,000 bonus for the second year of her contract and a $20,000 bonus for the third year.

The awarding of the first-year bonus was no surprise. The board has backed every major Harvey initiative since starting as superintendent in April 1999 and praised her work repeatedly.

"The task we gave Pat was to align the district around increasing student achievement. She did that," board Chairwoman Becky Montgomery said Tuesday night.

Those efforts included the creation of district offices focused on academics and accountability, a reading campaign encouraging children to read 25 books a year and the placing of 11 schools on academic probation because of low performance on district standardized tests.

The bonus comes two months after St. Paul voters backed a special tax that will bring an extra $22 million per year for five years to city schools. Harvey was key to winning support from business and political leaders. Montgomery, though, said passing the levy had nothing to do with Harvey's evaluation.

The board didn't get to Harvey's one-year evaluation until nine months after her first anniversary because members wanted to review her work after a full school year and because the board was busy during the summer and fall working on the levy, Montgomery said. She expects that Harvey's next review will come in summer or early fall, following the end of the 2000-01 school year.

Paul Tosto covers the St. Paul schools and statewide education issues. He can be reached at ptosto@pioneerpress.com or (651) 228-2119.

Woman accused of trying to hire killer

LUCY QUINLIVAN STAFF WRITER

A St. Paul woman was charged Tuesday with trying to arrange, with her teen-age son, the contract killing of her sister's boyfriend.

The criminal complaint filed in Ramsey County District Court said Debra Lynn Ottinger, 40, told police she brought her 17-year-old son to a Jan. 9 meeting with an undercover officer posing as a hit man because she wanted the boy to pay part of the $500 fee from his allowance.

Investigators learned of the scheme from a tip passed on by another "law enforcement agent."

Mother and son both told the undercover officer, a sergeant in the St. Paul Police Department's Special Investigations Unit, that they wanted Steven Goepfert, 48, killed because he was abusing Ottinger's sister, according to a criminal complaint.

They arranged to meet the officer that evening to give him a picture of his target.

Ottinger never paid the money for the hit. She told police she backed out because she had no money. Her son told investigators after the two were arrested that he backed out because he "didn't want to go to prison for the rest of his life."

The sister, who is not named in the complaint, told police when they interviewed her that she and Goepfert "had a rocky relationship in the past" and that Ottinger had told her at least half a dozen times that Goepfert was bad for her and a danger to her children.

The woman told police that Ottinger and her son had been looking at photos at her home last week. When she asked why Ottinger wanted a picture of Goepfert, she said, Ottinger told her it was for a hired killer. She said she thought Ottinger was kidding.

Goepfert told investigators that Ottinger blames him for her breakup with a former boyfriend and that her son had threatened to kill him.

Ottinger was arrested Friday and arraigned Tuesday in Ramsey County District Court on one count of conspiracy to commit first-degree murder. She is being held in lieu of $100,000 bail.

Connie Iversen, Ottinger's lawyer, said that she met with Ottinger for a short time Tuesday and that the woman has no criminal history. Ottinger's next court appearance is scheduled for Jan. 30, when she will be required to enter a plea.

Ottinger's son has not been charged, but a spokesman for the county attorney said authorities are considering charges against him as well.

Lucy Quinlivan can be reached at **lquinlivan@pioneerpress.com** or at (651) 228-5485.

REGION

HealthPartners to let some members bypass referrals

TOM MAJESKI STAFF WRITER

In a dramatic shift in the way it operates, HealthPartners will allow about 240,000 of its members to make appointments with specialists without first getting referrals from primary care physicians.

The change, announced Tuesday, addresses a chronic complaint lodged against managed care systems, which use primary care doctors as gatekeepers to control costs by ensuring that patients do not see specialists unnecessarily.

HealthPartners has a long history of operating a strong referral system within its clinics.

"We've made this decision as part of our commitment to listening to what consumers have told us they want from their health care," said Mary Brainerd, HealthPartners' executive vice president and chief operating officer.

Dr. Brian Rank, medical director of the health plan's medical group and clinics, said the change was made "because our referral system was cumbersome and it didn't work. We're putting the human element back in medicine."

HealthPartners is the state's second-largest HMO with about 670,000 members. About 240,000 of those receive their health care in 25 HealthPartners clinics across the metro area. They now will be able to make appointments directly with more than 250 specialty care physicians in the clinics who practice in 35 medical and surgical specialties.

However, the change does not allow the members to make direct appointments with specialty physicians outside the clinic system, nor does it affect the 430,000 HealthPartners members who receive their care in non-HealthPartners clinics.

Tom Majeski, who covers medical news, can be reached at **tmajeski@pioneerpress.com** or at (651) 228-5583.

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CAPITOL REPORT

Ventura, officials tell tales of tripartisanship

JIM RAGSDALE and BILL SALISBURY STAFF WRITERS

The three partisans in Minnesota's "tripartisan" government do not see eye-to-eye-to-eye on whether the experiment in divided government has been a success.

"There's no gridlock — there's no panic," Gov. Jesse Ventura, the Independence Party governor, told a conference at the University of Minnesota on Tuesday. "While we surely can do it better, tripartisan government is working."

"If you're dealt a four-ace fiscal hand, it's hard to screw it up," said Senate Majority Leader Roger Moe, leader of the Democratic-Farmer-Labor majority of the Senate, adding that he felt it is "presumptuous" of Ventura to proclaim victory after only two years in office.

"There's a high premium on two-on-one," said House Majority Leader Tim Pawlenty, second-in-command for the Republican majority of the House, noting that the players try not to be the odd side out in end-of-session negotiations. He said he believed three-way government is a "formula for incrementalism" with a built-in bias against dramatic change.

The three leaders, beginning their third legislative session under this unique division of the House, Senate and the governor's office, spoke at a forum on tripartisan government at the university's Humphrey Institute of Public Affairs.

Ventura, whose relations with legislators are often difficult, said he believes Minnesota has the form of government voters want. He said his own national fame shows that the state's stature has not diminished during his term.

Ventura said his commissioners and staff have ably run the executive branch and have provided no shortage of "big ideas" for the future. He said his attempt to eliminate one house of the Legislature, his transportation and transit funding package, his tax reform plan this year and his commitment to "health care for all children" are evidence that he is looking to the future.

"The people sent us a message that bipartisanship isn't working," Ventura said.

In a panel discussion after Ventura's speech, the speakers focused more on the Ventura phenomenon than on how the three sides have worked together.

Pam Wheelock, Ventura's finance commissioner, was asked how involved the governor is in developing tax plans, budgets and other policy. She said he provides "public leadership" in communicating the message to the public, and values that over one-on-one lobbying with legislators or mastering the fine print of tax policy.

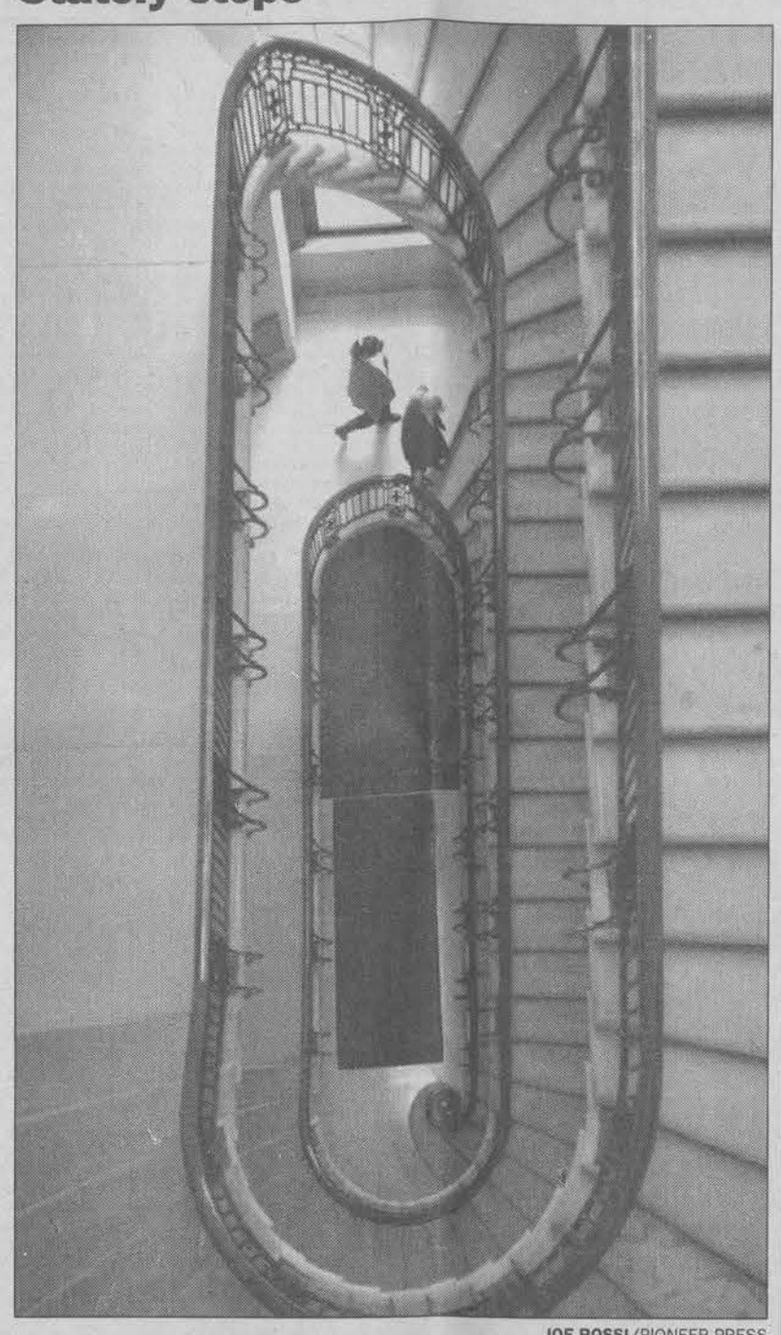
Moe, in analyzing Ventura's enduring popularity, said he believes the governor's high personal appeal does not necessarily translate into support for his policies from voters. "They have completely divorced this governor from public policy," Moe said.

He said Ventura's contentious nature defines his relationship with the Legislature.

Pawlenty praised Ventura for having a "bolder, bigger, grander vision" in his State of the State address on Jan. 4. But he said he sees a "fusion of politics and entertainment" in the Ventura phenomenon.

Tripartisanship is going nowhere at the national level, said Ron Brownstein, the Los Angeles Times' national political correspondent, who also spoke at the conference.

Stately steps



JOE ROSSI/PIONEER PRESS

The state Capitol, designed by Cass Gilbert, features a cantilevered staircase in the northeast corner of the rotunda. The staircase is a trademark of Gilbert's architecture; he put a similar one in the U.S. Supreme Court building.

OBITUARY

Ted Mann, founder of theater chain, dies

BILL GARDNER STAFF WRITER

Ted Mann, who started with a single theater on Selby Avenue in St. Paul and later built the largest independent movie theater chain in the United States, died Monday at his home in Los Angeles. He was 84.

After moving from the Twin Cities to Los Angeles in 1970, Mann became a legendary figure in Hollywood, producing movies, marrying movie star Rhonda Fleming and buying Hollywood's most famous theater, Grauman's Chinese Theater.

"Not bad for a kid from Selby Avenue, eh?" Mann joked in a 1975 interview in the Pioneer Press.

Mann also was noted for a wide variety of philanthropy, including the lead gift for the Ted Mann Concert Hall at the University of Minnesota.

"He loved to laugh, and he loved to sing," said Bill Diehl, former Pioneer Press movie critic and a longtime friend of Mann's. "He was always bursting into song. He had a big barrel chest and a big baritone voice."

Mann was born in North Dakota and his family moved to the Twin Cities when he was a teen-ager. He attended the University of Minnesota and worked as an usher in a movie theater.

In the mid-1930s, Mann leased the financially troubled Oxford Theater on Selby Avenue. He sold tickets, ran the projector, fired the boiler by hand and chatted with the customers as they left the theater.

By the time he was 40, Mann had acquired 25 more theaters and drive-ins in Minnesota, including the Orpheum and World theaters in St. Paul and the Academy and Pantages theaters in Minneapolis.

In the 1960s, Mann expanded to build the largest independent chain of movie theaters, which extended from the Upper Midwest to Washington, D.C.

In 1970, he sold the theater chain to General Cinema Corp. and moved to Los Angeles, where he produced such films as "The Illustrated Man," "Buster and Billie," "Lifeguard" and "Brubaker."

In 1973, he bought the National General Theatre chain, with 276 screens, for $67.5 million. He renamed it Mann Theatres and expanded to 360 screens.

His philanthropy benefited the Salvation Army, Concern Foundation, Childhelp USA, the Boys & Girls Club, United Way, the United Jewish Fund, Operation Exodus and the Jersusalem Foundation, among many other organizations.

He was a founder of the Landmark West School for children with dyslexia and served on the board of Mount Olivet Rolling Acres. He received honorary doctor of laws degrees from Pepperdine University in California and the University of St. Thomas in St. Paul.

In 1986, Mann sold his theater company to Gulf & Western, predecessor of Paramount Communications, but remained as chairman. He left the company in 1991.

Mann's nephews, Benjie and Steve Mann, run a separate Mann Theatres in Minneapolis.

Mann is survived by his wife, Rhonda Fleming; a sister, Edythe; daughters Victoria Mann Simms and Roberta Mann Benson; and four grandchildren.

A memorial service is planned today in Los Angeles.

Bill Gardner can be reached at **wgardner@pioneerpress.com** or (651) 228-5461.

CITIZENS' VOICES

NAME: Sue Rockne
HOME: Zumbrota, Minn.
WHAT BROUGHT YOU TO THE CAPITOL: Rockne is a pro-choice lobbyist for abortion providers. During sessions she positions herself by the door of the Senate and greets members. She also does pro bono work on domestic violence issues.
WHAT DO YOU HOPE TO ACHIEVE: "I don't think abortion is a legislative issue, but some people do and that's why I'm here."

JOE ROSSI/PIONEER PRESS

CAPITOL BRIEFING

LAW

Teaching students exempted from rules: Less than two weeks after gaveling in, the new session of the Legislature has produced its first law.

Gov. Jesse Ventura signed a bill to exempt some teaching students from new licensing requirements.

The bill allows students to graduate under standards that were in place when they entered their teaching programs. Without it, some students would have had to sign up for additional classes this semester.

The bill's author, Rep. Marty Seifert, said the action proves that lawmakers — and the governor — can act swiftly when they want to.

"This was something that needed to happen quickly," the Marshall Republican said. "The Legislature moves as fast as the people want it to move."

— ASSOCIATED PRESS

GAS THEFT

Senator proposes tougher penalties: Pulling away from the gas pump without paying should cost people their driver's licenses for one year, a state senator says.

Sen. Cal Larson, R-Fergus Falls, introduced a bill that would raise the consequences for those who steal gas. Under the bill, the commissioner of Public Safety would be instructed to suspend the license of anyone convicted of the crime.

Anecdotally, service station operators have reported increased gas theft as per-gallon prices have gone up.

"We're going to see more and more of this business," Larson said. "We have to get tough."

Currently, the crime is a misdemeanor punishable by up to 90 days in jail and a $1,000 fine.

"What we're looking at here is the ability to put a sign on a pump that you could lose your license for a year," said Greg Headrick, executive director of the Minnesota Service Station Association. He said it could cause people to think twice about driving off without paying.

Several states, including Kentucky, Michigan and West Virginia, have similar laws and Headrick said they appear to be working.

The bill is Senate File 103.

— ASSOCIATED PRESS

METRO/REGIONAL BRIEFING

AUSTIN, MINN.

Two critically injured in suspected drug lab fire: Two men were critically burned in a flash fire at a suspected methamphetamine lab at a house in Austin, authorities said this week.

A police officer was talking to three people in an alley when he heard yelling and windows breaking at the house Saturday. He then saw smoke coming from the home and people running outside.

A 42-year-old man, who lived at the house, and a 20-year-old man were taken to the burn unit at Regions Hospital in St. Paul.

Fire Chief Dan Wilson said a spark from the water heater may have ignited the fumes, causing the flash fire.

— ASSOCIATED PRESS

RAMSEY COUNTY

County Board OKs historic designation for cemetery: The Ramsey County Board of Commissioners voted unanimously Tuesday to approve historical designation for a long-neglected cemetery near the Ramsey County nursing home in Maplewood.

The cemetery, which was established in 1894 and closed in the 1950s, holds 2,991 graves — many of them the unmarked repositories for indigents and unclaimed bodies of those who died between 1894 and 1923.

The site, which was land used by the county for its "poor farm," has been the focus of rehabilitation efforts by the county and several historical organizations, including the Minnesota Historical Society. Plans call for development of a heritage park at the 2-acre site.

The county also assigned a committee to look into the feasibility of reopening the cemetery for active use.

— MURALI BALAJI, STAFF WRITER

TWIN CITIES

Addition of 2 area codes goes smoothly: Glitches occurred but the addition of the Twin Cities two new area codes continued to be relatively smooth Tuesday, Qwest reported.

As of Tuesday afternoon, it had received 2,418 trouble reports concerning the 952 and 763 area codes, which officially debuted Sunday. About 582 of the problems could be traced to customers failing to dial numbers correctly or reprogram phones.

Most of the network troubles were in six phone company offices that serve more than one area code, said Qwest spokesman Bryce Hallowell.

— MARTIN J. MOYLAN, STAFF WRITER

MINNEAPOLIS

Man arrested in shooting death, injury of two women: A Minneapolis man has been arrested in connection with the fatal shooting of one woman and the wounding of another in North Minneapolis on Monday.

Johnny Tolliver, 37, of Minneapolis was arrested Tuesday in connection with the shootings.

Police were called to 2911 Colfax Ave. N. about 7:40 p.m. Monday and found Tanie Nelson dead at the scene. A second woman, whose name has not been released, was critically wounded.

She told officers that Tolliver had shot her and Nelson.

Police have characterized the incident as a domestic dispute.

— FROM STAFF REPORTS

MINNESOTA

Rochester rail link explored: Efforts to plan a high-speed rail link between Minneapolis-St. Paul International and Rochester International airports took a baby step Tuesday when the Metropolitan Airports Commission agreed to examine the idea.

Three or four commissioners chosen by Chairman Charles Nichols will meet with proponents on the Rochester end to see if the two airports should form a strategic alliance.

The high-speed rail link would be expected to ease congestion at the Twin Cities airport — where capacity is limited despite an ongoing $2.6 billion expansion — by diverting some operations to the Rochester airport.

— STAFF AND WIRE REPORTS

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Iowans want no-shorts Ventura named governor for life

JOHN CARLSON'S IOWA

Emmons, Minn. — Minnesota Gov. Jesse Ventura was out fishing the other day and told reporters about an Iowa tourism billboard he saw in his state. It shows a lake scene and encourages Minnesotans to vacation in Iowa.

"Why would I as a Minnesotan drive to Iowa to see a lake?" Minnesota's amusing new governor said. "They've only got four, don't they? Shoot, we've got more in Minneapolis."

That's pretty tough talk, coming from a guy who doesn't wear underwear, something he brags about in his new book. It's a chatty little biography filled with stories about his teen-age boozing and low-cost visits to prostitutes.

Ventura says lots of interesting things.

The governor said the school shootings in Colorado probably wouldn't have happened if the faculty had been armed.

It got better last week when the former pro wrestler gave details of how he forced leaders of the Minnesota Legislature into a budget agreement.

Ventura said he threatened to lock legislators in a small room with Franklin, his bulldog, an animal the governor reports has a problem with flatulence.

"It might have violated the Geneva Convention — you know gas warfare is illegal," Ventura told Minnesota Statehouse reporters. "But you do what you gotta do."

Franklin is a heck of a weapon to have, the governor said, especially when you feed him hamburger.

Funny? This guy ought to be in Bill Clinton's Cabinet, he and Flounder and Bluto and all the other guys in Animal House.

In fact, it's great fun, if you don't happen to live in Minnesota.

Garrison Keillor is so horrified by Ventura, rumor is he's thinking of leaving Minnesota for someplace more civilized — maybe Idaho or Mississippi. No room in Lake Wobegon for a bare-bottomed governor with a gassy dog.

Ventura
Gassy dog

There are nervous whispers by the wine-sippers at the Guthrie Theater up in Minneapolis, reports of disapproval among the art lovers at tony Twin Cities galleries.

It's beautiful.

I decided it was time to chat up a few Minnesotans about all this, so I crossed 100 yards north of the state line Wednesday afternoon.

Welcome to Emmons, Minn., population 450.

Up and down the wide streets.

Random interviews.

The question: What do you think of your governor, you know, the one who says he doesn't wear underwear?

"Visiting prostitutes is wrong. I wish he didn't talk about that," said Ann Toulouse, a young woman out washing her car. "I guess it's his business, not wearing underwear. I really didn't need to hear about it, though."

"He ought to think before he opens his mouth," said Louie Toulouse, Ann's dad and a junior high school teacher in Emmons. "A lot of kids look at him as a role model because of the wrestling thing. He's famous, and that impresses the kids. He sure can be an embarrassment though. I can't believe what he said about teachers having guns."

A woman named Elaine — no last name provided — said, "Jesse's OK with me. He doesn't pretend to be a big shot. Just a common guy. Give him a chance."

And finally, a man who would identify himself only as "Lee" came walking down the street.

"I'm Lee. That's all anybody needs to know about me," he said. "Jesse? He's kinda crazy, if you really want to know. People said they wanted a change. They got it."

As for the Iowa lake thing, Ventura says we only have four.

A lot he knows.

The Department of Natural Resources reports Iowa has 35 natural lakes, meaning they were created by glaciers or other act-of-God-type stuff. We also have 200 artificial recreational lakes. Best of all, Iowa has 87,000 privately owned farm ponds, and that's a whole lot of water.

So Iowans shouldn't be all that worried about Ventura's insults. People in Minneapolis and Emmons are worried, but then he's their problem, not ours.

Iowans want him named Minnesota's governor for life.

John Carlson can be reached at carlsonj@news.dmreg.com or (515) 284-8204.

Please tell me that the elegant Emily Ann Staples isn't still working for this clown! What is her current last name?

Ventura Quits the Reform Party, Citing 'Dysfunctional' Leadership

Reuters

Gov. Jesse Ventura of Minnesota announcing his decision yesterday.

By MICHAEL JANOFSKY

Gov. Jesse Ventura of Minnesota, the Reform Party's highest-ranking elected official, said yesterday that he was resigning from the party over his growing dissatisfaction with its fractured leadership.

Speaking outside the governor's residence in St. Paul, Mr. Ventura described party leaders as "hopelessly dysfunctional" and said he could not support a political organization that might have Patrick J. Buchanan, a former conservative commentator, as its presidential candidate and David Duke, a former leader of the Ku Klux Klan, as a party member.

It was yet another odd moment for the party that was founded eight years ago by Ross Perot, the Texas billionaire; that has been flirting with Donald J. Trump, the casino owner from New York, as a presidential candidate; and that, until today, could count Mr. Ventura, a former professional wrestler, as its biggest success. And the move appeared to leave Mr. Perot once again the party's most important figure.

"I believe that the national party is going in directions that are not conducive to what we believe here in Minnesota and what we want the party to be," Mr. Ventura said, wearing a black and yellow Rolling Stones jacket in 10-degree weather. "And so that's the move I'm making, that I'm disaffiliating with any of the national Reform Party anymore. There comes a time when you have to cut bait and go."

Mr. Ventura's announcement comes at a critical time for the Reform Party in two respects. One, it could influence whether Mr. Trump, Mr. Ventura's choice for the party's

Continued on Page A11

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THE THIRD PARTY

Ventura Quits Reform Party In Feud Over Its Leadership

Continued From Page A1

presidential nomination, decides to run. Mr. Trump said today that he intended to announce his decision on Monday in New York, and left open the possibility that he might follow Mr. Ventura out of the party and run as an independent, with Mr. Ventura's support.

And two, the decision comes as the party's national committee is planning to vote today in Nashville on whether to remove the newly elected party chairman, Jack Gargan, an ally of Governor Ventura, over questions about his leadership style.

Mr. Gargan, a retired financial consultant from Cedar Key, Fla., took over last month, succeeding Russell Verney, a close associate of Mr. Perot.

Mr. Ventura cited the Nashville meeting as a major reason for his departure, saying the efforts to oust Mr. Gargan and return control of the party to forces loyal to Mr. Perot violated party rules.

"You have a small group of power brokers in this party that won't allow it to grow nationally," Mr. Ventura said, referring to the Perot supporters. He mentioned Mr. Verney specifically, calling him Russell Varmint and Russell Vermin.

Speaking by telephone from Nashville, Mr. Gargan said his opponents were "trying to take my head on a platter, but I don't think they have the votes." He described Mr. Ventura's resignation as "quite a loss for the party," adding: "There are ramifications in many different ways. I haven't sorted out where they affect us. They'll certainly hit us in a lot of planes, none of them positive."

Mr. Verney laughed at Mr. Ventura's references to him, saying he was using "a few of my wrestling names." In more serious tones, he said Mr. Ventura's departure would have only "minimal impact" on the party, allowing it to proceed with the selection of a presidential nominee and to refocus party efforts on policies rather than personalities.

Mr. Verney criticized Mr. Gargan's leadership style as autocratic but said the vote to remove him could be canceled if Mr. Gargan demonstrated his willingness "to work as a team."

Party leaders had hoped to turn the Reform movement into a viable third party. But both of Mr. Perot's presidential runs proved a boon only to Democrats, as support for Mr. Perot, 19 percent of the vote in 1992 and 8 percent in 1996, came largely at the expense of the Republican nominees, President George Bush and former Senator Bob Dole, each of whom lost to Bill Clinton.

Yet Mr. Ventura's departure reopens the door for Mr. Perot, either as a candidate for a third presidential campaign — he has not ruled it out, Mr. Verney said — or as the force behind Mr. Buchanan, who left the Republican Party last year complaining that a race toward the political center by Republicans and Democrats had made them virtually indistinguishable.

Mr. Perot has declined all recent requests for comments regarding the Reform Party.

Whoever wins the party nomination is eligible for $12.6 million in federal campaign funds, as a result of Mr. Perot's finish in 1996.

In an interview today, Mr. Trump called Mr. Ventura's decision "a devastating blow" to the party. "Jesse was their star," he said. "But there is great disunity in the party, and the loss of Jesse creates a big liability for them."

But he declined to answer any questions about his own political future, other than to say that his forthcoming announcement "might surprise you."

As for his own political future, Mr. Ventura said he was returning to his roots as a nominal member of the Independence Party of Minnesota, which officially changed its name in 1996 to the Reform Party. In his remarks, he urged other Reformers in Minnesota to do the same.

A stage created by Ross Perot clears, perhaps for his return to it.

But it disappointed other party members in his state, many of whom signed on only because of his growing popularity two years ago, when he came from nowhere in the polls to defeat two mainstream opponents — Norm Coleman, a Republican and former mayor of St. Paul, and Hubert H. Humphrey III, the state attorney general and son of the former vice president and presidential candidate.

In the months that followed, Mr. Ventura became a political celebrity, raising money for the state party by marketing action dolls of himself, videos of his past exploits and all manner of other tchotchkes bearing his likeness. He also served as a beacon for other would-be Reform candidates, including Mr. Trump.

Still, as Paul Larsen, a party precinct chairman, said sadly: "It sends a bad message to the Reform Party people who have been working really hard. A lot of work has been wasted."

Associated Press

Paul Larsen, a Reform Party precinct chairman, demonstrated yesterday outside Gov. Jesse Ventura's residence in St. Paul.

Wrestling Free in Minnesota

The Reform Party that Ross Perot founded eight years ago under the banner "United We Stand, America" lost its highest elected official yesterday when Gov. Jesse Ventura of Minnesota bolted what he called "this dysfunctional national party." The reasons for Mr. Ventura's bailout may not be easy to decipher at this stage, but the former wrestler's departure, like his entry into the strange Perot family a few years ago, certainly offered this campaign season another theatrical moment. Standing in the chill of a St. Paul afternoon, his breath fogging over the microphones, Mr. Ventura literally fumed about his newly shed party's swing toward Patrick Buchanan as its nominee. Mr. Buchanan departed the Republican Party last year to angle for the Reform Party presidential nomination and its $13 million in federal election funds.

Mr. Ventura, who seldom bothers to mince or even moderate his words, made it clear that he considered the CNN commentator turned candidate a "right-winger" who is out of line with his own state of Minnesota and a generally bad choice as the party's national standard bearer. "Buchanan is an anti-abortion extremist and an unrealistic isolationist," he said. Mr. Ventura's preferred candidate, Donald Trump, will apparently reveal his latest presidential hopes sometime next week.

For some time now, the Reform Party has been torn between Mr. Ventura's allies and the disciples of Mr. Perot, who won a startling 19 percent of the national vote as the party's nominee in 1992 but earned only 8 percent four years later. The Perot leftovers and the Ventura newcomers have fought about everything from the site of their nominating convention to who controls the party's records.

Mr. Ventura says he has no plans to add his name to the presidential candidate list and wants to focus instead on reviving the old Independence Party in Minnesota. Independence certainly makes sense for Mr. Ventura, who has been called a political party of one. As for the Reform Party, it now settles back under the spell of Mr. Perot, whose influence looks far less weighty with each presidential election.

April 17, 1999

Ventura Is Leading, but Is Offering No Examples

By DIRK JOHNSON

ST. PAUL — In a state Capitol reception room ornamented with marble fireplaces and crystal chandeliers, Gov. Jesse Ventura, wearing blue jeans and white socks and looking like someone who could use a shave, was talking — roaring, actually — about running for President.

"I could win," Mr. Ventura said, rattling off poll numbers as he jutted his broad chin, "if I wanted it."

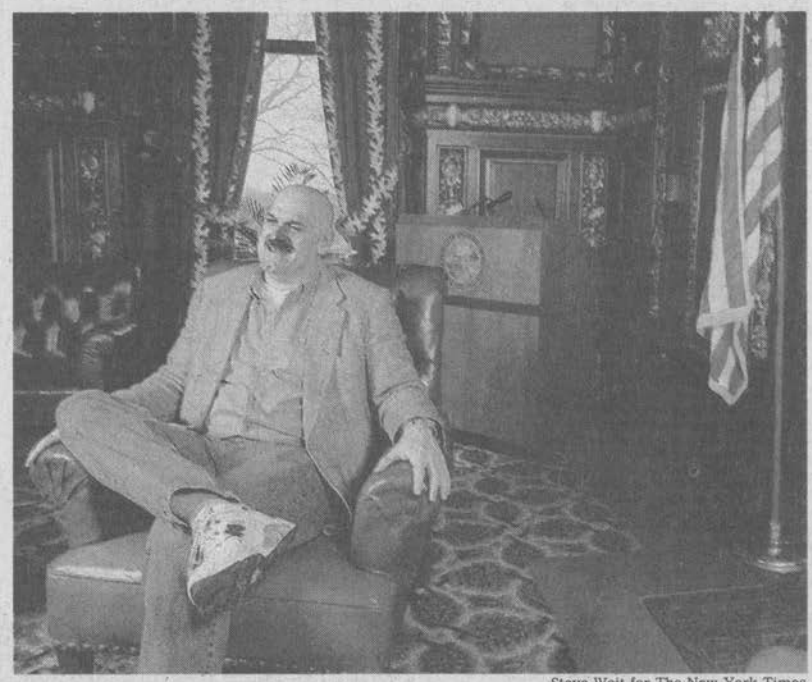
In his first three months of office, Mr. Ventura, the former professional wrestler known for fighting in a pink boa, has managed to offend, annoy and outrage plenty of Minnesotans — but win the cheers of most.

"For as much feathers as I've ruffled in being politically incorrect," he said in an interview, "I get 10 to 1 letters from people saying that's why they like me."

A recent public opinion survey showed Mr. Ventura with a 57 percent approval among voters, a high rating, if down from the lofty 72 percent he received just after his stunning triumph last November.

In a state that prides itself on having a painfully earnest style of trying to say and do the right thing, Mr. Ventura has jumped at every chance to be incendiary — and then to pour on gasoline.

In the 27 appointments he has made as Governor, he has not named a single black man or black woman. He joked on national television — and later offered a tepid apology — that St. Paul's confusing street plan had been designed by "drunken Irishmen."



Steve Wolt for The New York Times

Jesse Ventura has given up his boa, but not his informality or bravado.

He suggested that college athletes should not be required to attend classes. He called, without success, for a salary for his wife as first lady, and for bodyguards at his suburban horse farm. And he has crossed swords with Garrison Keillor, the Minnesota folklorist who is host of "A Prairie Home Companion," the National Public Radio program.

Mr. Ventura is loud, profane and often seems ready to explode, thrusting a forefinger menacingly in the direction of anyone who poses an unpleasant question.

But for all his bluster, the Governor has shown little inclination to push for big policy changes. Borrowing from approaches from both the Democratic and Republican Party, he has been described as "a centrist with an attitude."

Barbara Carlson, a radio talk-show host and former Minneapolis mayoral candidate, has had Mr. Ven-

Continued on Page A12

Minnesota Governor Defies Easy Labels, So Far

Continued From Page A1

tura on her program, where time after time she has corrected what she called his "atrocious grammar."

"Either we are the envy of the nation or the laughingstock," said Mrs. Carlson, the former wife of former Gov. Arne Carlson. "I haven't decided."

Among ordinary Minnesotans, Mr. Ventura's antics continue to amuse. But it is uncertain whether voters will ultimately want more in a Governor than an often delightfully outrageous showman.

"Do I like Jesse?" said Gary Fursetzer, a 45-year-old Minneapolis limousine driver. "Sure I like him. Do I think he'll be a good Governor? Well, that's another question."

For all the attention and, often, affection he has received, the mountainous hulk of a Governor has yet to show much political muscle. Steve Schier, a political science professor at Carleton College, said Mr. Ventura, as a third-party candidate, had no real base of power in the Legislature.

"He can huff and he can puff, but he can't blow their house down," Professor Schier said. "Jesse is a man without a political base. This guy has no votes in the State Senate or House that will, forgive the pun, go to the mat for him."

Governor Ventura has not pressed hard for any agenda. Indeed, some politicians have scoffed that Mr. Ventura, a boat owner, has made regulations on watercraft one of his chief concerns. Moreover, some legislators have complained that Mr. Ventura does not always make himself accessible or engage in the nitty-gritty of government.

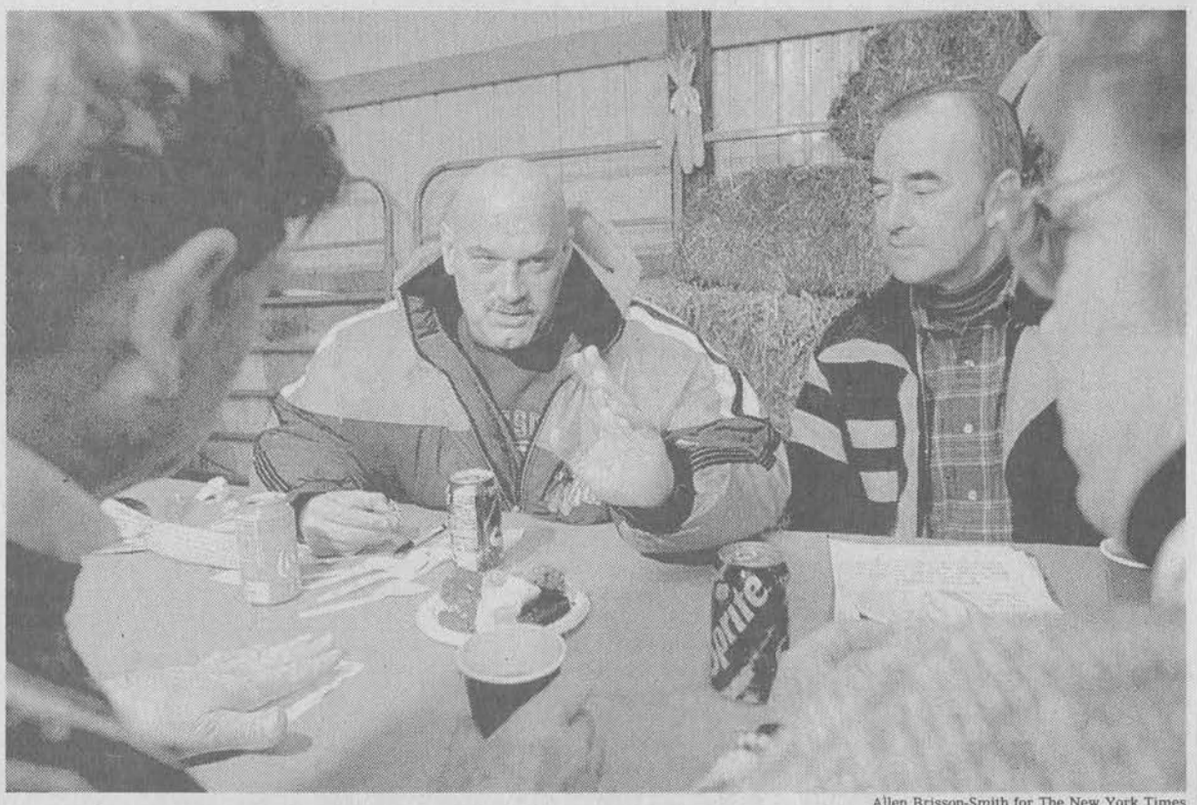
The departing Democratic Party chairman, Dick Senese, predicted that Mr. Ventura's outrageous style "will wear thin," especially if the state's robust economy falters. Mr. Senese said the Governor's perceived contempt for negotiation and compromise would ultimately hinder his ability to govern.

