



Emily Anne Staples Tuttle papers.

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OUR GOVERNOR
CAN BEAT UP
YOUR GOVERNOR



Commentary

9-step economic program for Minnesota's new governor

Better education, permanent cuts in state's taxes, streamlining of services proposed

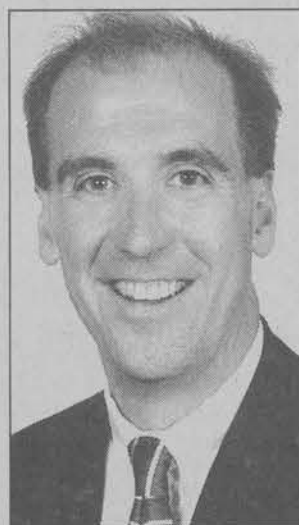
By Jack Uldrich

As Minnesota's next governor, Jesse Ventura will play an instrumental role in shaping the state's economy. To help position Minnesota in the global economy of the 21st century he should consider, at a minimum, the following nine steps.

➤ **Education reform.** Education is the foundation of all progress. Therefore it is imperative that education be state government's top priority. The governor-elect has indicated that he is committed to reducing class-size. Unfortunately, it is not enough to have smaller classes if you still have bad teachers teaching bad curriculum.

The keys to improving education are greater choice and increased competition. Just as these ingredients put constant pressure on business to provide quality products at reasonable prices; so can schools and their 'customers' — the children — similarly benefit from increased choice.

➤ **Work force development.** Constant learning is an absolute necessity in today's work place. Minnesota can no longer afford to



About the author

➤ **Jack Uldrich** is director of government affairs for the American Plastics Council and was the 1996 Republican and Reform Party candidate for Congress in Minnesota's Fifth Congressional District.

target educational resources to a limited population for six hours a day, 180 days a year. Education must be a year-round, lifelong program. Longer school years, innovative work apprenticeship programs, school-to-work initiatives and job-shadowing programs must all be considered. Moreover, the Internet must be tapped to

create a "virtual university" that will provide citizens of all ages, backgrounds and trades the updated skills they will need to function in the workplace of tomorrow.

➤ **Permanent tax cuts.** For the 13th time in six years, the Minnesota Finance Department is projecting a surplus budget. The latest figure is \$3.3 billion. In spite of this astounding performance, Minnesota remains one of the highest taxed states in the country. If Minnesota is to retain existing businesses and entice new companies, lower taxes are essential.

At a minimum, the governor-elect should implement Gov. Carlson's recommendation of an immediate taxpayer rebate of \$1 billion. The long-term solution to lower taxes is even more straightforward — spend less. By reducing the "price of government" in Minnesota a mere 1 percent (from its present 17.5 percent to 16.5 percent), taxes can be permanently cut by \$1.3 billion a year!

➤ **Embrace electronic commerce.** The Wall Street Journal recently reported that e-commerce is expected to grow to \$300 billion by 2002. To ensure that Minnesota remains competitive in this area — and reaps the many benefits of this burgeoning industry — Minnesota must demonstrate its commitment to the growth of the industry by supporting a three-year tax moratorium on the Internet. This moratorium will help ensure that Min-

nesota is able to attract its share of the high-tech, high-paying jobs associated with this industry.

➤ **Streamline government services.** A myriad of state departments and agencies provide useful services to the business community. Unfortunately, businesses rarely require the services of just one of these agencies. From permitting to licenses to regulations, many other states are far ahead of Minnesota in streamlining services for businesses. In fact, Florida has created Enterprise Florida, a quasi-public-private partnership dedicated to providing businesses a "one-stop shop" for the tools and information they need to grow. Minnesota must consider creating a similar program or risk being left behind.

➤ **International trade.** Minnesota's long-term health relies on international trade. Agriculture, medical technology, manufacturing and even services are all increasingly dependent on international trade. More importantly though, an increasing number of small businesses — the lifeblood of this economy and the creator of 70 percent of all new jobs — are looking to expand into the international arena. The state can facilitate this expansion, and in the process help the state economy both diversify and expand, by utilizing export tax credits.

➤ **Brownfield development.** Significant amounts of land — many in economically underdeveloped areas — lie idle because of past contamination. By encouraging the private sector to clean up environmentally damaged areas through the selected use of tax credits, the business, the local community and its citizens can all benefit.

➤ **Tort reform.** For too long our legal system had been content to haggle over the existing economic pie rather than contribute to its expansion. For Minnesota to remain competitive, prudent changes in the tort system must be enacted. These include capping certain punitive damages, reduc-

ing the number of frivolous lawsuits and modifying the state's joint and several liability clause.

➤ **Focus on existing business.** Every business person knows that it is much easier and more cost-effective to keep an old customer than to find a new one. Unfortunately, this is a lesson that is lost on many states. Since 90 percent of Minnesota's future growth will come from existing companies, it only makes sense that our efforts are better directed at serving these "customers." From heeding their continued concerns about high workers' compensation costs and property taxes, to addressing their need for trained employees, the state must continue to further improve areas where modest progress already has been made.

The governor-elect has a great opportunity before him. If he is to succeed, he must continue to rely on the entrepreneurial spirit that he so vividly demonstrated in his campaign and now apply it to the business of preparing Minnesota for the new millennium.

Jesse Ventura, Minnesota's governor-elect, can take a number of steps to ensure that the state's economy keeps humming.



December 14, 1998

Dear Emily Anne:

I wanted you to be aware of my interest in serving the Ventura Administration, preferably in some international liaison capacity.

In several states, the Governor's Office has a trade representative or liaison with the business and cultural community. I would like to suggest that type of position for Minnesota.

I think the administration would benefit from having someone to develop an international work plan and serve as a coordinator with the various international business groups, consulates, the Minnesota Trade Office, educational institutions, other state and regional resources, and individual businesses. Because of my communications background, I would also be in a position to maximize Minnesota's position as an "internationally minded" state both here and in international markets.

We've talked about Hennepin County's on-going ambitions to make the region more internationally competitive. Many groups and individuals have been calling for better collaboration for some years. The Minnesota Legislature recently created a half-time international affairs coordinator position to improve scheduling and briefings for legislators. I was nearly successful in merging that half-time job and key elements of my Minnesota Trade Office job into a state "international ombudsman" position and had several meetings with the director of the Legislative Coordinating Committee. However, in the end legislative leadership decided to start small and keep the position separate from the administrative branch.

Still, I think there is enough interest and support for a statewide international affairs coordinator. Someone working within the Governor's Office would be in a very good position to accomplish something for Minnesota's international community.

I hope you support my efforts to gain the attention of the transition team!

Thank you.

Sincerely,

Kathy Stone

61 N. Dale St. #1, St. Paul, MN 55102, 651-297-1491

December 11, 1998

Wendy Wustenberg
Office of Governor-elect Ventura
B5 Capitol Building
75 Constitution Ave.
St. Paul, MN 55155

Dear Ms. Wustenberg:

It was a pleasure for the Department of Trade and Economic Development to welcome Governor-elect Ventura, Lt. Governor Shunck and members of the transition team to our offices last week. I would like to reiterate Alice Negratti's comment then that I am interested in and available to lend support to Governor-elect Ventura and the transition team. Realizing you are staffed with many qualified volunteers at this time, I hope ultimately to be considered for full-time employment with the governor's office.

I have worked with the Department of Trade and Economic Development, Minnesota Trade Office since I started in 1988 as a copywriter/editor. I have strong media relations, writing, organization and planning skills. Working in DTED I have developed a solid knowledge of our state's business environment, and of international business issues specifically.

My experience with the Minnesota Trade Office has allowed me to develop a unique set of skills in the area of international public relations and marketing. I have developed numerous contacts with the dozens of international business and civic groups in the state. I can tell you that many of them are very excited to have Mr. Ventura representing the state internationally as well as domestically.

Further, through strong communication and project planning skills I can help your team address the needs and concerns of not only business interests in the state, but the public in general.

Thank you for your consideration.

Sincerely,



Kathy Stone

cc: Alice Negratti
Emily Anne Tuttle
Teresa McFarland

Kathlyn K. Stone

61 North Dale St., #1 St. Paul, Minnesota 55102 USA 651/227-4321 (h) 651/297-1491 (w)

OBJECTIVE

Leadership position within a public service environment where I can apply my 18 years of strategic planning, communications and program management experience.

EXPERIENCE

Director of International Business Development/Communications

Minnesota Trade Office, Department of Trade and Economic Development, St. Paul, MN, 7/94-Present

- Develop and implement communications work plans involving visiting delegations, from heads of state to foreign business delegations
- Proven track record in providing strategic media relations and marketing communications for state's exporting community, support and advise state officials responsible for export development and foreign investment
- Promote Minnesota industries in international markets through media relations, publications and trade shows, special events
- Collaborate with public and private external international organizations to present briefings, forums and awards programs
- Prepare high-impact speeches and editorials and write or assign news releases, magazine articles, ad and brochure copy
- Serve as managing director of the *World Trade Center Corporation*: Products include membership, videoconferencing and educational marketing materials, newsletter for international business community
- Supervise writer, graphics and production staff, contract vendors
- Division representative during development of two generations of web sites, provide content and conversions for web site, serve as web monitor and respond to or refer inquiries

Communications Specialist

Communications Office, Department of Trade and Economic Development, 7/88-7/94

- Lead staff in providing broad range of communications support for the Minnesota Trade Office division of Trade and Economic Development

Writer

Minnesota Senate, St. Paul, MN, 1987 and 1988 Legislative Sessions

- Became knowledgeable on the lawmaking process by reporting on legislation introduced in the Senate Agriculture, Commerce, Employment, Environment, General Legislation, Local and Urban Government, Taxes and Tax Laws, and Transportation Committees for Senate publications.

Director of Community Services and Public Information

Vermilion Community College, Ely, MN, 7/84-7/86

- Developed and managed public information, continuing education, outreach and arts and lectures programs

Staff Writer -- *Mesabi Daily News*, Virginia, MN, 8/81-9/82 General assignment reporter, photographer

News reporter -- *The Ely Miner*, Ely, MN, 5/80-8/81 General assignment reporter, took news photos

Free-lance work -- 1982-1997

Grand Gazette (St. Paul neighborhood newspaper) -- Personality profiles

St. Paul Pioneer Press - Feature articles for outdoor section; feature photos

Hastings Star Gazette - Feature stories on county history and outdoor recreation; news photos

Duluth News-Tribune - Investigative stories on topics including the timber industry and education for the gifted and talented; spot news

Mesabi Daily News, Virginia, MN - Feature articles; news photos

Ely Echo, Ely, MN - Features and city government articles

McLagan Temps, Eagan, MN - Conceptualized and implemented design and marketing materials for new start-up company

Miscellaneous media placement for business executives

EDUCATION

B.A. Communications - 1980, University of Minnesota - Duluth

Continuing Education Courses:

Intercultural Communication, University of Minnesota - Twin Cities

Graphic Design, University of Minnesota - Twin Cities

Visual Communications, University of Minnesota - Twin Cities

Advertising Copywriting & Layout, University of Wisconsin - Madison

Additional external training in accessing and applying international trade data as a research and marketing tool, radio news, media relations, international business issues, advanced writing and editing, desktop publishing

PROFESSIONAL DEVELOPMENT/VOLUNTEER WORK

Minnesota International Center

International Trade Data Users Group

International Association of Business Communicators

World Trade Week Inc., Public Relations Director

Communication Center for the Blind, volunteer reader for "Dial-In News"

University of Minnesota School of Journalism and Mass Communication Mentor Program

International travel for business and personal interest include trips to Belize, Canada, Guatemala, Hungary, Iceland, Mexico, Norway, Sweden, Taiwan

AWARDS

Minnesota Department of Trade and Economic Development

Achievement Awards -- May 1990, June 1991, May 1992, June 1996

Employee Recognition Awards -- February 1993, September 1994, 1995, 1996 and 1997

Minnesota Association of Government Communicators

Award of Excellence - Speech Writing, June 1991

Award of Merit - News Writing, May 1992

American Economic Development Council Publication Awards, May 1991

Best of Class - 1989 MTO Progress Report

Best of Class - 1990 MTO International Business Services Directory

Best of Class - MTO Family of Publications

Honorable Mention - Gorbachev Press Kit

May, 1994: Best of Class - 1994 Minnesota Trade Statistics Factbook

April 1996: Excellent -- International Business Services Directory

National Association of Government Communicators

2nd Place for News Writing, January 1993

Minnesota World Trade Center Corporation Board of Directors

"Beyond the Call" Award, December 1997

World Trade Week Inc. Board of Directors

Award of Recognition for Public Relations Assistance, May 1998

SPECIAL SKILLS AND ATTRIBUTES

Possess breadth and depth of project management and communications knowledge through 18 years of experience.

- | | | | |
|---------------------|------------------|---------------------|----------------------------|
| • Strategic thinker | • Self motivated | • High energy level | • Strong writer and editor |
| • Focused | • Team player | • Organized | • Intuitive |
| • Diplomatic | • Expedious | • Analytical | • Impartial |

Hennepin County

An Equal Opportunity Employer

To: Emily Ann Tuttle *ew*
From: Gretchen Wronka, Youth Services
Subject: Attached invitation to HCL Technology Demo
Date: 12/4/98

We loved you as our commissioner, as a Library Foundation board director you're dynamite, but this transition team business has us in some awe...thus our delicate entre into what must be an extraordinary time for you.

You'll see on the attached flyer that HCL is hosting a technology demonstration for the Hennepin County Legislative delegation, including those from the City of Minneapolis, on Tuesday, December 8. Of course we sent an invite to the Governor-Elect which has probably landed in a pile of 10,000 or more. But we'd really like to invite you, with your close affiliation to HCL, to attend to see first hand some of the dynamic activity in the library. I'm sure that you're already bringing the message to the new administration about the exciting role public libraries play in an information age and this demonstration will give you some additional background.

I attended a rehearsal of this 45 minute demo and the staff involved have done a tremendous job (using that technology, of course!) of describing three particular projects which are changing the way HCL does business. Bill Oyler, a senior from Minnetonka High School will show his web page, linking the school and the Minnetonka Community Library. In about five minutes he opened my eyes to the enormous potential of students using these electronic library resources. They will be so smart!

We're pleased that Governor-Elect Ventura is from HCL's service area and we want him to know that "his" library system is the greatest! We've promised that this session won't last longer than 45 minutes. Chris DeGraff, new Foundation Director will be there, as will Charles and we hope lots of legislators. It would be a delight and honor if you and any other transition team staff would be able to attend.

Hennepin County Library Administrative Offices

12601 Ridgedale Drive
Minnetonka, Minnesota 55305-1909
(612) 541-8530

An open invitation to Hennepin County Commissioners and Hennepin County Legislators and Legislative Staff

**America Links Up
@ the Library**



You are invited to learn how your constituents are connecting to the Internet and other electronic resources at Hennepin County libraries. A 45-minute lecture demonstration will describe:

KidLinks



...computer centers geared to the information needs of children, where children and families can come together to explore technologies in an environment of support and training. Three KidLinks centers will open in December — at Brookdale, Brooklyn Center and Maple Grove libraries — with major funding (\$328,358) from a State of Minnesota Library Site Technology Grant.

Job & Career Information Center

...an award-winning program at the Brookdale Library, where an extensive collection of job-related books and audiovisual



materials are combined with Internet and electronic resources and special workshops to help people find the right job. The Center fills a need for a variety of job seekers, including students, welfare-to-work clients, and executives.

General Internet Use in the Libraries



...including the unique kinds of information the Internet provides, training offered everyday to the public, the librarian's role in selecting and recommending sites and databases, and some special collaborations.

Following the lecture demonstration, library staff can assist you in navigating the Internet and other resources.



Tuesday, December 8, 1998 • 8:30-10 a.m.

Brookdale-Hennepin Area Library
6125 Shingle Creek Parkway, Brooklyn Center

RSVP: Cindy Ahrens, Hennepin County Library, 694-8581,
by Friday, December 4

Coffee will be served

Sponsored by Hennepin County Library

**Crystal L Wenum
692 Baker Rd
Hudson, WI 54016-7946**

December 11, 1998

Emily Ann Staples Tuttle
1225 Shoreline Dr
Wayzata, MN 55391-9507

Subject: Commissioner Rod Sando, Department of Natural Resources

Dear MS Staples-Tuttle:

I believe you are part of the transition team that is going to be choosing the new commissioner of the Department of Natural Resources. I would not presume to tell you who this person should be but for the good of the DNR, I hope that not only will you not reappoint Rod Sando but that you will make a clean sweep of the Commissioner's office. The last eight years of Rod Sando and his staff have sent the morale of the DNR employees plunging to depths that I have never seen before in my 14 years with the DNR.

Rod Sando has never been the person to carry the budget to the legislature so keeping him on for this reason as was suggested in the St Paul paper on Sunday, 12/6/98 would not be justified. Rod does not like going to the legislature. There are many employees within DNR that have successfully over the years carried the budget through the legislature and they could certainly do it again.

- Rod with his emphasis on teams at the top has truly made team a "four letter" word in the DNR. Teams work well at lower levels and many teams in DNR have accomplished many good things but at the top level they are a disaster.
- The Commissioner's Management Team (CMT) and the Senior Manager's Council (SMC) have contributed to gridlock and lack of decision making. If "heaven forbid" they did accidentally make a decision and it failed, not only was no one to blame but no one was responsible.
- Hundreds of thousands of dollars were spent to make these 2 groups into effective teams. They were never effective and more money kept being thrown at the problem.
- One of the best things about the DNR is that the vast majority of the employees are very passionate about their jobs and truly want to do a good job and protect the resources of the state. With Rod at the helm, many of these same employees have been made to feel that they do not count. If they dared to disagree with the party line, they were either be fired or punished in some way.
- I truly believe that healthy organizations need mavericks who question the status quo and make you reevaluate your decisions. The DNR by the very nature of it's work had a number of mavericks who questioned and disagreed and we were a healthy organization. When Rod came on board, these mavericks were gradually silenced and many employees felt afraid for

DNR Comm

Page

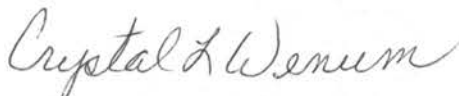
their jobs.

- The ethics of the Commissioner's office have sunk to low levels. They do not care about their employees and they spent monies on meetings that under state rules was not allowable.
- The MIS unit is allowed to give the employees terrible service and charge the divisions lots of money for systems that do not work.
- We have a bureau that openly discriminates against women and Rod will do nothing about it.

We can not afford to have Rod and his staff on board any longer. The DNR deserves to have a commissioner who cares as much for the employees that often have a very tough job to do as he/she cares for the natural resources of Minnesota. We need someone who is willing to get down in the trenches with the employees, not sit in his ivory tower if he even bothers to show up at all.

I have been with the DNR for the last 14 years and I think it's a great organization to work for. The employees are some of the best that I have ever worked with and they do care about this agency and the resources. Thank you for taking the time to read this letter and I hope you will think about the points in it when making a decision on who will head the DNR. We deserve someone who will care about the resources and the employees who are charged with taking care of these resources.

Sincerely,



Crystal L Wenum

(651) 297-1520 days

clwenum@pressenter.com

Financial Responsibility at the DNR means,

Accepting **US Wildlife** money and not using it for the intended purpose.

Result: largest audit in US history starts in January 1999.

Problem: team environment means SHARING money even on dedicated accounts.

Permanent School Trust Fund, the Trust Fund has lost more money and land under the "leadership?" of Jim Lawler and Jerry Rose in the last eight years than in its entire history! Problem: Team environment protects the wrong-doers year after year after year. When will these two be accountable?

Audit Function: The auditor was once an "arm" of the Commissioner. Now the audit function is plunged deep down into the department's structure. "The broom closet" The independence of the function is gone! Why is the current administration afraid or running a fiscally tight ship?

Team Function with All financial accounts: No Account is safe! The money is mine (commissioners) to do with as I see fit. Raid and plunder any account for any purpose regardless of legal limits.

"Get out of the office and meet the people". Even with hundreds of offices around the state, travel is at an all time high. Who needs a salary increase when you just add it on to your expense account?