"He's fond of saying he's not going to play the games politicians' play," Mr. Senese said. "But it's not only the game of politics, it's the game of life. You and your friends can't decide what restaurant to go to without discussion and compromise."

Professor Schier said the Governor had staked his ground as "a centrist with an attitude."

"His style is fire engine red," he added, "but his policies are beige."

That moderation, Professor Schier said, makes the Governor appealing to many Minnesotans who are weary of the very liberal character of the state's Democratic Farmer Labor Party and the sharply conservative bearings of its Republican Party.



Allen Brisson-Smith for The New York Times

After three months as Governor of Minnesota, Jesse Ventura still has the support of 57 percent of the residents, according to a recent survey. Mr. Ventura is shown with farmers soon after his election.

On the biggest issue, how to handle the state's budget surplus, Mr. Ventura favors a rebate to taxpayers. But he would cap the rebate at $5,000 per household. Mr. Ventura has also proposed big increases in spending for education and public housing. And he favors the creation of a light rail transit system between Minneapolis and the suburbs.

Those positions have won the support of Mayor Sharon Sayles Belton of Minneapolis.

"We have a shared agenda," she said of Mr. Ventura. Ms. Sayles Belton, who is black and considered a political liberal, acknowledged that she had winced when the Governor's appointments did not include any blacks.

Questions about the lack of diversity in his Cabinet bring a glower to the Governor's face.

"I don't believe in quotas," he said with an angry growl. "I pick the most qualified people."

Mr. Ventura noted that some of his top advisers have included blacks. And he said he had received few applications from blacks for Cabinet positions. Minnesota is more than 90 percent white.

Mr. Ventura also created a stir by requesting, and obtaining, a permit to carry a pistol. But he said he does not carry it while making his rounds at the Capitol, as some leaders had feared he would do.

Shortly after an apparent cheating scandal was exposed among University of Minnesota basketball players, he raised eyebrows by suggesting on a television show that athletes should not be bothered by school work.

"My view is, to eliminate this cheating, or the possibility of it, why not let kids go to college and just be athletes while they're there?" Mr. Ventura said. "No classes. Let them simply play.

"Then when they're done, if they don't make it in the N.F.L., if they don't make it in the N.B.A., if they don't make it in pro baseball, whatever it might be, then give them their scholarship."

He also offended some Minnesotans with his answer to a young single mother who had described her plight to the Governor at a forum. In essence, the Governor told her, she had gotten herself into trouble and should not expect the Government to solve all her problems.

While some people were outraged by his seeming lack of empathy, many others cheered the Governor for being straightforward.

"He speaks from the heart like an average, ordinary Minnesotan," said Emmett Carson, the president of the Minneapolis Foundation, a private group that supports charities. "That is what is so refreshing, and sometimes so scary, about him."

Mr. Ventura, who rarely misses a chance to promote his upcoming book, "I Ain't Got Time to Bleed" (Villard), has gotten into a war of words with a much more understated Minnesota figure, Mr. Keillor. His book, "Me, by Jimmy (Big Boy) Valente as Told to Garrison Keillor," a stinging satire of a professional wrestler with an unmistakable resemblance to the Governor, enraged Mr. Ventura.

Mr. Ventura has criticized Mr. Keillor as "a high brow," described his radio show as "boring" and said, "I never watched it."

Mr. Ventura said he much preferred the brand of humor found in the movie "Fargo," which lampooned Minnesota stoicism.

"Graphic violence and things you can laugh at," he said, referring to the movie. "That's much better."

As for President, Mr. Ventura said some polling organizations had found that nationally, he had the support of 23 to 32 percent of respondents.

In the White House, he would tell the truth, Mr. Ventura said, as he sprinkled his speech with barnyard epithets and roared in delight.

He said he was not planning a Presidential bid just yet.

"But you never say never," he said, folding his powerfully muscled arms across his chest. "Ten years ago, if somebody would have said I'd be Governor, I would have laughed."

3-2-99

Emily Anne –

This is my "Crane's Casual" stationery! It may not be classy but it increases the likelihood of my keeping in touch.

I'm really glad you were able to join us for yesterday's EVC meeting. We always profit from your perspective. What a lot of chatter that group always engenders, perhaps because they aren't likely to gather en masse very often. There were certainly many years of experience sitting around that table!

Following up a bit more on our conversation re. our state's new leader…en route home from the College of St. Benedict this noon I listened to the State of the State address, and it underscored some of the concerns I expressed to you yesterday. Certainly Jim and I both support the governor's public commitment to make MN's public schools the best in the nation. Further we laud his intent to have the lt. governor crisscross the state talking with students, teachers, and administrators. What a novel idea! - to get the information from the front lines, from those who know it first hand. Jim has been doing this in spades for 10 years!

I certainly would not dissuade the lt. governor from gathering data first hand. In addition, however, I would strongly encourage her to consult with others who could help to "jump start" her and who could help to broaden her perspective significantly and increase her depth of knowledge in short order. By doing so, she would certainly increase her credibility in her boss' eyes and in the eyes of MN's citizens, and more importantly for the sake of MN's children, she would become much more effective in addressing the significant issues!

Re. Jim in particular…through years of exploration and action Jim has developed quite an in-depth knowledge of the significant issues surrounding public education, public education reform, early childhood, etc., as well as some knowledge of what works and what does not. In fact, as "scary" as it may seem, he - even as a mere businessman - has acquired the reputation of a leading expert in the field! Just recently, for exampie, he was tapped to co-chair what's known as the Education Commission of the States, together with one of the nation's governors. Their mission is to make recommendations re. education reform. Our own governor is apt to be aware of the commission as I believe it reports to the nation's governors. One reason I suspect Jim was asked to take on this responsibility is that his long suit is sifting through piles of data and discerning the central "truths" and significant issues. He can "see the forest" while the rest of us are lost in "the trees." He then designs an approach that is basic and focused right at the heart of the problem. (New Vistas is a case in point. Do what we need to do to *help teen moms stay in school*, even if that means creating a school environment that doesn't look exactly like others.) He doesn't worry about whether every detail is exactly right. He's more concerned with being 85% right and taking action! While this sounds simple enough, very few people really know how to do this well.

So why am I telling you all this?! While there are undoubtedly a number of people who could be helpful to the current administration as they go about educating themselves, I believe Jim is apt to be one of the more insightful and "on-the-mark" individuals, someone who could help them cover a lot of ground quickly. As I noted to you, I'm not sure he'd even be willing to offer his help, as he has worked very hard to remain apolitical, believing that is the only way he can be effective. Nonetheless, should you, Joanne Benson, etc. think the current administration might want the benefit of others' studied opinions and insights, you might encourage the lt. gov. to contact him. I would think Joanne could be especially helpful to her in this regard, given her own considerable knowledge of the subject area and her experience in the very same office. Jim, by the way, is aware that you and I spoke, though he is not aware that I am "volunteering" him in this capacity.

You mentioned that a major part of your role as an advisor is to be a "listening post" and I just wanted to be sure you had ideas to which to listen! No doubt you hear many others. Let me know your thoughts. Feel free to share this with Joanne as well.

Again, great to see you. See you again next month.

Chriss Renier
473-5862

cc: Joanne Benson

A A U Association of American Universities

President

December 16, 1998

Ms. Emily Anne Tuttle
1225 Shoreline Drive
Wayzata, MN 55391

Dear Emily Anne:

These are certainly exciting times in Minnesota politics! I have been interested in reading that you are involved in support of the new governor. I think you will make another wonderful contribution.

My former secretary, Karen Benson, has indicated to me that she would be interested in working for the new governor in some capacity. Since she is an outstanding person, bright, energetic, and full of initiative, I would like to recommend her to you. At this time she is working for the University of Minnesota as an events person and fundraiser for the Children's Foundation. If you would be willing to put her name in the hopper for the new governor, I would be pleased to ask her to send you her resumé.

I hope all is well with you and Gedney. I don't know if you have heard, but Pat has been diagnosed with multiple myeloma, and is now on chemotherapy in pill form. We are hoping for the best, and are exploring alternative treatments to control this nasty disease.

All the best for the holidays,

Cordially,

Nils Hasselmo
President

NH/jpk

1200 New York Avenue, NW • Suite 550 • Washington, DC • 20005 • 202/408-7500 • FAX 202/408-8184
WWW site: http://www.tulane.edu/~aau

Health
Jan Malcolm
Mike Skandrett

CFL
Greg Felix
Bill Green
Becky Kelso
Christine Jax – (Ken Biraat's wife)

Economic Security
Carl Wilson
Chuck Slocum

Sandy

Focus on key goals
Focus on outcomes vs. inputs or outputs.
Think outside the box

Advisory Committee
Office of the Governor-Elect
B-5 Capitol, 2:00 p.m.
Wednesday, January 6, 1999

AGENDA

1. Review of commissioner candidates

   Duane Benson & Corrine Shepherd, Co-Directors
   Department & Agency Appointments

2. Presentation on governance and innovation

   Sandra Hale, President
   Enterprise Management, Int'l

3. Briefing on global competitiveness in the new world economy

   Larry Blackstead, Hennepin International
   Randy Johnson, Hennepin County Board
   Whitney MacMillan, Cargill

4. Review draft legislative priorities

5. Adjournment

December 28, 1998

CONFIDENTIAL TO THE ADVISORY COUNCIL

From: Wendy Wustenberg

Attached please find a first draft of the Governor-Elect's 1999 Legislative priorities *as they have emerged to date.* This draft has been reviewed by the Governor-Elect and approved for further discussion. However, it is important for many reasons that this document be kept confidential within the Advisory Committee:

1) A budget analysis has not been done on certain of these initiatives (i.e. the idea of freezing property taxes for certain seniors).

2) Short-term legislative ideas have not been separated from longer-term ideas that may well need development for the next biennial budget (i.e. a study of how to adequately and equitably fund K-12 education).

3) This list does NOT include new initiatives that are contained in each Department's budget request and approved by the Governor. For example, note that there are no initiatives pertaining to corrections or public safety. If it is necessary to expressly include other areas of the budget in this document, please advise.

4) There are some areas that beg for further discussion. Most notably, how to articulate the Governor-Elect's commitment to agriculture through state policy and funding.

Thank you. Forgive the handwritten comments -- they are Mr. Barkley's.

1999 LEGISLATIVE PRIORITIES TO IMPROVE MINNESOTA
Ventura Administration - December 28, 1998

I. PROMOTING SELF-SUFFICIENCY AND INDIVIDUAL RESPONSIBILITY:

■ Restoring Confidence in K-12 Public Education

Creating a new and improved **Department of Education**

Separating the job of education from the job of raising children
Moving social services to a Dept. of Self-Sufficiency; putting common sense to the role of schools using Search Institute's assets model; helping parents learn from good role models at all ages.

Focusing on REAL student achievement: ratios of 17:1 grades K-3; "Keep the best, throw the rest" on Profiles of Learning

Increasing the per pupil formula this biennium; launching a study of how to achieve common sense and equity to funding by the next

No tax dollars without accountability measures attached – all schools receiving state aid must be held to one standard

Challenging local leaders, teachers and parents to do their jobs so every child achieves his or her full potential by graduation.

■ Defining the Legal Age of Adulthood Once and For All

Governor proposes a uniform legal age of (18?) with all its privileges and obligations.

■ Self-Sufficiency, Health for Older Minnesotans as Long as Possible

Anticipating the wave of aging boomers, Governor is thinking long term:

Freeze property tax values for certain seniors

Provide prescription drug assistance for certain seniors

Encourage incentives for in-home care options; interest in a Blue Ribbon Study of the nursing home business.

AN ACTIVE, INFORMED CITIZENRY:

■ Launching the Revolution on how the State of Minnesota Does Business

The Ventura Administration will propose a **technology initiative in 1999** that is justified by a long overdue need to **revamp how the public is served by the State of Minnesota without any apologies or excuses**:

- Revenue's 30 year old computer can't even write rebate checks
- Only half of the Dept. of Agriculture employees have a computer
- We shouldn't have to wait six weeks to get a driver's license
- Everything from how people apply for a job to how we file our income taxes should be made user friendly and fast
- Encourage + Reward Creativity + Productivity in Govt

Y2K will continue to be a priority to ensure no problems on Dec. 31

■ Reforming the Things that Break Trust

Budget

It's time to seriously consider changes in the **legislative calendar** (there's no reason to do a budget in 8 weeks, or meet around the agricultural calendar as we do today) and the **legislature itself** (There are many people interested in talking about changes that include a Unicameral Legislature.)

Campaign & ethics reforms

Passing the policy of "Settle Up" with the taxpayers every biennium in conjunction with rebating the surplus this Session.

Automatic sunsets on all pilot programs. Evaluate, <u>then</u> continue.

Dedicate one session every four years to taking old and stupid laws off the books.

■ The Ventura/People's Budget Principles: No Surprises

The executive branch will distribute and promote budget principals as an attachment to the State of the State Address. These will be used to assess state programs and new proposals to ensure integrity to the budget and protection for taxpayers.

A STATE GOVERNMENT LIMITED TO THOSE THINGS THAT TRULY BENEFIT THE COMMON GOOD:

■ Challenging the Ventura Cabinet - Lean and Accountable

All commissioners subjected to 360 degree feedback to build accountability and leadership skills; consolidation of state service agencies; promote good incentive among state employees; end duplication, especially of programs that show no results; restraint on promulgation of Rules; focus on "We will not fail" and "Don't forget who put us here – the people of Minnesota."

■ Making Minnesota THE Destination of Choice Worldwide

With investment returns as high as 1:9 on tourism investment, the agenda includes refocusing Trade and Economic Development on tourism, increasing the advertising budget, and specifically targeting Japan.

- End the 1 p.m. close for bars
- Lift the fireworks ban for the 4th of July

■ Moving on Transportation and Transit Issues that Bug People

Lowering license fees; ending vehicle emissions testing; actually providing rail service of some kind after 30 years of study; creating a new era of talking with local elected officials in a collaborative way (the new and improved view of Metropolitan Council); ending the Sunday ban on car sales.

■ Identifying Regulations that Hurt Minnesota's Farmers

Working together with the Department of Agriculture and Department of Revenue, the Governor and First Lady will advocate for improvements so Minnesota farmers can compete in the world marketplace.

■ Using the Tobacco Settlement as an Endowment Windfall

The Ventura Administration will treat the one-time tobacco money as a windfall to serve all of mankind. Among the priorities will be:

- An endowment to fund medical research through the University of Minnesota and Mayo Clinic, including tuition assistance for the next generation of Minnesota's health care professionals.
- A focus on the "little, tiny generation" of children grades 3 and below who might have a chance to grow up without tobacco.

It's time to enforce our laws against selling tobacco to minors.

STATE OF MINNESOTA

OFFICE OF GOVERNOR JESSE VENTURA

130 State Capitol • 75 Constitution Avenue • Saint Paul, MN 55155

MEMO

TO: Advisory Committee

FROM: Dean Barkley, Chair

RE: Advisory Committee Meetings

DATE: January 8, 1999

It was brought to my attention that Duane and Corrine will be meeting with the Governor on Monday, January 11 at 10:00 a.m. regarding the upcoming DNR appointment. I would like to collect your input and suggestions relating to this appointment. To maintain confidentiality, I am not including any further information in this memo. Laura Offerdahl will be following up with each of you this afternoon with more information. If you need to reach her, you can now contact her at (651) 296-0077. The new fax number for the Governmental Relations office is (651) 296-7030. Laura will fax a complete staff phone list to you as soon as it is available.

Our next Advisory Committee meeting is scheduled for Thursday, January 14 at 9:30 a.m. in room 130 State Capitol. We will be discussing outreach activities and several appointments. We will also continue our review of the draft legislative priorities that were included in your packets at the last meeting.

Inaugural event tickets will be available at our next meeting. If you cannot attend the meeting, please contact Molly Hoffman at (651) 296-0059 regarding ticket information.

Thank you. Have a wonderful weekend!

Hennepin County

An Equal Opportunity Employer

Jeff Spartz, County Administrator

January 8, 1999

Emily Anne Tuttle
1225 Shoreline Drive
Orono, MN 55356

Dear Emily Anne:

What an exciting assignment for you to be part of the new governor's transition team. I am one of the Minnesotans who is really excited about Jesse's election and the new direction that he will bring to our state.

I am writing to you to recommend my colleague, Carl Michaud, for consideration as director of the Minnesota Pollution Control Agency. I trust that you can forward this recommendation to the appropriate persons.

Carl holds a master's degree in public health and he has been involved in environmental subjects, including solid waste and recycling, for the past 20 years. Prior to joining the Hennepin County staff 10 years ago, he was in the Planning Department at the Metropolitan Council. He was interviewed on January 7 by the Citizen's Review Panel for consideration as the MPCA director. I am hoping that you will assist me in making this recommendation that Carl be included in the next round of interviews and be given serious consideration for appointment.

Carl Michaud is a big picture thinker with an excellent background in public health and environmental issues. He recently has served on the State's Mercury Task Force and has had numerous interfacings with state agencies and other levels of government over the years. I think he is exactly the kind of thinker and administrator that is needed at MPCA. As you and I recall, there has not always been strong leadership in that office and it is a very important position.

Carl currently is a senior administrative manager in the Hennepin County Department of Environmental Services, where he is responsible for approximately a dozen people and a $40 million budget. But, more than this, what recommends him is his thoughtful administrative approach, his even-keel and pleasant personality, his personal integrity and genuine interest in the environmental subject in the broadest sense. He personally subscribes to all the important national and international environmental magazines and I always went to him to ask a question on the latest thinking on a given issue. Carl

Hennepin County Administration

A 2303 Hennepin County Government Center
Minneapolis, Minnesota 55487-0233
(612) 348-7574 FAX (612) 348-8228 TDD (612) 348-7367

Recycled Paper

reported to me for the past 8 years and I have only outstanding comments to make about him as an administrator, a person, a thinker and family person. He and his wife and 2 daughters live in St. Paul and his daughters go to St. Paul Central High School, where Carl is involved in school and neighborhood activities.

Thank you for any assistance that you can provide in making a strong recommendation for Carl.

With warmest personal regards,

Janet Leick

Janet Leick
Director of Hennepin County's Learning Organization

JL:ms

To: Laura Offerdahl 3 pages inc. cover
From: Emily Anne Tuttle
Re: PCA candidate

The attached letter is from someone with whom I worked at Hennepin County. I have confidence in her judgement so I would appreciate your getting this to the appropriate spot. We return Jan. 17 so keep me posted on mutings. Thanks.

REVISED

Advisory Committee
Office of the Governor-Elect

B-5 Capitol, 3:30 p.m.
Tuesday, December 22, 1998

AGENDA

1. Discussion of current Commissioners and their job performance

2. Review of transition process to date and discussion of what the transition team does well and what it could do better

3. Briefing on Judicial Selection

   George Seoule, Chair
   Judicial Selection Committee

4. Recommendations for government reform

   Mike O'Keefe
   McKnight Foundation

5. Briefing on terms of the Minnesota tobacco settlement

   Doug Blanke, Consumer Policy Director
   Office of the Attorney General

6. Adjournment

JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA
OFFICE OF THE GOVERNOR-ELECT
(651) 297-9500
ST. PAUL, MN 55155

ROOM B5
STATE CAPITOL

December 22, 1998

FACSIMILE

To: Dean Barkley
Peter Bell
Joanne Benson
Reatha Clark King
Dick Lamm
Tim Penny
Emily Anne Staples Tuttle
Charlie Weaver

From: Steven Bosacker
Chief of Staff

Re: *Tickets for Inaugural Party*

Pages: 1 with cover

I have secured a block of tickets for Advisory Team members for the inaugural party at the Target Center on Saturday, January 16th. There are four tickets available for each of you to purchase at $20 each. If you are interested, please call Molly Hoffman at (651) 297-9522 and she will tell you where to send your check.

JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA
OFFICE OF THE GOVERNOR-ELECT
(651) 297-9500
ST. PAUL, MN 55155

ROOM B5
STATE CAPITOL

MEMO

TO: Advisory Committee

FROM: Dean Barkley, Chair

RE: Committee Meeting

DATE: December 11, 1998

The Ventura Advisory Committee will be meeting on Wednesday, December 16 at 4:15 p.m. in the Transition Office conference room (B5 Capitol).

Our first agenda item will be to continue our discussion of the Ventura Administration's proposed "Governing Principles". Wendy Wustenberg, Transition Governmental Relations Director, will update the committee regarding these principles. Please come prepared to offer your suggestions to the draft principles distributed at our last meeting.

The bulk of our meeting will be devoted to a review of the appointments process. Duane Benson and Corrine Sheperd, the Co-Directors of Department and Agency Appointments for the transition, will provide a briefing on their progress with appointments and the Advisory Committee's role in this process. Please bring a list of your suggestions for key appointments.

The policy topic will again be government reform. Jane Belau is scheduled to make a presentation on the government restructuring recommendations of the CORE study. We will also brainstorm systematic/operational ways to improve the overall efficiency and culture of government. These solutions should reflect the administration's "Guiding Principles" for a more responsive government.

I am postponing our tobacco discussion until January. While it certainly is an important budget issue, the Governor-Elect needs the committee's input regarding the appointments that he will be making before the end of the year. I look forward to seeing you on December 16th.

AN EQUAL OPPORTUNITY EMPLOYER
COUNCIL 6 AFSCME UNION LABEL

Budget Principles

Fiscally conservative -- prudent

Never forget ... it's the public's money

Eliminate redundant programs; reduce waste

Incentivize versus penalize for both government & individuals

Competition works and is even good in government

"No new taxes."

Benefits tied to funders; user fees are useful

Cost-effectiveness, accountability, tangible measures

Doing what's necessary ... not necessarily what's "nice" to do

Truth in reporting; "End the shell game."

Bring order to the technology chaos

Sunset clause for all new programs - regular evaluation

Match responsibility and accountability

Leverage private and non-profit support

Make decisions at appropriate level

Prevent future costs, when possible

Keep $$$ close to people

Set a responsible budget, stay within it, "settle up" any surpluses with taxpayers at the end of the two-year cycle.

"With hard work, we will not fail."

Governor Jesse Ventura

THE VENTURA ADMINISTRATION BELIEFS:

FOR GOVERNMENT LEADERS:

"What government does, it must do well."
"We can't legislate against stupidity."
"Personal freedoms are bigger than government."

FOR CITIZENS OF ALL AGES:

"Take care of yourself and others who depend on you."
"You're never done learning."
"Nothing inspires like competition."
"Stay involved -- every single vote counts."

WWW Version 5: 12/13/98

Guiding Values & Beliefs for the Ventura Administration

II **Self Sufficiency**

Government should be a partner with the private and non-profit sectors to encourage self sufficiency. "You can't legislate against stupidity." Folks need to make smart decisions and take responsibility for their lives.

Responsive

I **Accountable, Limited Government**

For government to *serve* the people of the State, it needs to be responsive and user friendly; it does not need to be bigger. Reward creativity, efficiency, productivity -- and create an environment that fosters all of the above. "Love is bigger than government." Personal freedoms must remain untouched. "That's how we've always done it ..." don't cut it. Government doesn't exist to sustain itself on policies and programs that no longer serve the people. No duplication, no dabbling, no pork or fat. There is a place for whizbang thinking about state government.

II **The Best Public Education**

The role of the State is to guarantee the best *opportunity* for a student to succeed in public schools; learning is up to the student. Involved parents or adult mentors are key to student success. "No person in Minnesota is ever done learning." Communities have to support their local schools.

III **Young People Involved**

Youth checked into the political system in November and we will not fail them. Welcome them, give them a voice, hear their ideas; they are our future.

VII **Citizens Engaged in the Dialogue**

"Every single vote in Minnesota counts." Celebrate citizen involvement in public life. Listen to the people. Invite real people inside government deliberations (well beyond lobbyists and special interest groups). Keep things clear and simple. "There are no dumb questions." Candor, plain talk and clear decisions.

I **Competition is Good**

Working Real Hard, Keeping Minnesota First ...

Transition Advisory Committee

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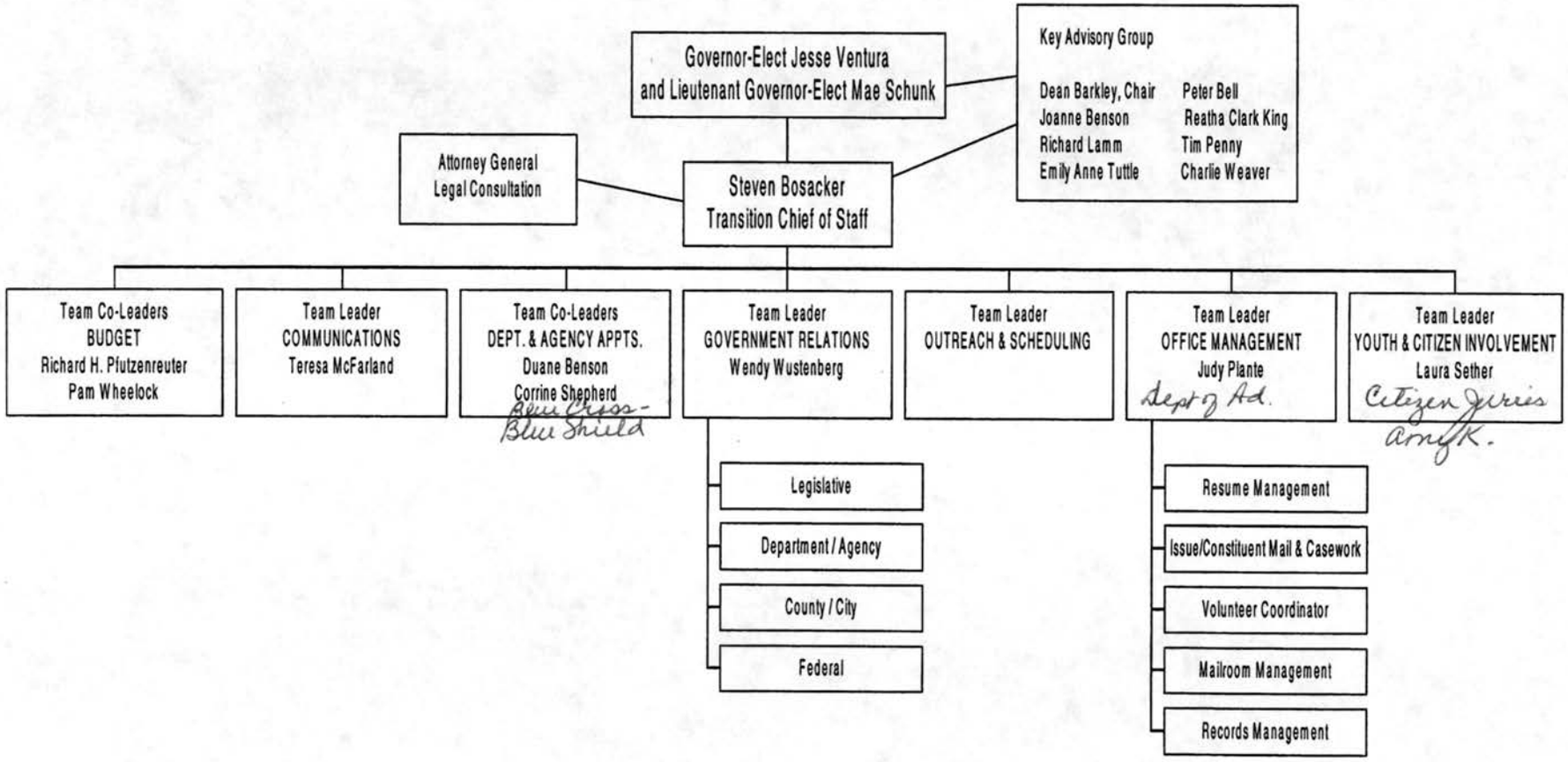
State of Minnesota
Gubernatorial Transition



JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA
OFFICE OF THE GOVERNOR-ELECT
(651) 297-9500
ST. PAUL, MN 55155

ROOM B5
STATE CAPITOL

MEMO

TO: Ventura Advisory Committee

FROM: Dean Barkley, Chair DB

RE: Committee Meeting

DATE: November 25, 1998

The Ventura Advisory Committee will be meeting on Wednesday, December 2 at 4:00 p.m. at the Governor-Elect's Transition Office in the Basement of the Capitol building.

The main item on our agenda is to review the transition process. Transition Chief of Staff Steven Bosacker will provide a briefing on the structure and status of the transition. Your feedback and advice will be critical.

The policy topic for this meeting will be K-12 education. As you know, the Governor-Elect is strongly committed to public education. Throughout the campaign Governor-Elect Ventura stressed the need for reduced class sizes. Please come prepared to suggest an education reform that you believe would significantly improve our public schools. Some questions to consider include:

Are there meaningful policy changes that do not require more state funding?

In terms of achieving accountability, is the "Profile of Learning" the way to go? What are your thoughts?

What issues does the Governor-Elect need to emphasize at the post-secondary level?

I look forward to seeing you on December 2nd. Best wishes for a happy Thanksgiving weekend.

AN EQUAL OPPORTUNITY EMPLOYER
COUNCIL 6 AFSCME UNION LABEL

JESSE VENTURA
GOVERNOR-ELECT

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ROOM B5
STATE CAPITOL

Transition Advisory Committee
Office of Governor-Elect Ventura
B-5 Capitol, 4:00 p.m.
December 2, 1998

AGENDA

1. Briefing from Transition Chief of Staff, Steve Bosacker
2. Discussion of how to channel committee members' advice on policies and appointments into the process
3. Examination of education policy
4. Review of other policy topics and the committee's calendar
5. Adjourn

AN EQUAL OPPORTUNITY EMPLOYER
COUNCIL 6 AFSCME UNION LABEL

Jesse Ventura For Minnesota Governor

Home Page **Jesse Ventura On The Issues** Site Contents

Education

Note: As Mae Schunk's biography shows, Jesse's running mate is a career educator. Jesse picked Mae as his running mate because of her strengths in education. Jesse's positions on education were developed with a heavy reliance on Mae's expertise in this field.

Jesse knows taxes and public finance. He knows how to get things done in government. Mae is strong in education and knows what needs to be done to improve the quality of education in Minnesota. Education is a top priority for both Jesse and Mae. Together, "The Body" and "The Teacher" serving as Governor and Lt. Governor will address education in Minnesota as outlined below.

General Overview

Schools are top-heavy with administration costs that can and should be cut to ensure that we are providing our children with the education that they really need. Curriculums should be reviewed to ensure that the classes being taught are relevant, educational and applicable to the children's lives. Pouring more and more money into the school system is not the answer, if it doesn't fix the problem. Overall, Minnesota's schools are among the best in the USA, but recent test scores show that there is still room for improvement.

Student/Teacher Ratios In The Classroom

See Position Paper On This Topic

Computers and Internet Access

I support the current initiatives to provide computer and Internet access for all of our public schools. The public/private cooperation that is currently in effect to lay the cable network to outstate Minnesota is an example of how the State can effectively work with private businesses to everyone's advantage.

Mainstreaming Disability Students

Mainstreaming students with disabilities into the public school system is generally a win/win situation. My daughter has a disability and I have seen only positive results from her being mainstreamed into the regular schools. There may be some situations or a few students with disabilities for whom mainstreaming is not in their best interests, but I believe those cases are few and far between.

Busing

Desegregation busing

We have tried desegregation busing, and found it did not work. I say get rid of it. We need to return to having neighborhood schools. Every individual in Minnesota has a choice in where they live. By making the

choice of where they live, they should be making a simultaneous choice of where their children will be attending school. Neighborhood schools encourage pride in school teams, students and the neighborhoods. They create harmony. If you are living, working and attending school in your own neighborhood, you will be more likely to know your neighbors, take care of your residence and watch out for each other.

School Bus Seatbelts

Installing seatbelts on school buses could save lives and reduce the number and severity of injuries. We have improved school bus safety in every other way; let's stop overlooking one of the most basic. Car seatbelts save thousands of lives every year. If a school bus seatbelt saves even one life, it is money well spent.

School Bus Monitors

In addition to putting seatbelts on the school buses, I believe we should put a monitor on each bus. The monitor would help supervise the students, leaving the driving to the bus driver. To find a monitor for each school bus, we could create a volunteer base made up of parents, retirees, concerned citizens and neighbors. Another potential base of volunteers could come from welfare recipients in need of basic job training skills. There are ways to work this out. If we are innovative and put our minds to it, we can do it.

Standardized Testing

Schools should be teaching all of our students certain minimum standards, such as basic reading, writing and mathematical skills. We should keep governmental interference into our schools to a minimum. We should have no unfunded mandates from the federal government, and any skills testing should be done at the local level. The Federal government should stay out of our local schools unless there is a situation so bad that it is declared a disaster, each school is and should continue to be unique. The classes that each school offers its students beyond the basics may not be of equal value to all students. Teaching should not become synonymous with fast food franchises. We must allow teachers and schools to teach students in their districts the courses that will benefit them the most.

Vouchers

I am a proud product of the Minnesota public school system. Instead of giving families vouchers, tax credits or deductions to help their children get into private schools, I believe we should be supporting our public school systems. A recent survey showed that 72% of the respondents preferred improving public schools to vouchers. 21% wanted vouchers and 7% were unsure. When a good system becomes inefficient or ineffective, the best solution is not necessarily to just get rid of the system. The best solution is to identify the problem areas and promptly implement solutions to fix them. Instead of bashing our public school system, we should be identifying what works and why it works. We should then be copying or adapting that solution in the problem areas. If the parents, businesses and communities all work together to support our teachers and schools, we can conquer the problems.

Business and Higher Education

Industry and business should be asked to make provision for student jobs and some on-the-job training. If a student worker looks promising, there could be consideration for grants to further that student's education. The student could be encouraged to make a commitment to stay with the company for a pre-determined amount of time, so the company could feel confident that they would be recouping their investment. If the student chooses to leave before the time commitment had expired, he or she would accept responsibility to repay a pro-rata share of the sums the company provided for education.

Business/education partnerships with institutions of learning need to be promoted. Business wants educated/skilled workers. More involvement by the business sector in the education field would be encouraging to post-high school graduates.

Student and Family Financial Responsibilities For Higher Education

It is the responsibility of the parents to supplement their children's college education. The student, too, can contribute to his/her education with part time and summer jobs with businesses and industry. There is scholarship and grant money available for those students who do exceptionally well in school. Lower interest loans are also available.

Students should take some financial responsibility for their post-high school education. Few people appreciate things that have been given to them as much as they do the things they have earned. College education should not be a free ride. The student and families should take the initial responsibility. Grants, loans, and part-time jobs should address the next level of responsibility. If the voters are willing to support the cost, the State of Minnesota should accept the final step in responsibility and pay for the student's last year of college education. Consideration should be made for disadvantaged students who demonstrate high potential for successful post high school education.

When I talk with students on the campaign trail, and they ask me about State-paid tuition, most come around to my way of thinking when I explain that by paying their own tuition today, they will avoid higher taxes to pay other people's tuition for the rest of their working lives.

Parental Involvement in K-12 Education

Without full parental involvement and support, we will not turn our public schools around. There are multiple ways we can encourage or obtain familial involvement. We can:

a. Provide meaningful activities for parents, grandparents and senior citizens to participate and be involved in the education of children.
b. Provide programs for parents that include academic classes, literacy training, early childhood education, children's health care, and assistance in finding helpful services in the community. Create a community of learners. Provide after-school classes for parents and children to learn together.
c. Teach parents how to help students with homework and about the importance of communication with the teachers. Encourage

parents to read to their children every day.
d. Encourage and expect parents to be part of the governance process of the school.
e. Use technology to link parents to the classroom for homework hot lines and for communication between parents and teachers.