Spending run amuck, New offices, new cubicals, new computers every year, more out of state conferences, more cars, more car phones, more "business" parties. Millions of dollars of "improvements". Real Estate Management's Jim Lawler took a trip to Hawaii with his wife! (MN and Hawaii's real estate issues are soooooo alike?!?!) Lawsuit is pending in MIS because the new administrator didn't like the cubes he ordered!

**DNR
LEADERSHIP CHANGES
ARE NOT AN OPTION
THEY ARE IMPERATIVE.**

MIKE OPAT
COMMISSIONER



612-348-7881
FAX-348-8701
mike.opat@co.hennepin.mn.us

BOARD OF HENNEPIN COUNTY COMMISSIONERS

A-2400 GOVERNMENT CENTER
MINNEAPOLIS, MINNESOTA 55487-0240

November 17, 1998

Mr. Dean Barkley
2840 Evergreen Lane North
Plymouth, Minnesota 55441

Dear Dean:

This date finds me in Washington, D.C. on some county business. It also affords me the time to attempt coherence in light of what I think was a failed attempt late, late, late election night. I hope my note wasn't too garbled; I haven't been that punchy with a pen since I quit working midnights at the Workhouse some ten years ago.

I want to again congratulate you for your incredible achievement. I read last Sunday's 1A story and could not help but reminisce about my own effort in '92. In the short account from your journal was all the interplay my small band had over roughly the same time period. I really had fun reading it. I know you will, but please make sure you have somebody saving every bit of press coverage. It is fleeting. And if you are anything like me, the work ahead blurs or obliterates that accomplished. Thus, the record is a necessity for the sweet recounting of a once in a lifetime event.

Aside from engaging in revelry, and the desire to "do over" my letter election night, I am writing to offer you my assistance as you go forward with organizing Jesse's administration. I want you to know that I truly want Governor Ventura to succeed in grand fashion. I got into this business, as I think you did, to change politics and government "as usual." And to be honest, Jesse's win has me doing some hard thinking about whether my convictions have suffered some atrophy. In any event, I want the Ventura administration to succeed and good people in it will be the key determining factor. To that end, I want to share with you some names of folks with whom I've dealt with over the past five or six years who I believe are worth your team's consideration.

In developing this short list I'm attempting to include the persons whom I have witnessed demonstrating:

- 1) Independence of thought;
- 2) A political ideology that likes but doesn't love government;
- 3) Intelligence;
- 4) Willingness to commit to making a difference in policy even if it's unpopular with some;
- 5) A personality I believe would be interested in working with Jesse; and
- 6) Honesty and in a forthright manner - when dealing with myself and others.



Dean Barkley
November 17, 1998
Page 2

No one on this list approached me to submit their name and they are listed in no particular order. Without further ado:

- Susan Haigh – Susan is currently chair of the Ramsey County Board. She is very bright, articulate and generally impressive. Susan was a prosecutor with the Ramsey County Attorney's office prior to her election in 1994.
- Elwyn Tinklenberg – I think you know El. He was mayor of Blaine and worked with Jesse on the Highway 610 project. El would be a natural for MnDOT – especially given his healthy contempt for the Met Council's convoluted involvement in transportation activities and his intricate knowledge of the state/local relationship with funding formulas and operations. Plus, and perhaps most importantly, El knows what its like to be on the short end of MnDot's priorities list.
- Larry Redmond – Again, I'm sure you know Larry. He is a private lobbyist. I met him shortly after taking office. The issue was county funding for four of the major arts organizations in Hennepin County. He was representing the four groups. At that time he distinguished himself by taking the position that the groups should discontinue pursuit of county funding because, in his estimation, the funding was a vestige of a former era and property tax was not appropriate for funding arts organizations.

Larry is a straight shooter. I think he is as honest as they come and gives the straight story devoid of party affiliation. I truly doubt that he would be interested in a position per se, but I believe your team would benefit from his counsel.

- Kevin Kelliher – Kevin is a former (I believe) County Commissioner in Houston County, MN. He is a past president of the Association of Minnesota Counties (AMC). Kevin went on to run unsuccessfully for State Representative. I think he ran as a Republican, but I really can't be sure. He is a sheep farmer with an outstanding grasp of agricultural issues. He is a straight shooter and a Vietnam vet. (I think he saw some pretty serious action in Vietnam.) I honestly think he and Jesse would really get on together, and their politics would be similar. I got to know Kevin through National Association of Counties (NACo) events. I admire his common sense and distrust of big government.
- Mary Gilbert – Mary lobbies for the St. Paul schools. She knows the school funding issues cold. The woman is a genius. I think she could be of great service in formulating Jesse's plans for education reform. If I have any questions about school funding, legislative history or current "schools" of thought, she is my first call.

Dean Barkley
November 17, 1998
Page 3

- Bob Hanson – Against my best interests, I mention Bob's name. Bob is a lifetime Hennepin County employee. He is currently our Chief Information Officer (CIO). Bob worked his way from the county survey crew to Acting County Administrator (the top job). He is known for his knowledge of information systems, county history, and most importantly, the ability to talk straight. He is on a very short list of county employees in whom I confide and trust for a straight answer on sensitive topics.
- Jerry Janezich – Jerry is a Senator from Chisholm. I think he represents the best of Iron Range politics. He is experienced at the legislature, is passionate about his district but has a true understanding of the metro area and its importance to the State. He has never been anything but cordial to me – even in the late and intense stages of a given session, and he is truly a regular guy. I know he could help you work with the Senate. Jerry also knows a bit about small business. He is part owner of a bar in Hibbing.

That's it. The list is intentionally short.

Finally, I want to again offer my personal assistance, should you need it – for anything. Please do not hesitate to call me any time should you wish.

I hope this letter improved on my first effort. Again, Dean, my congratulations. I have yet to pen Jesse and Terry a note but will do so on the plane home. Until then, please convey my best wishes to them when you see them.

Best regards,

Mike Opat
Hennepin County Commissioner, District 1

Written Materials Received Concerning Transition Team Appointment

date: November 23, 1998

Recv'd From	Concerning	Organization
Kathy Halbreich	Congratulations only	Walker Art Center
Sue Shepard	Congratulations only	
Helen Bush	Congratulations only	
Caroline Lazo	Congratulations only	
Sonia Bowe	Congratulations only	
Maria (Rusich) Rojers	Congratulations only	
Lucienne Taylor	Congratulations only	MN Institute for Talented Youth
Mary Sienko	Congratulations only	River Centre
Cecilia Rosenberg	Congratulations only	
Gail Chang Bohr	Congratulations only	Childrens Law Cntr of MN
Grace Norris	Names of Childcare Concerned People	
Newel Weed	Tax Proposal	
Robyn Cook	General Interest	
David Hozza	Helping Transition Team w/ resume	
Pam McNulty	Congrats and giving help in Corrections	
Vivan Mason	David Fischer for Met Cncl head of Parks	Mpls Parks Commissioner
Sylia Carlson	General interest w/ resume	
Mary Johnson	Commissioner of Veterans Affairs w/ resume	
Bob Burk	Chuck Williams for Comm. Of MN PCA w/ resume	
Jacqueline Reis	Philanthropy in MN	MN Council on Fndtns
Ember Junge	Crime prevention w/ resume	MN Senate
Todd Lefko	Meet with governor	International Business Devlpment
Stacey Nelson	General interest w/ resume	
Terrance Hitchcock	Making a difference w/ resume	
Mary Schoessler	Jesse Christmas Cards	Courage Center
Rick Heydinger	Marketing Materials	Public Strategies Group



Dear Ms. Staples:

Under Commissioner Maglich, the insurers run the Department of Labor and Industry which administers the workers' compensation program. If Governor Ventura does not want the special interest groups running the government, he will not reappoint Gretchen Maglich.

What are the consequences of insurers running the Department?

- The rates of workers' compensation claims being denied by insurers has increased under Maglich.
- Although the Department has responsibility to enforce the law, it does not review denied claims.
- Injured workers whose claims are frivolously denied do not get wage loss benefits or medical care and often lose their homes and vehicles.
- When the Customer Assistance staff of the Department finds a frivolous denial of a claim and makes a referral to the Compliance Services unit, there is no consequence to the insurer.
- Under Maglich's directives, the Compliance Services Unit will not use its enforcement authority to penalize insurers who frivolously deny claims.

Let me give you examples frivolous denials that the Department has not dealt with;

- The claim was denied because the "employee went from the work site to the hospital!"
- The claim was denied when a painter fell off scaffolding because "the employee had preexisting osteoarthritis"
- The claim was denied because "the employee had attendance problem."
- The claim was denied because the insurer had "not completed their an investigation" (it is the insurer's obligation to pay or deny based on their investigation)
- The claim was denied for a meter monitor injured by a car while issuing a ticket because "it was not a work injury"

When these examples were presented to the Commissioner, she replied that the system isn't perfect. The appropriate response should have been to develop a program to ensure that benefits are paid when due, to train the insurers as to what is required by law, and to use the enforcement authority under the law to issue penalties when there are frivolous denials of claims.

To date, although the Customer Assistance Unit see numerous frivolous denials by insurers, the Department of Labor and Industry under Commissioner Maglich has never issued a penalty for a frivolous denial of a claim.

We need a commissioner who will enforce the law so that benefits are paid when due.

Sincerely

Barbara Clark

Dear Ms. Staples:

Workers' compensation is a no fault system in which injured workers are to receive prompt and certain benefits. But insurers do not provide those benefits and the Carlson administration does not enforce the law. I have worked in the Department of Labor and Industry under both Democratic and Republican administrations. Under the Democrats, it was expected that we would just enforce the law. **Under the Republican Commissioners Bastian and Maglich, staff members who attempt to enforce the law are disciplined and threatened.**

There are a number of things we hope you will communicate to the transition team of Governor Elect Ventura about the status of workers' compensation in Minnesota.

The professional staff of the Department of Labor and Industry want to communicate to Governor Elect Ventura transition staff that the insurance industry ought not be permitted to subvert the workers' compensation law

We hope that Ventura will appoint a Commissioner who is knowledgeable about the workers' compensation law and who will enforce the provisions of the law in an even handed manner.

There has been a 26% reduction in workers' compensation premiums paid by employers in Minnesota since 1994. It was a reasonable goal to reduce the workers' compensation costs to employers in order to be competitive with surrounding states. However:

- **DRAMATIC CUTS IN WAGE LOSS BENEFITS FOR INJURED WORKERS NOT NECESSARY FOR COST SAVINGS TO EMPLOYERS**

The 26% savings in premium costs for employers occurred before the cuts in wage loss benefits to injured workers in the 1992 and 1995 Workers' Compensation Acts went into effect. The premium costs to employers were comparable to those in the surrounding states prior to the dramatic cuts in wage loss benefits to injured worker went into effect. These reductions in expenses due to the caps on temporary total and temporary partial wage loss benefits are just beginning to come into effect in 1998.

So the cuts in wage loss benefits paid to injured workers that were enacted in 1992 and 1995 were not necessary to obtain the reduction in premiums for employers.

- **SEVERELY INJURED WORKERS MOST IMPACTED BY CHANGES IN THE LAW**

Under both the 1992 and the 1995 law, injured workers with the most severe injuries are the biggest losers. Prior to the 1992 law, injured workers who were unable to return to full wage at their jobs due to the work injury received partial wage loss benefits as long as they experienced a wage loss.

Under the 1992 law, injured workers who are unable to find work at the wage they were making when they were injured will lose these partial disability wage loss benefits after approximately 4.5 years. So the most seriously injured employees who have the most difficulty finding new employment close to their old wage are the individuals most impacted by the changes in the law

Under the 1995 law, injured workers in Minnesota receive the shortest duration of temporary total wage loss benefits in the nation. Minnesota is tied with Texas and Florida at the bottom with a limit of 104 weeks of disability benefits. Injured workers may lose their temporary total wage loss benefits before they are medically able to return to work. Even if an injured worker still needs additional medical care or surgery and has not



been released to return to work at 104 weeks, the wage loss benefits expire. So injured workers with the most severe injuries are most impacted by this provision.

- **INSURERS FIGHT VOCATIONAL TRAINING OF INJURED WORKERS**

Injured workers who can't return to work with their employer are eligible for rehabilitation services including training for a job that will pay a wage close to what they were making when they were injured.

However, in the \$1+ billion dollar workers compensation system in Minnesota, only a tiny amount (approximately \$280,000) is spent on vocational training for injured workers. Of the 3,500 injured workers receiving vocational rehabilitation services in 1997 because they could not return to suitable gainful employment with their employer, only 39 (or 1% of those injured workers) received vocational training. When insurers block vocational training, they retain money for themselves.

- **INSURERS' PROFITS HAVE INCREASED DRAMATICALLY**

Although premium costs to employers have declined, the payout of benefits by insurers has dropped much more. So workers compensation insurers are making huge profits in Minnesota. **In 1996, insurers in Minnesota paid out only 47% of the premium dollars that they received towards all benefits for injured workers** including wage loss benefits, permanent partial disability benefits, medical benefits and vocational rehabilitation benefits.

So workers' compensation insurers in Minnesota retained 53% of the workers' compensation dollar. No publicly funded or non-profit program would use 53% of the money for administration of the program.

In addition to the 53% of the premium dollar that insurers retain for administration and profits, insurers have invested these premium dollars and have made enormous profits in the booming stock market.

In contrast to the 47% paid out in benefits to injured workers in Minnesota, workers' compensation insurers in New York and California paid out 88% of the premium dollars for benefits for injured workers. **Minnesota is sixth from the bottom of the 50 states in percent of premium dollars that go to benefits for injured workers.** (January 1998 Ed Welsh's On Workers' Compensation)

- **JOBS IN INSURANCE INDUSTRY IN MINNESOTA UP 12%**

During the past three years while benefits to injured workers have been cut, the insurance industry has had a 12% growth of employment. The Insurance Federation of Minnesota proudly reported that this growth in employment in the insurance industry may be attributable to the 1992 and 1995 Workers' Compensation Acts (see Jan 10, 1998 article in the Star Tribune).

While there has been an increase in the number of jobs in the insurance industry, there has been a reduction in the number of workers' compensation claims and in the rate of indemnity claims filed in Minnesota.

So while the number of claims has declined and the benefits to injured workers have been dramatically cut, more claims representatives are now employed managing these claims. There are now more claims representatives to focus on finding bases for discontinuing benefits to injured workers.

- **INSURERS DICTATE DOLI ENFORCEMENT POLICIES**

The Minnesota Department of Labor and Industry is responsible for the enforcement of the Workers' Compensation Law. Under current Commissioner Maglich, the Department permits the insurance industry to dictate the enforcement policies. An Insurer's Task Force meets in the Department to instruct the Commissioner on their concerns. This Task Force recommended to Commissioner Maglich that she implement a policy of education, rather than enforcement. Commissioner Maglich subsequently announced that she is not a believer in enforcement, but prefers education.

The Department has authority to issue penalties when insurers illegally deny liability for claims. However, **the Department does not enforce the law in relation to denials of workers' compensation claims.** When a claim is denied, the injured worker does not get wage loss benefits, medical care, permanent partial disability and rehabilitation benefits to return to work. Under Commissioner Maglich, the Compliance Unit will not enforce the law. The Director of the Compliance Unit states that it is not in her Mission Statement to address frivolous denials of claims.

Not surprisingly, **the percentage of denied claims has gone up during this administration.** When injured workers' claims are denied, they need to hire attorneys and go court. By the time the court decides that the claim is compensable, the employees have lost their homes.

- **CLIMATE OF INTIMIDATION**

The Minnesota Department of Labor and Industry has responsibility for enforcing the Workers' Compensation law. However, under Commissioners Bastian and Maglich, **there has been a climate of intimidation of staff who try to enforce the law.**

Settlement Judges are employed by the Department of Labor and Industry to rule on disputes about worker's compensation benefits. When one of the Settlement Judge's issued a Findings and Order that Commissioner Bastian did not like, **Bastian brought the judge in under charges of insubordination and initiated disciplinary proceedings.** The disciplinary proceeding based on a Commissioner's personal position has no precedent within the Department of Labor and Industry. This flagrant intimidation of the judges and interference with the judicial process undercut the integrity of the judicial process. **Commissioner Maglich then tried to lay off the settlement judges.**

Ultimately after a review of the abuse of power by Commissioner Bastian and current Commissioner Maglich, the Legislature removed the judges from the Commissioner's jurisdiction.

I will be calling you to discuss this memo and our thoughts about the selection of the Commissioner of Labor and Industry.

Sincerely

John Mondanero

Table 1
Temporary Total Benefits

Jurisdiction	% of Workers' Wages	Minimum	Maximum		Limit on Duration	Offsets
			Amount	Percentage of SAW		
Alabama	66 2/3	Min or Wages	\$474.00	100	No Limit	
Alaska	80 SE	Min or Wages	\$700.00	N/A	No Limit	S.S.
Arizona	66 2/3	None	\$323.10	N/A	No Limit	
Arkansas	66 2/3	Minimum	\$359.00	85	450 weeks	
California	66 2/3	Minimum	\$490.00	N/A	No Limit	
Colorado	66 2/3	None	\$493.08	91	No Limit	S.S. and Other
Connecticut	75 SE	Min or Wages	\$715.00	100	No Limit	S.S.
Delaware	66 2/3	Min or Wages	\$392.46	66 2/3	No Limit	
DC	80 SE*	Minimum	\$774.82	100	No Limit	
Florida	66 2/3	Min or Wages	\$494.00	100	104 weeks	S.S. and UI
Georgia	66 2/3	Min or Wages	\$325.00	N/A	400 weeks	
Hawaii	66 2/3	Min or Wages	\$508.00	100	No Limit	
Idaho	66 2/3	Minimum	\$398.70**	90	No Limit	
Illinois	66 2/3	Min or Wages	\$815.08	133	No Limit	
Indiana	66 2/3	Min or Wages	\$448.00	N/A	500 weeks	
Iowa	80 SE	Min or Wages	\$903.00	200	No Limit	
Kansas	66 2/3	Minimum	\$351.00	75	No Limit	S.S. and UI
Kentucky	66 2/3	Minimum	\$465.36	100	No Limit	S.S.
Louisiana	66 2/3	Min or Wages	\$350.00	75	No Limit	UI
Maine	80 SE	None	\$441.00	90	No Limit	UI
Maryland	66 2/3	Min or Wages	\$573.00	100	No Limit	
Massachusetts	60	Min or Wages	\$665.55	100	156 weeks	
Michigan	80 SE	None	\$553.00	90	No Limit	UI and Other
Minnesota	66 2/3	Min or Wages	\$615.00	N/A	104 weeks	
Mississippi	66 2/3	Minimum	\$279.78	66 2/3	450 weeks	
Missouri	66 2/3	Minimum	\$531.52	105	400 weeks	
Montana	66 2/3	None	\$396.00	100	No Limit	S.S.
Nebraska	66 2/3	Min or Wages	\$441.00	100	No Limit	
Nevada	66 2/3	None	\$514.22	100	No Limit	
New Hampshire	60	Min or Wages	\$793.50	150	No Limit	
New Jersey	70	Minimum	\$516.00	75	400 weeks	
New Mexico	66 2/3	Min or Wages	\$375.98	85	No Limit	
New York	66 2/3	Min or Wages	\$400.00	N/A	No Limit	
North Carolina	66 2/3	Minimum	\$532.00	110	No Limit	
North Dakota	66 2/3	Min or Wages	\$402.00	100	No Limit	S.S.
Ohio	66 2/3*	Min or Wages	\$541.00	100	No Limit	S.S. and Other
Oklahoma	70	Min or Wages	\$426.00	100	156 weeks	
Oregon	66 2/3	Min or Wages	\$546.13	100	No Limit	
Pennsylvania	66 2/3	Min or Wages	\$561.00	100	No Limit	S.S. and Other
Rhode Island	75 SE	None	\$519.97	100	No Limit	
South Carolina	66 2/3	Min or Wages	\$465.18	100	500 weeks	
South Dakota	66 2/3	Min or Wages	\$390.00	100	No Limit	
Tennessee	66 2/3	Minimum	\$492.00	N/A	400 weeks	
Texas	70*	Minimum	\$508.26	100	104 weeks	
Utah	66 2/3	Minimum	\$465.00	100	312 weeks	
Vermont	66 2/3	Min or Wages	\$699.00	150	No Limit	
Virginia	66 2/3	Min or Wages	\$513.00	100	500 weeks	
Washington	60 - 75	Minimum	\$659.86	120	No Limit	S.S.
West Virginia	70	Minimum	\$454.68	100	208 weeks	
Wisconsin	66 2/3	Min or Wages	\$523.00	100	No Limit	S.S.
Wyoming	66 2/3	None	\$487.50	100	No Limit	

* DC-66 2/3 or 80 SE, whichever is less, Ohio-72 for the first 12 weeks, then 66 2/3, and Texas-70 for workers earning over \$8.50/hour, 75 for all others.