Aggressive and Disruptive Classroom Behavior

Aggressive and disruptive classroom behavior interferes with teaching and learning. To avoid and limit this behavior, we can:

a. Teach conflict management and peer mediation to students starting in Kindergarten through grade 8. Negative comments lead to abusive physical behavior, which leads to fear, lack of motivation to learn and poor achievement.
b. Develop a systematic procedure for solving disruptive behavior and violence problems.

Prevention of Violence in our Public Schools

Our schools should be a safe place for our children to go to each day. They should not be in fear of weapons or acts of violence. To promote a safe place we can:

a. Support initiatives that schools and communities take to prevent acts of violence.
b. Call on parents to be more responsible for their children's behavior and to ensure that their children do not have access to any weapon.

Improving Public Education

We must improve our public schools. Unfortunately, the answer is not as simple as "give the schools more money." What can we do? We can:

a. Improve student literacy by expecting all children to read by the end of first grade.
b. Help students develop a firm foundation of learning skills by reducing primary class sizes, grades K-3.
c. Improve math and science achievement through problem solving in real life learning experiences.
d. Encourage and enlist greater parent participation in school improvement efforts and in decision making.
e. Become a community of partners in learning: create a strong sense of responsibility and accountability for teachers, students and parents, provide a variety of opportunities for parents to learn and be involved in their children's education throughout the year.
f. Encourage more school-community partnerships to provide volunteer tutoring, mentorships, internships and school-to-work programs.
g. Support and take part in school and community initiatives to prevent acts of violence.
h. Encourage all high school students to take a class about parenting and family responsibility.
i. Provide quality time for professional staff development to improve curriculum instruction.

j. Provide a curriculum that reflects cultural diversity.
k. Wire every classroom to the Internet and provide staff development for training, effective curriculum suggestions and adequate resources.
l. Provide opportunity for community service programs that will apply to academic credit for graduation.
m. Provide more creative programs for all interested students for after school and during the summer.
n. Develop high expectations.
o. Act as if we mean it (because we do) when we say,

"KIDS BELONG IN SCHOOL!"

Back To Issues Links List

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December 2, 1998

TO: Dean Barkley, Chairperson
Transition Advisory Team

FROM: Reatha King

RE: Meeting Notes

Many people have contacted me and I have initiated contacts with others. These are a few notes for your background information.

HOW DO PEOPLE FEEL ABOUT THE ADVISORY TEAM?

The public is overwhelmingly enthusiastic about the establishment about the advisory team. I have heard rave reviews about the idea and the choice of appointees. I have received numerous congratulatory letters.

VARIOUS PEOPLE CALLED TO OFFER HELP.

Dee Long, a former legislator.	tax issues
Dan Duty, an attorney at General Mills.	gay/lesbian issues
Phyllis Harvin, U. S. West Executive	U. S. West offers loaned executives
Jackie Reis, Council on Foundations	Wants to brief the Governor on the philanthropy in Minnesota

SOME OFFERED THIS SPECIAL ADVICE TO THE GOVERNOR-ELECT AND THE ADVISORY TEAM.

Pay careful attention to the selection of judges. Set a good process. Appoint very strong people. (Allen Saeks)

Don't shortchange funding to higher education, as he favors the K-12 levels. (Marilyn Bryant of HECB)

OTHERS WERE SEEKING THESE POSITIONS IN THE ADMINISTRATION.

Head of the Department of Transportation

Head of Department of Labor and Industry

Chair of Metropolitan Airports Commission. Sandy Grieve want to continue as chair. I very strong support retaining him as chair.

Member of the Lt. Governor's Task Force on K-12. Dr. Linda Gross Cohen is interested and I strongly support her request.

MAYOR OF MINNEAPOLIS SUBMITTED A CAREFULLY DEVELOPED LIST OF ISSUES FOR THE ADVISORY TEAM'S CONSIDERATION. I have attached her letter.

I HAVE OBTAINED A LIST OF HIGH PRIORITY CONCERNS FROM THE MINNEAPOLIS SCHOOL DISTRICT.

Thanks,
Reatha

minneapolis
city of lakes

VIA FAX

December 2, 1998

Reatha Clark King, PhD
President & CEO
General Mills Foundation
P.O. Box 1113
Minneapolis, MN 55440

Dear Reatha:

Thank you for giving me the opportunity to share some of our interests and concerns regarding the City of Minneapolis. As a member of the Ventura Transition Team, it would be helpful to keep these issues in the forefront. Many of the issues that are included are important to Minneapolis and other cities and townships across the state.

Please feel free to contact me for additional information. If I am not available, please contact Kathleen O'Brien, City Coordinator (612) 673-3992, or Colleen Moriarty, Mayor's Chief of Staff (612) 673-3888.

Again, thank you for your thoughtfulness.

Sincerely,

Sharon Sayles Belton
Mayor

SSB:rfs

Attachments: 3

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Coordinated Criminal Justice System

- Increase real and perceived safety through effective and efficient law enforcement and prosecution, and criminal justice system reform.
- Work collaboratively with all criminal justice partners (police, prosecutors, courts) to ensure fair and speedy justice and restitution to victims.
- Focus creative initiatives and funding on crime prevention and youth intervention strategies. The youth "echo boom" peaks in 2010 and the state crime prevention grants for youth intervention must continue.
- Support aggressive policing efforts, such as CODEFOR in Minneapolis and HEAT in St. Paul and the statewide gang strike force.
- Limit the availability of handguns. Limit the expansion of carrying concealed hand guns. Close "straw purchase" loophole in state law.

Transportation and Transit

A good transportation and transit system is vital to the state and metropolitan area.

- Securing a funding system which will allow for the continued improvement of the current metro bus system (especially in terms of reverse commuting programs) and also will accommodate LRT when it opens without decreasing other transit
- The funding source should be independent of the legislative appropriation process and should replace the property tax (except for Houston no other major metropolitan area relies on the property tax—the main tax source is almost always the sales tax)
- Identify funds for the remaining state costs of building the Hiawatha LRT line
- Improve outstate transit systems given the aging of the population and also access to jobs and services in other communities
- Develop tax incentives for transit friendly development and tax breaks to employers who create transit programs

Healthy Communities, Families and Children

Facilitate the participation of all citizens, including children, in the economic and civic life of the community.

Present a positive diversity message with a strong commitment to Affirmative Action and Civil Rights. Demonstrate a commitment by our state to embrace diversity to ensure that we are a healthy, resilient and world community, ready for the 21st century.

The critical years for child development is ages 0 to 5. Pledge a goal of full funding for Head Start, including additional funding needed to make Head Start a full day program.

Expand sliding-fee child care so that all parents can get the child care they need. With the booming economy and welfare reform, this is a particularly opportune time to "grow" the middle class and to give the opportunity of economic health to all Minnesotans.

Local Government Finance and Taxation

Revise state financing system to:

- Allow all cities, towns, schools and counties in the state to offer a basic set of local services without leading to widely differing tax rates

- Respond to the needs of local government overburden that is caused by poverty, aging population, lack of economic base, and tax exempt services

Residents and businesses consume local government services from cities, town, schools and counties throughout the state and pay for them mostly with their property taxes. Relying mainly on the property tax to finance local government has two problems:

First, property tax wealth is very unevenly distributed throughout the state;
Second, the needs of businesses and residents vary from town to town, city to city, and county to county often due to factors beyond their control (such as the age of the city, having an abundance of tax exempt property, and having municipal overburdens caused by such factors as being a regional center or concentrations of poverty).

Having schools, cities, towns and counties relying mainly on the property tax to finance these services will lead to extremes in service levels and tax rates which in turn will affect location decisions for businesses and will penalize the residents in older, fully developed and less wealthy areas.

Economic Development

Increase state funding to remeditate polluted land.

Many cities, suburbs and towns throughout the State are trying to address the issue of how to fund the extraordinary redevelopment costs involved in transforming an underused, blighted, or polluted property into marketable condition. This redevelopment is an essential method of slowing urban sprawl, protecting our agricultural lands from further development, and lowering the State's increasing infrastructure costs.

Recognize and promote the linkage between jobs, transportation and housing as a means of eliminating poverty.

Affordable Housing

The Metropolitan Livable Communities Act addresses the need of affordable housing in the metro area. Additional funding is necessary for a statewide comprehensive program.

The State should consider allocating a portion of the Mortgage Registration Fee proceeds to affordable housing programs ($50 million per year).

The affordable housing issue is one of major significance facing the entire State. For the central cities and some of the inner ring suburbs, the issue focuses on the concentration of poverty and the need to provide housing for very low income persons (below 30% of the metropolitan median income). In the outer ring suburbs and regional centers, employers are having difficulty finding employees for service and manufacturing positions due to a lack of affordable housing nearby.

Residency Requirement

Minneapolis' residency requirement is an important tool for the City in improving neighborhood livability. The State should preserve local government ability to require this as a condition of employment.

Memo

To: Deb Tomczyk

From: Tim Penny

Re: Flagged resume

The attached resume should be given careful consideration.

To: Dean Barkley
Tim Penny
From: Emily Anne Tuttle
Date: November 30, 1998
RE: TRANSITION THOUGHTS

In the almost two weeks since the announcement of the names of the transition advisory committee I'm sure I'm not alone in having a stuffed mailbox and an overloaded phone answering machine – not to mention the advice of those who caught me in person.

I'd like to suggest that one of the items on Wednesday's agenda be how we bring to the attention of the administration-elect these recommendations.

Some are offers of volunteer help, some are job seekers and some are recommendations of how to do the business of government such as judicial selection or filling commissioner positions.

For me to be effective, and I'm sure I speak for the others as well, we need to know how to respond when asked how we are advising the governor-elect. I'd be delighted to help work on the process if that would help, but for us to have credibility I think this issue needs immediate consideration.

On another note: K-12 education is not an area of my expertise so I will seek out some others who have studied it.

However, an area with which I am very familiar is the need for Minnesota to maintain a strong position with international trade and for the governor to have a process for meeting international dignitaries. The Ambassadors of Great Britain and France are scheduled to be in Minnesota during the first half of 1999 in addition to representatives of many other countries. Having just stepped down as chair of the Minnesota International Center I'd be happy to assist the Governor's office in this area of representing the state as international visitors request time on his agenda.

Just one more thing to think about! Look forward to seeing you Wednesday.

A MINNESOTA AGENDA

"While Americans believe the country needs public schools, they are torn between a sense of duty to support these schools and a responsibility to do what is best for children." This quote is from a book, Why Isn't There a Public for Public Schools? published by David Mathews.

During the 80's and 90's a number of new forces and expectations have focused attention on schooling in this country. The concerns were first brought to the public's attention in 1983 when "A Nation at Risk" was published. This document raised concerns about the quality of education in our country and placed education on everyone's political agenda. Since then, our country has been aggressively pursuing all sorts of reform in hopes of finding that special formula which will work to improve the education in America's public schools.

Education has become a major issue in this country. For decades, Americans were satisfied and comfortable with their schools. This is no longer the case. While most people questioned still give good grades to the schools in their communities, they are less likely to give good grades to public education in this country. While most Americans express concerns about public education, they also do not want to destroy the public system. They respect their communities and the teachers in their local schools. At the same time, according to a recent survey published by Public Agenda, 57% of American parents would send their children to private schools if they could afford it.

Minnesota is not above this national debate. For nearly two decades, our state was looked to as a place where education worked. Minnesota was championed as an educational innovator, a place where adequate educational funding was a priority, and where this funding delivered a quality product. Our students scored high on all measures when compared to the rest of the country and the world. But there was a growing awareness that a significant number of students were "not making it."

Today's trends would indicate that Minnesotan's may not be willing to commit to the funding levels of the past. The trends also tell us that our politicians are willing to criticize our public schools without worrying about the risks or consequences. We see parents demanding boards of education produce better results (improved student learning) or resign. The media is poised to attack when the latest round of testing is released with headlines of "winners" and "losers." Everyone is demanding accountability.

The public schools are a very personal experience for members of each community. The State of Minnesota is responsible for setting standards and the funding necessary for the education of Minnesota students. Local elected school boards must have the power and flexibility to provide the services in the best way possible for the children of each uniquely individual community. Representative government is best practiced at the local level where citizens can enter into educational debate on what systems work best for their children.

The public schools of our state and nation have served us very well in the past. In many ways, these institutions are still serving us well today. But today our public is raising the level of expectations they have for a quality experience for all children, not just some of the children served. As we enter the next millenium, education will undergo enormous changes driven by people and events outside education. How we respond to new demands may well determine the fate of public education.

It is incumbent on school administrators, individually and collectively, to provide leadership. To do so requires that we identify and understand the economic, political, and social forces driving change. At the same time, we must maintain a passionate focus on all students and their families as the primary customers of the system we help create.

This Agenda is intended to provide a broad framework for change, not to offer specific plans of action. It recognizes that other groups (parents, teachers, legislators, etc.) will have to be engaged in order to create meaningful change.

- **Treat all education institutions the same. Eliminate all the rules, which exist in the public sector that are not regulating the private sector.** Private schooling is being held up as a model and yet most rules fall only on the public sector. There is no known documentation that correlates rules and quality in Minnesota. The state's bureaucracy hasn't produced improved education. It is the time to risk deregulation. If there is to be true competition, the rules must be consistent for all.

- **Embrace choice for parents and students**. In the future, education will be consumer driven and not provider driven. Public education and choice are not mutually exclusive. Public education must be able to compete for students by offering quality options for students and parents.

- **Empower parents to direct their children's education revenue to the district/school of their choice** within a range of choice options in the public and private, non-sectarian schools.

- **Accept rigorous standards and statewide testing**. All students will benefit from rigor and parents will demand it. This will help rebuild the public confidence and re-engage the public. The state's role is to set high standards. It is the responsibility of the local school boards to ensure the standards are met.

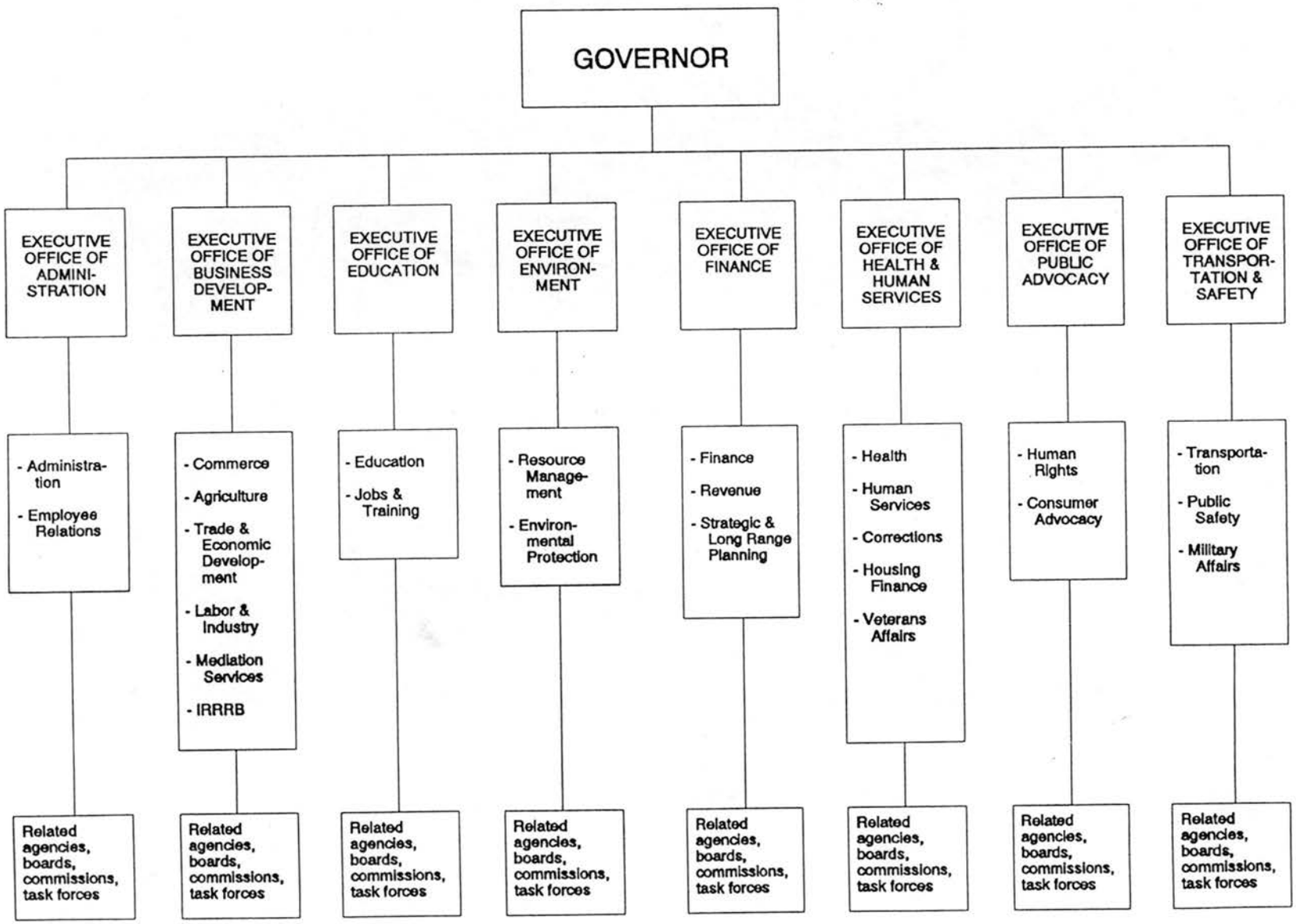
- **Establish a new order where staffing options are flexible, and performance and risk- taking are rewarded.** Meaningful change will not occur in the current model until traditional union and management relationships are transformed.

- **Encourage school boards to outsource** by opening up all district services, including instructional services, to compete in an open market, driven by economics and demands for high quality results.

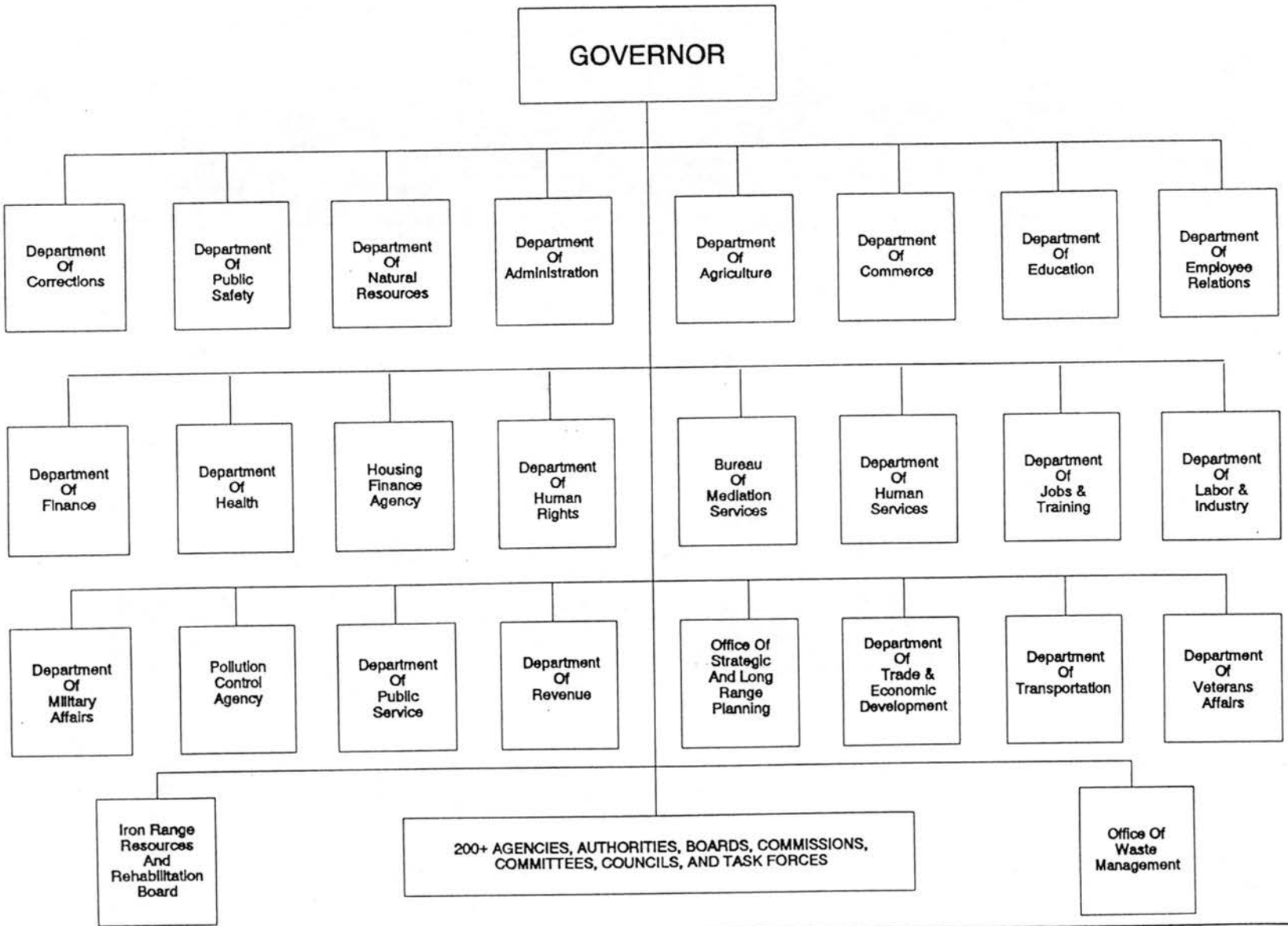
- **Promote technology** as a means to deliver education in meeting individual needs and recognize the tremendous potential of technology to alter our notion that place-bound instruction is the only option.

- **Develop and support a variety of licensure options for programs, individuals, and services.** There is a need to provide greater flexibility in the delivery of programs and services while assuring quality standards are met.

APPENDIX 2b. PROPOSED MINNESOTA MODEL



APPENDIX 2a. CURRENT MINNESOTA GOVERNMENT



COMMISSION on REFORM and EFFICIENCY

A MINNESOTA MODEL

Recommendations for Reorganizing the Executive Branch

SUMMARY REPORT

MARCH 1993

A MINNESOTA MODEL

RECOMMENDATIONS FOR REORGANIZING THE EXECUTIVE BRANCH

SUMMARY REPORT

BY THE
MINNESOTA
COMMISSION ON
REFORM AND EFFICIENCY

MARCH 1993

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EXECUTIVE SUMMARY

A Minnesota Model: Recommendations for Reorganizing the Executive Branch is one of a series of interrelated reports by the Commission on Reform and Efficiency. Together, the proposals call for significant change in government structure, systems, policies and procedures. This report addresses issues raised in an earlier CORE report, *Imperatives for Change: An Assessment of State Government.*

Reform is needed now. The demand for government services is growing at a time when government is complex and confusing, with blurred lines of authority. The existing structure and systems fragment what should be a seamless delivery of services.

Recommendations for executive reorganization address four areas:

Executive Management

1. ***Minnesota should establish a cabinet structure of executive offices to provide coordination and integration of related policies, functions and programs. Each executive office should be headed by a secretary serving at the will of the governor.***

2. ***Reduce the number of executives reporting directly to the governor, creating a more manageable span of control.***

3. ***Redefine the role and authority of agency executive leadership, increasing accountability to the governor for service coordination and customer focus.***

4. ***Consolidate executive-level agency management.***

5. ***Consolidate agency policy and support services management by placing control of these functions directly under the secretaries.***

6. ***Invest each secretary with the same general powers and duties.***

7. ***Invest each deputy secretary with the same general powers and duties.***

8. ***Establish an Executive Office of Public Advocacy, consolidating functions now located in a number of agencies.***

9. ***Functionally align all state agencies under the executive offices.***

Smaller agencies

10. ***Assign each board, commission, council and advisory task force to a secretary or a secretary's designee. Each secretary could align small agencies' staffing and support activities anywhere within the agencies reporting to the executive office.***

11. ***Sunset all advisory bodies over a four-year period beginning in 1994. Each secretary should recommend whether advisory bodies within their executive office should be reinstated after their sunset date.***

12. ***Include a sunset date in all new legislation creating advisory bodies.***

13. ***Create a central licensing agency responsible for all administrative functions in support of independent licensing and examining boards.***

14. ***Sunset all professional licensing over a four-***

year period beginning in 1994. Each secretary should recommend whether licensing activities within their executive office should be reinstated after their sunset date.

15. *Eliminate the Department of Public Service, transferring its staff and responsibilities to the Public Utilities Commission. (Advocacy functions would be transferred to the Executive Office of Public Advocacy.)*

16. *Reduce the Public Utilities Commission from five to three full-time commissioners.*

17. *Consolidate gambling regulation activities by merging the Racing Commission and the Gambling Control Board.*

Constitutional offices

18. *Allow the governor and agencies to select in-house (non-litigation) counsel on a competitive basis. Continue the role of attorney general as exclusive representative of state government in litigation.*

19. *Combine the consumer advocacy functions of the Attorney General's Office with other related advocacy functions in the proposed Executive Office of Public Advocacy.*

20. *After establishing a secretary of finance, examine the roles and relationship between the finance secretary and the state treasurer.*

21. *Governors should consider the option of assigning lieutenant governors to serve in a secretarial role.*

Policies and practices

22. *Agencies should relocate to common facilities and, whenever possible, integrate their activities to improve service delivery.*

23. *Establish a statewide data and technology investment plan to improve both customer service and the efficiency of state systems.*

24. *The leaders of all three branches of government should establish a joint commission to create a uniform code of ethics for all employees of state government.*

25. *The Executive Office of Administration should establish transition processes and provide training for appointed officials to assist rapid orientation to the complex environment of public management.*

Implementing these recommendations would substantially change the way state government operates; functions and programs would be streamlined and restructured; and interagency planning, policy development and program management would be strengthened. Service delivery would be focused on its users, or customers. Implementing the Minnesota model would enable agencies to better respond to the challenges and priorities of tomorrow.

INTRODUCTION

Minnesota has long had a reputation for being the state that works. But what was good government in the 1980s may not be good enough for the 1990s and beyond. Service delivery systems are often fragmented and ineffective. Meanwhile, the state's chronic budget deficit and demographic trends point to a future of expanding needs and shrinking resources. Maintaining the status quo is no longer an option. State government must change — radically and soon.

The above paragraph introduces the executive summary of *Imperatives for Change: An Assessment of Minnesota State Government*, published in December 1992 by the Commission on Reform and Efficiency (CORE). The assessment examined the challenges facing the state and presented five significant opportunities for structural and management reform. Cutting broadly across all areas of state government, those reform imperatives are:

- Government must be held accountable for results.
- Government must have a strong customer focus.
- Government must streamline fragmented and overlapping services.
- Government must replace outdated, inflexible administrative systems.
- Government must be structured to deal more effectively with the frequent turnover of top management.

Meeting these imperatives is a daunting task. It demands a response every bit as complex as the problems that it addresses. Any single change has consequences for policies, structures, systems and procedures throughout state government.

CORE's assessment report indicates what needs to be done differently. CORE's subsequent reports show *how* it can be done differently.

This document completes a series of reports recommending change. Each report approaches the imperatives from a different perspective; together, they represent a comprehensive strategy for achieving CORE's vision statement (found on each report's inside front cover).

This report addresses overall reorganization of the executive branch. It builds on, and augments, the recommendations in earlier reports. While each of those reports places a system or functional area under a microscope, this report presents an encompassing view of the executive branch, particularly those agencies and operations under the direction of the governor.

Why reorganize?

CORE examined data gathered from state employee surveys, interviews with former and current state managers, discussions with academic and political leaders, and an organizational analysis of government in both Minnesota and other states. The conclusion reached is that Minnesota's current structure creates barriers to effective executive management.

The barriers are significant. The governor's span

of control over 26 cabinet-level agencies and about 200 smaller agencies hampers the governor's ability to communicate and effectively implement policies. Executive branch complexity blurs lines of authority and accountability. Service delivery is fragmented, making it difficult for citizens to receive needed services. Fragmentation also leads to overlap and duplication among agencies.

The barriers inhibit accountability. It is difficult for the governor, the legislature or citizens to hold individual commissioners accountable for state policies when commissioners lack the power to coordinate activities that transcend their agency's functions. In addition, both agencies and their organized constituencies protect against changes that may diminish their influence, even at the expense of administrative efficiency or service effectiveness. With government organized around narrowly defined functions, the burden is on each citizen to untangle the web of interrelated services.

Learning from the past

In this century, Minnesota has sponsored 14 major studies on the organization and management of state government (listed in Appendix 1). Those reports reviewed the state's constitution, recommended major structural reorganizations, and promoted managerial reforms. The studies were driven by a need to concentrate executive authority and to coordinate staff services, a lack of functional integration between agencies, and a proliferation of boards and commissions.

Most of Minnesota's reform efforts saw limited success. Of their hundreds of recommendations, only a fraction were adopted shortly after publication. Many reorganization proposals were suggested repeatedly over a period of 10 to 50 years before they were adopted.

A Minnesota model

Minnesota's previous efforts focused on internal issues, but did not emphasize external factors, such as customer satisfaction. CORE's approach is to address external customers through redesigned service delivery *as well as* internal customers through streamlined processes.

CORE's overarching concern is to create a "Minnesota model" — a structure and delivery system that better assess and respond to customer needs, and that enable state employees to provide quality services to customers. As part of its strategy, CORE identified five reorganization objectives:

- Establish reasonable management spans of control.
- Strengthen interagency planning, policy development, program management, and service delivery.
- Create a flexible structure that can be reconfigured to meet changing management and customer needs.
- Design a structure that will facilitate changes of administration.
- Strengthen executive–legislative branch relations.

CORE's recommendations face the same barriers that delayed or scuttled earlier reforms. What may be different this time is that reform has become less of an insider's game and more of an issue in which the public has ownership. Minnesota's citizens, as well as its political leadership, have made change a priority. It has been CORE's obligation and privilege to help chart the course.

EXECUTIVE MANAGEMENT

CORE proposes a Minnesota model of executive offices, to reduce the number of reporting executives so that the governor can better communicate administration priorities and hold top officials accountable for meeting goals. The model groups agencies with similar goals and customers to improve service integration and delivery. The model replaces some existing agency administrators with a smaller number of secretaries and deputy secretaries who have the authority to shift resources, eliminate redundant services and demand program effectiveness.

The model goes far beyond reshuffling the boxes on the state organization chart. It changes processes, or the ways that things get done. It redefines and realigns administrative power. It attempts to institutionalize the capacity for change, giving each governor the ability to continually reorganize and fine-tune programs to address the priorities of the day.

Comparison with other states

All states are similar in that they provide the same basic services; all states differ somewhat in how they are organized to deliver those services. Organizational research categorizes each state as one of three types, generally termed commission, agency–cabinet, and secretary–coordinator. CORE proposes a hybrid of both agency–cabinet and secretary–coordinator concepts.

Recommendations

1. ***Minnesota should establish a cabinet structure of executive offices to provide coordination and integration of related policies, functions and programs. Each executive office should be headed by a secretary serving at the will of the governor.***

The following eight recommendations define the proposed structure:

2. ***Establish a cabinet structure of executive offices headed by secretaries, reducing the number of executives reporting directly to the governor and creating a more manageable span of control.***

Today, about 200 agency executives can claim to report directly to the governor. Even the current 26 cabinet-level agency executives present the governor with a formidable span of control. Given a governor's extensive responsibilities and time constraints, a reduced number of reporting executives would enhance meaningful communication.

The past four administrations have coped by clustering similar agencies, and having agency communication flow through one or more layers of the governor's administrative staff. By streamlining the cabinet, the governor would be able to communicate directly with decision-making executives.

This proposal recommends grouping agencies together under eight executive offices: Administration, Business Development, Education, Environment, Finance, Health and Human Services, Public Advocacy, and Transportation and Safety. (A proposed organization chart is shown in Appendix 2, and each executive office is discussed in detail in Recommendation 9 on Page 8.) A final executive office configuration would need to be jointly determined by the governor and the legislature.

3. ***Redefine the role and authority of agency executive leadership, increasing accountability to the governor for service coordination and customer focus.***

The Minnesota model introduces new terms, including the secretary and deputy secretary titles, to emphasize that the roles of these officials would be significantly different from the current roles of the many commissioners and deputy commissioners they would replace. All terminology differs in meaning in different states. For the Minnesota model, the meanings are:

Secretary: one of a relative handful of initial key gubernatorial appointees. Working directly and regularly with the governor, each secretary would be accountable for the coordination of policy implementation and service delivery within the executive office, regardless of agency jurisdictional boundaries and other traditional impediments to cooperation. As extensions of the governor, secretaries would be expected to serve terms concurrent with the governor's.

Deputy secretary: the chief operating officer of an agency, reporting to a secretary. Deputy secretaries would be accountable for achieving the agency's goals and objectives. They would report to a secretary who works with them to achieve the administration's policy goals. A deputy secretary would be a professional manager serving at the will of the governor.

Today, a governor-elect needs to give immediate consideration to appointing commissioners and other top managers in many key agencies. The governor's staff is immersed in the need to make hundreds of appointments to numerous boards, commissions, councils and other agencies.

In this model, the avalanche of immediate appointments would be both delayed and shared with others. The governor would need to be concerned immediately with eight, rather than 26, top administrative appointments. Those eight appointees would advise the governor on deputy secretary and other staff selections as well as on board and commission appointees.

4. ***Consolidate executive-level agency management.***

Today, the governor's cabinet agencies (excluding the uniquely structured Military Affairs Department) are served by 116 commissioners, deputy commissioners, assistant commissioners and assistants to the commissioners. With secretaries directing agency policy formulation and deputy secretaries directing agency operations, a net reduction of agency executives (commissioner and deputy commissioner-level positions) should accompany the initial implementation of the new system. Further position consolidation would continue as secretaries reorganize the agencies reporting to their offices.

5. ***Consolidate agency policy and support services management by placing control of these functions directly under the secretaries.***

Each executive office would have responsibility for policy and planning coordination and for support services administration. A policy coordinator and a support services chief administrator would report directly to the secretary and are defined as:

Policy coordinator: a staff member responsible for assisting with the coordination and integration of policies, plans, budgets and programs within each secretary's purview. A large staff would not be required, because the actual planning and budgeting would be conducted by the individual agencies. The policy coordinator would be concerned with improving individual program effectiveness through coordination, and would assist

the secretary in mediating and resolving disputes among competing agency interests. This position would assist with legislative relations.

Chief administrator: a staff member responsible for directing all support functions for the executive office's agencies. Support services staff would remain within their agencies, reporting to a matrix management involving the agency and the executive office. Support services management would be placed in the executive office, reporting to a chief administrator who would directly serve the secretary. This consolidation within each executive office would enable the elimination of management positions in areas including human resources, procurement, communications, legislative relations, information systems, staff training and development, statistical research, quality control, safety and workers' compensation.

6. *Invest each secretary with the same general powers and duties.*

Each secretary would have the same general power and duties:

Represent, and act on behalf of, the governor on issues related to the secretary's functional area. Boards and commissions that nominally report directly to the governor would instead report to a secretary as the governor's representative.

Advise the governor on the appointment of deputy secretaries, small agency heads and board members. Although the governor would retain all final authority for all appointive positions in the executive branch, secretaries would relieve much of the burden through a significant consulting role for appointments in their functional areas.

Supervise deputy secretaries and hold them accountable for their actions. Deputy secretaries would report directly to the secretaries. For agencies, this would be the clearest area in which the secretaries act as extensions of the governor.

Direct strategic planning and policy development for the functional area assigned to the executive office. In an area such as long-term health care, for example, each involved agency would be responsible for its own planning, but the Secretary of Health and Human Services would be held accountable for coordination of all agency plans. Multi-agency operations should appear seamless from a customer perspective. Secretaries also would bear responsibility for coordination of programs involving more than one executive office.

Direct the formulation and presentation of a comprehensive program budget for the functional area assigned to the executive office. The budgeting process would be an extension of the planning process. Again, in an area such as long-term health care, each involved agency would be responsible for developing its own budgets. The Secretary of Health and Human Services would then be responsible for ensuring coordination among all long-term care budgets within that executive office. If a program was to be enhanced or diminished in one agency, its impact on related programs in other agencies would need to be identified and reflected within the comprehensive budget of the executive office.

Reorganize and reassign programs, program budgets and support services to improve operations among the agencies assigned to that executive office. In order to meet emerging needs, and in order to maximize effectiveness with existing resources, flexibility would need to be instilled in state operations. This secretarial power would be a key element in creating that flexibility. The power also would serve another purpose: While

secretaries should resolve inter-agency conflict with negotiation, this power would give secretaries an ultimate tool for resolving such conflict.

Resolve administrative, jurisdictional, operational, program or policy conflicts between agencies or officials assigned to that executive office. Turf issues have long hampered program effectiveness and have prevented agencies from having a customer focus. Secretaries would be responsible for resolving these issues. For example, a secretary could be held accountable if two agencies continued to collect related data in incompatible formats, inhibiting the flow of important information.

Coordinate development of legislation, and represent agencies in the legislative process. As the person responsible for the coordination of budgets within an executive office, the secretary would be responsible for the presentation of those budgets to the legislature. As an extension of the governor, the secretary would be accountable for negotiations during the legislative process.

7. *Invest each deputy secretary with the same general powers and duties.*

Each deputy secretary would have the same general power and duties:

Formulate agency planning and budget recommendations on behalf of the secretary responsible for the agency's functional area. Deputy secretaries would conduct all agency planning and budget activities. They would be responsible for providing the secretary with all requested data, information and recommendations.

Implement agency plans by directing the agency's operations and controlling the agency's line item budget. Deputy secretaries would be the chief operating officers of agencies, reporting to the secretaries.

Exercise all administrative authority not assigned to a secretary. As professional managers, deputy secretaries would develop reporting and working relationships with secretaries.

8. *Establish an Executive Office of Public Advocacy, consolidating functions now located in a number of agencies.*

Minnesota provides many programs that advocate on behalf of individuals or groups seeking fair treatment from government or regulated businesses. Examples include the Ombudsman for Mental Health and Mental Retardation, the Council on Disability, the Human Rights Department, the Crime Victims Advisory Council, the Board on Aging, the Spanish Speaking Affairs Council and the consumer advocacy functions of the Attorney General's Office and the Department of Public Service. And, in a separate report, CORE has recommended that a public advocate for environmental issues be included in the Executive Office of Public Advocacy.

Coordinating these programs through an executive office would create a visible point of access for citizens who seek help but don't know what, or how, services are available. The executive office should be accountable for agency follow-through and effectiveness, and should be responsible for eliminating overlap and fragmentation among related services.

9. *Functionally align all state agencies under the executive offices.*

Agencies and programs should be grouped rationally from a customer perspective, bringing together those services or regulatory functions that provide a common customer base with a continuum of integrated services.

The configuration should be jointly determined by the governor and the legislature. CORE considered a range of five to 14 executive offices.

Many variations would be workable, but the following alignment of eight offices is recommended:

Executive Office of Administration. State agencies themselves would be the primary customers of the programs within the Executive Office of Administration. The Employee Relations Department and many of the Administration Department programs would support and improve the work of other agencies that directly serve citizens. The secretary should be the state's primary change agent for ongoing improvement in state management practices.

Executive Office of Business Development. Numerous programs affect the development of the state's commerce and industries, including agriculture, as well as the technology areas in which new business may emerge. Regulation and development functions should be kept in separate organizational units, but placing these programs in one executive office would enhance policy coordination and move toward "one-stop shopping" among related programs.

Executive Office of Education. Education is a traditional priority for state government. CORE proposes consolidating all education-related agencies and programs, including arts and history, within this executive office. Gov. Arne Carlson has proposed the creation of a Department of Children and Education Services. The governor's proposal offers greater, and differing, detail than does CORE's; however, both proposals are consistent with CORE's alignment criterion.

Executive Office of Environment. In a separate report, *Reforming Minnesota's Environmental Services System*, CORE recommends consolidation of all environment-related agency programs into two new agencies — a Department of Resource Management and a Department of Environmental Protection.

Executive Office of Finance. The secretary of finance would be a critical resource for the governor. In coordinating the functions of the departments of Finance and Revenue, as well as the state's strategic planning efforts, the secretary would be the governor's chief financial adviser.

Executive Office of Health and Human Services. In a separate report, *Reforming Minnesota's Human Services Delivery System*, CORE recommends placing the Health, Human Services, Veterans Affairs and Corrections departments, the Housing Finance Agency and some programs of the Jobs and Training Department within one executive office.

Executive Office of Public Advocacy. This executive office would create one point of access for citizens seeking fair treatment from government or regulated businesses.

Executive Office of Transportation and Safety. This executive office would bring together services traditionally connected since the "highway patrol" days and continued through related involvement with state drivers.

Program transfers among agencies. While an agency may be placed within one executive office, many of its programs more appropriately may be placed within other executive offices. An example is the Jobs and Training Department. From a customer perspective, some of its programs would be best aligned with the Executive Office of Education, while other programs would be best aligned with Business Development or Health and Human Services. While not an explicit CORE recommendation, program realignment could lead to the dissolution of traditional agencies.

Location. The model wouldn't require the immediate relocation of any agency, although later moves would result from continuing agency reorganization. The executive offices may be best located in one building in the state capitol

FIGURE 1. Proposed alignment of agencies

EXECUTIVE OFFICE OF ADMINISTRATION
- Department of Administration
- Department of Employee Relations

EXECUTIVE OFFICE OF BUSINESS DEVELOPMENT
- Bureau of Mediation Services
- Department of Agriculture
- Department of Commerce
- Department of Trade and Economic Development
- Department of Labor and Industry
- Iron Range Rehabilitation and Resources Board

EXECUTIVE OFFICE OF EDUCATION
- Department of Education
- Department of Jobs and Training

EXECUTIVE OFFICE OF ENVIRONMENT
- Department of Resource Management (proposed)
- Department of Environmental Protection (proposed)

EXECUTIVE OFFICE OF FINANCE
- Department of Finance
- Department of Revenue
- Office of Strategic and Long Range Planning

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
- Department of Corrections
- Department of Health
- Department of Human Services
- Department of Veterans Affairs
- Housing Finance Agency

EXECUTIVE OFFICE OF PUBLIC ADVOCACY
- Department of Human Rights
- Consumer advocacy functions from the Attorney General's Office and the Department of Public Service

EXECUTIVE OFFICE OF TRANSPORTATION AND SAFETY
- Department of Military Affairs
- Department of Public Safety
- Department of Transportation

This list does not reflect program realignment, but presents the primary placement of current cabinet agencies among the proposed executive offices. Additional CORE recommendations call for elimination of the Department of Public Service, and for consolidation of the Department of Natural Resources, the Pollution Control Agency and the Office of Waste Management within the two new departments proposed for the Executive Office of Environment.

complex, to facilitate communication among secretaries and with the governor and legislators. A common location also would enable shared support staff.

Figure 1 shows the proposed alignment of cabinet-level agencies with executive offices. Appendix 3 shows the proposed alignment of most state agencies with executive offices.

SMALLER AGENCIES

Minnesota has about 275 boards, commissions, councils and advisory task forces, with more being created every year. These often obscure bodies develop policy, make rules, promote industries, regulate activities, issue reports, and oversee the operation of public infrastructure. Each is intended to add value to the state, but their sheer number strains managerial control and adds to the perception that government is fragmented.

Accountability

10. Assign each board, commission, council and advisory task force to a secretary or a secretary's designee. Each secretary could align small agencies' staffing and support activities anywhere within the agencies reporting to the executive office.

Smaller agencies usually report only to whoever appointed their members to office, but even that accountability is often nominal. Most appointments are for fixed terms that don't coincide with any elected official's term.

Some small agencies hire their own staff while others rely on staff provided by cabinet-level agencies. No one is explicitly responsible for ensuring that staffing is provided effectively or efficiently.

The operating cost of boards, commissions, councils and advisory task forces is small but not obvious. The costs of those staffed by larger agencies are absorbed by the larger agencies' budgets. Other smaller agencies are funded by fees paid by the industries and occupations they regulate, which in turn pass the cost on to consumers.

Advisory bodies

11. Sunset all advisory bodies over a four-year period beginning in 1994. Each secretary should recommend whether advisory bodies within their executive office should be reinstated after their sunset date.

12. Include a sunset date in all new legislation creating advisory bodies.

Advisory bodies provide citizens and organized constituencies with a formal opportunity to advise the governor and other leaders on policy issues. Once they are created, however, no one has oversight responsibility for redundancy or obsolescence. Many, but not all, have sunset provisions calling for their automatic expiration on a certain date, unless the legislature extends their organizational life. Placing sunset provisions on all current and future advisory groups would increase the likelihood that they would continue to serve a relevant purpose.

Occupational licensing

13. Create a central licensing agency responsible for all administrative functions in support of independent licensing and examining boards.

14. Sunset all professional licensing over a four-year period beginning in 1994. Each secretary should recommend whether licensing activities within their executive office should be reinstated after their sunset date.

Examining and licensing boards would remain independent, but administrative and support

functions would be centralized under the Secretary of Administration, eliminating redundant executive directors and duplicated activities.

Sunset provisions would assist the legislature in considering the continued value of regulating more than 60 professions through licensing, registration or certification. Of these professions, 27 are regulated through independent examining and licensing boards (each with four to 17 members). The others are regulated by agencies without public boards.

Although Minnesota has "sunrise" legislation to create threshold standards to be met before additional professions are licensed, the number of licenses continues to increase. While the intent of licensing is to safeguard citizens from poorly trained professionals, often the effect is to limit the professional pool and thus raise costs.

Regulation

Minnesota has 10 boards and commissions to regulate various commercial activities. Recommended changes for several, including the Pollution Control Agency Board, the Environmental Quality Board and the Board of Water and Soil Resources, are included in other CORE reports.

This report's recommendations address three additional regulatory boards.

15. Eliminate the Department of Public Service, transferring its staff and responsibilities to the Public Utilities Commission. (Advocacy functions would be transferred to the Executive Office of Public Advocacy.)

The Department of Public Service serves as both a consumer advocate before the Public Utilities Commission and enforces orders issued by the commission. The department also serves as consumer advocate on energy matters before the Federal Energy Regulatory Commission. Additional functions include maintaining energy conservation and weights and measures programs. The Public Utilities Commission is a quasi-judicial body with an independent staff and executive secretary to support its decision-making role.

If the consumer advocacy functions of the Department of Public Service are transferred to an Executive Office of Public Advocacy, there would no longer be need for separate, independent staff in both the department and the commission.

The remaining responsibilities of the Department of Public Service should be transferred to the Public Utilities Commission, consolidating utility regulatory and energy conservation programs in one agency. This consolidation would eliminate the Department of Public Service and allow for more efficient use of the remaining regulatory staff.

Although these changes would improve accountability, this move would not provide state budget savings because these activities are primarily fee funded, but would reduce the cost of regulation, which is now paid by utility customers through rates approved by the commission.

16. Reduce the Public Utilities Commission from five to three full-time commissioners.

The Public Utilities Commission currently has five full-time commissioners. A decision-making body this large can make it difficult for the public to hold commissioners accountable.

At least two earlier state studies have urged reducing the commission size. In addition to saving money, having three instead of five commissioners would still allow for diverse repre-

sentation while making it easer for the public to hold individual commissioners accountable for their decisions. Minnesota has eight full-time commissioners (five at the Public Utilities Commission and three at the Transportation Regulation Board) doing the work that a majority of states do with just three commissioners.

17. Consolidate gambling regulation activities by merging the Racing Commission and the Gambling Control Board.

Minnesota has two regulatory agencies for gambling — the Gambling Control Board and the Racing Commission. In addition, a separate board oversees the operation of the state lottery.

The Gambling Control Board (formerly the Charitable Gambling Board) regulates lawful gambling to prevent its commercialization and to maintain integrity of operations. The board of seven part-time members is appointed by the governor and operates through an executive director and staff.

The Racing Commission has a board of nine part-time members and regulates horse racing and parimutuel betting as well as grants licenses to developers of race tracks. The Racing Commission retains an executive director and staff to carry out its work.

Consolidating the Gambling Control Board and Racing Commission could result in more efficiency and cost savings through fewer management, support staff and appointed governing members. The separate board that oversees the state lottery is not included because its role is operational and promotional, not regulatory.

CONSTITUTIONAL OFFICES

CORE's examination of the executive branch concentrated on those agencies and appointed officials that report to the governor. The study did not address the appropriateness of having independently elected state constitutional officers. CORE did, however, identify areas in which its general premises and recommendations could have an impact on some of the constitutional offices. The following recommendations are limited to those areas.

Attorney general

18. Allow the governor and agencies to select in-house (non-litigation) counsel on a competitive basis. Continue the role of attorney general as exclusive representative of state government in litigation.

By statute, the Office of Attorney General has the exclusive right to act as attorney for all state officers as well as boards and commissions. The attorney general currently represents the state in all litigation as well as providing in-house counsel to the governor and agencies. Agencies may not hire counsel or retain private counsel without the attorney general's approval.

There is a compelling argument for requiring the attorney general to represent the state during litigation: It establishes clear responsibility for the litigation and consistency in arguments presented to the courts. There is no compelling argument, however, for exclusive, centralized legal services to the agencies.

Many agencies have highly specialized needs or may need additional counsel to address discrete, specific problems from time to time. The attorney general's staff may not have that specialized knowledge, or they may be shorthanded because of other demands. Another concern is that an agency is required to pay the cost of legal services but the agency is not allowed to hold the attorney accountable for results.

CORE is concerned with creating a customer focus in all of state government. Allowing agencies to select in-house counsel by purchasing services from the attorney general, hiring an attorney in an unclassified position, or contracting with an outside law firm could create healthy competition based on price, ability and customer service. Agencies should follow the example of other large organizations, both public and private, that use a mix of legal services, based on the organization's needs.

Advocacy

19. Combine the consumer advocacy functions of the Attorney General's Office with other related advocacy functions in the proposed Executive Office of Public Advocacy.

CORE has recommended creation of an Executive Office of Public Advocacy to coordinate and strengthen the many advocacy programs already in operation. It makes sense to also include the related activities now housed in the Attorney General's Office.

The Residential Utilities Division of the Attorney General's Office represents residential and small business consumers before the Minnesota Public Utilities Commission and the Federal Energy Regulatory Commission. Minnesota consumers are also represented before these same agencies

by the Public Service Department. For consumer protection matters not related to regulated utility services, the Consumer Division of the Attorney General's Office responds to individual consumer complaints, investigating and prosecuting consumer-related cases.

Coordination of those activities through the executive office would provide a more visible and consistent voice for consumers. It would also help ensure that state and federal regulatory bodies hear one state position on behalf of Minnesota consumers.

State treasurer

20. After establishing a secretary of finance, examine the roles and relationship between the finance secretary and the state treasurer.

The state treasurer's primary functions include receiving and accounting for all state monies; ensuring that state monies are invested, properly collateralized and protected against default; and determining what monies are available for investment.

Establishing a secretary of finance position would create a significant new position that serves as the governor's chief financial advisor. The relationship between the two fiscal leadership positions would need to be examined. It is possible that under the Minnesota model, the secretary of finance could perform duties and responsibilities of the state treasurer. Further study is needed, however, to determine if consolidation or role changes would enhance the financial management of the state's assets, debts and investments.

Lieutenant governor

21. Governors should consider the option of assigning lieutenant governors to serve in a secretarial role.

The Office of Lieutenant Governor already provides governors with a highly flexible resource. Under current statutory authority, governors can assign any of their responsibilities to lieutenant governors. If the Minnesota model is implemented, the governor may want to consider assigning the lieutenant governor to serve as one of the secretaries. The model would provide governors with an optimal new use for the resources and expertise of the Lieutenant Governor's Office.

POLICIES AND PRACTICES

Each of CORE's eight reports of recommendations includes proposals to change state policies and practices. Included here are overarching proposals not offered in earlier reports.

Co-location

22. Agencies should relocate to common facilities and, whenever possible, integrate their activities to improve service delivery.

In general, each state agency is responsible for establishing its branch offices. Consequently, throughout Minnesota there are separate locations for agencies providing similar services to similar customers.

Minimally, co-location means moving various state offices into one vicinity. Carried further, it involves locating different agency offices in a common building and sharing resources. This could create a new level of customer convenience, particularly in much of Greater Minnesota.

Agencies use a variety of service area boundaries. Co-location in itself wouldn't require these to change, but it likely would accelerate any trend toward standardized boundaries, or toward development of regional centers for the delivery of state services. The Revenue Department currently is considering a network of centers to provide products, services and information from several agencies, using flexible, up-to-date delivery systems.

Implementation expenses would include relocation costs and potentially higher initial lease rates, but long-term efficiency gains through shared resources should heavily outweigh short-term expense. A single location would enable shared space, staff and equipment, and improved interagency communication.

Technology investment

23. Establish a statewide data and technology investment plan to improve both customer service and the efficiency of state systems.

Information, and the technology to use it effectively, is a critical resource requiring the same level of attention as finances and human resources. State government's primary use of technology has been for collecting and managing data, generally within one program or agency. With the integration of services and rethinking of the ways to deliver those services, the need to support information sharing will continue to grow.

As the state redesigns its management, human resource and service delivery systems, it also needs to re-engineer the administrative processes involved in those systems. This should benefit the state employees who operate those systems and their customers as well. Information can be made both more useful and more user-friendly through technological advances such as multimedia kiosks, image processing, interactive video, and electronic data interchanges.

Information and technology needs must be integrated into comprehensive planning for services. Plans must focus on improving the quality and ability to share data and the effective use of technology in the delivery of services. An analysis of technology investments, in terms of immediate costs, long-term savings and service effectiveness, should be required in any state service planning.

Ethics

24. The leaders of all three branches of government should establish a joint commission to create a uniform code of ethics for all employees of state government.

A uniform ethics code is long overdue. Currently, different public employees comply with different laws and principles setting acceptable standards. A lack of uniformity results in confusion and varying degrees of conformance and enforcement.

Minnesota's leaders should see reorganization as an opportunity to affirm the basic values that underlie public service. By creating an environment where all public employees can be motivated to practice high ethical standards, reorganization may strengthen public trust in government. Development of a consistent statement of principles to guide the behavior of all state employees would help achieve this goal. A uniform code could be complemented by more specific codes addressing unique circumstances of different offices, but the uniform code must address all of the public's basic concerns.

Administration transitions

25. The Executive Office of Administration should establish transition processes and provide training for appointed officials to assist rapid orientation to the complex environment of public management.

Change in the leadership of state government is the norm. New chief executive officers are elected as often as every four years, bringing new mandates and priorities and new top managers. Appointed state officials often change even more frequently.

Transition issues are significant enough to be one of CORE's five imperatives for change. The transition is rarely smooth and, at its worst, can resemble a hostile corporate takeover. CORE's assessment report described the consequences. As an example, by the time a major initiative is ready to be implemented, the agency leaders who sponsored it are gone, and the new leaders have new priorities.

The Minnesota model would ease transitions by having secretaries assisting the governor with the appointment process. Once appointments are made, the Executive Office of Administration would need to develop and manage efforts to assist the new officials.

Recommended changes include:

- *An orientation program for executive-level appointees.* Topics would include organizational structure, budget preparation and approval process, decision-making procedure in the governor's office, personnel and ethics policies, data privacy and open meeting laws, availability of legal advice, media relations, legislative relations, and bargaining unit contracts and grievance procedures.

- *The designation of agency transition coordinators.* Each cabinet-level agency would designate one individual in the classified service as transition coordinator. The coordinator would be responsible for providing incoming appointees with current information about the agency.

- *An adequate transition fund.* The current fund of $34,000 for the governor-elect should be increased to at least $200,000 to cover the full costs of a transition, including the staff to help the governor-elect select appointees, prepare a budget and initiate legislative proposals. Minnesota would be better served if governors-elect did not have to rely on private contributions to fund the transition when they are forging their programs for the coming biennium.

FISCAL ANALYSIS

This report urges substantial changes in the way state government is organized. The governor's span of control would focus on eight secretaries rather than 26 commissioners and the heads of more than 275 agencies, boards, commissions, councils and task forces. Many agency functions would be streamlined and restructured. The leadership of state agencies would change as new consolidated positions would be given formal accountability for policy, budget and service coordination.

This report summarizes the initial changes recommended for the Minnesota model. Implementation of this model would not be the end, but the beginning, of the reorganization process. Implementation of the model would only set the stage for future, ongoing change.

Implementation

Change requires deliberation and joint action by the governor and legislature. To ensure sufficient time, consideration should begin now, with action as soon as possible. New structures and systems should be in place by January 1995. Experience in other states has shown that reorganization is most effective when it begins concurrent with a new gubernatorial term, regardless of whether the incoming governor is new or an incumbent.

Cost savings

In its realignment of agency authority and accountability, the Minnesota model consolidates the roles of numerous positions. The transition to the model results in an estimated net reduction of 80 to 90 executive or managerial positions and up to 30 professional and clerical support positions. This includes the elimination of commissioner and deputy commissioner positions, creation of new secretary and deputy secretary positions, and consolidation of support services management such as management information systems, public information, research, and training and development.

Department of Finance figures show that operating costs for the executive branch agencies is $852,968,000 for Fiscal Year 1994. During the first year of operation, the executive office restructuring should result in a net reduction of about $6,200,000 in operating expenses (Figure 2 on the next page). One third of that amount would result from changing from commissioner-based to secretary-based administration. The remaining savings would result from the consolidation of support services management positions.

Transition costs

One-time transition costs for establishing the eight new executive offices and eliminating management, professional and clerical positions are estimated at $1,597,700.

Five-year analysis

Over a five-year period, total net savings are estimated at $37,361,600. The savings would result primarily from reduced personnel costs as well as subsequent reductions in related direct costs, such as reduced equipment expenses.

Overlap with other CORE reports. Other CORE

FIGURE 2. EXECUTIVE REORGANIZATION

Preliminary Fiscal Analysis

ACTIVITY	ANNUAL SAVINGS	ANNUAL INCREASE	ONE-TIME TRANSITION	FIVE-YEAR PROJECTION
Executive Management				
Establish executive offices		$4,357,600	$ 19,200	$21,807,200
Eliminate agency positions replaced by executive offices	($6,663,400)		$458,700	($32,858,300)
Boards and Commissions				
Eliminate utility and gambling regulatory positions	($308,900)		$ 74,600	($1,469,900)
Other Consolidation				
Support services management and miscellaneous reorganization	($5,177,160)		$1,045,200	($24,840,600)
TOTAL	**($12,149,460)**	**$4,357,600**	**$1,597,700**	**($37,361,600)***

*Other CORE reports describe environmental and human services reorganization, and include $7,300,000 of the five-year savings reported here. The exclusive five-year projected savings of this report's recommendations are $30,061,600. Additional accumulated savings would include a 10 percent reduction in executive branch operating costs over the next four years of operation. This would include productivity improvements and program elimination, reduction, or streamlining. The value of these efficiency improvements is estimated at $288,531,000.

reports describe, in more detail, the reorganization of agencies in the environmental and human services fields. About $7,300,000 of the five-year savings reported here is also included in the other reports. The exclusive five-year projected savings of this report's recommendations are $30,061,600.

Future reorganization and savings

One purpose of the Minnesota model is to structure executive branch agencies in such a way that change can happen on an ongoing basis, enabling agencies to respond to new challenges and priorities.

If the executive offices are established, CORE believes that secretaries, given their authority and responsibility, should be given the directive to continue the reorganization process. Secretaries should be charged with achieving an additional annual savings of 2.5 percent of their agency operating costs over the next four years of operation, through productivity improvements and program elimination, reduction and streamlining. Given the 1994 base line of total agency operating costs, the savings resulting from these efficiencies are estimated at approximately $288,531,000.

CONCLUSION

During this century, Minnesota has felt compelled to repeatedly examine how its government works. In the 1990s, the drive is unchanged, but the need to take action may be more acute. Today, as citizens try to grasp the extent of the state's array of services, and as they assess the services they receive, there is growing apprehension that government isn't working well. This public perception, coupled with ever-growing demands for services, is forcing change. In a chorus that transcends partisan voices, citizens are calling upon officials to take bold steps so that "the system" will work better for everyone.

Minnesota's approach to executive branch management can be better. It does not fully meet the needs of the governor, or of state agencies, or of the citizens they serve. CORE's recommendations for change address the problems identified in its initial assessment report, *Imperatives for Change*, and are intended to direct Minnesota toward the CORE vision of state government.

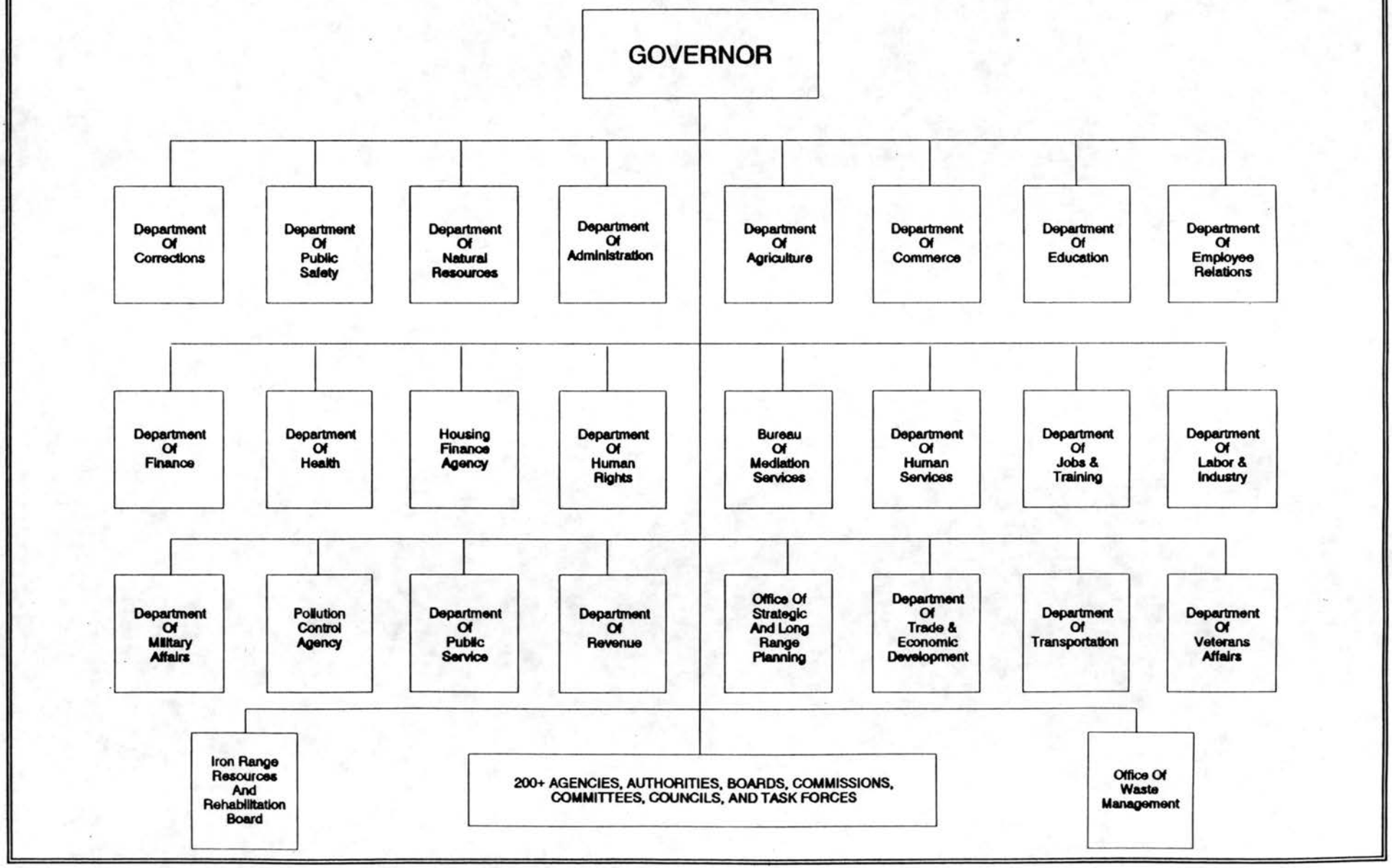
Resolution of the imperatives for change is not a simple task. Real-world problems are complex, and require a comprehensive approach to the interaction of structures, systems, policies and procedures. Agencies, while not the same as businesses, must develop the same mindset that values consumers or users as customers. To be effective, agencies must coordinate activities from a customer perspective; to be efficient, they must consolidate administrative functions; to be appropriate, they must be flexible in a changing world.

In its series of reports, CORE proposes a set of interrelated changes. But no changes, no matter how good, can resolve organizational issues once and for all. Change must be a constant in government. Above anything else, CORE intends to institutionalize the capacity for change, so that every administration has a real ability to continually reorganize and redirect programs to address the priorities of the day. CORE calls for the creation of a new, uniquely Minnesota model of state government.

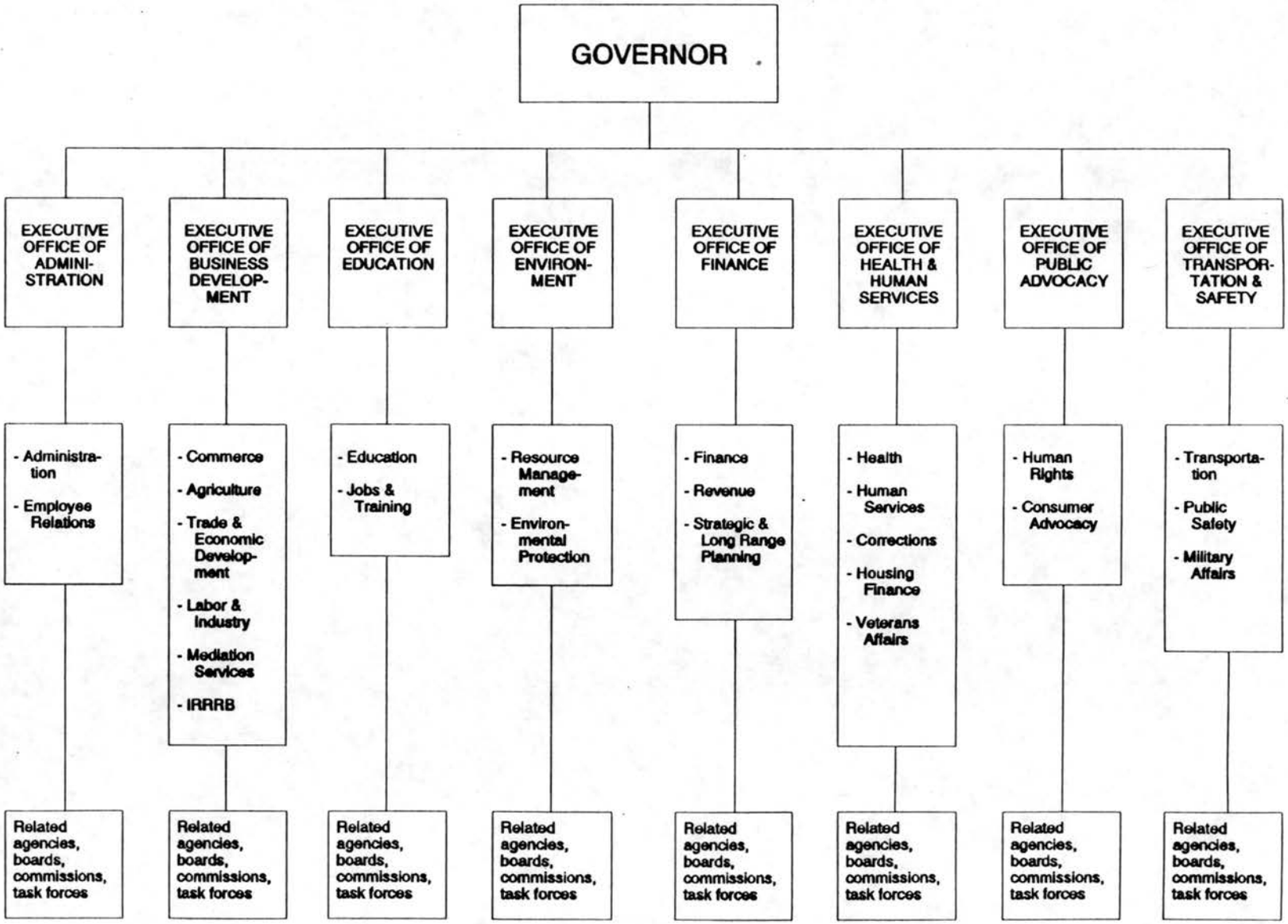
APPENDIX 1. MINNESOTA REORGANIZATION AND REFORM EFFORTS

STUDY	DATES	GOVERNOR	SPONSOR	TYPE
Efficiency and Economy Commission	1913-14	Adolph O. Eberhart	Governor	Executive reorganization, civil service and budgeting reforms
Reorganization Act	1925	Theodore Christianson	Legislature	Executive reorganization
Senate Committee Investigation of All Departments of State Government	1935	Floyd B. Olson	Legislature	Investigation of allegations of political favoritism and misuse of public funds
Reorganization Act	1939	Harold B. Stassen	Legislature	Executive reorganization, civil service reforms
Constitutional Commission of Minnesota	1947-48	Luther W. Youngdahl	Governor	Constitutional reforms, constitutional offices changes
Efficiency in Government Commission	1949-50	Luther W. Youngdahl	Legislature	Reorganization, administrative reforms, strengthening of the legislative branch, increased control for the executive
The Minnesota Self-Survey	1955-58	Orville L. Freeman	Governor	Executive reorganization
Governor's Council of Executive Reorganization	1968	Harold LeVander	Governor	Executive reorganization
Loaned Executive Action Program (LEAP)	1972-73	Wendell R. Anderson	Governor	Executive reorganization, management reforms
Minnesota Constitutional Study Commission	1973	Wendell R. Anderson	Legislature, Governor, Judicial	Reforms in all three branches, constitutional office changes
Governor's Task Force on Waste and Mismanagement	1977-78	Rudy Perpich	Governor	Managerial reforms, some executive reorganization
Governor's Task Force on Constitutional Officers	1984	Rudy Perpich	Governor	Constitutional office changes
Strive for Excellence in Performance (STEP)	1985-90	Rudy Perpich	Governor	Managerial and programmatic reforms
Commission on Reform and Efficiency (CORE)	1991-92	Arne Carlson	Governor	Executive reorganization, managerial and programmatic reforms

APPENDIX 2a. CURRENT MINNESOTA GOVERNMENT



APPENDIX 2b. PROPOSED MINNESOTA MODEL



APPENDIX 3. PROPOSED ORGANIZATION OF EXECUTIVE OFFICES

(Cabinet agencies and departments are designated by boldface type.)