** \$398.70 for the first 52 weeks, thereafter \$296.81

setting premiums too low and may now not be collecting enough to cover the losses of the employers they are insuring. This may be the next crisis.

Other Data

The Best report includes other data of interest. Table 1 lists the leading writers of workers' compensation insurance in the U.S. for 1996. For each it shows the total premiums written, its percent change from 1995 to 1996, its share of the national market in 1996, its adjusted loss ratio (a measure of profitability), and the percentage of the premiums of the company that are for workers' compensation.

Table 2 shows the total premiums written in each state, the percent change from 1995 to 1996, and the adjusted loss ratio. A low loss ratio means greater profits for insurers. Thus, by this measure, Arkansas was the most profitable state for workers' compensation insurance, and California and New York the least. (The Best data does not include state insurance funds.)

Workers' compensation insurance is sold through both independent agents, who represent numerous insurance companies, and direct writers, who are usually employed by a single insurance company and sell only its line of insurance. Figure 2 shows the breakdown between national agencies, regional agencies, and direct writers.

The article "Hard Work" by Patrick M. Sweeney appeared in *Best's Review*, November 1997, pages 91-93.

1. Many of the employers who now use large deductible policies previously had retrospectively rated policies. Under those policies the total amount was counted as premiums.

1996 WC Insurance

Table 2

	Premiums Written	% Change	Loss Ratio
Arkansas	228,619	-9.3	26
Idaho	109,419	6.5	39
Missouri	489,549	-14.5	42
Connecticut	514,374	-1.5	44
Massachusetts	983,318	-9.7	46
Minnesota	478,029	-22.2	47
New Mexico	161,328	-19.1	47
Arizona	357,770	-4.0	48
Kansas	278,067	-12.5	48
Louisiana	287,214	16.3	49
Tennessee	663,108	-6.3	49
Vermont	102,039	-10.5	49
Indiana	538,837	-11.0	50
Michigan	1,138,107	-8.7	51
Georgia	702,236	0.1	52
South Dakota	99,069	-10.0	53
Pennsylvania	1,959,799	-0.9	55
Utah	120,898	-3.5	56
North Carolina	640,479	5.8	58
Wisconsin	1,034,130	-1.2	59
Hawaii	254,141	-22.3	59
Mississippi	202,738	1.1	60
Illinois	1,668,886	-15.6	61
Montana	80,442	-22.4	62
Rhode Island	45,752	42.8	62
Nebraska	208,007	-14.6	63
New Jersey	1,215,133	-8.2	63
Oklahoma	349,703	21.0	64
Alaska	162,857	-8.6	64
South Carolina	322,414	-2.3	64
Iowa	309,968	-12.4	66
New Hampshire	199,787	6.2	68
Virginia	573,487	-7.4	68
Kentucky	258,993	-29.9	69
Oregon	375,434	-1.0	69
Delaware	109,146	1.8	73
Colorado	343,676	-1.0	75
D.C.	97,857	-14.4	76
Florida	1,825,871	28.9	76
Texas	1,313,813	3.7	78
Alabama	216,066	-13.5	80
Maryland	40,404	-7.3	80
Maine	70,463	27.6	87
New York	1,833,799	-9.3	88
California	3,673,166	-8.0	88

CHARLES W. ARNASON
LAWYER

101 JUDD STREET, P.O. BOX 150
MARINE ON ST. CROIX, MN 55047

TELEPHONE: (612) 433-5071
FAX: (612) 433-3555

November 18, 1998

Ms. Emily Anne Staples Gedney
Ventura Transition Team
State Capitol
Room B5
St. Paul, MN 55155

My Dear Emily Anne,

Congratulations on your appointment to the
Ventura Transition Team! I believe it will be an
exciting venture for you and I know you will make
many significant contributions.

I look forward to seeing you soon.

Regards,



Charles W. Arnason



CHARLES W. ARNASON

101 JUDD STREET, P.O. BOX 150
MARINE ON ST. CROIX, MN 55047



Ms. Emily Annee Staples Gedney
Ventura Transition Team
State Capitol, Room B-5
St. Paul, MN 55155

55155/1011



DAVID HOZZA
1358 SIMPSON STREET
ST. PAUL, MINNESOTA 55108
TEL: 651-641-1520
FAX: 651-642-9270

November 18, 1998

Emily Ann Staples Tuttle
Transition Team
Governor-Elect Ventura
Capitol
State of Minnesota
St. Paul, MN 55155

Dear Emily Ann:

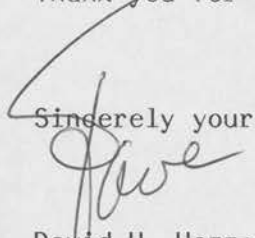
Congratulations on your appointment!

I wanted to let you know that I had submitted a letter to Steven Bosacker, a copy of which is attached, regarding a job with the transition team. If you and the rest of the transition team have a task needs doing that would fit my background, please let me know.

I'm not quite sure what address to send this to, so I'm sending this same letter to your home in case you might not get it at the Capitol.

Thank you for your consideration.

Sincerely yours,


David H. Hozza



DAVID HOZZA
1358 SIMPSON STREET
ST. PAUL, MINNESOTA 55108
TEL: 651-641-1520
FAX: 651-642-9270

November 10, 1998

Steven Bosacker
Transition Chief of Staff
Governor-Elect Ventura
Capitol
State of Minnesota
St. Paul, MN 55155

Dear Mr. Bosacker:

I am offering my services to you, Governor-Elect Ventura and the rest of the transition team. I have education, skills and experience in the following areas:

State and Local Budgeting
Public Financing
Strategic Planning
State, Regional and City Planning
Housing and Community Development
Small Business Development
Capital Formation
Government Administration
Grant Writing and Fundraising
Intergovernmental Affairs and Lobbying
Organizational Training and Development
Project Management
Issue Management
Meeting, Seminar and Conference Planning
Adult Education

For your information, I have attached a current resume and description of my management consulting business. Also, if you want to talk to someone who has known and worked with me for over 25 years, please call the AFL-CIO VP and U of M Regent **Bill Peterson**.

I can start immediately, and I am not looking for a permanent appointment.

Thank you for your consideration.

Sincerely yours,

David H. Hozza

RESUME

DAVID HERBERT HOZZA
1358 Simpson Street
St. Paul, Minnesota 55108-2427
Tel: 651-641-1520

Work Experience

1981 - Present	Hozza Management Services - owner of a management consulting firm specializing in strategic planning, sales and marketing, economic and business development, project management, public affairs, lobbying and fundraising
Present - Part Time	Grandma Shirley's Bakery - President and CEO of a small retail bakery selling at Farmers Markets May through October University of Minnesota - Women's Ice Hockey Club Coach
1991 - 1995	Custom Bakery - President, CEO and owner of a wholesale bakery with 75 employees, baking fresh from scratch daily for hotels, restaurants and grocery stores
1989 - 1991	LeDimar, Inc. - President and CEO of a health and beauty aids manufacturer in St. Paul, Minnesota
1984 - 1987	NW Bell - Manager and District Manager, Public Affairs
1974 - 1980	St. Paul City Council - Councilman City Council President, 1975-76 & 1978-79
1971 - 1976 and 1988	University of Minnesota, North Hennepin Community College, and Metropolitan State University - Instructor
1972 - 1973	City of St. Paul - Acting Planning Director and Assistant City Administrator
1970 - 1972	University of Minnesota Office of Physical Planning and Design - Campus Planner
1969 - 1970	St. Paul Housing and Redevelopment Authority - Project Planner

Education

Graduate School	College of St. Thomas, St. Paul, MN (graduated, 1980) MBA Focus on private sector finance and management University of North Carolina, Chapel Hill (graduated, 1969) Department of City and Regional Planning Master of Regional Planning
College	Carleton College, Northfield, Minnesota (graduated, 1967) Major: Government and International Relations Minors: History and Economics
Post Graduate	MIT, Cambridge, Mass., Sloan School of Management Urban Executive Program, 1976
Short Courses:	Myers-Briggs Type Indicator - Certified Trainer Herrmann Brain Dominance Indicator Trainer's Instruction Word Perfect, Quattro Pro, Quick Books and Paradox Software Minnesota Health/Life + Property/Casualty Insurance Courses Series 6 (Mutual Funds) + Series 7 (Securities) Training USA Hockey Associate Coaching Program Red Cross First Aid and CPR Certification Minnesota State High School League Coaching Certification

HOZZA MANAGEMENT SERVICES, INC.

1358 Simpson Street
St. Paul, MN. 55108
Tel:612-414-6970
FAX:651-642-9270

Hozza Management Services is a management consulting firm specializing in managing small and medium sized organizations, strategic planning, sales and marketing, economic and organizational development, project management, public affairs, fundraising and lobbying. Knowing the ins and outs of businesses, non-profits and governments is key to Hozza Management Services ability to advise clients and to manage projects.

Hozza Management Services uses its expertise for developing strategies and managing projects to help clients improve the effectiveness of business and government. Analyzing organizational structures and sales and marketing strategies assists clients in becoming more effective and efficient. Then, be it through sales and marketing campaigns, raising funds, public affairs or lobbying, implementing the decisions made.

Hozza Management Services expertise includes

Managing Small Organizations and Projects

for businesses, organizations or governments for planning and coordinating meetings, seminars or conferences, conducting research, managing special projects and lobbying or just managing day-to-day affairs on a temporary basis.

Planning Organizational and Sales and Marketing Strategies

for businesses and organizations interested in keeping ahead of current trends in economic development and public affairs
for businesses and organizations wanting to do more domestically or internationally

Assessing Organizational Structures

for businesses, non-profits and units of government to become more effective in their day-to-day operation
and developing corporate quality, responsibility or ethics programs

Fundraising

for businesses, non-profits and government to raise capital and operating funds to implement their strategies, goals and objectives.

Additionally, **Hozza Management Services** has been applying the Myers-Briggs Types Indicator and the Herrmann Brain Dominance Indicator to consult in the above areas as well as community leadership, managerial leadership, creativity, entrepreneurship, small business start-ups, job creation, entrepreneurship, team building, participation skills, change agent skills and conflict resolution.

The president of the firm, **David Hozza**, is well-known throughout Minnesota for his skill in public policy development, lobbying, business strategies, planning, organizational development and fundraising. He served on the St. Paul City Council for six years, and has been active on boards and commissions throughout the state. He has owned and operated several small businesses. His educational credentials include masters degrees in business administration and in planning and public policy research. In the area of fundraising, he has participated in a number of drives, including Carleton College and St. Paul YMCA.

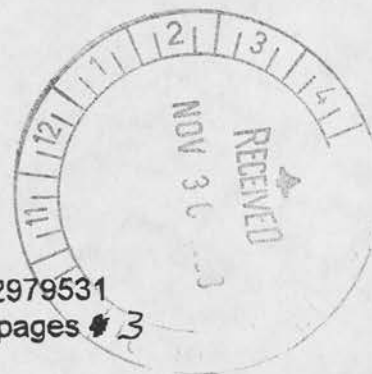
Since its founding in 1980, the firm's major clients have included the City of Oak Park Heights; Dain Bosworth; Piper, Jaffray and Hopwood; the Metropolitan Airports Commission; Group W Cable; the Children's Hospitals Telethon; Spring Hill Conference Center; the City of St. Paul; the St. Paul Port Authority; the St. Paul Convention Bureau; the Columbia Heights School District; the City of LaFayette; Mercy Medical Center; the City of Prior Lake; Washington County; West 7th Street Federation and the West Side Health Clinic.

David Hozza
1358 Simpson Street
St. Paul, MN. 55108

Emily Ann Staples Tuttle
Transition Team
Governor-Elect Ventura
Capitol
State of Minnesota
St. Paul, MN 55155

RICHARD N. KLEINBAUM

760 IGLEHART AVENUE
ST. PAUL, MN 55104
PH/FAX 612/224-6525



25 November 1998

Peggy Byrne
Governor-Elect Ventura Transition Office
State Capitol Building
St. Paul, MN 55155

FAX #651/2979531
Number of pages 3

Dear Peg;

I'm sending you my resume per our phone conversation so that you can pass it along with this letter to whomever is reviewing candidates for possible appointment to serve in the Ventura administration.

Reasons for wanting to serve:

1. I have been a strong supporter of change in governmental administration since I served for various agencies in the late 1970's
2. I believe that the Ventura administration has a chance to affect both the way we provide governmental services and the manner in which they are financed.
3. I have developed skills and knowledge that I feel can be drawn upon to facilitate those changes.
4. Since I left government service nearly 20 years ago I have never felt that there has been an administration with which I would like to be associated until now.

Where I think I can be of most service:

1. Policy development has always been a special interest for me - including not only theoretical development but also strategies for passage and implementation of related legislation.
2. Trade and Economic Development - as a result of my work with Minnex Trading Corp., Stern International and our successes in the South African Joint/Venture all have helped hone business development skills and increased my awareness of new directions and possibilities for this agency and its services.

I'd appreciate it if you would share this fax with Tim Penny, Emily Ann Tuttle and Teresa McFarland.

Thanks for your help,

Dick Kleinbaum

RICHARD N. KLEINBAUM

760 Iglehart Avenue
Saint Paul, Minnesota 55104
Office: 612 224-6525
Home: 612 292-9023

EXPERIENCE**Consultant**

1978 - Present

Project Management and Development International, Inc.
Specializing in development and community relations. Services include management, financing, acquisition, project coordination, community relations, development of international trade contacts and governmental approvals.

Establishing MWA, Inc. to promote Minnesota products abroad and foreign products domestically, including a foreign sales program for *Hydro-Bikes*, *Impac International* and *Lil' Orbits*.

Promoting low-cost homes in prefabricated construction that withstand hurricane force winds, seismic activity and provide quality construction through the use of domestic materials..... Presently in discussion with several Caribbean countries and South Africa

Writing newspaper columns on current affairs issues and public policy for the Downtowner Newspaper in Saint Paul.

(Client reference list supplied on request)

**Commercial Real Estate
Broker**

1987 - Present

Kleinbaum Agency - Saint Paul, Minnesota

Specializing in representing the buyers and tenants for the acquisition of land, buildings, and leasehold interest. Directing and co-managing over \$12 million in real estate sales or leasing activities for a variety of commercial and governmental clients.

Co-founder and co-owner

1988 - 1995

Capitol Travel, Inc. - Saint Paul, Minnesota

Serving in marketing and executive capacity supervising its growth from inception to nearly \$2 million in travel sales

Capitol Adventure - Saint Paul, Minnesota

A subsidiary of Capitol Travel, negotiating group adventure travel programs throughout the developing world, as well as instigating travel programs for east European business persons to Minnesota.

**Government Relations
Coordinator**

1976 - 1978

Governor's Manpower Office, State of Minnesota

Developing and representing Legislative issues on both the State and Federal level. Inter-agency coordination and development of delivery mechanisms for a federally-funded welfare reform.

Assistant Director
1974 - 1976

Office of Economic Opportunity, State of Minnesota
Overall agency coordination of developing programs that realigned several Community Agency Agencies. Responsible for legislative and local government program development, generating an unprecedented \$10 million in state subsidy and overseeing the consolidation of 29 community action agencies.

Executive Director
1973 - 1974

Metro Area Community Clinic Consortium
Managing and developing services for seven community-based primary health care clinics.

**Community Relations and
Government Studies
Specialist and Planner**
1971 - 1973

Metropolitan Council
Researching successful options and coordinating various communities in the metro area for comprehensive planning and development strategies.

**Instructor and Research
Director**
1969 - 1971

Saint John's University, Collegeville
Teaching a course in Urban Problems and directing and coordinating a research grant funded by a variety of sources designed to address economic development potentials and problem resolution for moderate-sized "non-metro" communities (Micro-City Project).

COMMUNITY INVOLVEMENT

Serving in a voluntary capacity for a number of community and social service organizations over the years, including the following:

- Metropolitan Airport Commission - Global Access Task Force
- Saint Paul Airport Site Selection Committee
- Governor's Migrant Council
- Saint Paul Manpower Planning Council
- Saint Paul Energy Advisory Task Force
- Foundation for Health Care Evaluation
- Central Minnesota Red Cross

EDUCATION

Masters of Arts
Saint Cloud State University

American Social and Intellectual History

Bachelors of Art
Saint Cloud State University

Majors: History and Political Science English


HONORS

- Who's Who in American Politics
- Who's Who in the Midwest
- Outstanding Americans Award, Foreign Policy Advisory Council (US Department of State)
- Saint Paul Outstanding Service Award, YWCA

Dear Emily Ann,
What a wonderful advisory
group Mr. Ventura has
assembled - I don't know
if you knew Judith Pinke
at Horizon 100, but
I'm forwarding a copy
of her resume for your
consideration -

I hope will hear from
you about this unusual
experience when it
is over!

Best wishes,



Elizabeth Shippee

THE SHIPPEES
2367 Commonwealth Ave.
Saint Paul, MN. 55108
612 645-6992
November 30, 1998

Governor - Elect Jesse Ventura
Transition Office
State Capitol Building
St, Paul, MN 55155

Dear Governor-Elect Ventura,

Judith A. Pinke is seeking appointment as **Commissioner for Transportation**, State of Minnesota. I believe she is unusually well qualified for this position as the attached resume will attest.

Specifically, she has transportation policy and management experience with the city of St. Paul, as a Director of the Metropolitan Systems Department at the Metropolitan Council and for eight years as Assistant Commissioner of Finance and Administration at the Minnesota Department of Transportation.

In addition, Ms. Pinke offers a combination of technological skills and proven managerial ability that is out of the ordinary.

Your careful attention to the qualifications of Judith A. Pinke is greatly appreciated.

Sincerely yours,

Elizabeth Shippee
Elizabeth Shippee

CC: Peter Bell
Reatha Clark King
Emily Ann Tuttle ✓



Judith A. Pinke

2916 Boone Avenue South
Saint Louis Park, MN 55426
pinke@mr.net (612) 938-4746

Career

President

Pinke and Associates, Executive Consultants

3/91 through present

Pinke and Associates serves government, non-profit and business clients by specializing in business and change coaching; the early application of emerging technologies; strategic directions and facilitation. P&A assesses and plans, then supports, new ventures and change projects. Examples of Pinke clients:

MN Department of Transportation
City of Minneapolis
City of Saint Paul
Electric Power Research Institute
Dakota County
The HousingLink

MN Department of Labor and Industry
Minneapolis Neighborhood Revitalization Program
City of New York
Snohomish County, WA, Public Utility District
Anoka County

Projects included

- Development of effective business entity for Mn/ROAD, a \$20 million data-intensive pavement research facility of Mn/DOT.
- Five years facilitation of budget and strategy retreats for Minneapolis elected officials.
- Re-setting strategic direction of Saint Paul fleet management program.
- Establishment of cross-jurisdiction organization, designed around technology potential, to improve accessibility to affordable housing throughout the metropolitan area.
- Conducting value engineering of child care procurement process for City of New York.

Assistant Commissioner for InterTechnologies Group

MN Department of Administration

12/87 to 3/91

Turned an embattled central computer and telecommunications shop into a thriving \$56 million business inside government, providing services for a fee to customers in the public sector.