EXECUTIVE OFFICE OF ADMINISTRATION

Department of Administration
Department of Employee Relations

Capitol Area Architectural and Planning Board
Governor's Council on Geographic Information
Information Policy Advisory Task Force
Intergovernmental Information Systems Advisory Council
Office on Volunteer Services
Office of Volunteer Services Advisory Committee
Small Business Procurement Advisory Council
STARS Advisory Council

EXECUTIVE OFFICE OF BUSINESS DEVELOPMENT

Bureau of Mediation Services
Department of Agriculture
Department of Commerce
Department of Labor and Industry
Department of Trade and Economic Development
Iron Range Resources and Rehabilitation Board
Advisory Council on Workers' Compensation
Advisory Seed Potato Certification Task Force
Advisory Task Force on Uniform Conveyancing Blanks
Agent Termination Board of Review
Agriculture Chemical Response Compensation Board
Agriculture Commodity Research and Promotion Councils
Agriculture Research Loan Guaranty Program Advisory Committee
Agriculture Research Loan Guaranty Board
Apprenticeship Advisory Council
Area One Potato Research and Promotion Council
Bank Advisory Committee
Board of Veterinary Medicine
Board of Animal Health
Board of Electricity
Board of Boxing
Board of Accountancy
Board of Abstracters
Board of Architecture, Engineering, Land Surveying, and Landscape Architecture
Board of Barber Examiners
Builders State Advisory Council
Code Enforcement Advisory Council
Committee on Science and Technology Research and Development
Consumer Advisory Council on Vocational Rehabilitation
Continuing Insurance Education Advisory Task Force
Cosmetology Advisory Council
Credit Union Advisory Task Force
Dairy Research and Promotion Council
Employment Agency Advisory Task Force
Export Finance Authority Board of Directors
Fair Plan Board of Directors
Family Farm Advisory Council
Insurance Solvency Task Force
Insurance Advisory Task Force
Interstate Cooperation Commission
Lawful Gambling Control Board
Market Assistance Program Committee
Medical Malpractice Joint Underwriting Association
Minnesota Technology, Inc.
Minnesota Public Facilities Authority
Minnesota Automobile Assigned Claims Bureau

Minnesota Automobile Insurance Plan Governing Committee
Minnesota Insurance Guaranty Association
Minnesota Joint Underwriting Association - Liability Insurance
Minnesota Life and Health Insurance Guaranty Association Board of Directors
Minnesota Property Insurance Placement Facility
Minnesota Comprehensive Health Association Board of Directors
Minnesota Racing Commission
Minnesota Rural Finance Authority
Minnesota Small Business Development Center Advisory Board
Natural Wild Rice Promotion Advisory council
Occupational Safety and Health Advisory Council
Occupational Safety and Health Review Board
Petroleum Tank Release Compensation Board
Private Detective and Protective Agency Services Board
Property Insurance Placement Facility
Real Estate Advisory Task Force
Real Estate Appraiser Advisory Board
Rehabilitation Review Panel
Reinsurance Association Board of Directors
Rural Development Board
Securities Regulation Advisory Committee
Soybean Research and Promotion Council
State Fund Mutual Insurance Company
State Compensation Insurance Fraud Board of Directors
Steamfitting Examination Advisory Council
Turkey Research and Promotion Council
Workers' Compensation Insurers Association
Workers' Compensation Administrative Task Force
Workers' Compensation Assigned Risk Plan Review Board
Workers' Compensation Self-Insurance Security Fund
Workers' Compensation Self-Insurers Advisory Committee

EXECUTIVE OFFICE OF EDUCATION

Department of Education
Department of Jobs and Training

Administrator's Academy
Advisory Committee for Supported Employment Services
Advisory Council on the Minnesota Academy for the Deaf and the Blind
Advisory Council on Uniform Financial Accounting and Financial Standards
American Indian Education Committees
Asian/Pacific Learner Task Force
Average Cost Funding Task Force
Board of the Minnesota Center for Arts Education
Board of Teaching
Career Teacher Task Force
Children's Trust Fund Advisory Council
Consumer Advisory Council on Vocational Rehabilitation
Elementary-Secondary-Vocational Computer Council
Environmental Education Advisory Board
Faribault Academy
Governor's Job Training Council
Governor's Interagency Coordinating Council on Early Childhood Intervention
Higher Education Coordinating Board
Higher Education Board Candidate Advisory Council
Higher Education Advisory Council
Higher Education Facilities Authority
Hispanic Learner Task Force
Interagency Adult Learning Advisory Committee
Job Service Employer Committee
Mastery Learning Advisory Council
Mayo Medical School
Minnesota Academy of Science
Minnesota Academic Excellence Foundation
Minnesota Education in Agriculture Leadership Council

Minnesota Humanities Commission
Minnesota Job Skills Partnership Board
Minnesota Indian Scholarship Committee
Minnesota Library for the Blind and Physically Handicapped Advisory Committee
Minnesota State Arts Board
Minnesota State University Board
Nonpublic Education Council
Nonpublic Schools Committee
Operator Management Committee
Research and Development for Alternative Education Structures and Practices Advisory Task Force
Special Education Advisory Council
Speech-Language Pathologist and Audiologist Advisory Council
State Council on Vocational Technical Education
State University System
State Curriculum Advisory Committee
State Board for Community Colleges
State Board of Education
State Board of Technical Colleges
Student Advisory Council to the HECB
Summer Scholarship Advisory Committee
Task Force on Education and Employment Transitions

EXECUTIVE OFFICE OF ENVIRONMENT

Department of Environmental Protection (proposed)
Department of Resource Management (proposed)

Advisory Council on Wells and Borings
Citizens Council on Voyageurs National Park
Citizens Environmental Board (proposed)
Environmental Conservation Library
Great Lakes Commission
Hazardous Waste Management Planning Council
Local Government Advisory Board on Environmental Services (proposed)
Market Development Coordinating Council
Metropolitan Parks and Open Space Commission
Mineral Coordinating Board
Minnesota Environmental Council
Minnesota-Wisconsin Boundary Area Commission Technical Advisory Task Force
Mississippi River Parkway Commission
Nuclear Waste Council
Pollution Prevention Task Force
Solid Waste Management Advisory Council
Southern Minnesota Rivers Basin Board
Waste Education Coalition
Water Supply and Wastewater Treatment Operations Certification Council
Wetland Heritage Advisory Committee

EXECUTIVE OFFICE OF FINANCE

Department of Finance
Department of Revenue
Office of Strategic and Long Range Planning

Advisory Task Force on Divestment, State Board of Investment
Agriculture and Economic Development Board
Board of Assessors
Equalization Board
Investment Advisory Council
Minnesota State Retirement System
Minnesota Tax Court
Minnesota Teachers Retirement Association
Public Employees Retirement Association
State Retirement System

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

Department of Corrections
Department of Health

Department of Human Services
Department of Veterans Affairs
Housing Finance Agency

Abused Children Advisory Task Force
Action for Children Commission
Advisory Council on Plumbing Code Examinations
Advisory Task Force on the Women Offender in Corrections
Advisory Task Force on Mental Retardation and Related Conditions
Alcohol and Other Drug Abuse Advisory Council
American Indian Child Welfare Advisory Council
American Indian Advisory Task Force on Chemical Dependency
Battered Women Advisory Council
Big Island Veteran's Camp Board of Directors
Board of Marriage and Family Therapy
Board of Nursing
Board of Social Work
Board of Psychology
Board of Chiropractic Examiners
Board of Dentistry
Board of Optometry
Board of Pharmacy
Board of Podiatry
Board of Examiners for Nursing Home Administrators
Board of Medical Practice
Board of Pardons
Chemical Dependency Advisory Council
Chemical Dependency Council and Continuing Education Committee
Child Abuse Prevention Advisory Council
Children's Trust Fund Advisory Council
Community Education Advisory Task Force (Pharmacy)
Controlled Substances Advisory Council
Corrections Advisory Board
Corrections Board
Disabled Children Interagency Coordinating Board
Drug Utilization Review Board
Emergency Medical Services Advisory Council
Environmental Health Specialist/Sanitarian Advisory Task Force
Health Advisory Task Force
Health Care Cost Containment Commission
Health Promotion and Wellness Advisory Task Force
Health Quality Assurance Interagency Board
Hearing Instrument Dispenser Advisory Council
Home Care Task Force
Hospital Planning Committees
Housing Trust Fund Advisory Committee
Human Services Board
Human Services Board Advisory Committee
In Home Services Task Force
Institute for Addiction and Stress Research Board of Directors
Institutional Care and Economic Impact Planning Board
Interagency Long Term Care Planning Commission
Juvenile Justice Advisory Committee
Maternal and Child Health Advisory Task Force
Medical Policy Directional Task Force on Mental Health
Medical Services Review Board
Mental Health and Chemical Dependency Facility Review Board
Merit Systems Council
Minnesota Early Childhood Care and Educational Council
Minnesota Veterans Homes Board
Mortuary Science Advisory Council
Pharmacy Continuing Education Committee
Physical Therapy Council
Physician Assistant Advisory Council
Sexual Assault Advisory Council
Social Work Continuing Education Committee
State Advisory Council on Mental Health
State Mental Health Services Planning Council

Subcommittee on Children's Mental Health
Telecommunication Access for Communication Impaired Persons Board

EXECUTIVE OFFICE OF PUBLIC ADVOCACY

Department of Human Rights
All consumer advocacy functions from Attorney General's Office and the Department of Public Service

Board on Aging
Council for the Blind
Council on Asian-Pacific Minnesotans
Council on Black Minnesotans
Council on Disability
Council for the Hearing Impaired
Crime Victims Reparation Board
Environmental Advocacy (proposed)
General Crime Victims Advisory Council
Governor's Advisory Council on Technologies for People with Disabilities (STAR Program)
Governor's Planning Council on Developmental Disabilities
Human Rights Advisory Task Force
Indian Affairs Council
Minnesota Crime Victim and Witness Advisory Council
Ombudsman for Asian-Pacific Minnesotans
Ombudsman for Older Minnesotans
Ombudsman for Mental Health and Mental Retardation
Ombudsman for Spanish Speaking Minnesotans
Ombudsman for Corrections
Ombudsman for Crime Victims
Ombudsman for Native Americans
Spanish Speaking Affairs Council

EXECUTIVE OFFICE OF TRANSPORTATION AND SAFETY

Department of Military Affairs
Department of Public Safety
Department of Transportation

Airport Zoning Board
Armory Building Commission
Board of Peace Officer Standards and Training
D.A.R.E. Advisory Council
Drug Abuse Prevention Resource Council
Emergency Response Commission
Fire Protection Systems Advisory Council
Governor's Council on Fire Prevention and Control
Hazardous Materials Incident Response Advisory Task Force
Highway Sign Franchise Program Advisory Committee
Metropolitan Airports Commission
Metropolitan Transit Commission
Minnesota Safety Council
Pipeline Safety Advisory Council
Poison Information Advisory Task Force
Regional Transit Board
Seaway Port Authority of Duluth
Transportation Regulation Board

OTHER STATE ORGANIZATIONS

Agriculture Society
Ethical Practices Board
Historical Society
Humane Society
Metropolitan Sports Facilities Commission
Metropolitan Council
Minnesota Zoological Board
Municipal Board
Office of Administrative Hearings
Office of State Archeologist
Public Utilities Commission
Science Museum of Minnesota
Sibley House
State High School League
University of Minnesota

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Chairman, President and CEO
Minnesota Power
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National City Bank
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The Valspar Corp.
Minneapolis

COMMISSION on REFORM and EFFICIENCY

CORE Project Recommendations

Reorganizing the executive branch

Environmental services

Human services

Budgeting and financial management

Human resources

Rules

Electronic data interchange

Quality improvement initiative

Local services funding

Fred Grimm
Dana Badgerow

APRIL 1993

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[Note: this document was updated to include the Local Services Funding information]

INTRODUCTION

The Commission on Reform and Efficiency (CORE) was created by Gov. Arne Carlson and the 1991 Legislature (Laws of Minnesota 1991, Chapter 345, Article I, Sec. 17, Subd. 9) to lead a comprehensive effort to improve the management of Minnesota state government. The 22 commission members appointed by the governor and the legislature were drawn from all walks of life and include leaders in business, education, and labor, as well as current and former public officials. Arend J. Sandbulte, chair, president and CEO of Minnesota Power, Duluth, heads the commission.

The commission's work was conducted in two phases. In August 1991, CORE began to address its initial charge to identify $15.7 million in general fund savings during the 1992-93 biennium. The result of CORE's first project was the identification of 23 program and budgetary actions totaling $17.5 million in general fund savings and $21 million in total savings. Ultimately, $11.2 million of CORE's general fund recommendations were adopted by the governor and legislature.

The commission then turned its attention to its second mandated responsibility; recommending long-term actions for improving state government efficiency and effectiveness. Unlike the commission's initial project, where identifying cost savings was the goal, this project views cost savings as one of several outcomes of improving the quality of state government. To develop its findings, the commission surveyed employees, interviewed agency management, heard comments from those affected by government programs and the general public, developed case studies of executive branch agencies, and sought advice from the academic community.

This report summarizes the work done by the commission in this second phase. Although the commission has reported on nine project areas, all of the projects are closely related and address the major goals identified by the commission before the projects were selected.

Project selection

CORE's initial data collection involved contact with numerous individuals including legislators, state managers and employees, consultants, and fiscal experts. All of these stakeholders were asked where they saw significant problems or opportunities for reform in state government, and if they had any ideas for improving the efficiency or effectiveness of state government in the longer run. The responses of the interviewees were then entered into a data base of suggestions and ideas for potential CORE projects.

From this data base, CORE staff identified nearly 40 possible areas for substantive reform. Preliminary analyses of these areas were prepared for the commission's consideration, highlighting the existing problem, opportunities for reform, and resources required to undertake a study in each area.

A second set of interviews was conducted with key legislators, state managers and commission members to identify priority areas for reform. Based on the analyses presented and a tally of the priorities identified by interviewees, the commission selected nine areas on which to focus its attention for the second phase of the CORE process. The project areas selected were:

- executive reorganization
- environmental services
- human services delivery
- budgeting and financial management
- human resources management
- administrative rules
- electronic data interchange
- quality improvement initiative
- local services funding

The last project listed, local services funding, will be completed in the fall of 1993.

Contacts

An extensive effort was made to involve stakeholders in shaping each of the selected project areas. Four of the project teams had regular meetings with stakeholder advisory committees and all met with stakeholder groups to obtain feedback.

- More than 2,000 people representing state agencies, boards, commissions, county and local governments, the legislature, advocates, employers, and citizens were contacted at more than 400 individual or group meetings.
- Staff from all 50 states and the federal government were contacted to gather relevant information for CORE projects.
- Data collection was conducted through various means, including individual and group interviews, focus groups, surveys, letters and advisory committee meetings.
- Presentations were made at numerous meetings around the state to gather feedback from stakeholders.

PROJECT SUMMARIES

Reorganizing the Executive Branch

Reform imperatives

- The governor's span of control (over 26 cabinet level agencies and approximately 200 small agencies) hampers the ability to communicate and effectively implement policies.
- The complex executive branch structure blurs lines of authority and results in problems with determining accountability.
- Existing structure and systems fragment service delivery.
- Interagency planning, policy development, program management and service delivery should be strengthened.

Recommendations

Executive management

1. Establish a cabinet structure of executive offices to provide coordination and integration of related policies, functions and programs. Each executive office should be headed by a secretary serving at the will of the governor.

2. Provide the governor with a more manageable span of control by reducing the number of executives reporting directly to him.

3. Redefine the role and authority of agency executive leadership, increasing accountability to the governor for service coordination and customer focus.

   Each secretary would be accountable for the coordination of policy implementation and service delivery regardless of department jurisdiction boundaries and other traditional impediments to cooperation. Deputy secretaries would be accountable for achieving the agency's goals and objectives.

4. Consolidate executive-level agency management.

   With secretaries directing agency policy formulation and deputy secretaries directing agency operations, a net reduction of agency executives should accompany implementation of the new system, with additional reductions to follow.

5. Consolidate agency policy and support services management by placing control of these functions directly under the secretaries.

6. Invest each secretary with the same powers and duties.

   Each secretary should generally have the same power and duties:

   - Represent, and act on behalf of, the governor on issues related to the secretary's functional area.
   - Advise the governor on the appointment of deputy secretaries, small agency heads and board members.

- Supervise deputy secretaries and hold them accountable for their actions.

- Direct strategic planning and policy development for the functional area assigned to the secretary.

- Direct the formulation and presentation of a comprehensive program budget for the functional area assigned to the secretary.

- Reorganize and reassign programs, program budgets and support services to improve operations among the agencies assigned to that secretary.

- Resolve administrative, jurisdictional, operational, program or policy conflicts between agencies or officials assigned to that secretary.

- Coordinate development of legislation, and represent agencies in the legislative process.

7. Invest each deputy secretary with the same general powers and duties.

   - Formulate agency planning and budget recommendations on behalf of the secretary responsible for the agency's functional area.

   - Implement agency plans by directing the agency's operations and controlling the agency's line item budget.

   - Exercise all administrative authority not assigned to a secretary.

8. Establish an Executive Office of Public Advocacy, consolidating functions now located in a number of agencies.

9. Functionally align all state agencies under the executive offices.

   The following alignment of eight offices is recommended:

   Executive Office of Administration
   Department of Administration
   Department of Employee Relations

   Executive Office of Business Development
   Bureau of Mediation Services
   Department of Agriculture
   Department of Commerce
   Department of Trade and Economic Development
   Department of Labor and Industry
   Iron Range Rehabilitation and Resources Board

   Executive Office of Education
   Department of Education
   Department of Jobs and Training

   Executive Office of Environment
   Department of Resource Management (proposed)
   Department of Environmental Protection (proposed)

   Executive Office of Finance
   Department of Finance
   Department of Revenue
   Office of Strategic and Long Range Planning

   Executive Office of Health and Human Services
   Department of Corrections
   Department of Health
   Department of Human Services
   Department of Veterans Affairs
   Housing Finance Agency

Executive Office of Public Advocacy
Department of Human Rights
Consumer advocacy functions from the Attorney General's Office and the Department of Public Service

Executive Office of Transportation and Safety
Department of Military Affairs
Department of Public Safety
Department of Transportation

Boards, commissions, councils, and advisory task forces

10. Assign each board, commission, council and advisory task force to a secretary or a secretary's designee. Each secretary could align small agencies' staffing and support activities anywhere within the agencies reporting to the executive office.

Advisory bodies

11. Sunset all advisory bodies over a four-year period beginning in 1994. Each secretary should recommend whether advisory bodies within their executive office should be reinstated after their sunset date.

12. Include a sunset date in all new legislation creating advisory bodies.

Occupational licensing

13. Create a central licensing agency responsible for all administrative functions in support of independent licensing and examining boards.

14. Sunset all professional licensing over a four-year period beginning in 1994. Each secretary should recommend whether licensing activities within their executive office should be reinstated after their sunset date.

Regulation

15. Eliminate the Department of Public Service, transferring its staff and responsibilities to the Public Utilities Commission. (Advocacy functions would be transferred to the Executive Office of Public Advocacy.)

16. Reduce the Public Utilities Commission from five to three full-time commissioners.

17. Consolidate gambling regulation activities by merging the Racing Commission and the Gambling Control Board.

Constitutional offices

Attorney general

18. Allow the governor and agencies to select in-house (non-litigation) counsel on a competitive basis. Continue the role of attorney general as exclusive representative of state government in litigation.

Consumer advocacy

19. Combine the consumer advocacy functions of the Attorney General's Office with other related advocacy functions in the proposed Executive Office of Public Advocacy.

State treasurer

20. After establishing a secretary of finance, examine the roles and relationship between the finance secretary and the state treasurer.

Lieutenant governor

21. Governors should consider the option of assigning lieutenant governors to serve in a secretarial role.

Policies and practices

Co-location

22. Agencies should relocate to common facilities and, whenever possible, integrate their activities to improve service delivery.

Technology investment strategy

23. Establish a statewide data and technology investment plan to improve both customer service and the efficiency of state systems.

Ethics

24. The leaders of all three branches of government should establish a joint commission to create a uniform code of ethics for all employees of state government.

Transitions

25. The Executive Office of Administration should establish transition processes and provide training for appointed officials to assist with their rapid orientation to the complex environment of public management.

Connections

The Minnesota model for organization and streamlining government functions is a basic structure for the proposed environmental services and human services delivery systems, which emphasize the importance of using secretaries to coordinate services among departments. Secretarial coordination also facilitates consolidation of rulemaking functions in state agencies, as described in the CORE recommendations on administrative rules.

Environmental services

Reform imperatives

- The system is fragmented and includes more than 30 state agencies, five state-established regional special districts, 87 counties, 856 municipalities, 1,801 townships, 41 watershed districts, 91 soil and water conservation districts, and others with environmental responsibilities. The separate and clashing interests represented by the many agencies and units of government often lead to administrative gridlock.

- The processes are unresponsive to citizen needs. Cumbersome processes within a complicated, centralized bureaucracy impede prompt decision making and accountability.

- The system is overly prescriptive and relies heavily on "command and control" regulatory processes.

- Dispute resolution processes are time-consuming and costly and frequently result in litigation or political conflicts.

Recommendations

Organizational structure

26. Consolidate most state environmental functions into two agencies, the Department of Resource Management (DRM) and the Department of Environmental Protection (DEP).

    - DRM would emphasize use and management of natural resources, while the DEP would stress protecting the envi-

ronment from degradation. These agencies would be affected in the following ways:

Department of Natural Resources offices would be used as a base for housing the divisions and top management of the new Department of Resource Management.

Pollution Control Agency offices would be used as a base for housing the divisions of the Department of Environmental Protection.

The Pollution Control Agency Board would be eliminated, and its powers transferred to the Department of Environmental Protection.

The Office of Waste Management, the Harmful Substances Compensation Board, the Petroleum Tank Release Compensation Board, and the Environmental Quality Board would be abolished, with their programs and responsibilities transferred to the DEP.

The Board of Water and Soil Resources (BWSR) would be converted to an advisory board to the secretary of the environment. The board's name would be changed to Local Government Advisory Board on Environmental Services. BWSR's programs and statutory responsibilities would be transferred to the DEP and DRM.

Most functions in the Department of Health's Division of Environmental Health would be transferred to the DEP.

The Department of Trade and Economic Development's outdoor recreation grant program would be transferred to the DRM.

27. Establish a secretary of the environment who would report to the governor and oversee the two departments' programs, budgets and administration of environmental policy.

    - The secretary would be responsible for establishing a vision and strategic plan for environmental services in Minnesota and would be held accountable for implementing the policies to achieve the vision. The secretary would ensure that the departments streamline and coordinate processes to produce better customer service.

Service delivery

28. Deliver state environmental services on the basis of ecoregions and decentralize the state's environmental employees to the extent possible. Co-located ecoregion offices would be established and headed by regional DRM and DEP directors, who would report to agency deputy secretaries. More operational decisions would be shifted to the regional offices, including most permitting decisions. Major policy-making decisions and those decisions with statewide implications would be made at the deputy secretary and secretary levels.

29. Assign regional office location decisions to a two-agency task force of the DRM and the DEP that would make recommendations to provide for regional offices within all ecoregions and would consult with county governments to solicit input on county boundaries. The legislature should set a deadline for completion of this work, and the task force should include employee representation from the agency programs being merged into the DRM and the DEP. Regional directors should be authorized to rent storefronts and buy or lease used office equipment and

furniture in the cities selected to house the ecoregion offices.

30. Increase the authority of the regional directors by assigning them primary responsibility for the performance of the employees under their supervision.

31. The secretary, two deputy secretaries, and other central office managers should interpret state law and make decisions with major statewide implications. Execution of policy and programs should be carried out as close to the customer or citizen as possible.

32. Create an environmental appeals board composed of nine citizens with recognized environmental expertise and independent, objective judgment. The governor should appoint members to serve staggered terms, and no governor should appoint more than half the members during his or her term. In making these appointments, the governor should consider expertise needed to carry out the Environmental Policy Act (Minnesota Statutes, Chapter 116D). The board should focus on policy conflicts between environmental use and environmental protection, as requested by the secretary or a citizen. The board should decide whether to address or reject a request so as to limit its workload. The secretary should make staff available as requested by the board to assist it. Recommendations of the board should be sent to both the secretary and the legislature. The secretary should justify in writing any departure from the advisory board's recommendations.

33. Convert the Board of Water and Soil Resources to a permanent advisory board to the secretary of the environment. Change the BWSR's name to the Local Government Advisory Board on Environmental Services.

34. Direct the secretary of environment to establish regional environmental councils, which would be convened by the regional directors of the DEP and the DRM. These councils would allow the agency administrators to stay in touch with the concerns of citizens and constituency groups in each region, to gauge the effectiveness of service delivery, and to develop and evaluate programs.

Streamline processes

35. Improve the command-and-control approach by standardizing the process of delegating programs to local government and the enforcement tools available in all programs to achieve compliance.

36. Implement a variety of reforms in environmental rules that would increase flexibility and decrease the costs of compliance while maintaining environmental protection.

    - Create a uniform environmental code that bases compliance requirements on outcome measures.
    - Allow regional directors to grant waivers to rules.
    - Focus the rule scope to target the most common hazards, rather than every possible hazard.
    - At least biennially, the secretary should propose lists of rules that should be repealed because they are obsolete or unnecessary.
    - Provide more scrutiny and justification for rules that exceed federal standards.

37. Develop alternative approaches to achieving environmental compliance, including the

exploration of market incentives, broader public accountability mechanisms, and expanded training and technical assistance.

Reduce intergovernmental complexity

38. Establish a process for clarifying and simplifying intergovernmental relations in the delivery of *all* environmental services.

    - Ecoregions should be the focus and organizing principle for the delivery of environmental services by both state and local governments.
    - The existing local water planning process should be used both to examine service overlap and duplication and to establish needed regional interactions. Planning for media other than water should follow.
    - Regional organization structures that address regionwide environmental issues should be designed and implemented by the counties; the state should hold counties accountable so that the outcome of planning addresses ecoregion and statewide needs.

Connections

These recommendations reflect CORE's Minnesota model for organization and apply the model in detail to environmental services. This project is also linked with the administrative rules project, which will further streamline environmental protection and regulation by reducing the number and prescriptiveness of administrative rules in the environmental arena.

Human services

Reform imperatives

- The system is highly complex and fragmented. For example, persons with developmental disabilities are served by 22 programs, 32 funding sources, eight state agencies, 84 county social service agencies and 436 school districts.
- Programs are prescriptive but are not accountable. Minnesota relies on strict adherence to programmatic and financial rules — 1,268 pages of administrative rules for the Department of Human Services alone — but requires few assurances that programs actually improve the lives of recipients.
- The system is not responsive to customer needs. Navigating through the myriad of specialized programs is like moving through a maze, at best. Clients report that the system is confusing and complicated, includes perverse incentives, and is often disrespectful to customers.

Recommendations

Organizational structure

39. Establish a secretary of health and human services who reports to the governor and oversees the programs, budgets, and administration of state human services agencies.

    - State agencies that should be included under the secretary of health and human services are Health, Human Services, Housing Finance, Veterans Affairs, Corrections, and parts of Jobs and Training.

40. Designate local health and human services districts (HHSDs) using current community health service district boundaries as a starting point. These districts would be created for the purpose of local health and human services program planning and administration. Services would continue to be delivered within communities. Decisions about district health and human services should be made by county commissioners within a district, with votes proportional to the population represented.

Funding

41. The secretary of health and human services, with the assistance of the health and human services districts and the concurrence of the legislature, should identify target populations, determine service eligibility priorities, and develop a list of health and social services that are eligible for state funding and that constitute a minimum and adequate level of services that meet the basic needs of Minnesota citizens most requiring assistance.

42. Create a new HHSD grant to give local health and human services districts greater flexibility to meet local needs. A basic set of services would be agreed upon as the *minimum and adequate level of services* (see Recommendation 41). All health and human services districts would be required to provide these basic services. This basic level would be funded with no less than 60 percent and no more than 70 percent of available state resources. The remaining 30 to 40 percent of state funds would be allocated in the form of discretionary block grants.

    The grant would combine funds from the following current programs: Community Social Services, community health services, Semi-Independent Living Services, Title III and other non-Medicaid aging programs, non-Medicaid mental health programs, and state-operated residential care funding.

Outcomes orientation

43. State and local agencies and service providers should fully adopt an outcomes orientation in budgeting, administration, regulation and enforcement, and in direct service delivery.

Rulemaking for human services

44. Health and human services rules should not be written for every possible scenario but rather to target potentially critical situations. These critical situations are those in which customers have no choice about the degree of risk to which they are exposed and those involving the financial solvency of providers or provider organizations. Rules should outline minimal acceptable standards, rather than the highest possible standards.

45. The secretary of health and human services should be responsible for initiating an agency review and repeal process for existing health and human services rules. Priorities for review should be established and this activity undertaken as agency resources permit.

46. State agencies should permit and encourage regulated entities (such as HHSDs and providers) to apply for waivers from existing rules.

47. Agencies should investigate and implement new methods of enforcement. These new ways would include more use of conflict resolution techniques; provision of technical assistance and oversight in proportion to noncompliance occurrences; peer or citizen

review panels; and rewards and incentives, such as public recognition of exemplary providers and educational opportunities that impart "best practices" principles. The secretary of health and human services should be responsible for ensuring that such methods are sought and used.

48. Agencies should identify and implement meaningful sanctions for noncompliance with agency rules and regulations. Agencies might develop a conflict resolution procedure; increase the use of escalating warnings and probationary status with greater oversight; require customer or peer review input to agencies for determination of sanctions; publicly announce the sanction status of providers; and shift some funding to another provider, among other options. The secretary of health and human services should be responsible for ensuring that this process occurs.

Customer focus

49. State and county health and human services agencies should clearly define their customers.

50. State and local staff should be empowered to serve their customers.

51. The legislature, state agencies, counties, and providers should work in partnership to empower customers to achieve their goals.

Connections

Like the recommendations for budgeting and financial management, these human services recommendations try to focus service delivery on results, rather than procedures. The human services recommendations also complement the administrative rules recommendations to encourage less prescriptive rules and more alternative means to measure performance outside the rulemaking process. The human services structure recommended by this project reflects the Minnesota model detailed in the executive reorganization recommendations.

Budgeting and financial management

Reform imperatives

- The budgeting and financial management system has historically emphasized inputs, rather than outcomes or program effectiveness. Of the 977 performance measures reported by 25 agencies in the 1992-93 biennial budget, only 15 percent were even rough measures of program outcomes.

- System incentives encourage managers to spend as much as they can rather than to conserve public funds.

- The system rewards "business as usual" at the expense of emerging priorities.

- Although flooded with financial details, policy makers are not given the information they need to make the tough choices required.

Recommendations

Performance-based budgeting

52. The state should adopt a fully performance-based budgeting system for resource allocation.

53. The performance-based budgeting process should begin broadly with identification of state priorities and agency strategic planning, then be continually narrowed down to specific performance indicators.

54. The state should select a single contractor to provide assistance on a fee-for-service basis to agencies in adopting the performance-based budgeting process.

55. Performance-based budgeting should be used across the entire state budget, including grants and aid and educational systems.

'Use it or lose it'

56. Agencies should be permitted to carry forward any savings from the end of one fiscal year into the next. Monies could also be carried forward into the next biennium but would have to be spent by the end of the first fiscal year of that biennium.

57. Monies carried forward must be used for investments that enhance the efficiency or improve the effectiveness of the program. Information would be provided to the Department of Finance and the chairs of the appropriate legislative committees after savings are spent to show where the money went and the results of the expenditure.

Legal levels of control

58. The legislature should evaluate the existing structure of legal levels of budgetary control to eliminate any levels that are no longer needed.

59. Legislation should be drafted that would encourage the inclusion of performance indicators in legislation and rules wherever possible, instead of creating additional levels of control for program monitoring.

Agency transfer restrictions

60. The transfer process for interfund transfers should remain the same.

61. Agencies should be permitted to transfer monies between programs within the same fund without authorization. The agencies would inform the Department of Finance and the chairs of the appropriate finance committees of the transfer once it is completed.

62. All agencies should be given standard transfer authority in statute.

Complement control

63. The complement control system should be replaced with a system of quarterly full-time-equivalent reporting, already available through the state payroll system and used yearly to provide state employment counts to the U.S. Department of Commerce for a nationwide comparison of public employment.

Connections

The outcome orientation of the budgeting and financial management recommendations is reflected in all of the CORE projects. All of CORE's recommendations demonstrate a new focus on results, rather than on inputs or processes. The recommendations for a performance accountability model — which moves from broad goal setting at the agency level to linking those goals to the work plan and performance of specific employees — are directly reflected in the human resources management recommendations for training and performance management.

Human resources

Reform imperatives

- State agencies perform no strategic work force planning.
- A lengthy recruitment and examination process fails to meet agency hiring needs.
- Complicated layoff procedures are disruptive and can result in skilled employees being removed from their positions and replaced by unqualified individuals.
- Classification systems are cumbersome and inefficient. The state currently attempts to administer 2,179 classifications.

Recommendations

Systemwide changes

64. Establish a human resources strategic planning process that includes all three branches of government. This process should be part of a comprehensive strategic plan for state government service and delivery, and it should form the foundation for human resources planning in each state agency.

65. Restructure the state's human resources function through decentralization of authorities and responsibilities to state agencies.

66. Reshape the state's organizational cultures and values by: clarifying mission, vision and values; communicating the new organizational values to employees; training employees in the application of the new values to their work behavior and decision making; and recognizing and reinforcing behavior based on the desired cultural values.

67. Continue to develop a human resources management information system that can support the CORE reform recommendations.

Hiring and deployment

68. Establish systems to enhance and facilitate the flexible deployment of state employees to quickly and efficiently satisfy needs identified through work force planning for short- and long-term temporary assignments throughout the state.

69. Develop a centralized recruiting effort to obtain access to more protected-group applicants and to help hiring managers and supervisors recruit for unique, high-level or hard-to-fill positions.

70. Make available a range of assessment techniques to qualify and evaluate candidates.

71. Hire for specific jobs, not general job classifications. Revise the current system to encourage the conduct of the hiring process on a position-specific basis whenever feasible. Focus on assessing candidates on the particular knowledge, skills, abilities, and experience related to the specific position that the hiring authority is seeking to fill.

72. Implement a data base of hiring-related information accessible to all agencies.

Classification and compensation

73. Establish a job evaluation structure that modifies the current system to clearly identify compensable factors and introduce market considerations.

74. Develop compensation strategies that integrate broad-banding, target salaries, skill- and knowledge-based pay, variable pay programs, and reward systems to support a move to flatter organization structures, allow greater job-to-job mobility, and encourage employee development.

75. Develop a classification system that organizes work within occupational families and broad classifications, defining within each family three levels of the career path: entry/developmental, full performance, and senior/expert.

Performance management

76. Replace the present employee performance appraisal process with a performance management model built around customer needs and designed to improve organizational, work unit, and individual employee performance.

Training and development

77. Link training and development decisions to organizational goals, objectives and performance, using performance-based budgeting, performance management, and compensation to reinforce the link.

78. Refocus the state's centralized training function on coordinating, facilitating and tracking, rather than on delivering, training.

79. Establish mechanisms and interagency, inter-organizational relationships to maximize training resources and facilitate cooperation and the sharing of employee learning opportunities.

80. Redefine *career development* as *employee development* to emphasize professional growth rather than promotion. Improve employee access to training and development options and opportunities.

81. Respond to the following specific needs that were expressed by stakeholders:

    - retraining
    - managerial skills
    - technology skills
    - customer service skills
    - knowledge of quality improvement principles and tools
    - employee orientation
    - training for changes resulting from CORE

Creating consistency

82. Because the state is one employer, the three branches of government should increase equity and consistency in their human resources management practices by:

    - Having one policy governing affirmative action, equal employment opportunity, and sexual harassment to ensure that each branch is equally accountable for its actions.

    - Mandating pay equity for all branches to ensure that positions that are valued equally by the employer receive equitable pay.

    - Using a common job evaluation system for all three branches to allow the state to monitor and compare employee compensation across all three branches.

    - Adopting one classification system to

facilitate employee deployment and enable cross-branch comparison. The classification model recommended by CORE is broad enough to accommodate the diverse needs of each branch while allowing for statewide consistency and comparison.

83. During the implementation of any recommendations for the executive branch, the changes should be discussed with the other two branches to keep them informed and to foster consistency where needed. Adoption of a single human resources management system is possible if all branches see that the new system is more flexible, is easily administered, and successfully meets the needs of all users.

Connections

The human resources management recommendations share with the budgeting project the CORE performance accountability system model that replaces the existing input-focused management system with a system focused on customer needs and end results. This model creates a linkage between the work of individual employees and the outcomes of a program or agency.

Rules

Reform imperatives

- The legislature has often delegated its policymaking responsibilities to agencies to be carried out through rulemaking. Consequently, agencies may spend many months or years in rulemaking trying to resolve issues that should have been settled by elected officials.
- Because of broad grants of authority given to agencies, administrative rules increasingly set policy rather than implement legislative initiatives.
- The legislature has little oversight over agency rulemaking. Strengthening its rulemaking oversight and amending some parts of the Administrative Procedure Act would provide, among other things, a better informed public that participates more in rulemaking.
- Governors could be, but have not been, involved in rulemaking. A strong oversight role for the governor would increase executive branch accountability for rulemaking.

Recommendations

Delegation of rulemaking authority to agencies

84. The legislature should limit and focus future legislative delegations of rulemaking powers.

    The legislature should require agencies to prepare rule notes for bill provisions authorizing or requiring rules that may significantly affect the delivery of a service, or result in significant burdens on agencies or others.

85. The legislature should review and limit past delegations of rulemaking powers.

    The Legislative Commission to Review Administrative Rules, with the cooperation of the Revisor of Statutes and House and Senate Research staff, should report to the 1994 legislative session the frequency with which broad grants of authority are used to adopt rules and their use in defining policy and procedural direction.

86. Legislative leaders should require serious scrutiny of bills before delegating rulemaking authority.

87. The legislature, in establishing rulemaking mandates, should indicate what it expects will be achieved, should direct the agency to specify expected outcomes in the rule, and should state a deadline for the agency to have rules in place.

88. Where rules will have major cost impacts on large numbers of affected parties, the legislature should require agencies to carry out structured cost–benefit analyses.

89. The legislature should carefully examine the desirability of giving small agencies rulemaking powers if it does not fund them to perform all their functions, including rulemaking.

Accountability for rules

90. The governor should have the opportunity to review and comment on all rules just before their adoption by commissioners.

91. The governor should be instrumental in seeking clarification of delegations of authority from the legislature when policy direction is needed.