- Created and led the development of the first statewide leased digital network for all of government and education in Minnesota, to serve 60,000 voice stations, 12,000 terminals and 87 video conference sites. Developed and maintained a coalition of senior manager customers across many turf lines.
- Cut computer services rates 20%; designed and led Cost and Service Management Study, which produced an additional 30% cut in June 1991. Cut telecommunications rates 17%. Returned \$10.3 million in excess profits to customers for other uses.
- Originated the State's first advanced technologies research and development effort. Deployed three million dollars in technology innovation. Projects included x.25 and x.400 connectivity,

image processing, group decision support, smart cards, two-way video court hearings, expert systems, electronic funds transfer, client server and geographic information systems.

- Invented a program in which private businesses used government as a research site to develop software applications or new technologies; in eight months, personally negotiated more than \$1 million in private companies' investment.
- Implemented financial management systems including rigorous cost accounting and the separation of cost and pricing strategies. Incorporated such private sector methods as product life-cycle management, marketing, business planning, and customer service level agreements.

**Director, Metropolitan Systems Department
Metropolitan Council of the Twin Cities Area**

9/85 to 12/87

Responsible for the development and implementation of regional policy for highways, transit, airports, parks, sewers, solid waste and other environmental concerns for the region. Directed technically demanding research and planning projects.

- Led development of transportation and other policy plans.
- Restructured the statutory governance relationships among all regional agencies.
- Directed oversight of six regional agencies with 1987 revenues of \$424 million and with \$347 million in bonded indebtedness; led preparation of their first combined financial report.

**Assistant Commissioner for Finance and Administration
Minnesota Department of Transportation**

1/77 to 9/85

Chief financial officer for agency with \$2.1 billion in fund resources per biennium, managing all systems, human resources, finance, communications and management planning initiatives. Led the agency in the creation and application of a strategic information plan that transformed Mn/DOT's use of information resources.

- Managed agency-wide downsizing and implemented numerous money-saving projects. With own 250-employee division, reduced staff by 10% and still increased productivity by additional 7%; cut 11 managerial and supervisory jobs to reduce costs.
- Directed the largest-to-that-date successful systems project in state government, even though all other large development efforts in the previous decade had failed. The project, which was delivered on time and within budget, resulted in continued receipt of \$265-300 million per annum in federal reimbursement.
- Managed growth of Mn/DOT computer support from 45 batch-oriented terminals (c. 1980) to an array of 650 devices (c. 1985) with 1400 to 1600 users.
- Led project that lowered consumable inventory from \$15.6 to \$12.4 million through implementing an automated system; reduced number of stock items by 20%; moved department from average stock turnover rate of 1.2 to 2.
- While at Mn/DOT, served as the elected chair of the first statewide information policy steering committee. Led the redirection of the State's strategy for the use of computers and redistributed responsibilities among agencies.

Other Work History

Began government service in 1973 as an entry-level professional; was promoted rapidly through the civil service ranks and into appointed positions. First career in education.

Education

Harvard University: senior executive program

St. Olaf College: BA *cum laude*

Over 1500 hours of additional coursework and seminars in private and public management and in information technology and systems.

Honors and Community Achievements

Pinke's leadership is recognized through awards and election to office on boards of directors. Examples include:

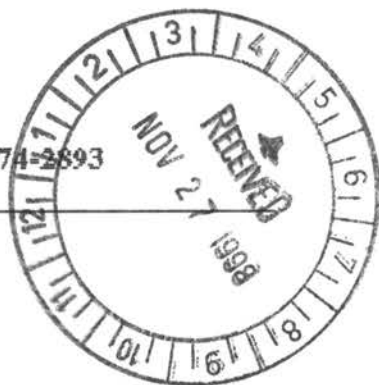
- Director and Vice Chair of the Board, Minnesota Regional Network Corporation (MRNet), the first provider of Internet connection in the state.
- Guest lecturer, Harvard University (strategy and the use of technology); community faculty, Metropolitan State University (public policy analysis, communications technologies); faculty and curriculum creation for the Executive Development Institute at Hamline University.
- President, Minnesota Center for Women in Government.
- Chair, Metropolitan Futures Task Force, a diverse group of vocal citizens and representatives who were brought to consensus on changes needed in the Twin Cities region by 2010.
- Brought recognition to Quie administration through international transportation televideoconference (c. 1983) presentation about automated support to management strategies.
- Brought recognition to Perpich administration through a Harvard case study (1990) which was the nucleus of a national conference and is still being taught at Harvard.
- Won one of three 1991 cash awards, Society for Information Management annual international competition for innovation with technology.
- Co-founder, Women in State Employment.
- One of twelve members, Harvard Policy Group on Information Technology and Government Procurement.
- Personal profiles published in national and international biographical reference works, including Who's Who in the Midwest and World Who's Who of Women.

References

Available upon request.

TOM MURRAY

1215 East Magnolia Avenue, St. Paul, Minnesota, 55106, (651) 774-2893



Emily Ann Staples Tuttle:

I would like to offer my services and experiences as a member of the transition team. It's been recommended that top flight people in finance be recruited to work on the state budget for presentation to the Legislature when it convenes January 5. Remember, "top flight" people gave us the budget surplus we have now and previously the budget deficit!

Please consider me for an executive position in our government. You will find an out-of-the-ordinary individual, with a diverse career path, experienced in business and personnel management, telecommunications, real estate, construction and sales. Capable of balancing a checkbook with experience in budget proposals.

I prefer casual clothes but am comfortable in a suit, looking forward to being a part of the new government, "regular guys" for the people.

I am a unique individual with many talents and a varied background. I believe my abilities qualify me to be an effective member of Governor Elect Jesse's staff. I would make a meaningful contribution to the success of his agenda.

I appreciate the opportunity to speak with you in person to further discuss my qualifications, your objectives and the specialties I can bring to the team.

Sincerely,

Tom Murray

Enclosures

TOM MURRAY

1215 East Magnolia Avenue, St. Paul, Minnesota, 55106, (651) 774-2893

PROFESSIONAL EXPERIENCE

Project Manager

U.S. PREMISE, Plymouth, Minnesota
12/97 - 10/98

Fire Alarm Technician

KEHNE ELECTRIC CORPORATION
St. Paul, Minnesota
6/97 - 12/97

Fire Alarm Installer

5/95 - 10/95 7/94 - 10/94

Fire Technician

K'N'R ELECTRONICS, INC.
Hamel, Minnesota
2/97 - 6/97

Fire Alarm Installer

10/95 - 12/95

Telecommunications Installer

PEOPLES ELECTRICAL - Communications
Contractors, St. Paul, Minnesota
12/95 - 2/97

Construction Supervisor

KEEMP BUILDERS, Naples, Florida
11/91 - 12/93

Owner/Broker

TOM MURRAY REAL ESTATE, INC.
White Bear Lake, Minnesota
9/87 - 7/97

Owner/Broker

TOM MURRAY,
Independent Real Estate Broker
Fort Myers, Florida
1/94 - 3/98

Sales Associate

CORPORATE INVESTMENT BUSINESS
BROKERS,
Fort Myers, Florida
12/91 - 4/93

Owner/Broker

TOM MURRAY,
Real Estate Broker
Honolulu, Hawaii
5/90 - 9/90

Principal Broker

EXPO INTERNATIONAL REALTY, INC.
Honolulu, Hawaii
1/90 - 4/90

Sales Associate

GOLDEN TRIANGLE REAL ESTATE
Kailua-Kona, Hawaii
12/84 - 8/86

Sales Associate

CENTURY 21, THE LAND COMPANY, INC.
Hilo, Hawaii
9/81 - 6/82

SUMMARY OF QUALIFICATIONS

Sales...Personnel Management and Motivation...Office Operations...
Customer Service...Public Relations...Entrepreneurship...
Construction Knowledge and Skills.

A dynamic and highly persuasive individual.
Capable of communicating effectively with clients, co-workers,
and all levels of management. A self-starter with ambition,
drive, and a strong desire to excel.

LEE SQUARE COOPERATIVE
4400 36th Avenue North
Robbinsdale, MN 55422
522-5095

May 30, 1997

James Rosengren
KNR Electronics, Inc.
810 Tower Drive
Hamel, MN 55340

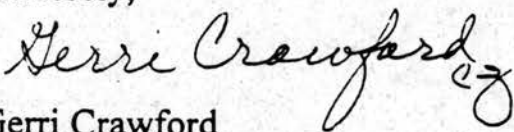
Dear Jim:

I would like to thank you for your kindness shown to the residents during the installation of the pullcords. Tom Murray was one of the nicest workman that has ever serviced the building in the 10 years I have been at Lee Square.

He was courteous and kind to both residents and staff. His follow through was excellent, and he always took the time needed to communicate to both the Maintenance Supervisor and the Executive Director what he was doing and what was happening. He tried so hard to meet the needs of everyone both residents and staff.

At one point I stopped the project for 5 hours, because there was a misunderstanding of pullcord placement, and 12 cords had been placed in the wrong place. I would hope that Tom would not be deducted pay because of this. If you have not taken care of his financial loss, please let me know so that we can make it right for him. You are very lucky to have an employee so dedicated and conscientious. Again, I thank everyone for making it a positive experience for all.

Sincerely,


Gerri Crawford
Executive Director

cc: Tom Murray



NATIONAL FEDERATION OF THE BLIND OF MINNESOTA, INC.

100 East 22nd Street
Minneapolis, MN 55404

We Are Changing What It Means To Be Blind

Voice: (612) 872-9363 Fax: (612) 872-9358

President
Vice President
Secretary
Treasurer

Joyce Scanlan
Judy Sanders
Jan Bailey
Thomas M. Scanlan

Board of Directors
Chris Cuppett
Janet Lee
Eric Smith

November 20, 1998

Ms. Emily Ann Staples-Tuttle
Transition Office
Room B-5 State Capitol Building
St. Paul, Minnesota 55155



Dear Ms. Staples-Tuttle:

At this time, you are probably being contacted by many friends from the past. I am another of those. We worked together when you were in the State Senate. You were very supportive of the issues brought to you on behalf of the National Federation of the Blind of Minnesota; I was the contact person for the NFB of Minnesota.

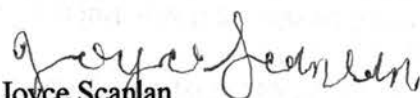
I have just sent the enclosed letter to Governor-elect Ventura to request that he be interviewed for an article to be published in the "Minnesota Bulletin", the quarterly newsletter for NFB of Minnesota. Also enclosed were copies of several organizational brochures, educational pieces, and newsletters to provide background on the Federation and our work on behalf of citizens who are blind.

Blind people throughout the State are very interested in meeting our new Governor and learning of his perspective on public policies and programs related to people who are blind. As an organization not affiliated with the government, we, nonetheless, have a definite stake in many programs administered by the State--public education, library services, rehabilitation services, etc.

Since the Federation is new to Governor-elect Ventura, I am hoping that perhaps you could help us in seeking his agreement to be interviewed. We would very much appreciate your support in this matter.

Thank you in advance for your assistance.

Very truly yours,


Joyce Scanlan
President



NATIONAL FEDERATION OF THE BLIND OF MINNESOTA, INC.

100 East 22nd Street
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Janet Lee
Eric Smith

November 19, 1998

The Honorable Jesse Ventura, Governor-elect
State of Minnesota
Room 130, State Capitol Building
St. Paul, Minnesota 55155

Dear Governor-elect Ventura:

First, I wish to offer congratulations on your election to the office of Governor of our State. These are both exciting and challenging times for you and for all citizens of Minnesota.

The National Federation of the Blind of Minnesota, NFBM, is a membership organization made up primarily of people who are blind. The purpose of our organization is to bring blind people together for self-expression and collective action. Since 1920, NFBM has been advocating for the right of blind people to be included in society on a basis of equality with the sighted. In order to make this possible, we recognize the need for appropriate training to learn to deal with blindness and the opportunity to make full use of that training in employment. Today, we have approximately five hundred members in this State; we are the Minnesota affiliate of a nationwide organization with a membership of more than fifty thousand people.

Because we have often taken strong advocacy positions, we have been labeled "radical" and "militant". However, our experience as blind people has been that our blindness is not our major problem; we can learn to deal with that through the training and opportunity mentioned earlier. A real problem for us is dealing with the misunderstandings, misconceptions, stereotypes, and negative attitudes toward blindness held by members of the general public. These attitudes have kept blind people out of the mainstream, and that is why we say that we as an organization must "change what it means to be blind" in our society.

We are not a part of the Government. But because of our mission to empower people who are blind to attain first-class status, we understand how important it is that public officials come to know us and recognize the value of our organization in shaping programs and public policies which affect all people who are blind. We have genuine interest in and serious concerns regarding the State agency that serves blind people, State Services for the Blind (SSB), which is located within the Department of Economic Security. It is very important to us that SSB have such status within the governmental structure that it is readily identifiable, adequately funded, and competently administered.

The Honorable Jesse Ventura, Governor-elect

Page 2

November 19, 1998

In order that blind Minnesotans might become better acquainted with you and your perspective on public policies and programs as they relate to blind people, I would like to ask that you be interviewed for an article to be published in our statewide newsletter, "The Minnesota Bulletin". I am enclosing some of our publications, which will give you background on the Federation and our philosophies and goals.

To meet the deadline for the next issue of "The Minnesota Bulletin", the interview must take place by December 15. Please contact me at (612)872-9363 so that we can make an appointment for your interview. Blind citizens throughout the State look forward to knowing more about you and your leadership style. We want to work with you. We believe that together, we can make good progress in changing what it means to be blind in Minnesota.

Very truly yours,

Joyce Scanlan
President

Enclosures

Cc: Steve Bosacker
Tim Penny
✓ Emily Ann Staples-Tuttle
Joanne Benson

UNIVERSITY OF MINNESOTA

Twin Cities Campus

***Human Resource Development and
Adult Education***

*Department of Work, Community, and
Family Education
College of Education and Human Development*

1954 Buford Avenue, Room 425
St. Paul, MN 55108-6197

612-624-3004
Fax: 612-624-4720

Nov 20, 1998

Emily Anne Tuttle:
Ventura Transition Team
State Capitol
75 Constitution Ave.
St Paul, MN 55155



Dear Emily:

It's great to see a familiar face popping up in unexpected places. Congratulations! No I am not looking for a new job. However, since your team is looking I thought I might suggest one person I have been working with and have grown to appreciate.

Paul Moe would make an excellent Commissioner of Labor and Industry. Right now he is head of the vocational rehabilitation unit. Paul and I have worked on a major dislocated worker project for CURA and on the Governor's Poverty Commission. He can be counted on to have unconventional ideas and has excellent grass roots support.

I have a feeling that you will get both Paul's resume and a number of letters about him. I just wanted to add my voice to the others. I also wanted to say hello!

Sincerely,

Rosemarie J. Park
Associate Professor of Education
(612) 625-6267

UNIVERSITY OF MINNESOTA

Twin Cities Campus

fas

Human Resource Development and Adult Education
Department of Work, Community, and Family Education
College of Education and Human Development
1954 Buford Avenue, Room 425
St. Paul, MN 55108-6197



Emily Anne Tuttle
Governor-Elect Ventura's Transition Team
State Capitol
75 Constitution Ave
St Paul
MN 55155

Karen C. Benson
3208 Roosevelt Street
St. Anthony Village, Minnesota 55418
(612) 789-0447 (home) or 625-1148 (office)



November 30, 1998

Ms. Emily Anne Tuttle
Office of the Governor
130 State Capitol
St. Paul, Minnesota 55155

Dear Emily Anne:

I am hoping you will remember me from the year I worked with Jerry Fischer on the Gateway project. I very much enjoyed that year and getting to know all the people "by face" that I talked to by phone over the years I was in the President's Office. I have to admit I still want to call you Emily Anne Staples from your years as a legislator.

I am writing to ask a favor. I would be very interested in working for our new Governor. I think it will be challenging and exciting and I would like to be part of it! I have a lot of experience from being the assistant to the last four University of Minnesota presidents. I am enclosing a copy of the letter I sent to the Governor's Office. I would appreciate it very much if you could take a look at my resume and see if there is anything that would match my qualifications. I would be available to start almost immediately. My current job as Public Relations Director for the University Children's Foundation is still so very new (6 months) that it would still be fairly easy to switch without anyone being too inconvenienced.

I would very much enjoy the opportunity to visit with you about any possibilities there. I hope you don't mind my asking, but I remember your wonderful voice mail that you and your husband did that always made me smile. I figured anyone with that wonderful sense of humor wouldn't mind someone asking. Thank you for any help you could give me!

Sincerely,

Karen C. Benson

Thank you for any help you can give me.

Karen C. Benson
3208 Roosevelt Street
St. Anthony Village, Minnesota 55418
(612) 625-1148 (office)
(612) 789-0447 (home)

November 16, 1998

The Honorable Jesse Ventura
Governor-Elect, State of Minnesota
130 State Capitol
St. Paul, Minnesota 55155

Dear Governor-Elect Ventura:

Congratulations on your election as Governor of the State of Minnesota. I am very pleased that someone who could inspire even my 18-year-old son to vote will now be running our government. My son is now actively talking about getting involved in political campaigns – which is something my husband and I are very pleased about!

I write to ask if you would consider my name if you are hiring any staff for your office, or for the Governor's Residence. I have worked for twenty-five years for the University of Minnesota; twenty of them in the President's Office as the Executive Assistant to the President. I worked for Presidents C. Peter Magrath, Kenneth H. Keller, Richard J. Sauer, and Nils Hasselmo. President Yudof also asked me to work for him but I firmly believe that change is good and it was time for new blood in that office. I am currently the Public Relations Director and Coordinator of Special Events for the University Children's Foundation.

Working for the President, my main responsibilities included coordinating and scheduling the President's daily schedule, coordinating his schedule with his wife's schedule, ensuring correct communication of that schedule to the proper people, researching background information for those meetings as well as any follow-up correspondence and data. When the schedule included speeches, I wrote some of the standard introductory remarks or coordinated the speeches with the President's speechwriters. I coordinated all the travel arrangements, as well as any special needs for travel (i.e., national/international protocol, gifts, awards, etc.). I oversaw the President's correspondence and wrote standard replies on his behalf. All of the President's guests and callers were screened by me.

In addition to the above, I coordinated the special events for the President's Office. These included visits from ambassadors, vice presidents, and presidents, as well as community groups and University internal groups. I also helped coordinated events at Eastcliff, the home of the

The Honorable Jesse Ventura
November 16, 1998
Page Two

University president. I am continuing in this role in my current position as event coordinator in the University Children's Foundation. My role here is to coordinate their special events -- which are all million dollar events -- and arrange publicity for them.

I very much would enjoy the opportunity to meet directly with you and discuss my background. Please feel free to call President Nils Hasselmo (he is now the President of the Association of American Universities in Washington, D.C.) and he would be happy to speak to my experience. (See attached resume for address and phone number.) Mrs. Pat Hasselmo would also be able to speak about my qualifications if your wife is interested in my working for her. Steve Bosacker also knows me from my position in the President's Office.

I would be interested in scheduling, working on special events, or coordinating events in the Governor's residence.

Again, thank you for your consideration. I can be reached at (612) 625-1148; or at home at (612) 789-0447. I look forward to hearing from you.

Sincerely,

Karen Benson

Karen C. Benson
3208 Roosevelt Street
St. Anthony Village, Minnesota 55418
(612) 625-1148 (office)
(612) 789-0447 (home)

EDUCATION

1977 University of Minnesota
 B.S. Degree (with honors)
 Double Major: Textile Design
 Marketing Management

1971 Anoka Ramsey Community College
 A.A. Degree
 Major: Advertising

EMPLOYMENT

1997-1998 Executive Assistant to the President
 University of Minnesota Foundation
 1300 So. Second Street, Suite 200
 Minneapolis, Minnesota 55455
 (612) 624-3333

Responsibilities included:

Working directly with Gerald Fischer, President of the Foundation, on the University of Minnesota billion dollar capital campaign.

1977-1997 Executive Assistant to the President
 University of Minnesota
 Room 202 Morrill Hall
 100 Church Street S.E.
 Minneapolis, Minnesota 55455
 (612) 626-1616

Note: I started in 1977 as senior secretary. Various promotions included principal secretary executive secretary, and in 1988, to Executive Assistant to the President. I have worked under Presidents C. Peter Magrath, Kenneth H. Keller, Richard J. Sauer, and Nils Hasselmo.

Responsibilities included:

- Coordinate President's schedule; coordinate his schedule with his wife's schedule;
- Assign speech writing, coordinate correspondence, recruit special guests, etc.;
- Screen callers and guests seeking an appointment with the President;

- Coordinate speaking engagements, including travel arrangements for both the President and his wife, research background on guests, write introductory remarks, research special needs or presentations;
- Coordinate special events for the Office of the President – these have included national and international guests, presentation of awards (local and regional);
- Research special needs for the President and his spouse (i.e., special clothing, purchase gifts or awards, etc.);
- Draft correspondence for the President;
- Coordinated the Regents' Professorship Nominating Committee for 20 years;
- notified press people or special events, needs, etc.
- many other miscellaneous functions.

1975-1977 Teaching Assistant to Professor Eugene Larkin
 Department of Design, Housing, and Apparel
 240 McNeal Hall
 University of Minnesota
 St. Paul, Minnesota 55108

1973-1975 Assistant to seven Minnesota Extension Specialists
 University of Minnesota
 St. Paul, Minnesota 55108

Prior to working at the University of Minnesota, I worked in the Advertising Department of the St. Paul Pioneer Press; and as a Store Manager for a St. Paul Shoppers City store.

REFERENCES

President Nils Hasselmo
 Association of American Universities
 1200 New York Avenue N.W.
 Suite 550
 Washington, D.C. 20005
 (202) 408-7500

Mrs. Patricia Hasselmo (*their home address*)
 2126 Connecticut Avenue N.W., #75
 Washington, D.C. 20008
 (202) 319-9161

The Honorable Stanley Sahlstrom
 (Past UM-Crookston Chancellor, as well as University of Minnesota Regent)
 913 Forest Drive
 St. Cloud, Minnesota 56303
 (320) 253-7847

Vice Chancellor Greg Fox
 Finance and Operations
 500 Darland Administration Building
 University of Minnesota, Duluth
 Duluth, Minnesota 55812
 (218) 726-7101

Lee Greenfield
State Representative

District 62A
Hennepin County



Minnesota House of Representatives

Phil Carruthers, Speaker

CHAIR, HEALTH AND HUMAN SERVICES FINANCE DIVISION
COMMITTEES: TRANSPORTATION AND TRANSIT; RULES AND LEGISLATIVE ADMINISTRATION
HEALTH AND HUMAN SERVICES

Ms. Emily Ann Staples Tuttle
1225 Shoreline Drive,
Wayzata, MN 55391

Dear Emily Ann,

As I indicated in our phone conversation yesterday, I am enclosing my resume. It was good to talk to you.

While I have no idea of how the Governor-elect sees himself putting together an administration, or if there is any place for someone like myself, I would like to be considered for the Commissioner of Health. I believe that I have the experience, knowledge of the issues, and of the department as well as an excellent ongoing relationship with many key members of the department to provide significant positive leadership in this area. I also like what the Governor-elect has been saying about anti-tobacco issues and enrolling all eligible children in MinnesotaCare.

I would appreciate any advice you can give me on how to effectively go about applying for this position. Whatever happens, I look forward to working with you in your role in the transition team and hopefully a role in the new administration.



Sincerely,

A handwritten signature in cursive script that reads "Lee".

Lee Greenfield
State Representative

Lee Greenfield

Career History

State Representative, DFL, District 62A, 1979-present. Chair, Health and Human Services Finance Division, 1988-present. Member, Health and Human Services Committee, 1979-present (chair, 1987). Served on the following committees: Transportation; Rules and Legislative Administration; Financial Institutions and Insurance; Housing; General Legislation, Veterans Affairs and Elections; Judiciary; Ways and Means.

Co-chair, Joint Legislative Commission on Health Care Access, 1993-present; formerly co-chair of the Legislative Commission on Long Term Care.

One of the seven Minnesota legislators who developed Health Right, a bipartisan agreement in 1992 on health care reform, now called MinnesotaCare. Authored the major legislation for MinnesotaCare in 1993, 1994 and 1997. Author of major legislation in public health; health care reform; welfare; social services; and programs for chemical dependency, mental health, and people with disabilities.

Program Officer, part time, Milbank Memorial Fund, an endowed national foundation that supports nonpartisan analysis, study, research and communication on significant issues in health policy. In charge of a project to develop a pamphlet arguing for the use of outcome measures in health care to rate health plans and monitor the effect of changes in health care, June 1994 to December 1995 (see Publications). Milbank Memorial Fund, Dan Fox, President, 645 Madison Avenue, New York, NY 10022.

Management Analyst, Hennepin County Office of Planning and Development, 1977. Did health planning and background research for the new county public health board.

Principal Assistant to Hennepin County Commissioners Richard O. Hanson and Nancy Olkon, 1975-77. Worked on public policy issues, including human services and health, and also did constituent work.

Teaching Assistant, History of Science & Technology Program. Institute of Technology, University of Minnesota, 1974. Was a teaching assistant to Prof. Alan Shapiro for a history of science course.

Instructor of Mathematics, General College, University of Minnesota, 1964-73. Taught applied mathematics.

Physicist, RCA, 1963. Did research on the use of solid state lasers and solid state communications systems.

Education

University of Minnesota, Ph.D. candidate, Philosophy & History of Science, Minneapolis, Minnesota 1963-73.

Purdue University, B.S. Physics, Lafayette, Indiana, 1963.

Publications

- 1) Co-author, with B.D. Cohen, Paul D. Cleary & Sheldon Greenfield, "Evaluating the Quality of Health Care: What Research Offers Decision Makers," 1996, pamphlet, published by Milbank Memorial Fund, 645 Madison Avenue, New York, NY 10022.
- 2) "Comments on Populis: Without Universal Coverage, Health Care Use Data Do Not Provide Population Health," Milbank Quarterly, Volume 74, No. 1, 1996.

Community and Professional Activities

Steering committee and founding member, Reforming States Group, 1993-present (Chair, 1994-97; immediate past Chair, 1997-present). The RSG is a bipartisan group of public officials developing and implementing health care reform at the state level. The group works closely with the Milbank Memorial Fund.

Steering Committee, National Academy for State Health Policy, Managed Care and Purchasing Strategies (1994-present).

Executive Committee, Forum for State Health Policy Leadership, National Conference of State Legislatures' Intergovernment Health Policy Project (1995-present).

Advisory Committee, Center for Studying Health System Change, User Group (1995-present).

Member, Board of Directors, Minnesota Partnership for Action Against Tobacco (MPAAT).

Board of Directors, Healthcare Education & Research Foundation, Community Advisory Council, 1996-present.

Member, National Conference of State Legislatures (NCSL), State-Federal Assembly, Health Committee, 1989-present (Vice-Chair, 1995-96).

Member, NCSL, State-Federal Assembly, Health Subcommittee, 1987-88.

Board Member, Arthritis Foundation, Minnesota Chapter, 1988-90 (Board Secretary, 1989).

Member, NCSL, Assembly on the Legislature, State Government Issues & Organization Committee, 1983-84.

Member, Hennepin County Crisis Home Advisory Council, 1986-present.

Member, State Board, Citizens' Coalition on Permanence for Children, 1986-present.

Member, Freeport West Board of Directors, 1981-present.

Vice President, MN Chapter, Americans for Democratic Action (ADA), 1976-78, and Board Member, 1979-present.

Member, Minnesota Permanent Families Task Force, 1987.

Legislative Representative, Twin Cities Community Program for Affordable Health Care, Governing Board, 1981-84; Co-chair, Long Term Care Task Force, 1983-84.

Member, Juvenile Code Revision Task Force, 1984-85.

Member, Governor's Non-tax Revenue Commission, 1984-85.

Member, Health Vote, Community Advisory Committee, 1984-85.

Member, Seward Neighborhood Group, Abortion Rights Council, NARAL, Minnesota Chapter of Planned Parenthood, DFL Feminist Caucus, Minnesota Mental Health Association.

Awards

- 1) 1998 Hanson-Henningson Award, Minnesota AIDS Project.
- 2) 1998 SEIU Dignity, Rights and Respect Award, National SEIU
- 3) 1997 Advocacy Award, the Advocacy Center for Long-Term Care
- 4) 1990 Healthy Baby Hero Award, Healthy Mothers, Healthy Babies Coalition and the March of Dimes.
- 5) 1993 and 1988 Legislator of the Year, ARC Minnesota

- 6) 1988 Award of Honor, Minnesota Hospital Association.
- 7) 1988 "Passport to Excellence," Care Providers.
- 8) Measure of Excellence Award, Minnesota Community Action Association.
- 9) 1993 Public Service Award, Planned Parenthood of Minnesota.
- 10) 1994 Dwight V. Dixon Award for Advocacy, Mental Health Association of Minnesota.
- 11) 1983 Public Citizen of the Year, National Association of Social Workers, MN Chapter.
- 12) 1987 Distinguished Service Award, Mental Health Association of Minnesota.
- 13) 1988 Child Health Citation, American Academy of Pediatrics, Minnesota Chapter, and Children's Defense Fund, Minnesota.
- 14) 1981 B. Robert Lewis Award, Minnesota Public Health Association.
- 15) 1991 Courage of Conscience Award, Jobs NOW Coalition
- 16) 1994 Legislator of the Year, Minnesota Association of Treatment Programs.
- 17) 1992 Outstanding Legislative Leadership Award, National Federation of the Blind of MN.
- 18) 1991 Public Leadership Award, Minnesota Senior Federation.
- 19) 1997 Leadership in Establishing Senior Drug Program, Minnesota Board on Aging.

Personal

Age 57, Married, resides at 2308-32nd Avenue South, Minneapolis, MN 55406.

Office: 296-0173, Fax 296-9709; Home: 724-7549, Fax 724-7453.

CENTRAL MINNESOTA INITIATIVE FUND

A Foundation for Today, A Vision for Tomorrow.

December 4, 1998

Emily Ann Staples Tuttle
1225 Shoreline Drive
Wayzata, MN 55391

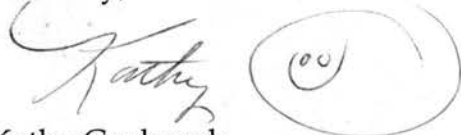
Dear Emily Ann,

Greetings from the Central Minnesota Initiative Fund! Congratulations and thank-you for agreeing to serve on Governor-elect Ventura's transition team. Your expertise and commitment to our state will surely enrich the team.

As the team moves forward with its important work, you may want to keep the Minnesota Initiative Funds in mind. There might be ways that our statewide network can be helpful in providing information about greater Minnesota community needs and issues in a politically neutral manner.

Feel free to call me if I can assist in any way - - and thanks again.

Sincerely,



Kathy Gaalswyk
Executive Director

Enclosure

Minnesota Initiative Funds

What are the Minnesota Initiative Funds?

The Minnesota Initiative Funds are six independent, nonprofit philanthropic organizations that serve six geographic regions outside the Twin Cities area. The Initiative Funds work to make Minnesota's rural communities stronger and more prosperous. With programs tailored to the particular social and economic needs of each region, they make grants and loans; establish partnerships with local governments, businesses, and agencies to address problems cooperatively; and promote regional leadership and employee development through workshops and other training.

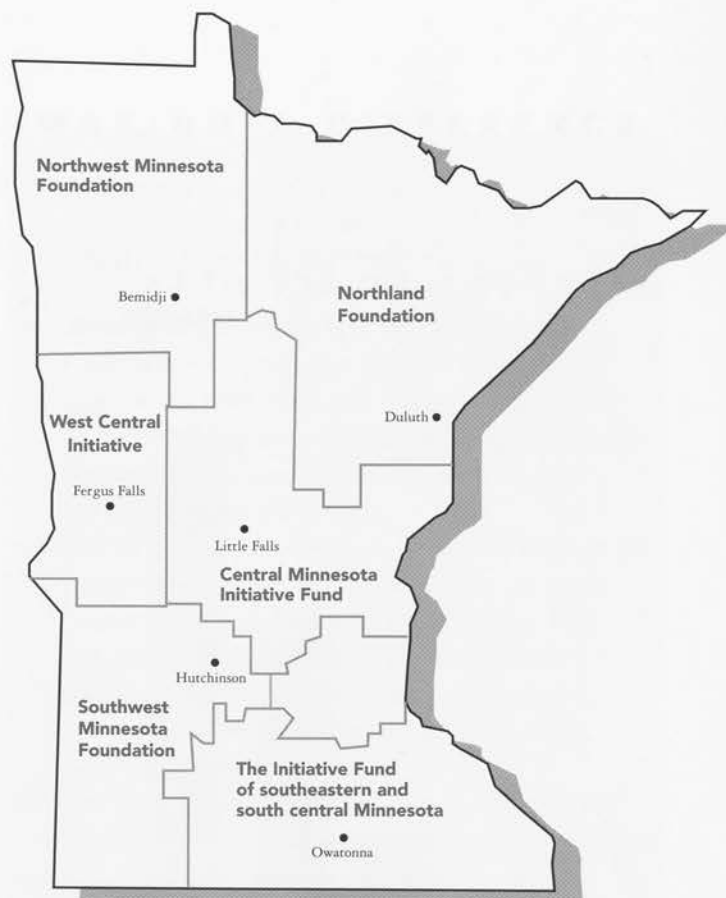
The Initiative Funds were created in 1986 by The McKnight Foundation, a private foundation based in Minneapolis, in partnership with citizens of Greater Minnesota. Each fund reports to a board of directors from its region. The funds receive support from McKnight and, increasingly, from local donors; state, national, and local governments; and other foundations.

How did they begin?

In the early 1980s, declines in the farming and mining economies were stripping rural communities of people, jobs, and hope. At the same time, The McKnight Foundation's assets were growing. The Foundation sought to extend some of its new resources to communities in Greater Minnesota.

McKnight's board and staff believed that the people of rural Minnesota were best positioned to make philanthropic decisions for themselves and their neighbors. McKnight envisioned a regional strategy that would stimulate local giving and encourage local responsibility for the long-term welfare of each region. Such a strategy could help create a philanthropic tradition in Greater Minnesota.

Volunteer steering committees helped the Foundation set up the Initiative Funds and identify regional priorities. In 1986, McKnight's directors made a five-year commitment to launch the funds. As the funds proved successful, McKnight made further commitments in 1991 and 1996.



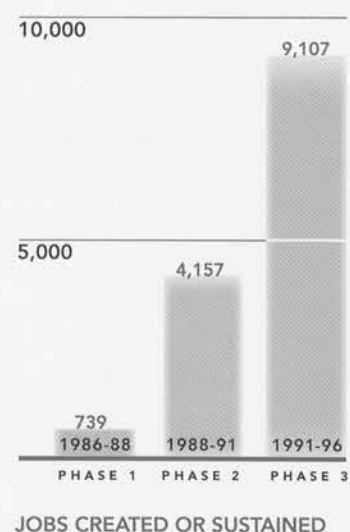
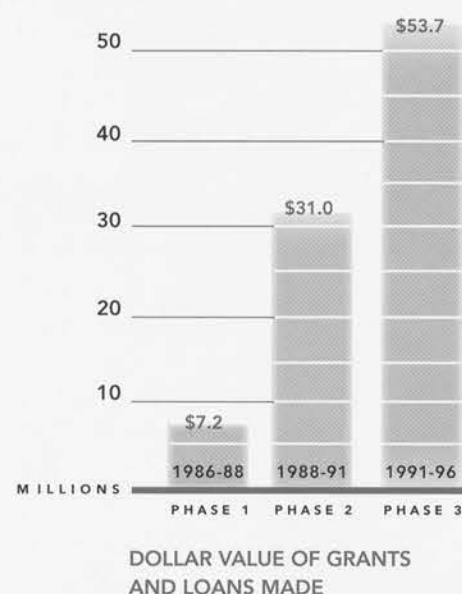
A REGIONAL PHILOSOPHY

McKnight founded the Initiative Funds with three beliefs in mind:

- ◆ The success of one town, farm, or business is closely linked to the vitality of the larger community, county, and region;
- ◆ Minnesota's small towns and rural areas possess the human and financial resources to meet their most critical needs; and
- ◆ Decisions on how to allocate resources are more effective when made by people with the greatest stake in those decisions, instead of by people many miles away.

THE MCKNIGHT FOUNDATION

INITIATIVE FUND ACTIVITIES 1986-96



How much has McKnight given to the funds?

In the first 10 years, The McKnight Foundation contributed \$114 million to the Initiative Funds. In 1996, the Foundation paid an additional \$5.9 million and committed to future payments through 2001. Because their needs and strategies vary, the funds receive different amounts from McKnight at different times.

The Initiative Funds have significantly expanded McKnight's giving in rural Minnesota. Before 1986, approximately 5.5 percent of the Foundation's annual grant dollars went to Greater Minnesota. Since then, McKnight's giving in Greater Minnesota has averaged about 30 percent of its grant dollars each year.

What are their other sources of support?

The Initiative Funds raise money from governments, businesses, and individuals for programs and general operations as well as for their endowments. In their first 10 years, the funds raised a total of \$54.6 million from sources other than McKnight.

Since the beginning, The McKnight Foundation has intended that the Initiative Funds eventually would be self-sufficient. To that end, the Foundation has challenged the funds to establish endowments and to raise money locally matching McKnight's contributions to their endowments. These endowments provide a financial base that will enable the funds to serve their regions long into the future. As of mid-1996, Initiative Fund endowments totaled \$68.2 million and ranged in size from \$8.3 million to \$14.5 million.

What do the Initiative Funds do?

Each has its own program that responds to needs specific to its region. Typical categories include:

- Human services, such as programs for youth, seniors, families, and emergency needs
- Employment and economic development, including business loans, technical assistance, and employee development and training
- Leadership development
- Community capacity-building

Often these programs are linked. For example, grants for childcare and transportation might help low-income people secure education, training, and paid employment. These grants then may complement the Initiative Funds' economic development loans that help create new businesses and expand employment opportunities.

How do they work with their communities?

The Initiative Funds touch many aspects of civic life within their regions. Their work can be described as catalytic.

In the human services, the funds make grants and occasionally loans to nonprofit or public organizations, such as social service providers and schools. These organizations often work in partnership with local governments, business groups, or religious congregations to improve childcare, family life, English-language instruction, cultural diversity training, youth services, senior services, and other programs.

For business development, the funds collaborate with banks, investors, business operators, and local, state, and federal financing programs, such as the Minnesota Department of Trade and Economic Development. Because their structure and philosophy permit risk-taking and encourage innovation, the funds often can provide the gap financing that gets a project off the ground. Unlike many investors, the Initiative Funds consider their investments successful if loan paybacks continuously replenish their revolving loan funds and support administrative costs. Their ultimate investment goal is to strengthen their region's economic vitality. They help create and expand businesses with strong prospects for the future and with jobs at a wage level that can support a family.

About The McKnight Foundation

The McKnight Foundation is a private philanthropic organization founded in 1953 by William L. McKnight and his wife, Maude L. McKnight. Mr. McKnight was an early leader of the 3M Company. The Foundation, however, has no affiliation with 3M. The Foundation assists nonprofit organizations and public agencies in specific areas of human services, community improvement, economic development, housing, public affairs, arts, environment, international, and scientific research. Most of the Foundation's grants are made to Minnesota organizations. For details, request the Foundation's annual report or program guidelines, which are available at no charge, by calling (612)333-4220.

MAKING A DIFFERENCE

Here are a few of the many ways the Initiative Funds are strengthening their regions:

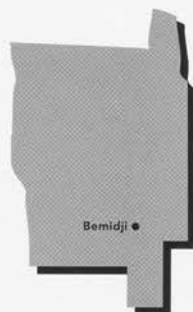
- ◆ Seed capital from the Northwest Minnesota Foundation helped start the Red River Trade Corridor in 1989. Now this trade association for Red River Valley businesses is helping the region's farmers and industries find new markets and partners around the world.
- ◆ The Northland Foundation's acclaimed KIDS PLUS program has improved life for children in small towns like Hermantown, a Duluth suburb that has reduced drug use and violence by creating opportunities for youth in volunteer programs, with senior mentors, through career seminars, even on municipal councils.
- ◆ The West Central Initiative was one of the first organizations to foresee the shortage of affordable housing in rural Minnesota and to develop a strategy to address it. West Central helps communities assess their current housing stock and projected needs so they can plan for growth.
- ◆ With a \$250,000 local gift, the Southwest Minnesota Foundation established an Aging Trust Fund to respond to needs and opportunities of the region's growing elderly population. For example, seniors in a leadership development project encouraged local health-care providers to accept Medicare reimbursement as full payment for services to low-income seniors. The trust fund, now at \$3.4 million, has made more than \$700,000 in grants.
- ◆ The Community Partners program of the Central Minnesota Initiative Fund trains teams of individuals as leaders who use their skills to help their communities prepare for the future. Since 1991, more than 400 leadership trainees have been responsible for local strategic plans, revitalization projects, tourism development, and youth programs, among others.
- ◆ A loan from the Initiative Fund of southeastern and south central Minnesota provided the gap financing that helped launch PEMSTAR, a contract manufacturer in Rochester. Within three years, PEMSTAR had created more than 325 jobs and had revenues of \$32 million.