92. The legislature should limit rulemaking authority to governor-appointed commissioners.

Oversight of rulemaking

93. The legislature should examine its current mechanism for rules oversight and either strengthen it or replace it with a new organization.

94. The Legislative Commission to Review Administrative Rules or a new joint governmental operations committee should annually evaluate the scope, volume and clarity of rulemaking authorizations.

95. The Legislative Commission to Review Administrative Rules or a new joint governmental operations committee should coordinate activity to ensure that policy committees have information about adopted rules — particularly those adopted following a public hearing — and the provisions of the legislation under which they were adopted.

The Administrative Procedure Act

96. An agency should be required to publish a notice summarizing questions to be considered in the proposed rule, whether an agency intends to form an advisory task force, and a list of persons or associations the agency intends to invite to serve on an advisory task force.

97. The Administrative Procedure Act should be amended to require those who petition for a public hearing to specify their objections and to include their names, addresses, and telephone numbers.

98. The legislature should clarify criteria for statements on the impact of rules affecting agricultural land, small businesses, or local governments.

99. The legislature should provide the chief administrative law judge and the attorney general with another process for incorporating substantial changes introduced after the proposed rule is published.

100. In their statement of need and reasonableness, agencies should be required to list the alternatives they considered before deciding to propose a rule.

Initiatives by state agencies

101. Agencies should review existing rules and repeal those that are obsolete.

102. Agencies should seek exemptions from the rulemaking process for specific fee rules.

103. Rule interpretations or other educational documents should be exempt from Administrative Procedure Act rulemaking requirements.

104. Agencies should make better use of rule variances or waivers to facilitate the use of outcome measures.

105. To better notify the general public of rulemaking activity, agencies should provide more useful information about proposed rules throughout the state.

106. Agencies should circulate proposed rule language before it is published and ask affected parties to develop impact assessments based on this draft.

107. The Attorney General's Office should simplify the approval of rules adopted without a hearing.

108. The *State Register* publishers should reduce the time it takes to proofread, edit, and prepare for publication each of the three rule notices required by the Administrative Procedure Act — the notice to solicit outside opinion, the notice of intent to adopt a rule, and the notice of adoption.

109. Agencies should use neutral third parties in some highly controversial rules negotiations.

110. Agencies should organize their rulemaking resources for maximum benefit.

Connections

Administrative rules figure prominently in the delivery of environmental and human services: Recommendations to reduce the prescriptiveness of rules as well as to eliminate unnecessary rules and encourage exceptions to better focus on outcomes are reflected in the recommendations for the environmental and human services systems. Creating outcome-based rules builds on the results orientation of the budgeting and financial management project.

Electronic data interchange

Reform imperatives

- Electronic data interchange is a proven method for re-engineering business processes; it is already widely used in the private sector for a number of information exchanges like purchasing and payment.

- EDI often results in substantial cost savings over paper-based business systems.

- The state lags far behind its private-sector business partners in developing EDI systems.

Recommendations

111. An EDI system should be implemented for statewide application before the Statewide Systems Project comes on line.

     The Department of Administration's investment initiative for contract purchasing would be a good starting point for EDI, and would allow the state to gain experience in dealing with the process, technology, and communications. In addition, this application would facilitate a true assessment of cost reductions and the means to achieve them.

112. The state should implement EDI through a PC-based system.

113. State government should expand its use of EDI.

     Areas offering significant opportunity include health care, vendor payments, and information exchange.

114. The state EDI Committee should be responsible for coordinating the development of EDI technology in state government.

115. State government should be involved in developing EDI standards and practices.

Connections

Recommending EDI to redesign business processes at the state demonstrates a focus not only on efficiency, but also on responsiveness to the state's clients. Thus, the EDI project echoes the major focus points of the other CORE projects.

Quality improvement initiative

Reform imperatives

- The basic tenet of the quality improvement philosophy is customer satisfaction, and CORE's vision defines customer- and client-driven service delivery as a top priority in its reform proposals.

- A quality approach focuses on the continual improvement of processes, and CORE recognizes that processes must be analyzed and redesigned to make government operations more efficient.

- A quality approach would precipitate a cultural change in government, which would help ensure that CORE's structural redesigns achieve success.

- Building continuous quality improvement practices into CORE's long-term systemic improvement strategy could mitigate the need for future reform efforts.

Recommendations

116. If the governor and legislature are committed to providing quality services to the state's citizens, they must support and reward innovation, partnerships, and risk-taking in the use of quality tools in state government.

117. The development and implementation of quality initiatives should be the responsibility of each cabinet agency. New initiatives should be developed with the input of quality improvement experts and key exter-

nal and internal government stakeholders, including: state managers, state employee bargaining units, interested legislators, the Minnesota Council for Quality, private-sector business executives, and the Minnesota Quality Initiative.

118. Cabinet strategies should seek to accomplish the following:

- Establish vehicles to obtain regular customer and client feedback on state service delivery.
- Provide access to training on quality concepts and practices for state employees.
- Develop coalitions with key stakeholders in the public-sector quality movement, especially state employee bargaining units, the Minnesota Quality Initiative, the Minnesota Council for Quality, and private-sector business.
- Match public or private organizations that are willing to serve as mentors or volunteer consultants with state agencies implementing quality improvement projects.
- Determine how to dedicate resources to carry out agency quality initiatives.

Connections

A quality initiative encourages the development of a state government that is more reflective of CORE's vision by creating a forum for agencies to realize constant improvement in all of their business activities. As a result, improvements are likely to be demonstrated in the efficiency and effectiveness of the state agencies that have participated in quality improvement projects. The cultural change and systems improvements resulting from a quality initiative are important to the success of all CORE recommendations.

Local services funding

119. To enable continuing comparisons, Minnesota should institute an ongoing data-gathering process to collect the information necessary to measure city workloads, based on the concepts of the CORE methodology. Through this process, the state should maintain and publish information that is accessible to all Minnesotans and they can use for comparing their city with others.

120. Minnesota should adopt the CORE formula for the distribution of general purpose aid to cities. The state should provide only as much general purpose aid as is needed to support basic, minimum and adequate services. Aid should be provided only to the extent that the basic spending need to provide these services is greater than a city's basic revenue-raising capacity.

CONCLUSION

The Commission on Reform and Efficiency believes that, despite Minnesota's reputation for excellence in government, citizens and taxpayers should not be satisfied with the status quo. CORE is proposing sweeping and innovative reforms that will transform state government. If CORE's recommendations are fully enacted:

- government will be better managed
- government will provide vastly improved services to citizens
- government will deliver greater value to taxpayers by saving as much as $173 million over the first five years of implementation.

CORE fully realizes that its recommendations will be controversial and that many affected groups will fight to protect the status quo. However, Minnesota's citizens and elected public officials have a historic opportunity to reach beyond partisanship and narrow, special interests to find the political will to champion real reform.

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ROOM B5
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Advisory Committee
Office of the Governor-Elect
B-5 Capitol, 10:00 a.m.
Wednesday, December 16, 1998

AGENDA

1. Briefing on the appointments process and discussion of the Advisory Committee's role in this process

   Duane Benson and Corrine Shepherd, Co-Directors
   Department and Agency Appointments

2. Briefing on proposed "Governing Principles" for the Ventura Administration

   Wendy Wustenberg, Director
   Governmental Relations

3. Presentation on the government restructuring recommendations of the CORE study

   Jane Belau, Governmental Affairs Consultant
   Jane Belau Consultants

4. Discussion of systematic ways to improve the overall efficiency and culture of government

5. Adjournment

AN EQUAL OPPORTUNITY EMPLOYER
COUNCIL 6 AFSCME UNION LABEL

COMMISSION on REFORM and EFFICIENCY

CORE Project Recommendations

Reorganizing the executive branch

Environmental services

Human services

Budgeting and financial management

Human resources

Rules

Electronic data interchange

Quality improvement initiative

Local services funding

APRIL 1993

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[Note: this document was updated to include the Local Services Funding information]

INTRODUCTION

The Commission on Reform and Efficiency (CORE) was created by Gov. Arne Carlson and the 1991 Legislature (Laws of Minnesota 1991, Chapter 345, Article I, Sec. 17, Subd. 9) to lead a comprehensive effort to improve the management of Minnesota state government. The 22 commission members appointed by the governor and the legislature were drawn from all walks of life and include leaders in business, education, and labor, as well as current and former public officials. Arend J. Sandbulte, chair, president and CEO of Minnesota Power, Duluth, heads the commission.

The commission's work was conducted in two phases. In August 1991, CORE began to address its initial charge to identify $15.7 million in general fund savings during the 1992-93 biennium. The result of CORE's first project was the identification of 23 program and budgetary actions totaling $17.5 million in general fund savings and $21 million in total savings. Ultimately, $11.2 million of CORE's general fund recommendations were adopted by the governor and legislature.

The commission then turned its attention to its second mandated responsibility; recommending long-term actions for improving state government efficiency and effectiveness. Unlike the commission's initial project, where identifying cost savings was the goal, this project views cost savings as one of several outcomes of improving the quality of state government. To develop its findings, the commission surveyed employees, interviewed agency management, heard comments from those affected by government programs and the general public, developed case studies of executive branch agencies, and sought advice from the academic community.

This report summarizes the work done by the commission in this second phase. Although the commission has reported on nine project areas, all of the projects are closely related and address the major goals identified by the commission before the projects were selected.

Project selection

CORE's initial data collection involved contact with numerous individuals including legislators, state managers and employees, consultants, and fiscal experts. All of these stakeholders were asked where they saw significant problems or opportunities for reform in state government, and if they had any ideas for improving the efficiency or effectiveness of state government in the longer run. The responses of the interviewees were then entered into a data base of suggestions and ideas for potential CORE projects.

From this data base, CORE staff identified nearly 40 possible areas for substantive reform. Preliminary analyses of these areas were prepared for the commission's consideration, highlighting the existing problem, opportunities for reform, and resources required to undertake a study in each area.

A second set of interviews was conducted with key legislators, state managers and commission members to identify priority areas for reform. Based on the analyses presented and a tally of the priorities identified by interviewees, the commission selected nine areas on which to focus its attention for the second phase of the CORE process. The project areas selected were:

- executive reorganization
- environmental services
- human services delivery
- budgeting and financial management
- human resources management
- administrative rules
- electronic data interchange
- quality improvement initiative
- local services funding

The last project listed, local services funding, will be completed in the fall of 1993.

Contacts

An extensive effort was made to involve stakeholders in shaping each of the selected project areas. Four of the project teams had regular meetings with stakeholder advisory committees and all met with stakeholder groups to obtain feedback.

- More than 2,000 people representing state agencies, boards, commissions, county and local governments, the legislature, advocates, employers, and citizens were contacted at more than 400 individual or group meetings.
- Staff from all 50 states and the federal government were contacted to gather relevant information for CORE projects.
- Data collection was conducted through various means, including individual and group interviews, focus groups, surveys, letters and advisory committee meetings.
- Presentations were made at numerous meetings around the state to gather feedback from stakeholders.

PROJECT SUMMARIES

Reorganizing the Executive Branch

Reform imperatives

- The governor's span of control (over 26 cabinet level agencies and approximately 200 small agencies) hampers the ability to communicate and effectively implement policies.
- The complex executive branch structure blurs lines of authority and results in problems with determining accountability.
- Existing structure and systems fragment service delivery.
- Interagency planning, policy development, program management and service delivery should be strengthened.

Recommendations

Executive management

1. Establish a cabinet structure of executive offices to provide coordination and integration of related policies, functions and programs. Each executive office should be headed by a secretary serving at the will of the governor.

2. Provide the governor with a more manageable span of control by reducing the number of executives reporting directly to him.

3. Redefine the role and authority of agency executive leadership, increasing accountability to the governor for service coordination and customer focus.

   Each secretary would be accountable for the coordination of policy implementation and service delivery regardless of department jurisdiction boundaries and other traditional impediments to cooperation. Deputy secretaries would be accountable for achieving the agency's goals and objectives.

4. Consolidate executive-level agency management.

   With secretaries directing agency policy formulation and deputy secretaries directing agency operations, a net reduction of agency executives should accompany implementation of the new system, with additional reductions to follow.

5. Consolidate agency policy and support services management by placing control of these functions directly under the secretaries.

6. Invest each secretary with the same powers and duties.

   Each secretary should generally have the same power and duties:

   - Represent, and act on behalf of, the governor on issues related to the secretary's functional area.
   - Advise the governor on the appointment of deputy secretaries, small agency heads and board members.

- Supervise deputy secretaries and hold them accountable for their actions.

- Direct strategic planning and policy development for the functional area assigned to the secretary.

- Direct the formulation and presentation of a comprehensive program budget for the functional area assigned to the secretary.

- Reorganize and reassign programs, program budgets and support services to improve operations among the agencies assigned to that secretary.

- Resolve administrative, jurisdictional, operational, program or policy conflicts between agencies or officials assigned to that secretary.

- Coordinate development of legislation, and represent agencies in the legislative process.

7. Invest each deputy secretary with the same general powers and duties.

   - Formulate agency planning and budget recommendations on behalf of the secretary responsible for the agency's functional area.

   - Implement agency plans by directing the agency's operations and controlling the agency's line item budget.

   - Exercise all administrative authority not assigned to a secretary.

8. Establish an Executive Office of Public Advocacy, consolidating functions now located in a number of agencies.

9. Functionally align all state agencies under the executive offices.

   The following alignment of eight offices is recommended:

   Executive Office of Administration
   Department of Administration
   Department of Employee Relations

   Executive Office of Business Development
   Bureau of Mediation Services
   Department of Agriculture
   Department of Commerce
   Department of Trade and Economic Development
   Department of Labor and Industry
   Iron Range Rehabilitation and Resources Board

   Executive Office of Education
   Department of Education
   Department of Jobs and Training

   Executive Office of Environment
   Department of Resource Management (proposed)
   Department of Environmental Protection (proposed)

   Executive Office of Finance
   Department of Finance
   Department of Revenue
   Office of Strategic and Long Range Planning

   Executive Office of Health and Human Services
   Department of Corrections
   Department of Health
   Department of Human Services
   Department of Veterans Affairs
   Housing Finance Agency

Executive Office of Public Advocacy
Department of Human Rights
Consumer advocacy functions from the Attorney General's Office and the Department of Public Service

Executive Office of Transportation and Safety
Department of Military Affairs
Department of Public Safety
Department of Transportation

Boards, commissions, councils, and advisory task forces

10. Assign each board, commission, council and advisory task force to a secretary or a secretary's designee. Each secretary could align small agencies' staffing and support activities anywhere within the agencies reporting to the executive office.

Advisory bodies

11. Sunset all advisory bodies over a four-year period beginning in 1994. Each secretary should recommend whether advisory bodies within their executive office should be reinstated after their sunset date.

12. Include a sunset date in all new legislation creating advisory bodies.

Occupational licensing

13. Create a central licensing agency responsible for all administrative functions in support of independent licensing and examining boards.

14. Sunset all professional licensing over a four-year period beginning in 1994. Each secretary should recommend whether licensing activities within their executive office should be reinstated after their sunset date.

Regulation

15. Eliminate the Department of Public Service, transferring its staff and responsibilities to the Public Utilities Commission. (Advocacy functions would be transferred to the Executive Office of Public Advocacy.)

16. Reduce the Public Utilities Commission from five to three full-time commissioners.

17. Consolidate gambling regulation activities by merging the Racing Commission and the Gambling Control Board.

Constitutional offices

Attorney general

18. Allow the governor and agencies to select in-house (non-litigation) counsel on a competitive basis. Continue the role of attorney general as exclusive representative of state government in litigation.

Consumer advocacy

19. Combine the consumer advocacy functions of the Attorney General's Office with other related advocacy functions in the proposed Executive Office of Public Advocacy.

State treasurer

20. After establishing a secretary of finance, examine the roles and relationship between the finance secretary and the state treasurer.

Lieutenant governor

21. Governors should consider the option of assigning lieutenant governors to serve in a secretarial role.

Policies and practices

Co-location

22. Agencies should relocate to common facilities and, whenever possible, integrate their activities to improve service delivery.

Technology investment strategy

23. Establish a statewide data and technology investment plan to improve both customer service and the efficiency of state systems.

Ethics

24. The leaders of all three branches of government should establish a joint commission to create a uniform code of ethics for all employees of state government.

Transitions

25. The Executive Office of Administration should establish transition processes and provide training for appointed officials to assist with their rapid orientation to the complex environment of public management.

Connections

The Minnesota model for organization and streamlining government functions is a basic structure for the proposed environmental services and human services delivery systems, which emphasize the importance of using secretaries to coordinate services among departments. Secretarial coordination also facilitates consolidation of rulemaking functions in state agencies, as described in the CORE recommendations on administrative rules.

Environmental services

Reform imperatives

- The system is fragmented and includes more than 30 state agencies, five state-established regional special districts, 87 counties, 856 municipalities, 1,801 townships, 41 watershed districts, 91 soil and water conservation districts, and others with environmental responsibilities. The separate and clashing interests represented by the many agencies and units of government often lead to administrative gridlock.

- The processes are unresponsive to citizen needs. Cumbersome processes within a complicated, centralized bureaucracy impede prompt decision making and accountability.

- The system is overly prescriptive and relies heavily on "command and control" regulatory processes.

- Dispute resolution processes are time-consuming and costly and frequently result in litigation or political conflicts.

Recommendations

Organizational structure

26. Consolidate most state environmental functions into two agencies, the Department of Resource Management (DRM) and the Department of Environmental Protection (DEP).

    - DRM would emphasize use and management of natural resources, while the DEP would stress protecting the envi-

ronment from degradation. These agencies would be affected in the following ways:

Department of Natural Resources offices would be used as a base for housing the divisions and top management of the new Department of Resource Management.

Pollution Control Agency offices would be used as a base for housing the divisions of the Department of Environmental Protection.

The Pollution Control Agency Board would be eliminated, and its powers transferred to the Department of Environmental Protection.

The Office of Waste Management, the Harmful Substances Compensation Board, the Petroleum Tank Release Compensation Board, and the Environmental Quality Board would be abolished, with their programs and responsibilities transferred to the DEP.

The Board of Water and Soil Resources (BWSR) would be converted to an advisory board to the secretary of the environment. The board's name would be changed to Local Government Advisory Board on Environmental Services. BWSR's programs and statutory responsibilities would be transferred to the DEP and DRM.

Most functions in the Department of Health's Division of Environmental Health would be transferred to the DEP.

The Department of Trade and Economic Development's outdoor recreation grant program would be transferred to the DRM.

27. Establish a secretary of the environment who would report to the governor and oversee the two departments' programs, budgets and administration of environmental policy.

    - The secretary would be responsible for establishing a vision and strategic plan for environmental services in Minnesota and would be held accountable for implementing the policies to achieve the vision. The secretary would ensure that the departments streamline and coordinate processes to produce better customer service.

Service delivery

28. Deliver state environmental services on the basis of ecoregions and decentralize the state's environmental employees to the extent possible. Co-located ecoregion offices would be established and headed by regional DRM and DEP directors, who would report to agency deputy secretaries. More operational decisions would be shifted to the regional offices, including most permitting decisions. Major policy-making decisions and those decisions with statewide implications would be made at the deputy secretary and secretary levels.

29. Assign regional office location decisions to a two-agency task force of the DRM and the DEP that would make recommendations to provide for regional offices within all ecoregions and would consult with county governments to solicit input on county boundaries. The legislature should set a deadline for completion of this work, and the task force should include employee representation from the agency programs being merged into the DRM and the DEP. Regional directors should be authorized to rent storefronts and buy or lease used office equipment and

furniture in the cities selected to house the ecoregion offices.

30. Increase the authority of the regional directors by assigning them primary responsibility for the performance of the employees under their supervision.

31. The secretary, two deputy secretaries, and other central office managers should interpret state law and make decisions with major statewide implications. Execution of policy and programs should be carried out as close to the customer or citizen as possible.

32. Create an environmental appeals board composed of nine citizens with recognized environmental expertise and independent, objective judgment. The governor should appoint members to serve staggered terms, and no governor should appoint more than half the members during his or her term. In making these appointments, the governor should consider expertise needed to carry out the Environmental Policy Act (Minnesota Statutes, Chapter 116D). The board should focus on policy conflicts between environmental use and environmental protection, as requested by the secretary or a citizen. The board should decide whether to address or reject a request so as to limit its workload. The secretary should make staff available as requested by the board to assist it. Recommendations of the board should be sent to both the secretary and the legislature. The secretary should justify in writing any departure from the advisory board's recommendations.

33. Convert the Board of Water and Soil Resources to a permanent advisory board to the secretary of the environment. Change the BWSR's name to the Local Government Advisory Board on Environmental Services.

34. Direct the secretary of environment to establish regional environmental councils, which would be convened by the regional directors of the DEP and the DRM. These councils would allow the agency administrators to stay in touch with the concerns of citizens and constituency groups in each region, to gauge the effectiveness of service delivery, and to develop and evaluate programs.

Streamline processes

35. Improve the command-and-control approach by standardizing the process of delegating programs to local government and the enforcement tools available in all programs to achieve compliance.

36. Implement a variety of reforms in environmental rules that would increase flexibility and decrease the costs of compliance while maintaining environmental protection.

    - Create a uniform environmental code that bases compliance requirements on outcome measures.
    - Allow regional directors to grant waivers to rules.
    - Focus the rule scope to target the most common hazards, rather than every possible hazard.
    - At least biennially, the secretary should propose lists of rules that should be repealed because they are obsolete or unnecessary.
    - Provide more scrutiny and justification for rules that exceed federal standards.

37. Develop alternative approaches to achieving environmental compliance, including the

exploration of market incentives, broader public accountability mechanisms, and expanded training and technical assistance.

Reduce intergovernmental complexity

38. Establish a process for clarifying and simplifying intergovernmental relations in the delivery of *all* environmental services.

    - Ecoregions should be the focus and organizing principle for the delivery of environmental services by both state and local governments.

    - The existing local water planning process should be used both to examine service overlap and duplication and to establish needed regional interactions. Planning for media other than water should follow.

    - Regional organization structures that address regionwide environmental issues should be designed and implemented by the counties; the state should hold counties accountable so that the outcome of planning addresses ecoregion and statewide needs.

Connections

These recommendations reflect CORE's Minnesota model for organization and apply the model in detail to environmental services. This project is also linked with the administrative rules project, which will further streamline environmental protection and regulation by reducing the number and prescriptiveness of administrative rules in the environmental arena.

Human services

Reform imperatives

- The system is highly complex and fragmented. For example, persons with developmental disabilities are served by 22 programs, 32 funding sources, eight state agencies, 84 county social service agencies and 436 school districts.

- Programs are prescriptive but are not accountable. Minnesota relies on strict adherence to programmatic and financial rules — 1,268 pages of administrative rules for the Department of Human Services alone — but requires few assurances that programs actually improve the lives of recipients.

- The system is not responsive to customer needs. Navigating through the myriad of specialized programs is like moving through a maze, at best. Clients report that the system is confusing and complicated, includes perverse incentives, and is often disrespectful to customers.

Recommendations

Organizational structure

39. Establish a secretary of health and human services who reports to the governor and oversees the programs, budgets, and administration of state human services agencies.

    - State agencies that should be included under the secretary of health and human services are Health, Human Services, Housing Finance, Veterans Affairs, Corrections, and parts of Jobs and Training.

40. Designate local health and human services districts (HHSDs) using current community health service district boundaries as a starting point. These districts would be created for the purpose of local health and human services program planning and administration. Services would continue to be delivered within communities. Decisions about district health and human services should be made by county commissioners within a district, with votes proportional to the population represented.

Funding

41. The secretary of health and human services, with the assistance of the health and human services districts and the concurrence of the legislature, should identify target populations, determine service eligibility priorities, and develop a list of health and social services that are eligible for state funding and that constitute a minimum and adequate level of services that meet the basic needs of Minnesota citizens most requiring assistance.

42. Create a new HHSD grant to give local health and human services districts greater flexibility to meet local needs. A basic set of services would be agreed upon as the *minimum and adequate level of services* (see Recommendation 41). All health and human services districts would be required to provide these basic services. This basic level would be funded with no less than 60 percent and no more than 70 percent of available state resources. The remaining 30 to 40 percent of state funds would be allocated in the form of discretionary block grants.

    The grant would combine funds from the following current programs: Community Social Services, community health services, Semi-Independent Living Services, Title III and other non-Medicaid aging programs, non-Medicaid mental health programs, and state-operated residential care funding.

Outcomes orientation

43. State and local agencies and service providers should fully adopt an outcomes orientation in budgeting, administration, regulation and enforcement, and in direct service delivery.

Rulemaking for human services

44. Health and human services rules should not be written for every possible scenario but rather to target potentially critical situations. These critical situations are those in which customers have no choice about the degree of risk to which they are exposed and those involving the financial solvency of providers or provider organizations. Rules should outline minimal acceptable standards, rather than the highest possible standards.

45. The secretary of health and human services should be responsible for initiating an agency review and repeal process for existing health and human services rules. Priorities for review should be established and this activity undertaken as agency resources permit.

46. State agencies should permit and encourage regulated entities (such as HHSDs and providers) to apply for waivers from existing rules.

47. Agencies should investigate and implement new methods of enforcement. These new ways would include more use of conflict resolution techniques; provision of technical assistance and oversight in proportion to noncompliance occurrences; peer or citizen

review panels; and rewards and incentives, such as public recognition of exemplary providers and educational opportunities that impart "best practices" principles. The secretary of health and human services should be responsible for ensuring that such methods are sought and used.

48. Agencies should identify and implement meaningful sanctions for noncompliance with agency rules and regulations. Agencies might develop a conflict resolution procedure; increase the use of escalating warnings and probationary status with greater oversight; require customer or peer review input to agencies for determination of sanctions; publicly announce the sanction status of providers; and shift some funding to another provider, among other options. The secretary of health and human services should be responsible for ensuring that this process occurs.

Customer focus

49. State and county health and human services agencies should clearly define their customers.

50. State and local staff should be empowered to serve their customers.

51. The legislature, state agencies, counties, and providers should work in partnership to empower customers to achieve their goals.

Connections

Like the recommendations for budgeting and financial management, these human services recommendations try to focus service delivery on results, rather than procedures. The human services recommendations also complement the administrative rules recommendations to encourage less prescriptive rules and more alternative means to measure performance outside the rulemaking process. The human services structure recommended by this project reflects the Minnesota model detailed in the executive reorganization recommendations.

Budgeting and financial management

Reform imperatives

- The budgeting and financial management system has historically emphasized inputs, rather than outcomes or program effectiveness. Of the 977 performance measures reported by 25 agencies in the 1992-93 biennial budget, only 15 percent were even rough measures of program outcomes.

- System incentives encourage managers to spend as much as they can rather than to conserve public funds.

- The system rewards "business as usual" at the expense of emerging priorities.

- Although flooded with financial details, policy makers are not given the information they need to make the tough choices required.

Recommendations

Performance-based budgeting

52. The state should adopt a fully performance-based budgeting system for resource allocation.

53. The performance-based budgeting process should begin broadly with identification of state priorities and agency strategic planning, then be continually narrowed down to specific performance indicators.

54. The state should select a single contractor to provide assistance on a fee-for-service basis to agencies in adopting the performance-based budgeting process.

55. Performance-based budgeting should be used across the entire state budget, including grants and aid and educational systems.

'Use it or lose it'

56. Agencies should be permitted to carry forward any savings from the end of one fiscal year into the next. Monies could also be carried forward into the next biennium but would have to be spent by the end of the first fiscal year of that biennium.

57. Monies carried forward must be used for investments that enhance the efficiency or improve the effectiveness of the program. Information would be provided to the Department of Finance and the chairs of the appropriate legislative committees after savings are spent to show where the money went and the results of the expenditure.

Legal levels of control

58. The legislature should evaluate the existing structure of legal levels of budgetary control to eliminate any levels that are no longer needed.

59. Legislation should be drafted that would encourage the inclusion of performance indicators in legislation and rules wherever possible, instead of creating additional levels of control for program monitoring.

Agency transfer restrictions

60. The transfer process for interfund transfers should remain the same.

61. Agencies should be permitted to transfer monies between programs within the same fund without authorization. The agencies would inform the Department of Finance and the chairs of the appropriate finance committees of the transfer once it is completed.

62. All agencies should be given standard transfer authority in statute.

Complement control

63. The complement control system should be replaced with a system of quarterly full-time-equivalent reporting, already available through the state payroll system and used yearly to provide state employment counts to the U.S. Department of Commerce for a nationwide comparison of public employment.

Connections

The outcome orientation of the budgeting and financial management recommendations is reflected in all of the CORE projects. All of CORE's recommendations demonstrate a new focus on results, rather than on inputs or processes. The recommendations for a performance accountability model — which moves from broad goal setting at the agency level to linking those goals to the work plan and performance of specific employees — are directly reflected in the human resources management recommendations for training and performance management.

Human resources

Reform imperatives

- State agencies perform no strategic work force planning.
- A lengthy recruitment and examination process fails to meet agency hiring needs.
- Complicated layoff procedures are disruptive and can result in skilled employees being removed from their positions and replaced by unqualified individuals.
- Classification systems are cumbersome and inefficient. The state currently attempts to administer 2,179 classifications.

Recommendations

Systemwide changes

64. Establish a human resources strategic planning process that includes all three branches of government. This process should be part of a comprehensive strategic plan for state government service and delivery, and it should form the foundation for human resources planning in each state agency.

65. Restructure the state's human resources function through decentralization of authorities and responsibilities to state agencies.

66. Reshape the state's organizational cultures and values by: clarifying mission, vision and values; communicating the new organizational values to employees; training employees in the application of the new values to their work behavior and decision making; and recognizing and reinforcing behavior based on the desired cultural values.

67. Continue to develop a human resources management information system that can support the CORE reform recommendations.

Hiring and deployment

68. Establish systems to enhance and facilitate the flexible deployment of state employees to quickly and efficiently satisfy needs identified through work force planning for short- and long-term temporary assignments throughout the state.

69. Develop a centralized recruiting effort to obtain access to more protected-group applicants and to help hiring managers and supervisors recruit for unique, high-level or hard-to-fill positions.

70. Make available a range of assessment techniques to qualify and evaluate candidates.

71. Hire for specific jobs, not general job classifications. Revise the current system to encourage the conduct of the hiring process on a position-specific basis whenever feasible. Focus on assessing candidates on the particular knowledge, skills, abilities, and experience related to the specific position that the hiring authority is seeking to fill.

72. Implement a data base of hiring-related information accessible to all agencies.

Classification and compensation

73. Establish a job evaluation structure that modifies the current system to clearly identify compensable factors and introduce market considerations.

74. Develop compensation strategies that integrate broad-banding, target salaries, skill- and knowledge-based pay, variable pay programs, and reward systems to support a move to flatter organization structures, allow greater job-to-job mobility, and encourage employee development.

75. Develop a classification system that organizes work within occupational families and broad classifications, defining within each family three levels of the career path: entry/developmental, full performance, and senior/expert.

Performance management

76. Replace the present employee performance appraisal process with a performance management model built around customer needs and designed to improve organizational, work unit, and individual employee performance.

Training and development

77. Link training and development decisions to organizational goals, objectives and performance, using performance-based budgeting, performance management, and compensation to reinforce the link.

78. Refocus the state's centralized training function on coordinating, facilitating and tracking, rather than on delivering, training.

79. Establish mechanisms and interagency, inter-organizational relationships to maximize training resources and facilitate cooperation and the sharing of employee learning opportunities.

80. Redefine *career development* as *employee development* to emphasize professional growth rather than promotion. Improve employee access to training and development options and opportunities.

81. Respond to the following specific needs that were expressed by stakeholders:

- retraining
- managerial skills
- technology skills
- customer service skills
- knowledge of quality improvement principles and tools
- employee orientation
- training for changes resulting from CORE

Creating consistency

82. Because the state is one employer, the three branches of government should increase equity and consistency in their human resources management practices by:

- Having one policy governing affirmative action, equal employment opportunity, and sexual harassment to ensure that each branch is equally accountable for its actions.

- Mandating pay equity for all branches to ensure that positions that are valued equally by the employer receive equitable pay.

- Using a common job evaluation system for all three branches to allow the state to monitor and compare employee compensation across all three branches.

- Adopting one classification system to

facilitate employee deployment and enable cross-branch comparison. The classification model recommended by CORE is broad enough to accommodate the diverse needs of each branch while allowing for statewide consistency and comparison.

83. During the implementation of any recommendations for the executive branch, the changes should be discussed with the other two branches to keep them informed and to foster consistency where needed. Adoption of a single human resources management system is possible if all branches see that the new system is more flexible, is easily administered, and successfully meets the needs of all users.

Connections

The human resources management recommendations share with the budgeting project the CORE performance accountability system model that replaces the existing input-focused management system with a system focused on customer needs and end results. This model creates a linkage between the work of individual employees and the outcomes of a program or agency.

Rules

Reform imperatives

- The legislature has often delegated its policy-making responsibilities to agencies to be carried out through rulemaking. Consequently, agencies may spend many months or years in rulemaking trying to resolve issues that should have been settled by elected officials.
- Because of broad grants of authority given to agencies, administrative rules increasingly set policy rather than implement legislative initiatives.
- The legislature has little oversight over agency rulemaking. Strengthening its rulemaking oversight and amending some parts of the Administrative Procedure Act would provide, among other things, a better informed public that participates more in rulemaking.
- Governors could be, but have not been, involved in rulemaking. A strong oversight role for the governor would increase executive branch accountability for rulemaking.

Recommendations

Delegation of rulemaking authority to agencies

84. The legislature should limit and focus future legislative delegations of rulemaking powers.

    The legislature should require agencies to prepare rule notes for bill provisions authorizing or requiring rules that may significantly affect the delivery of a service, or result in significant burdens on agencies or others.

85. The legislature should review and limit past delegations of rulemaking powers.

    The Legislative Commission to Review Administrative Rules, with the cooperation of the Revisor of Statutes and House and Senate Research staff, should report to the 1994 legislative session the frequency with which broad grants of authority are used to adopt rules and their use in defining policy and procedural direction.

86. Legislative leaders should require serious scrutiny of bills before delegating rulemaking authority.

87. The legislature, in establishing rulemaking mandates, should indicate what it expects will be achieved, should direct the agency to specify expected outcomes in the rule, and should state a deadline for the agency to have rules in place.

88. Where rules will have major cost impacts on large numbers of affected parties, the legislature should require agencies to carry out structured cost-benefit analyses.

89. The legislature should carefully examine the desirability of giving small agencies rulemaking powers if it does not fund them to perform all their functions, including rulemaking.

Accountability for rules

90. The governor should have the opportunity to review and comment on all rules just before their adoption by commissioners.

91. The governor should be instrumental in seeking clarification of delegations of authority from the legislature when policy direction is needed.

92. The legislature should limit rulemaking authority to governor-appointed commissioners.

Oversight of rulemaking

93. The legislature should examine its current mechanism for rules oversight and either strengthen it or replace it with a new organization.

94. The Legislative Commission to Review Administrative Rules or a new joint governmental operations committee should annually evaluate the scope, volume and clarity of rulemaking authorizations.

95. The Legislative Commission to Review Administrative Rules or a new joint governmental operations committee should coordinate activity to ensure that policy committees have information about adopted rules — particularly those adopted following a public hearing — and the provisions of the legislation under which they were adopted.

The Administrative Procedure Act

96. An agency should be required to publish a notice summarizing questions to be considered in the proposed rule, whether an agency intends to form an advisory task force, and a list of persons or associations the agency intends to invite to serve on an advisory task force.

97. The Administrative Procedure Act should be amended to require those who petition for a public hearing to specify their objections and to include their names, addresses, and telephone numbers.

98. The legislature should clarify criteria for statements on the impact of rules affecting agricultural land, small businesses, or local governments.

99. The legislature should provide the chief administrative law judge and the attorney general with another process for incorporating substantial changes introduced after the proposed rule is published.

100. In their statement of need and reasonableness, agencies should be required to list the alternatives they considered before deciding to propose a rule.

Initiatives by state agencies

101. Agencies should review existing rules and repeal those that are obsolete.

102. Agencies should seek exemptions from the rulemaking process for specific fee rules.

103. Rule interpretations or other educational documents should be exempt from Administrative Procedure Act rulemaking requirements.

104. Agencies should make better use of rule variances or waivers to facilitate the use of outcome measures.

105. To better notify the general public of rulemaking activity, agencies should provide more useful information about proposed rules throughout the state.

106. Agencies should circulate proposed rule language before it is published and ask affected parties to develop impact assessments based on this draft.

107. The Attorney General's Office should simplify the approval of rules adopted without a hearing.

108. The *State Register* publishers should reduce the time it takes to proofread, edit, and prepare for publication each of the three rule notices required by the Administrative Procedure Act — the notice to solicit outside opinion, the notice of intent to adopt a rule, and the notice of adoption.

109. Agencies should use neutral third parties in some highly controversial rules negotiations.

110. Agencies should organize their rulemaking resources for maximum benefit.

Connections

Administrative rules figure prominently in the delivery of environmental and human services. Recommendations to reduce the prescriptiveness of rules as well as to eliminate unnecessary rules and encourage exceptions to better focus on outcomes are reflected in the recommendations for the environmental and human services systems. Creating outcome-based rules builds on the results orientation of the budgeting and financial management project.

Electronic data interchange

Reform imperatives

- Electronic data interchange is a proven method for re-engineering business processes; it is already widely used in the private sector for a number of information exchanges like purchasing and payment.

- EDI often results in substantial cost savings over paper-based business systems.

- The state lags far behind its private-sector business partners in developing EDI systems.

Recommendations

111. An EDI system should be implemented for statewide application before the Statewide Systems Project comes on line.

     The Department of Administration's investment initiative for contract purchasing would be a good starting point for EDI, and would allow the state to gain experience in dealing with the process, technology, and communications. In addition, this application would facilitate a true assessment of cost reductions and the means to achieve them.

112. The state should implement EDI through a PC-based system.

113. State government should expand its use of EDI.

     Areas offering significant opportunity include health care, vendor payments, and information exchange.

114. The state EDI Committee should be responsible for coordinating the development of EDI technology in state government.

115. State government should be involved in developing EDI standards and practices.

Connections

Recommending EDI to redesign business processes at the state demonstrates a focus not only on efficiency, but also on responsiveness to the state's clients. Thus, the EDI project echoes the major focus points of the other CORE projects.

Quality improvement initiative

Reform imperatives

- The basic tenet of the quality improvement philosophy is customer satisfaction, and CORE's vision defines customer- and client-driven service delivery as a top priority in its reform proposals.

- A quality approach focuses on the continual improvement of processes, and CORE recognizes that processes must be analyzed and redesigned to make government operations more efficient.

- A quality approach would precipitate a cultural change in government, which would help ensure that CORE's structural redesigns achieve success.

- Building continuous quality improvement practices into CORE's long-term systemic improvement strategy could mitigate the need for future reform efforts.

Recommendations

116. If the governor and legislature are committed to providing quality services to the state's citizens, they must support and reward innovation, partnerships, and risk-taking in the use of quality tools in state government.

117. The development and implementation of quality initiatives should be the responsibility of each cabinet agency. New initiatives should be developed with the input of quality improvement experts and key exter-

nal and internal government stakeholders, including: state managers, state employee bargaining units, interested legislators, the Minnesota Council for Quality, private-sector business executives, and the Minnesota Quality Initiative.

118. Cabinet strategies should seek to accomplish the following:

- Establish vehicles to obtain regular customer and client feedback on state service delivery.
- Provide access to training on quality concepts and practices for state employees.
- Develop coalitions with key stakeholders in the public-sector quality movement, especially state employee bargaining units, the Minnesota Quality Initiative, the Minnesota Council for Quality, and private-sector business.
- Match public or private organizations that are willing to serve as mentors or volunteer consultants with state agencies implementing quality improvement projects.
- Determine how to dedicate resources to carry out agency quality initiatives.

Connections

A quality initiative encourages the development of a state government that is more reflective of CORE's vision by creating a forum for agencies to realize constant improvement in all of their business activities. As a result, improvements are likely to be demonstrated in the efficiency and effectiveness of the state agencies that have participated in quality improvement projects. The cultural change and systems improvements resulting from a quality initiative are important to the success of all CORE recommendations.

Local services funding

119. To enable continuing comparisons, Minnesota should institute an ongoing data-gathering process to collect the information necessary to measure city workloads, based on the concepts of the CORE methodology. Through this process, the state should maintain and publish information that is accessible to all Minnesotans and they can use for comparing their city with others.

120. Minnesota should adopt the CORE formula for the distribution of general purpose aid to cities. The state should provide only as much general purpose aid as is needed to support basic, minimum and adequate services. Aid should be provided only to the extent that the basic spending need to provide these services is greater than a city's basic revenue-raising capacity.

CONCLUSION

The Commission on Reform and Efficiency believes that, despite Minnesota's reputation for excellence in government, citizens and taxpayers should not be satisfied with the status quo. CORE is proposing sweeping and innovative reforms that will transform state government. If CORE's recommendations are fully enacted:

- government will be better managed
- government will provide vastly improved services to citizens
- government will deliver greater value to taxpayers by saving as much as $173 million over the first five years of implementation.

CORE fully realizes that its recommendations will be controversial and that many affected groups will fight to protect the status quo. However, Minnesota's citizens and elected public officials have a historic opportunity to reach beyond partisanship and narrow, special interests to find the political will to champion real reform.

THE CORE MEMBERSHIP

AREND J. SANDBULTE
COMMISSION CHAIR
Chairman, President and CEO
Minnesota Power
Duluth

MARCIA F. APPEL
Executive Director
Association of Area
Business Publications
Lakeville

JANE BELAU
President
Belau Consulting Group
Rochester

SHARON SAYLES BELTON
Minneapolis City Council
President
Minneapolis

JOHN E. BRANDL
Professor
University of Minnesota
Minneapolis

GARY DENAULT
Executive Director
Middle Management Association
St. Paul

JACK W. EUGSTER
CEO, The Musicland Group
Minneapolis

GERALDINE A. EVANS
Chancellor
Community College System
St. Paul

JEAN L. HARRIS
Senior Associate Director
Medical Affairs
U of M Hospital & Clinic
Minneapolis

BECK HORTON
President
Juno Enterprises, Inc.
Minneapolis

ARLENE J. LESEWSKI
Regional Director
Independent Business Association
of Minnesota
Marshall

ERNEST A. LINDSTROM
Attorney at Law
Lindstrom Law Offices
Minneapolis

LEE LUEBBE
Former Chair
Winona County Board
of Commissioners
Winona

H. WILLIAM LURTON
Chairman and CEO
Jostens, Inc.
Minneapolis

DORRAINE (DORRIE) MUND
Associate Attorney at Law
Hall, Byers, Hanson, Steil &
Weinberger
St. Cloud

ROBIN PANLENER
President
Minnesota Association of
Professional Employees
St. Paul

KATHERINE (KATI) SASSEVILLE
General Counsel
Otter Tail Power Co.
Fergus Falls

GLEN TAYLOR
Chairman and CEO
Taylor Corp.
North Mankato

ERMA J. VIZENOR
Ph.D. Student
Harvard University
Ponsford

STEPHEN E. WATSON
President
Dayton-Hudson Corp.
Minneapolis

CONNIE G. WEINMAN
Vice President
National City Bank
Minneapolis

C. ANGUS WURTELE
Chairman and CEO
The Valspar Corp.
Minneapolis

ADVISORY COMMITTEE **SECOND MEETING**
OFFICE OF THE GOVERNOR-ELECT **DECEMBER 2, 1998**

MINUTES

Dean Barkley, Chair called the second meeting of the Advisory Committee to order on Wednesday, December 2 at 4:00 p.m. in room B-5 of the State Capitol.

Members present:

Dean Barkley, Chair
Peter Bell
Joanne Benson
Reatha Clark King
Richard Lamm (via phone)
Tim Penny
Emily Anne Staples Tuttle
Rep. Charlie Weaver

Steven Bosacker, Transition Chief of Staff, reviewed the transition structure with the Advisory Committee (see attached chart) and discussed briefly the Transition Team Leaders' work on a set of "Governing Principles" for the Ventura Administration. These principles will be brought before the Advisory Committee for their input at the next meeting.

Bosacker indicated that the transition is logistically challenged by the many individuals who are calling the Governor-Elect's office. He also expressed that the Governor-Elect's greatest concern is over possible future economic downturns.

The following concerns about the transition process were raised by members:

OUTREACH

Build better process for outreach to the business community and the DFL and Republican parties

COMMUNICATIONS

Send a signal to the public that the Ventura Administration can attract and acquire good, knowledgeable people

Focus on the Governor-Elect's message for the inaugural and the State of the State address

Choreograph the Governor-Elect's first few days in office (focus on the symbolism of the office)

Send thank you's to all volunteers who elected him and are volunteering during the transition

GOVERNMENT RELATIONS

Continue the Governor-Elect's tour and briefing at state departments and agencies

BUDGET

Tap the committee's resources for suggestions on who should lead the budget divisions

Send all departmental budget recommendations through the Advisory Committee for members' input

APPOINTMENTS

Take time to develop a thoughtful and consistent appointments process

Establish criteria for selecting appointees (i.e., knowledge of departmental issues, political skills, and communication skills)

Decide soon how many Carlson appointees the Ventura Administration will keep

Include the Advisory Committee in the appointments process

- Concentrate Advisory Committee's efforts on the top/key appointments
- Develop clusters led by members of the Advisory Committee to make strategic appointments
- Bring final recommendations for all appointments to the Advisory Committee for review before sending them to the Governor (members would like to serve as the final "sounding board")
- Arrange to have the Governor-Elect attend a couple of Advisory Committee meetings

LEGAL/SECURITY

Continue to monitor the Governor-Elect's security

Analyze the Governor-Elect's financial assets

Consider hiring personal legal counsel outside the Attorney General's office

Tim Penny addressed the Advisory Committee members regarding a process for answering their mail, phone calls and other contacts. He asked the members to divide their correspondence into the following four categories:

1. Job seekers
2. Appointment requests
3. Policy matters
4. Miscellaneous

He asked committee members to affix a post-it or memo to flag any important resumes, scheduling requests or advice that they believe deserve special consideration. Staff will then send a letter of acknowledgment on their behalf and route the correspondence to the appropriate team leader.

Penny lead the members in the discussion of K-12 Education policy. Members offered the following input:

NEW "OUTSIDE THE BOX" IDEAS

Consider a handful of new, innovative programs/projects that can garner bipartisan support

Create Individual Development Accounts: individual contributions matched by private and public sectors for use in education, buying a home, etc.

Focus our efforts on re-engaging kids when they are motivated to learn (after they have worked a couple of years and realize the importance of education)

Loosen regulations to bring in non-educators to help with instruction

Consider new ways to deal with schools that do not work and are not meeting statewide standards

Choose a cluster of schools (including Roosevelt, the Governor-Elect's Alma Mater) and experiment with various reforms to see what works

Encourage the business community to "adopt a school" (use partnerships with government to achieve educational goals)

Use surplus to fund an expansion of the charitable credit

CLASS SIZE

Reduce class size to a manageable level

Realize that one size does not fit every school (school districts should have some input)

Recognize that a better learning environment depends on factors other than class size (i.e., types of students in the classroom and the ability of the teacher to enforce discipline)

SCHOOL CHOICE

Consider a modest expansion of current tax credits (and other tax breaks for families)

Examine charter school expansion

Show how choices in education improve public schools

ACCOUNTABILITY

Establish pilot programs to see if a program works before granting full funding

Do not abandon Profiles of Learning now that we have so much invested

Re-examine Profiles of Learning to determine if this program will achieve our goals of efficiency and accountability

Incorporate more local control

Agree upon statewide standards

FUNDING

Be careful about commitment to funding every new project (we cannot spend our way to successful schools and communities)

When considering a tax refund, remember that $500 million of the surplus would be necessary to fund additional pupil enrollment and provide districts with a 3 percent inflationary increase

SPECIAL EDUCATION

Re-evaluate special education funding (mainstreaming is eating up general education funding)

Redefine who is eligible for mainstreaming (definition currently includes those with behavioral problems)

DIVERSITY

Recognize the effects of immigration on our schools

SAFETY

Must make schools a safe haven for our kids

Establish more discipline in schools

Penny suggested future topics for discussion and the members agreed upon the following three priority issues:

1. Government Reform (structural and operational)
2. Tobacco (Health Care)
3. Economic Development
    - A. Job Training
    - B. Higher Education
    - C. Housing
    - D. Transportation
    - E. International Relations

Other issues mentioned by the committee members include political reform, the environment, health care, and taxes.

The meeting adjourned at 7:00 p.m.

DAVID F. FISHER
5047 GLADSTONE AVENUE SOUTH
MINNEAPOLIS, MINNESOTA 55419

December 10, 1998

Emily Anne Tuttle
% Ventura Transition Office
Suite B-5
State Capitol Building
St. Paul,. Minnesota 55155

Dear Emily:

I had sent you this letter at your home, but in reflection thought I also should send it through the Ventura Transition Office.

You and I have worked together on various occasions over the years on a number of regional international initiatives, through the Minnesota International Center, Hennepin International Trade Services, and the New American Global Dialogue. Hence, my reason for contacting you.

I am interested in consideration for a position with the Ventura Administration and know that you are serving on the transition team. While I have submitted my resume to the transition office in St. Paul, volunteers there have mistaken it as my request to serve as a transition volunteer myself. Actually, I have longer range objectives in mind.

Please consider this my application for appointment to a position in the Ventura Administration as Commissioner with the Office of Trade and Economic Development, or Director of the Minnesota Trade Office, the Minnesota Office of Technology, or the Minnesota Pollution Control Agency.

Another copy of my resume, together with a list of my business and community activities, articles and publications, are enclosed.

I am not a politician, but have been in business in Minnesota for more than twenty years. I have had to meet a payroll and balance a budget, and have managed Minnesota businesses abroad as well as here at home. This experience may be useful to the new Administration, best suited for the positions I mention above.

I have a strong interest in serving the public sector, and have been involved as a community volunteer and, at times, as a part-time public appointee over the years. As you may recall, I served for five years as a member of the Metropolitan Council in the Perpich and Carlson Administrations. Having served the private sector for so many years, this is my time to serve the public sector.

By the way, I do not need a job. I presently serve as vice president and general counsel for a major telecommunications firm in the Twin Cities area. While the work is challenging and rewarding, I am drawn to the honesty and refreshing nature of the Ventura campaign, and the promise of a Ventura Administration.

I would like to hear from you, at your convenience. Please feel free to contact me at the address above, or at 612-946-3042 (office) or 612-822-2389 (home).

Sincerely,

David F. Fisher

DAVID F. FISHER

5047 Gladstone Avenue South
Minneapolis, Minnesota 55419
612-822-2389 (Home)
612-946-3042 (Office)

Proven management and legal professional, specializing in creative solutions to complex business, legal, and financial issues. Twenty-five year career includes positions as general counsel and chief legal officer, business unit manager, and business executive with major multinational corporations.
A proven, effective business and legal strategist and problem-solver.

Specific areas of experience include:

- International business development
- Sophisticated acquisitions and divestitures
- Legal compliance management
- Government and regulatory affairs
- International joint venture management
- Corporate Secretary and governance
- Litigation and case management
- Law office management and policy

CAREER EXPERIENCE

ADC TELECOMMUNICATIONS, INC., Minnetonka, Minnesota (1995 - Present)
A $1.2 billion, multinational telecommunications equipment manufacturer and distributor.

Vice President, General Counsel and Corporate Secretary

Chief Legal Officer: manage legal, contract and regulatory staff of twenty-seven; supervise overall company domestic and international legal compliance; oversee outside legal, political and technical consultants. Activities include managing all aspects of:

contract formation and administration, implementing sales and distribution of telecommunications equipment and networks worldwide; employment hiring and termination practice and policy; joint venture business formation and development alliances in Australia, Canada, China, Mexico, Western and Eastern Europe; numerous acquisition transactions, averaging $50 million or more in value and including purchase, stock and pooling methods; domestic and international commercial litigation; patent, trademark and intellectual property portfolio management and policy; company stock option plan administration; business and regulatory affairs as member of senior staff.

Chief Compliance Officer: supervise overall company legal compliance, including:

establish and manage a legal compliance program; publish and administer Business Code of Conduct, corporate compliance policies and employee training programs; manage import and export regulatory matters, focusing on customs duties reduction and export licensure; manage Year 2000 compliance plan, directing information collection and technical compliance.

Corporate Secretary: draft resolutions, and coordinate Board compliance programs, governance policies, meeting schedules, director compensation, and Board recruitment.

Government Affairs: oversee and supervise regulatory and political issues, including:

manage research, review, coordination, strategy, and implementation of policy considerations related to federal, state and foreign regulation and legislation of telecommunications, including drafting and presentation of testimony, white papers, and information; chief company representative for government affairs, testifying and submitting filings to Congress and domestic and international regulatory bodies advocating telecommunications de-regulation.

THE PILLSBURY COMPANY, Minneapolis, Minnesota (1980 - 1995)
A $5 billion, multinational consumer foods company, subsidiary of Diageo plc, London

Vice President, Associate General Counsel (1990 - 1995)
Vice President, International Division (1992 - 1994)
Senior Attorney, Division Counsel (1980 - 1990)

As **Russia Business Manager**, responsible for establishing consumer food production and distribution business in the Russian Federation. Experience includes:

- Negotiate and implement joint ventures for construction of processing plants in Russia
- Manage distribution logistics for product imports into Russia and Eastern Europe
- Import, distribute, market and sell U.S. consumer foods products in Russia
- Build commercial relationships in the U.S. and Russia
- Supervise and mediate issues among business management team, consultants and partners
- Draft, implement and manage business plans and budgets

As **Associate General Counsel**, responsible for the company's legal affairs. Experience includes:

- Chief legal counsel, senior management staff in International, Operations, Green Giant Divisions
- Negotiate international commercial transactions and ventures throughout Asia, India, Indonesia, Latin America, Western and Eastern Europe, and the Middle East
- Establish procedures for managing major litigation
- Design and implement risk management and crisis response measures, such as preventive law programs and training to meet regulatory and ethical standards
- Structure, negotiate, and manage due diligence of acquisitions and divestitures of companies and divisions, trademark, real estate and other properties
- Lobby government officials on international trade policy and administration
- Hire and supervise professional legal staff, and manage outside legal counsel

HENSON & EFRON, P.A., Minneapolis, Minnesota
Litigation Attorney (1977 - 1980)

General legal practice in commercial transactions, litigation, securities and employment law, contract drafting and negotiation, and antitrust compliance. Experience includes:

- Civil motions, trials and appeals in state and federal courts on issues including commercial and securities law, land ownership and use
- Appeals to Minnesota Supreme Court, persuading the Court to prohibit general searches of attorneys' offices, and to uphold property rights by adverse possession

CHIEF JUDGE WESLEY E. BROWN, Wichita, Kansas
Research Attorney (1975 - 1977)

Research attorney for the United States District Court. Experience includes:

- Prepare federal civil and criminal cases for jury or court trial
- Draft Court opinions on matters such as constitutional law, Uniform Commercial Code, securities laws, regulatory matters, land condemnation, and Federal Court jurisdiction

SHAWNEE COUNTY DISTRICT ATTORNEY, Topeka, Kansas
Criminal Prosecutor (1974 - 1975)

PROFESSIONAL POSITIONS

TELECOMMUNICATIONS INDUSTRY ASSOCIATION
International and Public Policy Committees (1995 - Present)

ADJUNCT PROFESSOR OF LAW
Hamline University School of Law (1995-1996)
Course of Instruction on Corporate Crisis management

MEDIATION AND ARBITRATION NEUTRAL ADR ORGANIZATION ROSTERS, MINNESOTA STATE COURT SYSTEM
Mediation and Arbitration Neutral (1995 - 1997)

REFEREE, HENNEPIN COUNTY DISTRICT COURT, CONCILIATION COURT
Adjudication and entry of judgment of disputed claims

MINNESOTA CHAMBER OF COMMERCE, St. Paul, Minnesota
Chair, Environmental Audit Working Group (1992 - 1995)

AMERICAN FROZEN FOOD INSTITUTE, Washington, D.C.
Chair, Task Force on Federal Environmental Legislation (1990 - 1994)

NATIONAL FOOD PROCESSORS ASSOCIATION, Washington, D.C.
Chair, Claims Committee (1986 - 1989)

EDUCATION

WASHBURN UNIVERSITY SCHOOL OF LAW, Topeka, Kansas
Juris Doctor (1975)
Magna Cum Laude, Valedictorian

Washburn University, Alumni Fellow (1994)
Washburn Law Journal Board of editors, (1972 - 1975), Notes editor (1974 - 1975)
Law Alumni Scholarship Award (1974)
Kansas Association of Defense Counsel Scholarship Award (1975)
Phi Kappa Phi Honorary Fraternity (1973 - 1975)

UNIVERSITY OF MINNESOTA, Minneapolis, Minnesota
Bachelor of Arts - History, Biology and Chemistry (1971)

Continuing Professional Education:

FIRST INTERNATIONAL PROGRAMME ON THE MANAGEMENT OF SUSTAINABILITY
Nijenrode University, Amsterdam, The Netherlands (1974). As scholarship recipient, developed public policy conflict resolution and mediation theory.

BUSH FOUNDATION FELLOWSHIP (1991)
As Leadership Fellow, studied public policy at Kennedy School of Government, Harvard University.

HARVARD UNIVERSITY SCHOOL OF LAW, Studies in Negotiation (1987, 1992)
Extended study of negotiation in transactions and dispute resolution.

MEMBER, METROPOLITAN COUNSEL OF THE TWIN CITIES AREA
Appointed by the Governor of the State of Minnesota, served five years on this regional planning agency, responsible for transit, sewer, and land management for the seven-county Twin Cities Area.

PROFESSIONAL ASSOCIATIONS

Admitted: Courts of the States of Minnesota and Kansas
United States District and Circuit Courts

Member: American Bar Association
Minnesota State Bar Association
Hennepin County Bar Association

References available upon request

DAVID F. FISHER

PROFESSIONAL AND COMMUNITY ACTIVITIES

United Nations International Conference:

INTERNATIONAL TELECOMMUNICATIONS UNION, 1998 MINNEAPOLIS PLENIPOTENTIARY (1996 - 1998). Co-Chair, Fundraiser and Organizer of major international conference; Chair, Technology Committee.

Member, Commissions and Councils:

METROPOLITAN COUNCIL OF THE TWIN CITIES AREA (1987 - 1993). VICE CHAIR (1991 - 1993). Twice appointed by the Governor to management of a $12 million public agency, charged with developing long-range plans for community development, transportation systems, parks and recreational facilities, environmental safety, and waste disposal.

MINNEAPOLIS/HENNEPIN COUNTY INTERNATIONAL TRADE ADVISORY BOARD (1988 - 1995). FOUNDER. Proposed ad assisted creation of an office of international trade to encourage trade opportunities for local goods and services.

MINNESOTA STATE BAR ASSOCIATION, LEGAL ASSISTANCE TO THE DISADVANTAGED COMMITTEE, (1987 - 1989). Advises and advocates methods to provide free legal services to the disadvantaged.

MINNEAPOLIS COMMISSION ON CIVIL RIGHTS, CITY OF MINNEAPOLIS, (1984 - 1987). TREASURER (1986 - 1988). Presided over contested case hearings on issues of civil rights.

MINNESOTA ADVOCATES, INC. (1986 - 1995). Professional group addresses and advocates international human rights.

NATIONAL ADVISORY COMMISSION ON JUVENILE JUSTICE AND DELINQUENCY PREVENTION, UNITED STATES DEPARTMENT OF JUSTICE (19986 - 1990). Analyze and address issues concerning juvenile justice system.

CITY OF MINNEAPOLIS SELECT COMMITTEE ON PORNOGRAPHY (1983 - 1985). Analyze and draft legislation on pornography.

MINNEAPOLIS NOKOMIS PLANNING DISTRICT CITIZENS ADVISORY COUNCIL (1978 - 1981). Advise the City of Minneapolis on matters of local community development.

CITIZENS LEAGUE OF THE TWIN CITIES AREA (1987 - Present). Produce studies and reports on issues of community development, airport planning and public policy.

Member, Board of Directors:

MINNEAPOLIS PUBLIC SCHOOLS FOUNDATION, FOUNDER (1995 - Present). Nonprofit organization provides funding for community-based public education.

HENNEPIN COUNTY BAR ASSOCIATION - LEGAL ADVICE CLINICS LIMITED, (1977 - Present). CHAIR (1994 - 1995). (now known as Volunteer Lawyers Network). Nonprofit corporation provides free legal service to the disadvantaged.

HENNEPIN COUNTY BAR FOUNDATION (1992 - 1996). CHAIR (1995 - 1996). Nonprofit organization provides funding for community-based legal services.

LEARNING CENTER, INC., MINNEAPOLIS BOARD OF EDUCATION (1992 - 1996). Alternative public school provides institution and structure for homeless children.

U.S.-RUSSIA CONNECT, Minneapolis, Minnesota (1993 - 1997). Nonprofit organization promotes cultural and educational exchange between the U.S. and the New Independent States of the Former Soviet Union.

TWIN CITIES AREA HUMAN RIGHTS COALITION (1985 - Present) (now known as Minnesota Advocates). Community-based monitoring and advocacy group for civil and human rights.

MINNEAPOLIS NOKOMIS COUNCIL, INC. (1982 - 1986). Neighborhood planning organization, advising City on local development issues.

Member, Committees and Task Forces:

CITY OF MINNEAPOLIS POLICE CIVILIAN REVIEW AUTHORITY TASK FORCE (1988 - 1990). Drafted and authored legislation establishing liaison and oversight function between citizens and City police.

MINNEAPOLIS PUBLIC SCHOOL FOUNDATION, FOUNDING DIRECTOR (1995 - Present)

MINNEAPOLIS PUBLIC SCHOOLS REFERENDUM COMMITTEE, CHAIRPERSON AND TREASURER (1990 - Present). Campaign coordinator in two elections for passage of excess levy referenda for pubic school financing and lower class sizes.

MINNEAPOLIS QUALITY EDUCATION COALITION, TREASURER (1987 - 1993). campaign for election of candidates to the Minneapolis Board of Education.

MINNEAPOLIS DOWNTOWN COUNCIL, GOVERNMENT AFFAIRS COMMITTEE 1986 - 1995). Represents business and community interests of Downtown Minneapolis.

METROPOLITAN COUNCIL HOUSING TRADE FORCE (1992 - 1993). Form public policy on regional housing issues.

METROPOLITAN COUNCIL/METROPOLITAN AIRPORTS COMMISSION CONTINGENCY PLANNING COMMITTEE (1990 - 1995). Analyze adequacy and plans for relocation or expansion of the Region's international airport.

MINNESOTA CHAMBER OF COMMERCE, ENVIRONMENTAL POLICY COMMITTEE; CHAIR, AUDIT COMMITTEE (1990 - 1995). Business association formulas policy on environmental affairs and promotes public-private cooperation on enforcement.

DAVID F. FISHER

Lectures, Presentations and Articles

"New Technologies and Implications for Competition", 1997 Telecommunications Law Conference, Law Seminars International, Minneapolis, Minnesota, September 25, 1997

"Corporate Acquisition Strategies", Minnesota Institute of Legal Education, Minneapolis, MN 1997

"International Telecommunications Union, Constitution and Convention Ratification", Testimony before United States Senate Foreign Relations Committee, September 17, 1997

"United States Business Mediation Centers Abroad, Russia", United States Agency for International Development, U.S.-Russia Connect Project, June 1995

"Food Law and Business Regulation", Iowa State University, Ames, IA 1995

"International Business Development", Iowa State University, Ames, IA 1995

"Business Risk Management", Class Instruction, Hamline University Law School, Spring, 1995

"Business Development in Russia", Washburn University, Topeka, KS, October 1994

"Contract Formation and Enforcement", Washburn University, Topeka, KS, Fall 1994

"Environmental Law and Corporate Risk Management", Washburn University, Topeka, KS, Fall 1994

"Environmental Auditing and Business Regulation", Environmental Initiative, Minneapolis, MN 1994

"Russia Business Development", Minnesota World Trade Center Symposium, St. Paul, MN 1994, 1993

"Business Development in India", Minnesota World Trade Center Symposium, St. Paul, MN 1994

"Breaking Down Business Barriers", National Air and Waste Management Assn., Cincinnati, OH 1994

"Environmental Law and Risk Management for Business", Environmental Initiative, St. Paul, MN 1993

"Superfund Reform", Environmental Initiative, St. Paul, MN 1992

"Environmental Policies for Business", National Business Institute, Inc., Minneapolis, MN 1993

"Corporate Ethics and the Environment", Hamline University School of Law, St. Paul MN 1991

"Criminal Environmental Law and Enforcement", Executive Enterprises, Inc., Washington, D.C. 1993, 1991, 1990

"Sustainable Development and Its Implications for Environmental Law", Minnesota Institute of Legal Education, Minneapolis, MN 1991, 1992

"Environmental Policy Compliance", Environmental Initiative, Inc., Minneapolis, MN 1992, 1991, 1990

"Corporate Environmental Responsibility and Ethics", Common Vision Forum Minnesota Office of Attorney General, Minneapolis, MN 1992

"United States Trade Policy - The Omnibus Trade Bill of 1984", Minnesota Import Trade Association, Minneapolis, MN 1984

December 15, 1998

Barbara Battiste Kelley
7349 Bush Lake Drive
Bloomington, MN 55438

Ms. Emily Anne Tuttle
Office of Governor-Elect Ventura
B5 Capitol Building
St. Paul, MN 55155

Dear Emily Anne:

I have submitted my application to work for the Ventura Administration as liaison with the Legislature and state agencies on environmental issues, workers compensation, other small business issues and matters affecting the nonprofit community.

Since you know me and are helping with the transition, I would greatly appreciate your saying a word on my behalf to other members of the transition team.

Enclosed is a copy of my resume. As it outlines, I have 12 years of professional experience in the environmental field, 7 years' professional experience representing small businesses, nonprofits and government before the Minnesota Legislature, and a degree in geology. In light of the unfavorable reports in the Star Tribune these past few days about the poor enforcement record of the MPCA, my experience working with the MPCA in the seventies, when the agency was a strong environmental force, could be especially valuable to the new governor.

Thank you very much for any help you can be. I enjoyed seeing you again at the MWPC luncheon. Best wishes for the work you are doing on the transition and for the future.

Sincerely,

Barbara

Barbara Battiste Kelley

BARBARA BATTISTE KELLEY

7349 Bush Lake Drive
Bloomington, MN 55438

(612) 943-0288

OBJECTIVE: A position as Governor Ventura's liaison with the Legislature and state agencies on environmental issues, workers compensation insurance, other small business issues and matters affecting nonprofits.

SUMMARY: 12 years professional experience in environmental field. 7 years professional experience representing government, small business and the nonprofit sector before the Minnesota Legislature. Degree in geology.

PROFESSIONAL EXPERIENCE:

Entrepreneur, Viva Espresso, Inc. **1992 - 1995**
Started and operated espresso business.

Legislative Consultant **1978 - 1985**
Represented the state's small solid waste management businesses, the state's foundries and diecasters and the 9 Girl Scout Councils in Minnesota before the Legislature. Primary issues were superfund, other solid waste management issues, workers compensation and legislation affecting nonprofits.
Analyzed legislation for clients, testified before legislative committees, drafted legislation, planned annual conferences for client industries.

Minnesota Pollution Control Agency **1972 - 1978**
Advanced from solid waste training officer to division geologist to section chief of resource recovery and solid waste permits. Testified before Legislature. Revised state resource recovery and solid waste disposal regulations. Designed and conducted training sessions for county officials and staff throughout state.

Purser, Pan American Airlines **1967 - 1971**
Travelled to Europe, Asia, Africa, South Pacific, Caribbean and South America. Based in San Francisco and New York City.

RELATED EXPERIENCE:

Greater Minneapolis Girl Scout Council **1990 - 1998**
Served on Board of Directors (1990 - 1996) of this 27,000-member, 8-county organization. First Vice Chair of Council, Chair of Strategic Planning Committee, Chair of Nominating Committee, Chair of Development Committee, Chair of Environmental Program Committee, Chair of Legislative Committee for all the State's Girl Scout Councils.

Metropolitan Waste Control Commission **1993**
Appointed by Governor Carlson to Board of Commissioners.

Sierra Club **1991**
Served on advisory committee for political endorsements.

Continued on next page.

Gubernatorial Campaign, Douglas A. Kelley **1989 - 1990**
Oversaw environmental policy. Delivered campaign speeches on behalf of candidate.

State Fund Workers Compensation Insurance Co. **1984 - 1985**
Appointed by Governor Perpich to Board of Directors.

Workers Compensation Rehabilitation Review Panel **1981 - 1985**
Appointed by Govenor Quie; twice reappointed by Governor Perpich.

Metropolitan Council **1978 - 1985**
Served on Solid Waste Advisory Committee.

EDUCATION: B.A. cum laude in Geology from University Saskatchewan in 1967. First year Honors Science at Queens University in Kingston, Ontario, 1964 - 1965. Continuing education from 1973 - 1998 in biochemistry, groundwater geology, solid waste management, accounting, American politics and government, French, Spanish and Chinese at the University of Minnesota, University of Wisonsin-Madison, Universite Laval in Quebec City and Normandale Community College.

HONORS:

Dome Petroleum Scholarship	1967
Mawdsley-Edmunds Geology Scholarship	1966
Queens University Provincial Scholarship	1964
Alumnae Pin for Highest 4--yr High School GPA	1964
President, High School Student Body	1963 - 1964

References available upon request.

359-4107 direct

Pierce McNally - 339-7958

interested in economic development. Attorney - clerk to Earl Larson. Tax, corporate and security law - officer + director of Midwest Communications - strategic direction of small + emerging companies. Minnesota American Inc. holding company. locker mate - Favorite Memories Inc. Minnet Process Engineering. Able to connect with untapped constituencies.

Edwina Garcia - 861-6140

Local govt. - state govt. experience

Sally Pillsbury -

Barbara Hoffman for the residence

Diana Murphy recommendation

Margaret Chutich -
currently deputy atty. general
Has 120 people under her - good
writer - strategic thinker, versitile
loyal

Peggy Lucas -

Thoughtful person for Sports
Facilities Commission - non jock - not
from Minneapolis - pays $60,000.
Dates for MWER
Sep. 14, May 11, June 9, July 13

Met Council - Sally Evert
- Curt is leaving Jan. 4 -

Barbara Forester

Michael Roan Modal City, part
time, consulting program, with
networking.

MAC chairman

Sandy Grieve - Airport comm.

Tet 437-7382 home
333-9770 W 348-2666 W. 681-8740 h.

Mary Johnson (Jex Sieber)
865-9258 car
comm of Vets Affairs

Todd Lefko - 441-4689

Carol Connolly - 224-2524

Gisela Knopka re Fred La Fleur
Commissioner of Corrections
871-4735 am
333-4500 pm

Pat O'Connor

John Derus for Commissioner of Transportat.

Marge Holz - Molly Woehrlin

★ Judith Pinke - comm. of Transportation

Wm Border -

Gov's General Counsel - Ch. Weaver
Dead Johnson - leg. counsel for Gov.
DOT - adjutant general

Bill Blazer - Mn. Chamber of Commerce
292-4650 pager 966-4001

Pat O'Connor - John Derus - Transportation!

Mark Mc Neil - International

Gladys ~~Brooks~~ Jud Pinke - Transportation

Bob Burke - Check Williams for PCA

* Marcia Appel - Musicland -
shirt - logo for Jessc
Last wk of Sept. 1999 - all store
managers -

Jean Harris - Nellie Johnson
Ginny Sweatt - Mdeistreet Program
$400,000 george
Historic Preservation Edwards

Syd Jones
Roger Prestwich (WTO)

Tex Sieben 333-9770

– Mary Johnson – 49
Commissioner of Vet Affairs
9 yrs. air force active.
Lawyer – Hearn Co. Attys
Office –
Cornell –
in Ars Natl. guard –
judge advocates Lt Col.

David Beal
228-5429
SWAT

Budget Principles

Fiscally conservative -- prudent

Never forget ... it's the public's money

Eliminate redundant programs; reduce waste

Incentivize versus penalize for both government & individuals

Competition works and is even good in government

"No new taxes."

Benefits tied to funders; user fees are useful

Cost-effectiveness, accountability, tangible measures

Doing what's necessary ... not necessarily what's "nice" to do

Truth in reporting; "End the shell game."

Bring order to the technology chaos

Sunset clause for all new programs - regular evaluation

Match responsibility and accountability

Leverage private and non-profit support

Make decisions at appropriate level

Prevent future costs, when possible

Keep $$$ close to people

Set a responsible budget, stay within it, "settle up" any surpluses with taxpayers at the end of the two-year cycle.