Northwest Minnesota Foundation

722 Paul Bunyan Drive N.W.
Bemidji, MN 56601
Tel: (218)759-2057
Tollfree: (800)659-7859
Fax: (218)759-2328
Email: nwmf@paulbunyan.net

Counties served:

Beltrami
Clearwater
Hubbard
Kittson
Lake of the Woods
Mahnomon
Marshall
Norman
Pennington
Polk
Red Lake
Roseau



West Central Initiative

220 West Washington Avenue
Suite 205
Fergus Falls, MN 56537
Tel: (218)739-2239
Tollfree: (800)735-2239
Fax: (218)739-5381
Email: info@wcif.org
<http://www.wcif.org>

Counties served:

Becker
Clay
Douglas
Grant
Otter Tail
Pope
Stevens
Traverse
Wilkin



Northland Foundation

610 Sellwood Building
202 West Superior Street
Duluth, MN 55802
Tel: (218)723-4040
Tollfree: (800)433-4045
Fax: (218)723-4048
Email: info@northlandfdn.org
<http://www.northlandfdn.org>

Counties served:

Aitkin
Carlton
Cook
Itasca
Koochiching
Lake
St. Louis

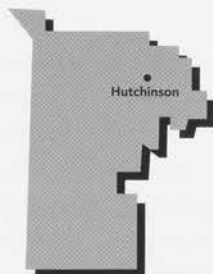


Southwest Minnesota Foundation

102 Main Street South, Suite 208
P.O. Box 428
Hutchinson, MN 55350
Tel: (320)587-4848
Tollfree: (800)594-9480
Fax: (320)587-3838
Email: swmf@hutchtel.net

Counties served:

Big Stone
Chippewa
Cottonwood
Jackson
Kandiyohi
Lac Qui Parle
Lincoln
Lyon
McLeod
Meeker
Murray
Nobles
Pipestone
Redwood
Renville
Rock
Swift
Yellow Medicine



Central Minnesota Initiative Fund

70 S.E. First Avenue
Little Falls, MN 56345
Tel: (320)632-9255
Fax: (320)632-9258
Email: [name]@centralmif.org
<http://www.centralmif.org>

Counties served:

Benton
Cass
Chisago
Crow Wing
Isanti
Kanabec
Mille Lacs
Morrison
Pine
Sherburne
Stearns
Todd
Wadena
Wright

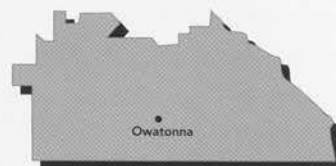


The Initiative Fund of southeastern and south central Minnesota

540 West Hills Circle
Suite 201
Owatonna, MN 55060
Tel: (507)455-3215
Tollfree: (800)590-7759
Fax: (507)455-2098
Email: semif@semif.org
<http://www.semif.org>

Counties served:

Blue Earth
Brown
Dodge
Faribault
Fillmore
Goodhue
Freeborn
Houston
LeSueur
Martin
Mower
Nicollet
Olmsted
Rice
Sibley
Steele
Wabasha
Waseca
Watsonwan
Winona



The McKnight Foundation • 600 TCF Tower • 121 South Eighth Street • Minneapolis, MN 55402
Tel: (612)333-4220 • Fax: (612)332-3833



JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA
OFFICE OF THE GOVERNOR-ELECT

(651) 297-9500
ST. PAUL, MN 55155

ROOM 55
STATE CAPITOL

For immediate release
Thursday, December 3, 1998

Contact: Teresa McFarland
651-297-9513

GOVERNOR-ELECT SAYS SURPLUS GOES TO THE PEOPLE

St. Paul - Governor-Elect Jesse Ventura said today the upcoming state budget surplus should go back to the people in June, at the end of the state's fiscal year. The Minnesota Department of Finance today released the latest revenue forecast which shows a projected budget surplus of \$1.5 billion.

"The people of Minnesota have paid too much in taxes and I want them to get their money back," Governor-Elect Ventura said. "I do want to wait until we close the books in June and know exactly how much money is in the bank before we start sending money back."

Ventura said although some of the surplus is already in the bank, a portion of the money is a one-time revenue source from the state's tobacco settlement. The Governor-Elect said he will use caution when making any decisions about permanent tax cuts and spending plans.

"In the last week I have met with some of Minnesota's top economists and they all say that the next four years are not going to be as great as the last four years," Governor-Elect Ventura said. "I don't want to be a nay-sayer but I believe we need to be prudent about the state's financial future. My goal is to leave Minnesota in as good of shape financially as was left by Governor Carlson."

more

2

Governor-Elect Ventura also detailed several principles that he will use in developing his budget.

Tax collections should equal spending. "If the state takes more money from you than is needed to pay the bills," Ventura said, "that money should be returned to you at the end of each budget cycle. He also said it is important the state does not rely on one-time money to pay for permanent programs and expenditures."

Get competitive. "Minnesota needs to 'get in line' with the tax and spending rates of surrounding states," he said. "Right now people in Minnesota pay much more to register their cars each year than do residents of Wisconsin and Iowa. We should not be giving people incentives to leave the state."

Keep it balanced and look long term. Ventura said Minnesota's focus needs to be on the long-term health of the state. "I told the players on my football team that you play one game at a time but you always have an eye on the 'Dome.'"

Resist temptation. Ventura also warned against that temptation to spend. "My focus is on what is necessary and not what is nice," Ventura said. "Not every good idea gets funded. I want to make sure we make smart decisions and resist the temptation to do things that don't make sense in terms of the big picture."

###



JESSE VENTURA
GOVERNOR-ELECT

STATE OF MINNESOTA

OFFICE OF THE GOVERNOR-ELECT

(651) 297-9500
ST. PAUL, MN 55155

ROOM B5
STATE CAPITOL

December 4, 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 *JB*

Re: *Economic Forecast*

Pages: 5 with cover

Attached is a copy of yesterday's press release on the budget surplus and the editorial and op-ed piece in today's *Star Tribune*.

✓

C. Patrick Quinlan
5601 Dewey Hill Road
Edina, MN 55439
Nov. 18, 1998

Ms. Mary Ann Staples Tuttle
Governor-Elect Advisory Council
State Capitol
St. Paul, Minnesota

Dear Mary Ann,,

Congratulations to you and to the Governor-Elect on your new job. Your selection is a tribute to the good sense of our governor-to-be.

Because of your legislative and Hennepin County experience I am enclosing an article for the new governor's idea-hopper: a metropolitan transit idea which I am sure you have known about for many years. A personal-transit proposal for the Twin Cities by Ed Anderson, formerly of the U. of Minnesota.

I met Ed Anderson after a church lecture and then again by chance at the airport. We travelled to Wash, DC. together and he convinced me--fairly easily because I was well-acquainted with the superior rail and transit systems of Europe, New York City, and Wash, DC, and had enjoyed the airport transit systems of Dallas, Atlanta, and other airport cities.

We Minnesotans have been very hostile to the opportunities offered by the Hiawatha and southwestern rail corridors, which I have biked for many years. *but would gladly give up to light rail.*

As a State Senator and Hennepin County Commissioner you know the arguments for and against far better than I do. And I would not bet that our new governor wants to introduce anything as far out as Ed Anderson's plan.

Nevertheless, I hope you can drop this into the hopper of new ideas, and I will send copies to two of my favorite legislators, Representative Kahn, and Senator Terwilliger.

No reply needed. Good luck.

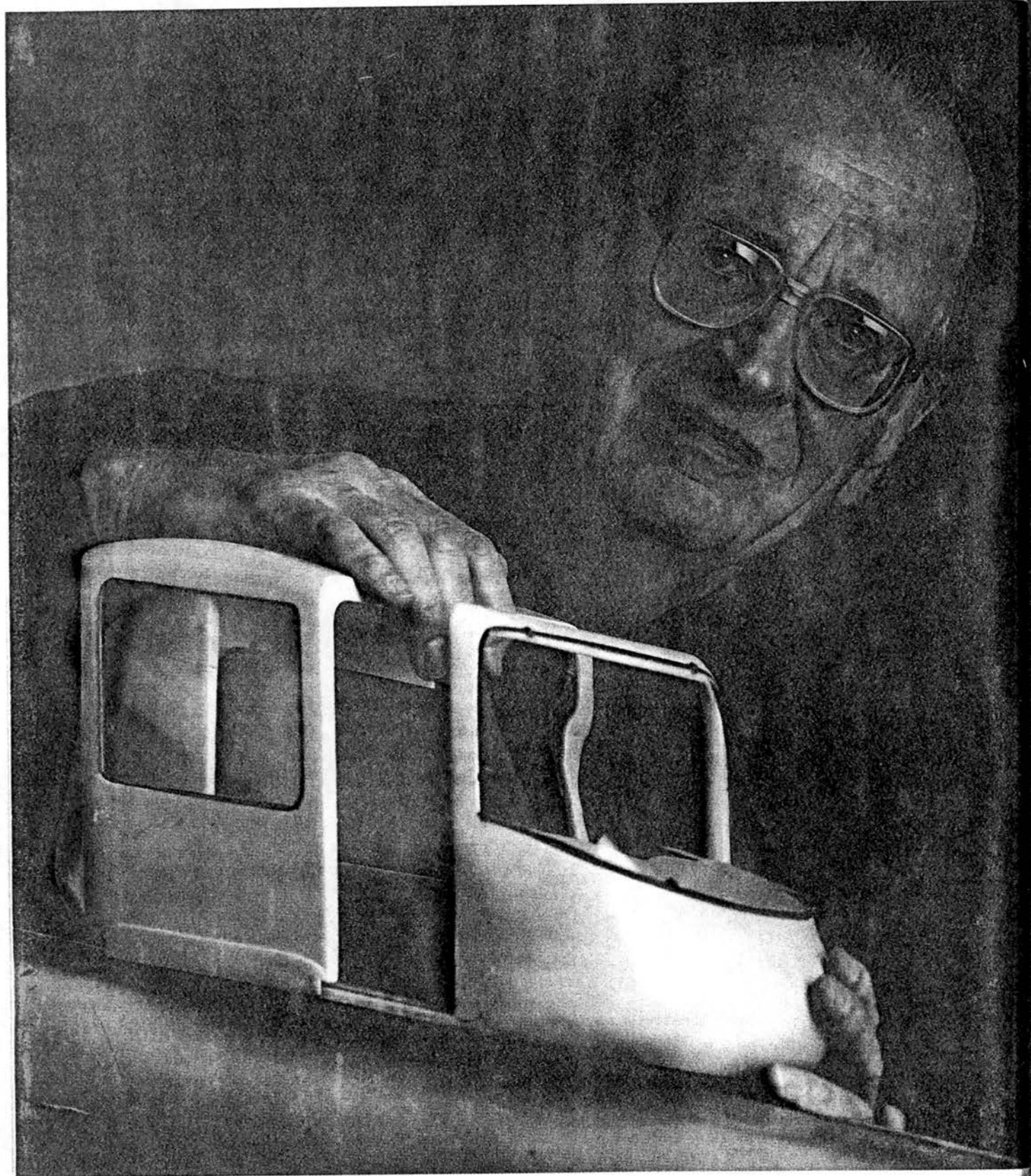
Sincerely,

CPQ

ccRep. Kahn
Sen. Terwilliger



It Doesn't Take a Rocke



Scientist—or Does It?

Alumnus and former professor Ed Anderson has spent 30 years trying to solve the world's transit problems. Despite a band of ardent supporters worldwide, his personal rapid transit system has been a tough sell.

By Phil Bolsta • Photograph by Mark Luinenburg

ED ANDERSON SAYS he has the solution to the world's urban transportation problems. He says he knows how to get people out of their cars, off the ground, and to work or the movies or the mall or the health club quickly, safely, and inexpensively. Anderson, '55, a former professor of mechanical engineering at the University of Minnesota, is the pioneer of personal rapid transit (PRT), an automated transit system that promises to revolutionize public transportation.

With PRT, passengers ride alone or with one or two companions in a car that travels atop a rail. PRT is like a fleet of taxis waiting for passengers—only PRT cars are above the streets and don't get snarled in traffic. PRT is like trains and buses because it moves large numbers of people in high-density areas—only it doesn't require as much land and PRT cars don't stop at every station or corner on the route. PRT cars are like automobiles because passengers don't have to ride with strangers. But while many people can't or shouldn't drive, everyone can use PRT, including the elderly, wheelchair users, and those with vision impairments.

Anderson has spent 30 years championing PRT. He holds patents on his innovations, has been invited to speak around the world, has developed models and computer simulations of PRT, and has won the support of politicians, engineers, medical doctors, landscape architects, and economists. Even so, he has yet to see a full-scale version of his personal rapid transit concept built.

But the 71-year-old Fridley, Minnesota, resident refuses to give up on PRT. "Because it's the right solution," he says. "A new solution to urban transportation has been badly needed for a long time. There's plenty of data that shows that existing solutions don't work well. They don't cut down on congestion, and they don't get people out of their cars.

"Why does a guy like me spend as much time on it as I have?" he continues. "Well, if I had no encouragement I would never have been able to continue. But there's always been substantial encouragement from state legislators and others and enough interest in so many places that I couldn't let go of it if I wanted to."

"I thought PRT was the most revolutionary thing I had ever seen—like something out of Buck Rogers," recalls Tony Potami, '65, president and CEO of the William C. Norris Institute, a non-

profit organization in Bloomington, Minnesota, that is committed to developing businesses in the inner cities of Minneapolis and St. Paul and advancing the use of technology in education. Until 1996, Potami was the director of patents and technology marketing in the University's Office of Research and Technology Transfer Administration. "Ed came to me with some of his ideas. As someone who knew nothing about transportation, I found the concept of PRT very intriguing and very exciting," he says. "This technology is so necessary and so wonderful and serves such a great need. It's always hard to deal with new concepts that cost a lot of money, but this is a technology that's got to see the light of day."

In search of new technologies

In August 1968, Anderson was finishing up a 10-month stint in the Soviet Union as part of a professor exchange program. "While I was there," Anderson recalls, "I had time to think about my career. I liked highly theoretical work, which I was doing, but I finally concluded I had to get back into system engineering work. I even wrote a letter to Dick Jordan, my department head, that said I was going to resign because I didn't think I could find what I wanted at the University. Dick wrote back and said, 'Don't resign. I think we have something here that's just what you want.'"

What Jordan had was a request for proposals from the newly formed Urban Mass Transportation Administration (now the Federal Transit Administration), which wanted to set up interdisciplinary groups at universities to study the application of new technologies in transportation.

"The more I looked at the background information," Anderson says, "the more I felt that this was the sort of thing I wanted—a problem where the need was very apparent. Plus, I could make use of my background in system engineering at Honeywell, which is where I worked before I came to the University in 1963."

After the University won a grant to establish interdisciplinary research and training in urban transportation with an emphasis on new systems, Anderson read everything he could find on the concept of personal rapid transit. He also traveled across the country, taking photos of sites that were experimenting with PRT test tracks, including one in Minneapolis developed by a Honeywell engineer.

Bob Boyle, a staff member at campus radio station KUOM, attended Anderson's first slide show and was so impressed that he wrote a personal letter to every member of the Minnesota legislature, asking them to attend a December 1969 presentation on the benefits of PRT. More than 40 legislators showed up, which led to a \$50,000 grant allowing Anderson to form a task force of 15 University professors to study and evaluate new concepts in urban transportation.

The task force members gathered so much information that they decided to hold a national conference on personal rapid transit. A call for papers drew research results from as far away as England and Sweden. "It was really exciting," Anderson recalls. "The conference was held in November of 1971 and essentially put Minnesota on the map as the world leader in personal rapid transit planning and technology."

Two more conferences followed, in May 1973 and September 1975. It was a heady time, and Anderson and his growing band of ardent supporters were convinced that a full-scale PRT system would be up and running somewhere in the world within a few years.

Weary of the light rail fight

Tony Strauss, a division director in the Office of Research and Technology Transfer Administration, first met Anderson in 1981 while attending a presentation on PRT. "I was very impressed both by Ed and the technology. It made so much logical sense that I thought, 'Why isn't someone doing this?' Little did I know that 17 years later I would still be asking the same question."

In 1982, the University awarded Anderson a \$100,000 patent-development grant. A year later, Anderson formed a company called Automated Transportation Systems, Inc. In 1986, the company's name was changed to Taxi 2000 Corporation, then a futuristic sounding name but now in danger of being left behind.

Strauss is the University's point man in trying to help Anderson commercialize the PRT technology that he and his colleagues have developed and refined over the years. The University holds the patents for this technology, but Taxi 2000 has the exclusive license for those patents.

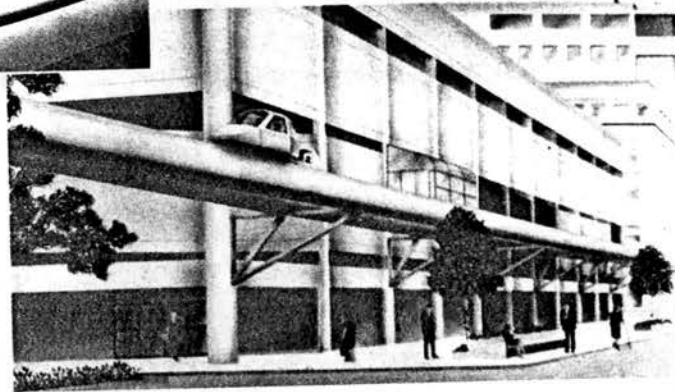
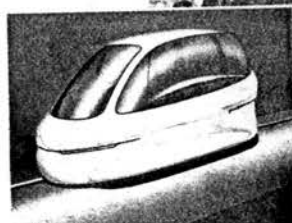
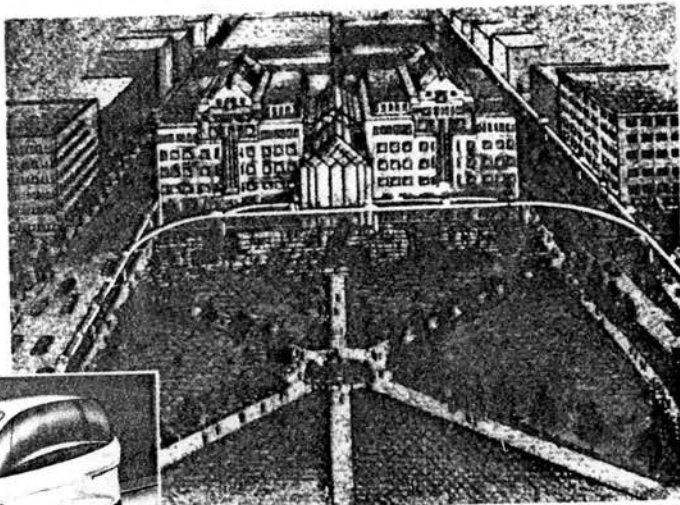
If PRT gets off the ground, the University of Minnesota, as well as Taxi 2000, stands to profit handsomely. "The University of Minnesota has both a financial interest and a public mission interest in seeing this technology utilized beneficially," says Strauss, who participates in Taxi 2000 board meetings in an advisory capacity.