1999 LEGISLATIVE PRIORITIES TO IMPROVE MINNESOTA
Ventura Administration - December 28, 1998

I. PROMOTING SELF-SUFFICIENCY AND INDIVIDUAL RESPONSIBILITY:

■ Restoring Confidence in K-12 Public Education

Creating a new and improved **Department of Education**

Separating the job of education from the job of raising children
Moving social services to a Dept. of Self-Sufficiency; putting common sense to the role of schools using Search Institute's assets model; helping parents learn from good role models at all ages.

Focusing on REAL student achievement: ratios of 17:1 grades K-3; "Keep the best, throw the rest" on Profiles of Learning

Increasing the per pupil formula this biennium; launching a study of how to achieve common sense and equity to funding by the next

No tax dollars without accountability measures attached – all schools receiving state aid must be held to one standard

Challenging local leaders, teachers and parents to do their jobs so every child achieves his or her full potential by graduation.

■ Defining the Legal Age of Adulthood Once and For All

Governor proposes a uniform legal age of (18?) with all its privileges and obligations.

■ Self-Sufficiency, Health for Older Minnesotans as Long as Possible

Anticipating the wave of aging boomers, Governor is thinking long term:

Freeze property tax values for certain seniors

Provide prescription drug assistance for certain seniors

Encourage incentives for in-home care options; interest in a Blue Ribbon Study of the nursing home business.

AN ACTIVE, INFORMED CITIZENRY:

■ Launching the Revolution on how the State of Minnesota Does Business

The Ventura Administration will propose a **technology initiative in 1999** that is justified by a long overdue need to **revamp how the public is served by the State of Minnesota without any apologies or excuses**:

- Revenue's 30 year old computer can't even write rebate checks
- Only half of the Dept. of Agriculture employees have a computer
- We shouldn't have to wait six weeks to get a driver's license
- Everything from how people apply for a job to how we file our income taxes should be made user friendly and fast
- Encourage + Reward Creativity + Productivity in Govt.

Y2K will continue to be a priority to ensure no problems on Dec. 31

■ Reforming the Things that Break Trust

Budget

It's time to seriously consider changes in the **legislative calendar** (there's no reason to do a budget in 8 weeks, or meet around the agricultural calendar as we do today) and the **legislature itself** (There are many people interested in talking about changes that include a Unicameral Legislature.)

Campaign & ethics reforms

Passing the policy of "Settle Up" with the taxpayers every biennium in conjunction with rebating the surplus this Session.

Automatic sunsets on all pilot programs. Evaluate, <u>then</u> continue.

Dedicate one session every four years to taking old and stupid laws off the books.

■ The Ventura/People's Budget Principles: No Surprises

The executive branch will distribute and promote budget principals as an attachment to the State of the State Address. These will be used to assess state programs and new proposals to ensure integrity to the budget and protection for taxpayers.

A STATE GOVERNMENT LIMITED TO THOSE THINGS THAT TRULY BENEFIT THE COMMON GOOD:

■ Challenging the Ventura Cabinet - Lean and Accountable

All commissioners subjected to 360 degree feedback to build accountability and leadership skills; consolidation of state service agencies; promote good incentive among state employees; end duplication, especially of programs that show no results; restraint on promulgation of Rules; focus on "We will not fail" and "Don't forget who put us here – the people of Minnesota."

■ Making Minnesota THE Destination of Choice Worldwide

With investment returns as high as 1:9 on tourism investment, the agenda includes refocusing Trade and Economic Development on tourism, increasing the advertising budget, and specifically targeting Japan.

- End the 1 p.m. close for bars
- Lift the fireworks ban for the 4th of July

■ Moving on Transportation and Transit Issues that Bug People

Lowering license fees; ending vehicle emissions testing; actually providing rail service of some kind after 30 years of study; creating a new era of talking with local elected officials in a collaborative way (the new and improved view of Metropolitan Council); ending the Sunday ban on car sales.

■ Identifying Regulations that Hurt Minnesota's Farmers

Working together with the Department of Agriculture and Department of Revenue, the Governor and First Lady will advocate for improvements so Minnesota farmers can compete in the world marketplace.

■ Using the Tobacco Settlement as an Endowment Windfall

The Ventura Administration will treat the one-time tobacco money as a windfall to serve all of mankind. Among the priorities will be:

- An endowment to fund medical research through the University of Minnesota and Mayo Clinic, including tuition assistance for the next generation of Minnesota's health care professionals.
- A focus on the "little, tiny generation" of children grades 3 and below who might have a chance to grow up without tobacco.

It's time to enforce our laws against selling tobacco to minors.

JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA
OFFICE OF THE GOVERNOR-ELECT
(651) 297-9500
ST. PAUL, MN 55155

ROOM B5
STATE CAPITOL

WHAT YOU SEE IS WHAT YOU GET
By Governor-elect Jesse Ventura
Thursday, December 3, 1998

Some people wonder whether a former professional wrestler can do anything more than put on a good show. They wonder if what they heard me say as a candidate will actually resemble what I do as Governor. Those who voted for me wonder if they put their faith in me wisely and whether I'll actually be able to deliver.

I'm writing today to tell Minnesotans that I will not fail.

Let's consider some basic budget principles that I intend to follow. Tax payments should equal spending. I'll keep it that simple. If the state takes more from you in taxes than is needed to pay the bills, then that money should be returned to the taxpayers at the end of each budget cycle. I think it's critical to wait until the books are closed at the end of each budget cycle to make sure we've given back as much money as each taxpayer deserves. That's exactly what I intend to tell the Legislature.

Furthermore, this isn't just going to happen once. While we need to budget prudently for future years, at the end of every two-year budget cycle the state should "settle up" with the taxpayers. That should be the practice and that's what you can expect from me.

more

AN EQUAL OPPORTUNITY EMPLOYER
COUNCIL 6 AFSCME UNION LABEL

As I put together my budget, expect me to proceed with caution. I say that because I've heard repeated warnings during these early weeks of my transition from economic experts and you don't have to look any further than on Minnesota farms to see signs of an economic slowdown. The words of economic advisors who follow the state's international companies advise caution about the future. Whether we like it or not, what happens in Asia and Latin America affects us here at home.

I don't say this as a naysayer -- I'm saying this because I will do everything in my power to leave the state as financially healthy as it is today.

Finally, while I'm far from making final decisions on my recommended budget for the next biennium, there are certain guidelines I will follow:

- Don't forget how we got to the planning estimates released today - they were built by a strong economy and we need to prudently plan for factors in the global economy that are beyond our control.

- No "offsides" - stay in line with the taxes and spending of the surrounding states. Increasingly people have options to live and work outside the state and we shouldn't create incentives for them to go elsewhere.

- Stick to what the state should, or needs to, fund - do what we have to do, do it well and realize that not every good idea gets to be funded.

- Keep it balanced and look long-term. We need to act smart today so we still look smart tomorrow.

- Know the difference between short-term and long-term revenues. Our history is full of windfalls that temporarily blip the next forecast. Unfortunately, the knee-jerk temptation is to either cut taxes immediately in permanent ways or make a commitment to new spending. Both are mistakes. As anyone who's ever balanced a checkbook knows, there's a huge difference between getting a permanent pay raise and getting a holiday bonus. Especially with the sudden appearance of unexpected money like the tobacco settlement, every elected official needs to be honest and clear about which things will occur again and which will disappear as quickly as the warm winter weather.

That's it - simple and straightforward - the details will follow. Now all you need to do is turn to your calendar for 1999 and pencil in June 30 as "Settle-up Day." Continued good economic health and a partnership with a willing Legislature could put real money, not just a forecast in your pocket.

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DEDICATE THE DOLLARS
For A Healthy Minnesota

In 1999, the Minnesota Legislature will decide how to use the tobacco settlement dollars in a way that best reflects the intent of the original lawsuit against tobacco companies, and in the best interests of Minnesota citizens. A June 1998 *Minneapolis Star Tribune* poll found that the majority of Minnesotans **strongly support** using the proceeds from the settlement for health programs and efforts to reduce smoking. Members of the Campaign for a Healthy Minnesota agree.

Each year, about 6,400 deaths in Minnesota are because of tobacco use, and more than 97,000 Minnesota youths are projected to die prematurely from their smoking.[1] The tobacco settlement means that Minnesota will recover past costs for treating people with illnesses related to smoking. The Campaign for a Healthy Minnesota believes that 11 percent of the tobacco settlement dollars should be used to fund long-term tobacco use prevention and a reduction initiative in Minnesota.

The settlement also gives Minnesota the opportunity to improve access to health and long-term care services that are underfunded due, in part, to the continuing cost of treating tobacco-related illnesses. **The Campaign for a Healthy Minnesota believes the remaining settlement dollars should be placed into a special account dedicated to addressing the tremendous unmet health and long-term care needs for children and families, senior citizens, people with disabilities, and others who need assistance.**

More than 400,000 Minnesotans are uninsured and about 135,000 Minnesotans reside in medically underserved areas of the state. The cost of care for these Minnesotans — both uninsured and underinsured — doesn't go away.[2] The millions of dollars spent on uncompensated care gets passed on to providers, health care consumers, and taxpayers.

- Expand health care coverage to uninsured working adults, using MinnesotaCare to cover adults below 275 percent of the federal poverty level.

- Improve access to affordable community health care, and provide low-income, high risk teens with better access to health care services.

The uninsured includes 82,000 children in Minnesota.[3]

- Expand MinnesotaCare to ensure that these children have health care including preventive care.

Millions of Minnesotans suffer in silence with serious mental illness.

- Provide mental health and chemical dependency services for more than a million Minnesotans who are underinsured[4] and almost 5,000 disabled senior citizens with serious and persistent mental illness who have inadequate health benefits.[5]

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1. Centers for Disease Control
2. Minnesota Department of Health 1996
3. Minnesota Department of Health 1996
4. Open Minds Behavioral Newsletter 1997
5. Minnesota Department of Human Services 1997

■ Increase access to qualified mental health professionals in underserved areas.

About 4,200 people with developmental disabilities have been waiting — many for as long as five years or more — for residential or family support services.[6]

■ Increase funds for residential and family support services, and home-and-community-based supports.

Minnesota also needs to maintain qualified staff who support people of all ages with disabilities.

■ Increase compensation for about 33,000 direct support workers, many of whom now make less than $8 an hour, but serve people with disabilities — all day, every day.[7]

There are senior citizens and people with disabilities who are forced to choose between paying for health care and food or rent because they don't have prescription drug coverage.

■ Make prescription drugs affordable for the more than 30,000 low-income senior citizens and persons with disabilities who have high prescription drug costs.[8]

■ Increase the Medical Assistance income standard from $487 a month to the maximum allowed by federal law.

The Campaign for a Healthy Minnesota believes that the tobacco settlement dollars should not be used for tax replacement or reduction while unmet health needs exist. Dedicate the dollars for a healthy Minnesota.

For more information about the Campaign for a Healthy Minnesota, contact Don Tomsche at (612) 777-4289, or Mary Bergstrom at (773) 714-4712.

AARP

Access Press Newspaper

Accessible Space, Inc.

Advocacy Center for Long-Term Care

ARC Minnesota Association of Residential Resources in Minnesota

Becklund Home Health Inc.

Children's Defense Fund of Minnesota

Fraser Community Services

Independence Crossroads

Mental Health Association of Minnesota

Minnesota AIDS Project

Minnesota Association of Community Mental Health Programs, Inc.

Minnesota Nurses Association

Minnesota Psychological Association

Minnesota Senior Federation

Minnesota Star Program

National Alliance of Mentally Ill of Minnesota

National Multiple Sclerosis Society, Minnesota Chapter

National Retired Teachers Association/Retired Educators Association of Minnesota

Neighborhood Health Care Network

Older Women's League

Orono Woodlands Inc.

Southern Minnesota Independent Living Enterprises and Services

United Cerebral Palsy of Minnesota

6. Minnesota Department of Human Services 1996

7. MACMHP 1998

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Transportation

High Vehicle Occupancy Lanes (sane lanes)

Instead of dedicating the sane lanes to the use of a few people, the lanes should be opened up and used to their full capacity. If the lanes were switched each morning and evening to allow for another lane to be open during rush hour traffic, it would reduce the congestion and decrease commute times. This would likely also reduce the amount of road rage that has been increasing on our freeways in the last few years.

Rail Transport

Light rail transport (LRT) and commuter rail would both be good for the State of Minnesota in the long-term. I personally was able to experience the benefit of LRT when I used to travel to Atlanta on business. Instead of paying $30.00 for a trip from the airport to downtown by taxi, it cost me just a couple of dollars to arrive at my location by LRT. By building LRT and using our bus system in a wheel system with the LRT being the spokes and the bus system being the connecting parts, we can make the most efficient use of our transportation system. Use of the LRT will increase the use of mass transportation, reduce our dependence on the roads, reduce pollution and congestion, and ultimately save money that would otherwise be spent on road repair and expansion.

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Technology

Privacy in Advanced Technology

Governmental regulation and intrusion into advanced technology items such as the Internet should be kept to a minimum. Other than enacting laws aimed at limiting children's access to things like pornography, government should take a hands-off approach. There are numerous programs now available that will allow parents to block their children's access to sites they do not approve of. Parents are ultimately responsible for their children. Government does not need to step into the parent role: they should be allowed to make their own decisions as to what they wish to let their children be exposed to.

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Taxation

State Budget Surpluses

The legislature is overtaxing us when it piles up $4 billion in surpluses in 4 years. I support lowering residential property taxes and the state income tax. I'd support a state law that automatically triggers the return of all surplus funds to the people whose money produced the surplus. The return of surplus funds would be triggered when the surplus exceeds a specified percentage of the budget.

Consumption Taxes

A national consumption tax would equalize the federal tax burden. Those who chose to save their money would no longer be penalized by the system. The income tax penalizes people for working and for saving their money in interest earning accounts. With a consumption tax, everyone would only be taxed on what he or she chooses to purchase.

Such a system also allows individuals to get their money before the government does. Each person then, in effect, decides how much the government will get based upon their individual spending choices. If people had to actively pay their taxes as opposed to the current passive system, it would result in lower taxation and fewer pork barrel programs being passed. Such a program would also ensure the government curbing its spending when the economy is weak, and learning to live within its budget.

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Sports & Recreation

Personal Watercraft

Personal Watercraft should be operated under the same laws and restrictions that all other boats and watercraft operate under in the State of Minnesota. Manufacturers are already responding to noise complaints by designing and building new personal watercraft that operate with just 50% of the noise levels of current craft. Market pressure is showing that changes can and are being made without the need for legislative action and additional governmental intrusion into peoples lives through new regulations.

Stadium Funding

A new baseball stadium should not be funded with public taxpayer money. When owners and players are making millions, the stadium should and can be built with private money.

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Social Issues

Abortion

The decision of whether or not to have an abortion does not belong in politics. It belongs with the woman, her family, her physician and possibly her clergy. The choice is personal, not political, and should stay that way. We have too much governmental intrusion into peoples' lives, we should decrease that intrusion, not impose it upon something that should be so personal.

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Infrastructure

Transportation

All transportation related-user taxes, such as gas taxes, license fees etc., should be directly placed in the transportation department budget, rather than going into the general budget. If all of the transportation-related taxes were applied to the transportation budget, we should then be able to easily determine if the budget is adequate, or if it needs to be increased or decreased. The application of some of these taxes to other budgetary needs has left the transportation system in a weakened condition.

The development and usage of a strong rail/bus system would be good not only for the metropolitan area, but in the long-term it would be good for the State. It should be developed in a wagon-wheel type plan, with the light rail lines providing the spokes of the wheel, and a bus system/park and ride system connecting the spokes. The Atlanta, Dallas, Chicago and Washington, D.C. systems are good models. Development of commuter rail and/or light rail systems will reduce congestion, pollution and wear and tear on our freeways and streets.

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Immigration

Illegal Immigration

Illegal immigration is just that, illegal. We owe those individuals who are illegally in the United States emergency medical treatment when it is needed, but no education benefits, financial assistance or other benefits that all legal immigrants and U.S. citizens are entitled to. The legal immigrants and American citizens pay for their benefits through taxes illegal immigrants do not. If we provide free education, non-emergency healthcare and other services to illegal immigrants, our actions encourage and support illegal activity, rather than discourage or punish it.

Legal Immigration

Legal immigrants should be granted all of the benefits the United States has to offer. The United States encouraged or granted these individuals the right to reside in our country, we should make them welcome. That is not to say that legal immigrants should be given a free ride, they should know in advance, that when they come to the United States, they are expected to work and support themselves, just as natural-born citizens are expected to do.

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Healthcare

Mandating Insurance Coverage

Government interference should be kept to a minimum. The government and insurance companies should not be telling physicians how to practice. What works for some may not work for others. If there are cases where a new treatment works, by curing a patient or adding significant amounts of time to their life, the treatment may no longer be experimental.

Minnesota Care

Minnesota Care has been good for the children in our state. We should make stronger efforts to identify the children who are eligible to be in the system, but are currently without healthcare. The State should also be paying for immunization shots for children to immunize them against communicable diseases such as chicken pox, whooping cough and the flu.

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Guns

Concealed Weapons

I will support legislation that permits some citizens to carry concealed weapons. I will not give carte blanch approval to all types of concealed weapons. People who want to carry concealed weapons should be prepared to demonstrate certain competencies with their guns, just as the police must do.

People who want to carry concealed weapons must be able to prove that they can use a gun safely, hit a silhouette target rather than innocent bystanders, and prove they have no criminal history. Applicants should complete a gun safety and training course for their requested weapons. They should be able to show competency and accuracy in weapon use, both at the time of purchase and periodically thereafter.

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Jesse Ventura For Minnesota Governor

Government And Political Reform

Overview

Our political system needs reform, now. Campaigns have become so expensive that the average person cannot afford to run for office without selling out to the special interest groups. We also need to get rid of the soft money before the political parties and the candidates get too used to it, and completely dependent upon it. This is wrong.

Campaigns should be based on the issues of the day, not on who has the most money or greatest access to the special interest groups. I will not accept money from any PACs or special interest groups. My votes will belong to the people, not to whoever is paying me to vote for their preference. I believe in public funding of campaigns. That would encourage all qualified candidates to enter the field, not just those who are financially well off. Each major-party candidate after the primary elections should receive equal funding.

Political Action Committees (PAC's)

Taking special interest money or PAC money binds and indebts the receiver to the donor. By refusing special interest group and PAC donations, Jesse Ventura can be accountable to the people, not to the group paying him to vote for their interest.

Term Limits

The time for term limits is here. No one should serve their country for a term longer than that of the President of the United States. If someone wants to serve more than eight years, they should be forced to sit out for two years in between their races. This will require the individuals to get out of the system and back to the people so they will not be so disconnected from the voters.

Legislators' Pay

If we increase the pay of the legislators, they could afford to take the job and devote all of their working hours to the position. This would give the legislators greater incentive to address the legislative business and make them more available to their constituents. Eliminating legislators' pension pay would also reduce the cost of running government, remove the incentive to become a career politician and encourage those who run to do so because they truly want to provide a service to the public.

Initiative and Referendum

Initiative and Referendums give people the right to bring things before the general population that the legislature cannot or will not. Government is supposed to be for the people, by the people. The powers of initiative and referendum directly support that proposition. We must ensure, however, that these powers are not overly broad as they can lead to abuse and the destruction of minority or unpopular viewpoints. Initiative and Referendum must not be used to limit free speech.

Tort Reform

Tort reform can help our business community. One method of reform would be to put caps on medical malpractice cases so that the awards are truly proportional to the damages.

Unicameral Legislature

A unicameral legislature will cut government expense, increase the legislators' accountability to their constituents and improve efficiency. Nowhere other than in our government do we pay two groups to perform the identical job. If we eliminated one of the legislative bodies, we would also eliminate the conference committees. A unicameral legislature would limit the amount of vote trading and political protection that legislators currently practice. If we make each term four years in length, then the legislators can focus on their jobs, not on campaigning and fundraising for the next election, the day after they win the first election.

Year-Round Legislature

Having a year round legislature would prevent the need for costly special sessions. If one year of the two-year cycle were devoted to new legislation and the second year to reviewing and analyzing old legislation, the voters would know the laws on the books are current and applicable to the situation at hand. The legislators would truly be available to their constituents year round, in more than name only.

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Environment

Recycling

Humans in general are very wasteful with our natural resources. Recycling is positive way to conserve and preserve our limited resources. We could however be managing our current recycling programs better and more cost-efficiently than we currently are. We should be actively searching out effective and efficient ways to recycle the resources we are consuming each day.

The largest problem right now is there is too much raw product to be recycled especially plastic, and too little finished product. There is not a large enough market for products made of recycled materials, because the cost is still too high to make it a competitively priced resource.

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Jesse Ventura For Minnesota Governor

Education

***Note:* As Mae Schunk's biography shows, Jesse's running mate is a career educator.** Jesse picked Mae as his running mate because of her strengths in education. Jesse's positions on education were developed with a heavy reliance on Mae's expertise in this field.

Jesse knows taxes and public finance. He knows how to get things done in government. Mae is strong in education and knows what needs to be done to improve the quality of education in Minnesota. Education is a top priority for both Jesse and Mae. Together, "The Body" and "The Teacher" serving as Governor and Lt. Governor will address education in Minnesota as outlined below.

General Overview

Schools are top-heavy with administration costs that can and should be cut to ensure that we are providing our children with the education that they really need. Curriculums should be reviewed to ensure that the classes being taught are relevant, educational and applicable to the children's lives. Pouring more and more money into the school system is not the answer, if it doesn't fix the problem. Overall, Minnesota's schools are among the best in the USA, but recent test scores show that there is still room for improvement.

Student/Teacher Ratios In The Classroom

See Position Paper On This Topic

Computers and Internet Access

I support the current initiatives to provide computer and Internet access for all of our public schools. The public/private cooperation that is currently in effect to lay the cable network to outstate Minnesota is an example of how the State can effectively work with private businesses to everyone's advantage.

Mainstreaming Disability Students

Mainstreaming students with disabilities into the public school system is generally a win/win situation. My daughter has a disability and I have seen only positive results from her being mainstreamed into the regular schools. There may be some situations or a few students with disabilities for whom mainstreaming is not in their best interests, but I believe those cases are few and far between.

Busing

Desegregation busing

We have tried desegregation busing, and found it did not work. I say get rid of it. We need to return to having neighborhood schools. Every individual in Minnesota has a choice in where they live. By making the choice of where they live, they should be making a simultaneous choice of where their

children will be attending school. Neighborhood schools encourage pride in school teams, students and the neighborhoods. They create harmony. If you are living, working and attending school in your own neighborhood, you will be more likely to know your neighbors, take care of your residence and watch out for each other.

School Bus Seatbelts

Installing seatbelts on school buses could save lives and reduce the number and severity of injuries. We have improved school bus safety in every other way; let's stop overlooking one of the most basic. Car seatbelts save thousands of lives every year. If a school bus seatbelt saves even one life, it is money well spent.

School Bus Monitors

In addition to putting seatbelts on the school buses, I believe we should put a monitor on each bus. The monitor would help supervise the students, leaving the driving to the bus driver. To find a monitor for each school bus, we could create a volunteer base made up of parents, retirees, concerned citizens and neighbors. Another potential base of volunteers could come from welfare recipients in need of basic job training skills. There are ways to work this out. If we are innovative and put our minds to it, we can do it.

Standardized Testing

Schools should be teaching all of our students certain minimum standards, such as basic reading, writing and mathematical skills. We should keep governmental interference into our schools to a minimum. We should have no unfunded mandates from the federal government, and any skills testing should be done at the local level. The Federal government should stay out of our local schools unless there is a situation so bad that it is declared a disaster, each school is and should continue to be unique. The classes that each school offers its students beyond the basics may not be of equal value to all students. Teaching should not become synonymous with fast food franchises. We must allow teachers and schools to teach students in their districts the courses that will benefit them the most.

Vouchers

I am a proud product of the Minnesota public school system. Instead of giving families vouchers, tax credits or deductions to help their children get into private schools, I believe we should be supporting our public school systems. A recent survey showed that 72% of the respondents preferred improving public schools to vouchers. 21% wanted vouchers and 7% were unsure. When a good system becomes inefficient or ineffective, the best solution is not necessarily to just get rid of the system. The best solution is to identify the problem areas and promptly implement solutions to fix them. Instead of bashing our public school system, we should be identifying what works and why it works. We should then be copying or adapting that solution in the problem areas. If the parents, businesses and communities all work together to support our teachers and schools, we can conquer the problems.

Business and Higher Education

Industry and business should be asked to make provision for student jobs and some on-the-job training. If a student worker looks promising, there

could be consideration for grants to further that student's education. The student could be encouraged to make a commitment to stay with the company for a pre-determined amount of time, so the company could feel confident that they would be recouping their investment. If the student chooses to leave before the time commitment had expired, he or she would accept responsibility to repay a pro-rata share of the sums the company provided for education.

Business/education partnerships with institutions of learning need to be promoted. Business wants educated/skilled workers. More involvement by the business sector in the education field would be encouraging to post-high school graduates.

Student and Family Financial Responsibilities For Higher Education

It is the responsibility of the parents to supplement their children's college education. The student, too, can contribute to his/her education with part time and summer jobs with businesses and industry. There is scholarship and grant money available for those students who do exceptionally well in school. Lower interest loans are also available.

Students should take some financial responsibility for their post-high school education. Few people appreciate things that have been given to them as much as they do the things they have earned. College education should not be a free ride. The student and families should take the initial responsibility. Grants, loans, and part-time jobs should address the next level of responsibility. If the voters are willing to support the cost, the State of Minnesota should accept the final step in responsibility and pay for the student's last year of college education. Consideration should be made for disadvantaged students who demonstrate high potential for successful post high school education.

When I talk with students on the campaign trail, and they ask me about State-paid tuition, most come around to my way of thinking when I explain that by paying their own tuition today, they will avoid higher taxes to pay other people's tuition for the rest of their working lives.

Parental Involvement in K-12 Education

Without full parental involvement and support, we will not turn our public schools around. There are multiple ways we can encourage or obtain familial involvement. We can:

a. Provide meaningful activities for parents, grandparents and senior citizens to participate and be involved in the education of children.
b. Provide programs for parents that include academic classes, literacy training, early childhood education, children's health care, and assistance in finding helpful services in the community. Create a community of learners. Provide after-school classes for parents and children to learn together.
c. Teach parents how to help students with homework and about the importance of communication with the teachers. Encourage parents to read to their children every day.
d. Encourage and expect parents to be part of the governance process of the school.
e. Use technology to link parents to the classroom for homework hot lines and for communication between parents and teachers.

Aggressive and Disruptive Classroom Behavior

Aggressive and disruptive classroom behavior interferes with teaching and learning. To avoid and limit this behavior, we can:

a. Teach conflict management and peer mediation to students starting in Kindergarten through grade 8. Negative comments lead to abusive physical behavior, which leads to fear, lack of motivation to learn and poor achievement.
b. Develop a systematic procedure for solving disruptive behavior and violence problems.

Prevention of Violence in our Public Schools

Our schools should be a safe place for our children to go to each day. They should not be in fear of weapons or acts of violence. To promote a safe place we can:

a. Support initiatives that schools and communities take to prevent acts of violence.
b. Call on parents to be more responsible for their children's behavior and to ensure that their children do not have access to any weapon.

Improving Public Education

We must improve our public schools. Unfortunately, the answer is not as simple as "give the schools more money." What can we do? We can:

a. Improve student literacy by expecting all children to read by the end of first grade.
b. Help students develop a firm foundation of learning skills by reducing primary class sizes, grades K-3.
c. Improve math and science achievement through problem solving in real life learning experiences.
d. Encourage and enlist greater parent participation in school improvement efforts and in decision making.
e. Become a community of partners in learning: create a strong sense of responsibility and accountability for teachers, students and parents, provide a variety of opportunities for parents to learn and be involved in their children's education throughout the year.
f. Encourage more school-community partnerships to provide volunteer tutoring, mentorships, internships and school-to-work programs.
g. Support and take part in school and community initiatives to prevent acts of violence.
h. Encourage all high school students to take a class about parenting and family responsibility.
i. Provide quality time for professional staff development to improve curriculum instruction.
j. Provide a curriculum that reflects cultural diversity.
k. Wire every classroom to the Internet and provide staff development for training, effective curriculum suggestions and adequate resources.
l. Provide opportunity for community service programs that will apply to academic credit for graduation.
m. Provide more creative programs for all interested students for after school and during the summer.
n. Develop high expectations.

o. Act as if we mean it (because we do) when we say,

"KIDS BELONG IN SCHOOL!"

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Crime

Death Penalty

Federal law pre-empts state law. Although Minnesota does not have the death penalty under its laws, the sentence does exist in Minnesota under certain federal laws. Until a sentence of life in prison always actually means life in prison without possibility of parole, we can not eliminate the death penalty.

Medical Use of Marijuana

Making marijuana legal for medical use would ease many individuals' intractable pain. Studies and individuals have indicated that medical use of marijuana can significantly aid sufferers of glaucoma, chronic pain and the pain associated with terminal cancer. Because the use of marijuana can relieve symptoms with minimal side effects to the user, at a reasonable cost, and can be administered under the care and advice of a physician, we should not withhold this treatment option from so many people who could benefit from it.

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Community Planning

Metropolitan Council

We need to take a serious look at whether or not we really need the Metropolitan Council for the Twin City area. The Council adds another layer of government in the 7-county metropolitan area. In these counties we must deal with the State government, County government, City government, Township government, Special Administrative District governments (Soil & Water Administrations, Park Boards, School Boards etc.). Nowhere else in the State of Minnesota do we add this additional layer of government.

If the decision is made to keep the Metropolitan Council, the members should be elected to their terms of office. Instead of holding another election, we should tap into resources that are already available. Cities should take turns putting their mayor on the Council. In most cities, mayoral positions are part-time jobs, as are the positions on the Metropolitan Council so one person could easily fill both positions.

Urban Sprawl

We need to make inner-city living and development attractive. If we don't, we will end up with decaying inner cities surrounded by thriving suburbs. Unless we achieve zero population growth, it must be understood that the communities are going to continue to grow and expand. Instead of trying to prohibit the growth, we need to direct it in a manner that allows for the best use of the land and resources.

Support systems such as sewer and water lines should be extended to the new development, so as to limit the stress those septic systems and wells put on the environment. Farmers and individuals however, need to be protected from being forced to sell their land due to skyrocketing property taxes or utility assessments.

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Business

Corporate Welfare

Many different things are called corporate welfare. What appears to be corporate welfare to one person, does not look like it to another. I would suggest that we look at corporate welfare on a case by case basis. We should develop a philosophy of acting in the best interests of the State of Minnesota, not what is best for the pocketbooks of a few individuals.

Retention of Businesses in the State

The best way to keep businesses in Minnesota is to lower taxes. Everyone from businesses to individuals pays too much in taxes, in too many ways. We need to identify the services that should be provided by the government, and those that can be provided by the private sector. Next we need to find the ways the government can most efficiently offer its services, and encourage the private sector to competitively and efficiently provide its services. We should encourage the private companies to work with all levels of government to create jobs and provide services in ways that are not currently happening.

Small Business Development

The very nature of capitalism encourages people to think in new and innovative ways. We should find ways to reward and encourage individuals to create and develop small businesses.

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Boundary Waters Canoe Area (BWCA)

Boats and Motorized Portage Assistance

The BWCA should be maintained in its current form as a pristine natural asset. No further lakes should be opened up or closed to motorized watercraft. Lakes that are currently open to motorized watercraft should be fully accessible by portages. Banning motorized-vehicle-assisted portaging between lakes that are open to motorized watercraft is nothing more than an artificial ban on motorized watercraft. Regarding the lakes on the edge of the BWCA, unless a practical line can be drawn delineating motorized from non-motorized approved areas; the lakes should be classified for use either as fully motorized or non-motorized.

Snowmobiles in the BWCA

Snowmobilers in the BWCA follow set trails and roads. No additional areas should be opened for the snowmobile use. The BWCA should be kept in its pristine natural condition. Areas in which motors of all forms are currently banned should be left to the animals, cross-country skiers and hikers.

Wolves in the BWCA

Humans are and should remain at the top of the food chain. We need to co-exist with the wolves. If the wolves start endangering people, people need to know that they are free to protect themselves without fear of retribution. Timberwolves in Minnesota are currently protected by federal law and are listed as threatened under the endangered species act. If the federal government takes the wolves off the threatened species list, I would not oppose a wolf-hunting season. We need to find the optimum balance between wolf and human populations.

BWCA Regulations

In the future, before any current regulations are revised or new regulations are developed for the BWCA, the federal government should be strongly encouraged to seek the input of the area residents, park users and all other residents from the State of Minnesota. This will help to ensure that any new or revised regulations are practical. It should also maximize the positive impacts and minimize any negative impacts the Rules/Regulations may have on the park ecosystem, the neighboring residents, the park users and the State of Minnesota.

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Agriculture

Feedlot Restrictions

If the legislature is truly going to study the issues and environmental effects of large feedlots, a limited moratorium on new or expanded large feedlots is appropriate. It is better to err on the margin of public safety when we don't know what the effects of huge feedlots and manure pits are on the environment. A moratorium should be as narrow as possible, temporary in nature, and given a sunset clause so as to force action on the issues.

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How Jesse started out – James James

Dean Barkley factor

The campaign –

The transition – Low advisory group was selected.

Commissioner selection

Govt. reform

tobacco

diversity

image

Draft

"WE WILL NOT FAIL"

Governor-Elect Ventura and Lt. Governor-Elect Schunk believe in:

- VALUES OF SELF-SUFFICIENCY AND RESPONSIBILITY: "Our state government was established for the security, benefit and protection of the people, in whom all political power is inherent, together with the right to alter, modify or reform government whenever required by the public good." (Article I of the Bill of Rights, MN Constitution). Delaying child-bearing; accepting consequences of compulsive behavior without government assistance; paying for crimes; serving yourself and country through higher education or military service.

- A LIMITED ROLE FOR GOVERNMENT: "The legitimate object of government is to do for a community of people whatever they need to have done, but cannot do at all, or cannot do so well in their separate or individual capacities. In all that people can individually do for themselves, the government ought not to interfere." Abraham Lincoln. "Love is bigger than government." Governor-Elect Ventura

- PUBLIC EDUCATION [AND LIFE-LONG LEARNING]: The constitutional obligation to provide a uniform and efficient system of public education (Article XIII, section 1) compels and enables everyone to ensure that every child has an opportunity to achieve his or her fullest potential by graduation; learning never ends, especially in an era when a changing workplace requires a learning attitude.

- AN INVOLVED CITIZENRY ENGAGED IN SPIRITED DEBATE: Never below 70 percent of eligible voters exercising their right to vote in a general election; active encouragement of youth to become knowledgeable about and involved in the decisions that affect them. No such thing as a stupid question. Open debate at all levels of government, characterized by clear, plain talk (KISS) and clear, plain decisions.

December 1, 1998

Guiding Beliefs
Ventura-Schunk Administration

These are the guiding beliefs of the Ventura-Schunk administration. They will guide the administration in reviewing and initiating policies and programs. If a proposal helps advance these basic beliefs, it will have a high priority.

Self-sufficient, responsible people and an accountable, limited government

- Look to yourselves first for strength. Make smart decisions and take responsibility for your life and those closest to you.
- Government shouldn't be involved in what people can do for themselves. Loving and helping one another will get us farther than government programs and commissions.
- Government should lift people up so they can help themselves and one another.
- Inertia and "That's how we've always done it" don't cut it. Government doesn't exist to sustain itself on policies and programs that no longer serve the people.

Public Education and lifelong learning

- Government will be the catalyst for -- not necessarily the provider of -- lifelong learning that enables satisfying personal and working lives in a fast-changing world.
- Strong public education is vital to giving every young person the opportunity to achieve their potential.
- Education should help people make good decisions in their personal, family, community and civic lives at the local level, where it counts.
- Parents, students and teachers should help make education as effective and uncomplicated as possible. What about administrators and school board members? (Is this a WW question?)

An engaged citizenry speaking up and affecting policy

- Encourage and celebrate citizen involvement in public life from all ages and communities. Ask questions freely, because there are no dumb questions.
- Encourage public leaders to leave the halls of government and the beltway and listen to the people.
- Invite real people inside government deliberations, not just lobbyists and special interests.
- Don't use jargon and insider language that makes government distant from real people. Speak and write plainly.

December 1, 1998

Commissioner Qualities

Competence/Merit.

Loyalty.

Commitment to Public Service/They Have to Really *Want* To Do This.

Reform-Minded/Out-of-the-Box Thinkers.

Work Ethic.

Great Managers/Team Leaders.

Ethical.

Inclusive/Engaging of Broad Citizen Input.