"I continue to be a believer in PRT, and I'm certain that at some point it will be implemented," he adds. "The logic of it and the value of it make its application in a number of areas eventually inevitable. When it happens, it will be in large measure a reflection of the work and the dedication that Ed has put into it. He is recognized worldwide as the father and principal spokesperson for PRT. Ed's persistence and dedication have certainly been both remarkable and admirable. Most anyone else would have given up quite some years ago."

Anderson's devotion to PRT led him to take a two-year leave of absence from 1974 to 1976 to act as a PRT consultant for the Colorado Regional Transportation District and then the Raytheon Company in Massachusetts. He took another two-year leave from 1983 to 1985 to work on technology and business development

for his newly formed company.

Weary of doing battle with light rail proponents, Anderson left the University for good in the summer of 1986. "It wasn't because I was mad at anybody," he says. "I had just come to a dead end. The light rail people here had managed to block any serious consideration of PRT in Minnesota."



Top: Although it uses much less space, a PRT system has several times the capacity of the streets below it. **Bottom:** A PRT station built into a building. Vehicles bypass stations that are not the passengers' destination. **Inset:** An artist's rendering of a PRT vehicle on a guideway.

But the president of Boston University at the time, John Silber, learned what Anderson was doing and became interested in his ideas. "To make a long story short," Anderson says, "within a week I had an appointment as a full professor."

Anderson continued his relentless pursuit of PRT during his six years as a professor of aerospace and mechanical engineering at Boston University. "At Boston," he says, "I was able to recruit a number of very good engineers from a number of different companies who worked with me to not only further advance the design and the planning but to raise money too."

"Boston is much more of a system town than Minneapolis and St. Paul," he explains. "There are more engineering companies there that work on large systems. Most engineering companies around here, with a few exceptions, work on components. Plus, I knew people at Raytheon and in the U.S. Department of Transportation out there. . . . That was so much more promising to me than staying here in Minneapolis and essentially putting my tail between my legs and hardly doing anything on it. The political

around here were against us and still are. In Boston, they couldn't care less about things like that. They had light and heavy rail systems and it didn't bother them at all that there was work being done on PRT."

The Chicago model

Three years after Anderson moved to Boston, the Chicago Regional Transportation Authority (RTA) decided to seriously consider implementing a PRT system. It was the breakthrough Anderson and his colleagues had been waiting for. Taxi 2000 licensed the PRT technology to Raytheon for \$1 million, and then, working with the Chicago RTA, Raytheon developed a \$40 million, one-third-mile test track in Marlborough, Massachusetts.

The Illinois legislature had mandated in the RTA's charter that it spend some of its funds studying new transportation systems. "Their leadership told us that they knew they could not solve their transportation problems in Chicago with just more roads and more conventional rail systems," Anderson says. "They said they needed a new idea. In fact, what they literally said was, 'There's got to be a rocket scientist out there with a new idea and we need to find it.' We met them shortly after that. . . ."

In the fall of 1992, Anderson took a leave of absence from Boston University in order to work full time with Raytheon to develop the test track. Testing of the system was finished this summer, and Taxi 2000 now awaits the RTA's vote on whether to build a \$100 million system in Rosemont, Illinois, just east of O'Hare Airport. The 45-vehicle network would consist of three interconnected loops with eight stations and would provide access to conference centers, hotels, and the Chicago L heavy rail system.

"We feel PRT will work in what we call the first areas of congestion—out in the suburbs where you have office parks, restaurants, and shopping centers that are all maybe a half-mile apart," says Meg Thomas, spokeswoman for the Chicago RTA. "It's not very convenient to walk to these places; it's very congested for driving, and finding a parking space is not easy. . . . The plan in Chicago, if we do go forward and build this, is to hook up with existing forms of transportation, to provide another link with the system."

Although Anderson remains characteristically optimistic about the outcome of the Chicago project, he's not pleased with how Raytheon engineers deviated from his designs. The Raytheon engineers doubled the size of the guideways and built cars that weighed 5,000 pounds. Anderson's ideal system operates with three-foot-high by three-foot-wide rails and 1,000-pound cars. "We had three major architectural engineering firms work with us in the design of our guideway and we know it will work, but the engineers didn't listen to us," Anderson says. "They botched it terribly badly."

A serious flaw in the Raytheon system is its visual impact. Anderson has consulted with a number of landscape architects over the years to ensure that his PRT system will have a positive visual impact on a city's landscape. "In fact," he says, "a sculptor in Chicago who was incredibly enthusiastic about what we were doing there referred to PRT as 'moving sculpture.'"

Integrating PRT visually into a cityscape is a stimulating challenge, agrees Bob Sykes, '73, associate professor of landscape architecture at the University of Minnesota. "How you cross a major street such as Hennepin Avenue becomes an interesting problem," he says. "It isn't a matter of trying to make PRT invis-

Common Questions about PRT

Is PRT reinventing the automobile?

PRT is a public transit system that uses elevated guideways, but some of its characteristics resemble those of automobiles. Passengers may ride alone in a car or with up to two companions, and the cars may be programmed to travel directly to a destination without stopping for other passengers. But while approximately half of the population either cannot or should not drive automobiles, PRT is accessible to everyone—including those who use wheelchairs or whose vision is impaired.

How does a person use PRT?

At a PRT station, a passenger punches a destination into a ticket machine that displays the fare and then dispenses a magnetically coded ticket. Before boarding a car, the passenger inserts the ticket into a slot so that a microprocessor aboard the car reads the destination. Once inside the car, the passenger simply pushes a "go" button.

Is PRT environmentally friendly?

PRT, which uses electromagnetic propulsion, creates very little noise or air pollution. Nearly two-thirds of the energy used by automobiles and buses in urban areas is spent in braking. Since the PRT cars have no intermediate stops during trips, they use significantly less energy.

Can small cars really move large numbers of people?

Uninterrupted flow, not vehicle size, is the key to capacity. For example, 60-passenger buses coming two minutes apart—a high flow rate—provide the same capacity as three-passenger PRT vehicles coming every six seconds. And since cars bypass all stations between the passengers' selected points of departure and destination, the cars maintain their speed and may be closely spaced on the guideways.

How much does PRT cost?

The cost of a transportation system is the total capital cost plus operating cost divided by passenger mile. The average light rail system in the United States costs \$2 to \$5 per passenger mile. The cost per mile with an automobile system is approximately 50 cents. PRT costs 40 to 50 cents per passenger mile.

Is PRT safe, secure, and reliable?

In computer simulations of a PRT system during rush hour, 50 percent of passengers wait less than 40 seconds for a car; 97 percent wait less than three minutes. Passengers never have to ride with a stranger if they don't want to. Stations are equipped with television monitors and two-way voice communication systems. The cars feature an emergency call button as well as a "stop" button, allowing passengers to stop at the next station for any reason. In addition, the cars have a back-up power source in case of a power failure.

Source: Taxi 2000 Corporation

ible but perhaps making it more a part of the scene. In Venice, for example, the bridges over the canals are richly detailed so they're an appealing part of the canal scene, rather than an intrusion. That's contrary to what we do with skyways, for example. We try to make skyways neutral, but the contrary theory would be to make them visually appealing, a work of art in the city landscape."

A boon to the U and the public

Because the University of Minnesota owns the patents for PRT technology as well as

15.3 percent of the stock in Taxi 2000, it would enjoy two streams of revenue should the Chicago project proceed. Taxi 2000 receives a 1.25 percent royalty on any PRT system Raytheon builds; 25.3 percent of that 1.25 percent royalty is targeted for University coffers. In addition, the University would also receive \$270 per vehicle and \$20,000 per mile of guideway built.

"This is a technology that we should have had in service 15 to 20 years ago so people could see how it worked and could recognize its value," says A. Scheffer Lang, a board member of Taxi 2000 and a former profes-

sor of transportation engineering at the Massachusetts Institute of Technology who first met Anderson 25 years ago. "The people who have stood in the way of the implementation of this concept have been promoting their own self-interests and the status quo at the expense of the general public."

One segment of the general public that would directly benefit from PRT is the elderly. "The whole idea of taking somebody's car away is something no one wants to deal with," says Peter Fausch, senior vice president of Minneapolis-based SRF Consulting Group, a transportation consulting firm. "One of the advantages of a PRT system is that those people continue to have their mobility. From that standpoint, it's one of the solutions to one of society's unsolvable problems. I think Ed has made a great contribution to transportation."

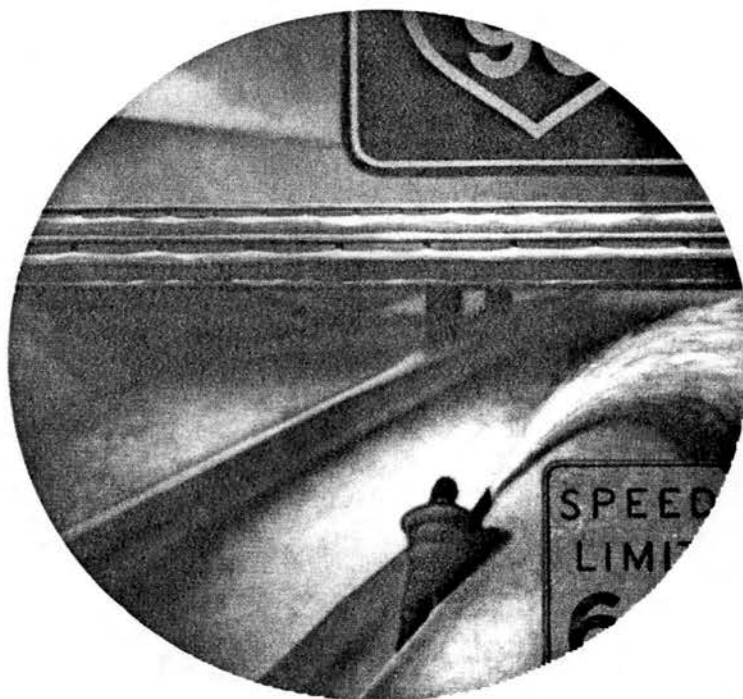
PRT could also prove to be a boon to people who use wheelchairs. "We may have a lot of handicap-accessible buses, but in our climate, with all the snow and ice, how do those people get to the bus stop?" asks Bob Patterson ('62, '65, '76), a professor of physical medicine, rehabilitation and biomedical engineering at the University of Minnesota Medical School. "Accessibility doesn't mean much a lot of times in our climate and no one really addresses that issue in transportation systems. PRT is beautiful in the sense that whether it's to an airport or a mall, people could have direct access to public transportation without having to face the elements."

Staying on track

So why has PRT been stopped in its tracks for three decades? According to Anderson, it's politics. "Conventional transit lobbies don't like the idea of PRT and work behind the scenes to kill it," says Anderson. "For example, there's an organization in town that is absolutely devoted to getting the streetcar back. I know they saw PRT as a threat."

"I debated one of their leaders a number of times, but it was a joke," Anderson recalls. "We told them that putting a system on the surface and mixing it with conventional transit is not going to reduce congestion. The federal government had done studies in 1967 and 1968 that showed that if the U.S. continued with conventional transit the problem of congestion would continue to worsen, but if the U.S. began to employ personal transit, we could turn

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"I thought PRT was the most revolutionary thing I had ever seen— like something out of Buck Rogers."

—Tony Potami, '65, president and CEO of the William C. Norris Institute

the problem around. This didn't impress them. It just made them angry. They considered anybody opposed to the streetcar [now called light rail] in league with the highway department. They said our aim was really to get no transit at all. It was not a rational discussion."

As recently as two years ago, University parking and transportation and the University hospital had wanted Anderson to work with them to get a PRT system on campus. Anderson believes that political interests surrounding light rail transit caused a PRT system at the University to be derailed.

Studies show that light rail transit costs at least five times more than an automobile system or than PRT's projected cost. Even so, light rail has steadily gained popularity among politicians and the public in the Twin Cities. The groundwork is being laid for a \$400 million line between the Mall of America and downtown Minneapolis—although little funding has been secured for the project, which before it has even begun faces complex problems and is expected to exceed its budget.

Despite the opposition PRT has faced, the Chicago RTA project has opened other doors. The states of Rhode Island and Washington have invested a significant amount of money in PRT planning—much of that from federal grants—and the Swedish Transport Research Board has completed a variety of planning studies for four or five Swedish cities. And in August, two Honda executives visited Anderson, Lang, and Strauss to explore designing and building entire PRT systems.

Anderson has been contacted by four organizations in Japan, including a large construction company that wants him to conduct seminars on PRT in Japan. And he's gotten calls from groups in Norway, England, Singapore, and Korea.

The Minnesota Department of Transportation is also watching Taxi 2000's arrangement with the Chicago RTA. "In certain applications, we're not closed to the possibility that PRT may be the best option," says Randy Halvorson, MnDOT's director of transportation, research and investment management. "But we're wait-

ing for the deployment experiment in the Chicago area to see if it works up to its potential."

Thirty years is a long time to wait for a dream to come true, but Ed Anderson is not your ordinary dreamer. "It takes special people to deal with significant technological change," Tony Potami says. "It takes someone who will stick by their idea and

push it despite all the controversy and nonacceptance. Ed does it with passion and calmness. I certainly couldn't be committed to anything as much as he is committed to this. I hope that one day, very soon, Ed gets the chance to ride in one of his PRT vehicles."

Phil Bolsta is a Twin Cities freelance writer.

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Mrs Evelyn Ann Trettle
Governor-Elect
Advisory Council
State Capital
St Paul
MN 55155

Lee Greenfield
State Representative

District 62A
Hennepin County



Minnesota House of Representatives

Phil Carruthers, Speaker

CHAIR, HEALTH AND HUMAN SERVICES FINANCE DIVISION
COMMITTEES: TRANSPORTATION AND TRANSIT; RULES AND LEGISLATIVE ADMINISTRATION
HEALTH AND HUMAN SERVICES

December 1, 1998

Ms. Emily Ann Staples Tuttle
1225 Shoreline Drive,
Wayzata, MN 55391

Dear Emily Ann,

As I indicated in our phone conversation yesterday, I am enclosing my resume. It was good to talk to you.

While I have no idea of how the Governor-elect sees himself putting together an administration, or if there is any place for someone like myself, I would like to be considered for the Commissioner of Health. I believe that I have the experience, knowledge of the issues, and of the department as well as an excellent ongoing relationship with many key members of the department to provide significant positive leadership in this area. I also like what the Governor-elect has been saying about anti-tobacco issues and enrolling all eligible children in MinnesotaCare.

I would appreciate any advice you can give me on how to effectively go about applying for this position. Whatever happens, I look forward to working with you in your role in the transition team and hopefully a role in the new administration.

Sincerely,

A handwritten signature in cursive script that reads "Lee".

Lee Greenfield
State Representative



Lee Greenfield

Career History

State Representative, DFL, District 62A, 1979-present. Chair, Health and Human Services Finance Division, 1988-present. Member, Health and Human Services Committee, 1979-present (chair, 1987). Served on the following committees: Transportation; Rules and Legislative Administration; Financial Institutions and Insurance; Housing; General Legislation, Veterans Affairs and Elections; Judiciary; Ways and Means.

Co-chair, Joint Legislative Commission on Health Care Access, 1993-present; formerly co-chair of the Legislative Commission on Long Term Care.

One of the seven Minnesota legislators who developed Health Right, a bipartisan agreement in 1992 on health care reform, now called MinnesotaCare. Authored the major legislation for MinnesotaCare in 1993, 1994 and 1997. Author of major legislation in public health; health care reform; welfare; social services; and programs for chemical dependency, mental health, and people with disabilities.

Program Officer, part time, Milbank Memorial Fund, an endowed national foundation that supports nonpartisan analysis, study, research and communication on significant issues in health policy. In charge of a project to develop a pamphlet arguing for the use of outcome measures in health care to rate health plans and monitor the effect of changes in health care, June 1994 to December 1995 (see Publications). Milbank Memorial Fund, Dan Fox, President, 645 Madison Avenue, New York, NY 10022.

Management Analyst, Hennepin County Office of Planning and Development, 1977. Did health planning and background research for the new county public health board.

Principal Assistant to Hennepin County Commissioners Richard O. Hanson and Nancy Olkon, 1975-77. Worked on public policy issues, including human services and health, and also did constituent work.

Teaching Assistant, History of Science & Technology Program. Institute of Technology, University of Minnesota, 1974. Was a teaching assistant to Prof. Alan Shapiro for a history of science course.

Instructor of Mathematics, General College, University of Minnesota, 1964-73. Taught applied mathematics.

Physicist, RCA, 1963. Did research on the use of solid state lasers and solid state communications systems.

Education

University of Minnesota, Ph.D. candidate, Philosophy & History of Science, Minneapolis, Minnesota 1963-73.

Purdue University, B.S. Physics, Lafayette, Indiana, 1963.

Publications

- 1) Co-author, with B.D. Cohen, Paul D. Cleary & Sheldon Greenfield, "Evaluating the Quality of Health Care: What Research Offers Decision Makers," 1996, pamphlet, published by Milbank Memorial Fund, 645 Madison Avenue, New York, NY 10022.
- 2) "Comments on Populis: Without Universal Coverage, Health Care Use Data Do Not Provide Population Health," Milbank Quarterly, Volume 74, No. 1, 1996.

Community and Professional Activities

Steering committee and founding member, Reforming States Group, 1993-present (Chair, 1994-97; immediate past Chair, 1997-present). The RSG is a bipartisan group of public officials developing and implementing health care reform at the state level. The group works closely with the Milbank Memorial Fund.

Steering Committee, National Academy for State Health Policy, Managed Care and Purchasing Strategies (1994-present).

Executive Committee, Forum for State Health Policy Leadership, National Conference of State Legislatures' Intergovernment Health Policy Project (1995-present).

Advisory Committee, Center for Studying Health System Change, User Group (1995-present).

Member, Board of Directors, Minnesota Partnership for Action Against Tobacco (MPAAT).

Board of Directors, Healthcare Education & Research Foundation, Community Advisory Council, 1996-present.

Member, National Conference of State Legislatures (NCSL), State-Federal Assembly, Health Committee, 1989-present (Vice-Chair, 1995-96).

Member, NCSL, State-Federal Assembly, Health Subcommittee, 1987-88.

Board Member, Arthritis Foundation, Minnesota Chapter, 1988-90 (Board Secretary, 1989).

Member, NCSL, Assembly on the Legislature, State Government Issues & Organization Committee, 1983-84.

Member, Hennepin County Crisis Home Advisory Council, 1986-present.

Member, State Board, Citizens' Coalition on Permanence for Children, 1986-present.

Member, Freeport West Board of Directors, 1981-present.

Vice President, MN Chapter, Americans for Democratic Action (ADA), 1976-78, and Board Member, 1979-present.

Member, Minnesota Permanent Families Task Force, 1987.

Legislative Representative, Twin Cities Community Program for Affordable Health Care, Governing Board, 1981-84; Co-chair, Long Term Care Task Force, 1983-84.

Member, Juvenile Code Revision Task Force, 1984-85.

Member, Governor's Non-tax Revenue Commission, 1984-85.

Member, Health Vote, Community Advisory Committee, 1984-85.

Member, Seward Neighborhood Group, Abortion Rights Council, NARAL, Minnesota Chapter of Planned Parenthood, DFL Feminist Caucus, Minnesota Mental Health Association.

Awards

- 1) 1998 Hanson-Henningson Award, Minnesota AIDS Project.
- 2) 1998 SEIU Dignity, Rights and Respect Award, National SEIU
- 3) 1997 Advocacy Award, the Advocacy Center for Long-Term Care
- 4) 1990 Healthy Baby Hero Award, Healthy Mothers, Healthy Babies Coalition and the March of Dimes.
- 5) 1993 and 1988 Legislator of the Year, ARC Minnesota

- 6) 1988 Award of Honor, Minnesota Hospital Association.
- 7) 1988 "Passport to Excellence," Care Providers.
- 8) Measure of Excellence Award, Minnesota Community Action Association.
- 9) 1993 Public Service Award, Planned Parenthood of Minnesota.
- 10) 1994 Dwight V. Dixon Award for Advocacy, Mental Health Association of Minnesota.
- 11) 1983 Public Citizen of the Year, National Association of Social Workers, MN Chapter.
- 12) 1987 Distinguished Service Award, Mental Health Association of Minnesota.
- 13) 1988 Child Health Citation, American Academy of Pediatrics, Minnesota Chapter, and Children's Defense Fund, Minnesota.
- 14) 1981 B. Robert Lewis Award, Minnesota Public Health Association.
- 15) 1991 Courage of Conscience Award, Jobs NOW Coalition
- 16) 1994 Legislator of the Year, Minnesota Association of Treatment Programs.
- 17) 1992 Outstanding Legislative Leadership Award, National Federation of the Blind of MN.
- 18) 1991 Public Leadership Award, Minnesota Senior Federation.
- 19) 1997 Leadership in Establishing Senior Drug Program, Minnesota Board on Aging.

Personal

Age 57, Married, resides at 2308-32nd Avenue South, Minneapolis, MN 55406.

Office: 296-0173, Fax 296-9709; Home: 724-7549, Fax 724-7453.

Burl A. Zorn
804 S. Lewis St.
Shakopee, MN 55379
TELEFAX (612) 486-2997

Christy Lane:

This is just FYI — I sent
a copy to Tim.

Burl Zorn is a pro-choice Republican,
former city councilman in Shakopee, retired
Army Col/Gen (?) — & carried the "black
box" for President Carter. — friend of ours.

Alan Barkley

H

FAX COVER SHEET

DATE: 12/2

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TO: Emily AnneFROM: Commissioner OpatFAX # 473-9120FAX # 348-8701

IF THERE IS A PROBLEM WITH THIS TRANSMISSION, TELEPHONE:

NAME: Lindy Crosby AT 348-5202☐ NO COVER MESSAGE IF CHECKED

MESSAGE:

Emily Anne - This is a copy of a letter
Mike sent to Dean Barkley. He asked that
I fax a copy to you. Please call
with any questions.

Thanks
Lindy Crosby

MACKENZIE & HALLBERG

Suite 2500
150 South Fifth Street
Minneapolis, Minnesota 55402

FAX TRANSMITTAL FORM

TO: EMILY ANN STAPLES TUTTLE

FAX NO. 473-9120# DATE 12-1-98

FROM: MIKE UNGER

SENDER'S FAX NO. 612-335-3504

THIS TRANSMISSION IS 3 PAGES (INCLUDING THIS COVER PAGE)

PLEASE TELEPHONE OUR OFFICE AT 612-335-3500 IF YOU DO NOT RECEIVE ALL PAGES.

Re: Emily Ann -

Thanks for the call. I think Bob's interest is in the Trade + Economic Development post. He has been very successful + entrepreneurial in the private sector for the past several years. He combines solid private sector experience with a great public policy mind!

Thanks for your consideration.

Mike

11-30-98

Burl A. Zorn
804 South Lewis Street
Shakopee, Minnesota 55379
TEL/FAX (612) 496-2867

Mr. Tim Penny

Re: Appointment to Commissioner Position on Metropolitan Council

Upon the recommendation of Ann Barkelew, I am forwarding my resume for your consideration as a candidate for a position as a Commissioner on the board of the Metropolitan Council. I have also attached a campaign brochure I distributed during my 1997 candidacy for city council in the city of Shakopee which lists several of the community activities in which I had previously participated.

I think you will find that I hold many of the same views as Governor-elect Ventura with regard to the Metropolitan Council which I gained while serving on the Shakopee city council 1996-1997.

I am semi-retired and prepared to work virtually full time as a Commissioner on what is considered a part time job and fully understand that I would hold the position at the pleasure of the Governor.

Thank you for your consideration.

Sincerely


Burl A. Zorn

2 enclosures
- resume
-brochure

NAME:

BURL A. ZORN
804 LEWIS ST. SOUTH
SHAKOPEE, MN 55379

TEL/FAX (612) 496-2867

CURRENT EMPLOYMENT: Self employed. owner B.Z.B. Distributing Co.

Sales and distribution of wholesale frozen food products to bars/restaurants throughout state of Minnesota.

SUMMARY OF QUALIFICATIONS:

Extensive experience (30 years) in direction and management of aviation operations worldwide including Alaska, U.S., Europe, Middle East and Far East. Marketing and sale of Aerospace and Defense products throughout the Mid East.

EXPERIENCE:

Director, Middle East Sales and Marketing, Boeing Helicopters, Philadelphia, PA

Responsible for Marketing and Sale of Boeing Helicopter products and services throughout the Mid East to include contracting in-country consultants for each country market.

Vice President, Boeing Middle East Ltd., Riyadh, Saudi Arabia

Responsible for Marketing, Customer Support and Sales for Boeing Vertol products in the Islamic world from Morocco east to Pakistan.

Managing Director, Bell Helicopter Arabia, Riyadh, Saudi Arabia

Instrumental in formation of joint venture between Bell Helicopter and SOGEREP. Bid and won maintenance contract for Saudi Air Force helicopter fleet. Responsible for organizing the company, recruiting work force, and implementing contract work for the operation and maintenance of 60 helicopters of the Royal Saudi Air Force in Saudi Arabia, Bahrain, and Yemen.

Vice President, SOGEREP Ltd., Riyadh, Saudi Arabia

Responsible for aircraft sales and logistics support to Bell Helicopter operators in Saudi Arabia.

Commander, Joint Task Force 11, Honduras

Responsible for the initial planning, force development and deployment of 5000+ manpower force from four services into Honduras for a 5 month exercise.

EXPERIENCE: (cont'd)

Program Manager, SALF Aviation Program, Riyadh

Responsible for initiating and developing the overall Army Aviation Program for the Saudi Arabia Land Forces (SALF) valued at 6+ billion U.S. Dollars.

Commander, 7th Aviation Battalion, California

Responsible for the total aspect of operations, personnel, training, maintenance, logistics, etc., for a unit of 1000 personnel, 80 helicopters, 250 vehicles, hangars, barracks and mess facilities.

**Chief, Command Operation Center on National Emergency
Airborne Command Post, Washington, D.C.**

Responsible to the President of the United States for the execution and management of contingency military operations worldwide.

**Deputy, Senior Advisor to West Virginia Army National Guard,
West Virginia**

Responsible for the implementation of training and logistics initiatives within the diverse units of the 8000-man West Virginia Army National Guard.

Executive Officer, 222nd Aviation Battalion, Alaska

Second in Command of an Aviation unit totaling in excess of 1300 personnel and 100 aircraft operating throughout the State of Alaska. Responsible for the direct supervision of the Battalion staff including personnel, intelligence, operations, maintenance, logistics and field support.

Commander, 242nd Aviation Company, Alaska

Responsible for the total operational aspect of a unit consisting of 29 aircraft (CH-47, CH-54 and UH-1), in excess of 300 personnel and 50+ ground vehicles with operations throughout Alaska.

Aviation Staff Officer, Fifth U.S. Army, Illinois

Responsible for the operational planning and Army Aviation utilization of aircraft, crew and facilities in an 11 state area.

EXPERIENCE: (cont'd)

Operations Office, 273rd Aviation Company, Vietnam

Responsible for the operational planning and daily scheduling of Combat Aviation missions for a unit of 12 CH-54 (Flying Crane) helicopters.

Operations Training Officer, Ft. Rucker

Responsible for the scheduling of aircraft, student pilots, instructor pilots, classroom and stage fields for the training of army student pilots under a system which received 500+ student pilots per month for a 9 month course of instruction.

Operations Officer, Delta Aviation Battalion, Vietnam

Responsible for the planning and execution of Aviation Combat Operations within a Corps area of South Vietnam. The Battalion employed an excess of 50 aircraft per day in combat operations.

Platoon Commander in Vietnam and Germany

Responsible for the training, maintenance and execution of daily missions for a platoon of 6 aircraft and their crews.

EDUCATION:

-BACHELOR OF ARTS, Political Science and History
University of Minnesota

POST GRADUATE COURSES

-Army Officers Basic
-Infantry Officers Advanced
-Command and General Staff College
-Officers Aviation, Basic
-Helicopter Instrument School
-Instrument Examiners School
-Numerous other minor schools both within the U.S. Army and
in civilian industry; subjects related to command, personnel,
logistics, maintenance, training, operations, law, quality,
sales and marketing.

PERSONAL STATUS:

-Married, living with wife in owned home in Shakopee, MN.
Children have all departed home and live independently.

-Health - Excellent

MILITARY EXPERIENCE 1959-1984

BURL A. ZORN
COL (RETIRED)

Military Career

Entered the U.S. Army as a 2LT after being commissioned as a Distinguished Military Graduate from the University of Minnesota. Commanded aviation units at platoon, company and battalion level in Europe, Asia and the United States to include Alaska. Accumulated 4000 hours of flight experience primarily in rotary wing aircraft to include OH-13, OH-23, OH-58, UH-1, H-19, H-34, H-21, CH-54, CH-47 and AH-1. Was qualified as a rotary wing instrument examiner in 1966. Varied duties outside line units have included: rotary wing instrument training instructor at the U.S. Army Aviation school; Operations Officer for the Instrument Division at U.S. Army Aviation School scheduling/coordinating training activities for student flow of 400 primary helicopter trainees per month; served two years in combat in Viet Nam as Operations Officer at company and battalion levels. Aviation Staff Officer, Fifth U.S. Army, responsible for operational planning and Army Aviation utilization for Active, Reserve and National Guard Units in eleven state area; Executive Officer of the largest aviation battalion in U.S. Army in Alaska 1972-74; Deputy Senior Advisor to West Virginia Army National Guard responsible for implementation of training and logistics initiatives within units of the West Virginia National Guard; served three years on staff of Joint Chiefs of Staff within National Military Command Center in several positions to include Emergency Actions, Current Operations, Chief; Command Operations Center and Team Chief on board the National Emergency Airborne Command Post (NEACP). In these positions was responsible to the President of the United States for execution and management of war plans/contingency military operations worldwide; program manager/advisor for the Saudi Arabian Land Force Army Aviation program, a 6.5 billion dollar program I was charged to refine and implement; served as Chief of Staff, Joint Task Force 7, U.S. Army Readiness Command and Commander, Joint Task Force 11, U.S. Army Readiness Command. As commander, Joint Task Force 11, coordinated, planned and initiated an extensive (5000 man) deployment and training exercise in Honduras with Honduran and other sensitive Central American officials together with U.S. State Department and representatives of all four U.S. uniformed services. While commanding an Aviation battalion in California, my unit was selected and successfully conducted the Army Operational Test of the AH-64, a project which experienced considerable congressional and DOD oversight and lasted nine months. During my military career, my achievements were recognized by award of Legion of Merit, Bronze Star, numerous Air Medals, Commendation Medals as well as other campaign ribbons and awards.

Political/Military Experience

- Viet Nam 1963-64, 67-68: Coordination of numerous military and civil action operations with officials of South Vietnam government.
- National Emergency Airborne Command Post: Coordination of U.S. contingency plans with White House, State, DOD and Unified/Specified DOD commands worldwide.
- Operational Test of AH-64: Continually briefed congressman, industry representatives and military representatives of all services on conduct of test.
- Project Manager/Advisor for SALFAA: Refined and initiated an aviation program for the Saudi Arabian Land Forces. During this period, developed and authored the aviation plan for the Ministry of Interior of Saudi Arabia.
- Commander Joint Task Force 11: Planned and initiated execution of major training exercise with/within government of Honduras.

Military Schooling

- Basic Infantry Officers School
- U.S. Army Helicopter School
- Rotary Wing Instrument School
- Advanced Infantry Officers School
- Nuclear Weapons Employment School
- Rotary Wing Instrument Examiners School
- Command and General Staff College
- Numerous other schools within U.S. Army: subjects related to command, training, personnel, maintenance, logistics, chemical warfare, military justice, etc.

Civilian Education

- Bachelor of Arts, History and Political Science
University of Minnesota

Strengths

- Leadership
- Organizational skills
- International experience
- Political experience
- Knowledge of helicopter operations
- Executive experience and skills
- Personal traits of honesty, tenacity, dependability and aggressiveness

VOTE - November 4TH
RE - ELECT

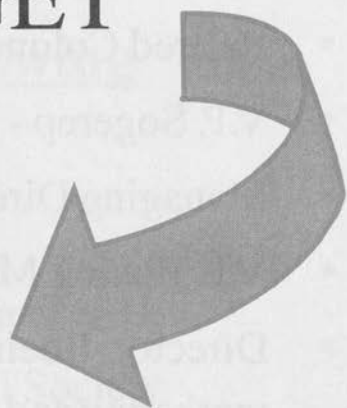


BURL A. ZORN

SHAKOPEE CITY COUNCIL



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- COMMON SENSE IN CITY HALL

Who Is Burl Zorn?

- Minnesota native
- Graduate, St. Thomas Military Academy
- Graduate, University of Minnesota, B.A. History/Political Science
- Combat veteran of Viet Nam (2 tours)
- Shakopee resident for 6 years

"Leadership and learning are indispensable to each other"

JOHN F. KENNEDY

Professional Experience

- Retired Colonel, 26 years, U.S. Army
- V.P. Sogerep - Bell Helicopter Distributor
- Managing Director, Bell Helicopter Arabia
- V.P. Boeing Middle East Ltd.
- Director, Boeing Helicopter, Middle East, marketing and sales
- Owner, BZB Distributing - marketing, sales and distribution of "Heggies Pizza" products

Past Community Service

- Shakopee City Council since 1996
- Economic Development Authority-Shakopee
- V.P. Parent Teachers Association-Illinois
- Parochial School Board-Illinois
- Boy Scout Council-Alaska
- President, Parent Teachers Association -West Virginia
- School Board-West Virginia
- Chairman, Association for Retarded Citizens - West Virginia
- President, Rod and Gun Club - California

Member of the following

- Shakopee Rotary Club
- Knights of Columbus
- Veterans of Foreign Wars
- Scott County Historical Society
- American Legion
- Shakopee Community Arts Council

STATEMENT OF PURPOSE AND BELIEFS

I love this city and hope to remain here the rest of my life. Shakopee is entering a period of growth which will be accompanied by a period of increased demand on the infrastructure provided by our city. The city council must insure that the cost for these additional services does not outstrip the limited resources of our taxpayers. Each incremental increase in services must be paid for by the expanding tax base associated with a growing population. It is my intention, as a councilor, to continue to guide our growth in a manner which contributes to the improvement in the quality of life now enjoyed by our citizens.

My only motivation in seeking this office is to offer my time and hard work to the voters in the belief that I can provide sound, mature judgement in the resolution of problems and contribute to the quality of our city during this period of change.

ZORN'S OBJECTIVES

- CONTINUE TO HOLD THE LINE ON CITY TAXES. THE TAX RATE HAS GONE DOWN IN EACH OF THE LAST TWO YEARS.
- ESTABLISH A FARMER'S MARKET IN OUR DOWNTOWN AREA.
- OPPOSE ANNEXATIONS OF ADDITIONAL REAL ESTATE BY MDEWAKANTON TRIBE.
- DEVELOP OUR RIVER FRONT TO ALLOW A MARINA, BOAT STORAGE AND REPAIR AND SALES FACILITIES.
- COST EFFECTIVE SERVICES CITY OR EXTERNAL CONTRACTORS.
- CHALLENGE ALL COUNTY, STATE, FEDERAL MANDATES DETRIMENTAL TO OUR CITY.
- ENSURE A HELPFUL, CUSTOMER ORIENTED CITY HALL.
- PROVIDE CITIZEN REVIEW OF ALL MAJOR CITY PROJECTS
- PRECLUDE FAVORITISM TO ANYONE TRANSACTING BUSINESS WITH THE CITY.
- STRONGLY ENCOURAGE SHAKOPEE RESIDENCY FOR ALL CITY EMPLOYEES.
- SUSTAIN AND IMPROVE THE QUALITY OF LIFE IN OUR CITY.
- MAINTAIN OUR IDENTITY AS A CITY UNLIKE SOME METRO SUBURBS.
- SUPPORT AND ENCOURAGE COMMUNITY BASED POLICING.
- LESS GOVERNMENT IS BETTER GOVERNMENT IN MOST CASES.

BURL A. ZORN- CITY COUNCIL

496-2867

"The whole of government consists in the art of being honest"

THOMAS JEFFERSON

Harold R. (Bud) Meier - Columnist, Stillwater Evening Gazette
3209 32nd Ave NE - Minneapolis, MN 55418 -- 612/781-6756

December 4, 1998

PERSONAL AND CONFIDENTIAL

Ms. Emily Anne Tuttle
1225 Shoreline Drive
Orono, MN 55422

Dear Ms. Tuttle:

I write as a citizen, angler and outdoor columnist for the *Stillwater Evening Gazette* who long has been documenting the decline of the Minnesota DNR.

My main exhibit is the enclosed eight pages entitled "Anthology of Shame": several of my recent *Gazette* columns confirming the "maladministration" (as I've repeatedly called it) of the DNR during the eight-year reign of commissioner Rodney Sando.

My detailed coverage has often been validated by other media: e.g., this year's Ch. 5 expose of wasteful staff meetings at fancy venues (one at the posh Lumber Baron's Hotel in Stillwater) in Sando's vain attempts to get a handle on, or even understandably define, the DNR's approach to ecosystem-based management.

His incumbency has been marked by everything contradictory to what Gov.-elect Ventura stands for--honesty, openness, cost-efficiency plus fair and reasonable governance that treats all people without fear or undue favor.

I've been contacted by DNR employees who say they'll come forward with their own revelations, if they can be heard by those able to set things straight. They could provide your transition team with a perspective untainted by the perks and privileges so long abused by incumbent administrators of the DNR.

Thanks for your attention and please accept our best wishes . . . also our promise to help your team in getting things right again in Minnesota.

Sincerely,

Bud Meier

H. R. Meier
encls:

PS: I, like several other professional outdoor writers, feel that Gene Merriam would make an ideal DNR chief. Do you think that there's any chance of that?

**"Hard-News" Curriculum Vitae
Professional Journalist Harold R. (Bud) Meier**

3209 32nd Ave. NE
Minneapolis, MN 55418
(612) 781-6756

Most recent assignments first

These occurred after opting for early retirement as a regional director of PR/ public affairs for Champion International Corp. (successor to Hoerner Waldorf Corp. of St. Paul) in 1985

1992 to Present (12/1/98)

Outdoor/environmental and opinion columnist
The Stillwater Evening Gazette (the state's oldest newspaper)
References: Publisher Mike Mahoney; Ken Wisneski
Plus periodic outdoor environmental articles for *MidWest Outdoors*
And various marketing-writing assignments.

1986 to 1992

Editor, *MSP Airport News*, at Twin Cities International Airport.
References: Publisher Bill Farmer, MAC Chair Jeff Hamiel

1964 to 1985

Held several PR-public affairs positions in the private sector,
at the 3M Co., (Curt) Carlson Cos., Wilson Learning Corp.,
Hoerner Waldorf and successor, Champion International Corp..
References: Richard Olson (CHA CEO), Milt Knoll, George Latimer, Eugene
Frey, Curtis L. Carlson, Larry Wilson, Lowell Ludford, Dick Broeker, etc.

1952 - 1964

Hubbard Broadcasting Inc.: Went up the ladder from radio and television
newswriter to TV news director of the then-dominant Ch. 5 television news
operation.

Winner of many awards, including the prized SDX National TV Newswriting
Award, 1961, the only state journalist to have captured that prize.

References: Stanley S. Hubbard, Bill McGivern, Levi (Skip) Nelson

Anthology of Shame

The Minnesota DNR
1995-1998

Opinion Columns by Bud Meier in the
Stillwater Evening Gazette

On the governance of the agency under
Commissioner Rod Sando

Ch. 5 expose affirms Gazette DNR scoops

The Stillwater Evening Gazette - 7/24/98

Four years ago, Gazette columnist Bud Meier launched a systematic examination of what he later called the "maladministration" of the Minnesota Department of Natural Resources (DNR) under current Commissioner Rod Sando.

Now, KSTP-TV has chalked up huge, DNR-confirmed outlays for numerous costly meetings at some of the state's posher resorts—conclaves, critics say, without a hard agenda or measurable results.

Costliest was a \$85,000 three-day retreat for 300 agency employees in 1994 at Arrowwood in Alexandria; also \$41,000 in a like period for 216 at Brainerd's Breezy Point. In all, the gross cost of the myriad was close to a half-million, including travel reimbursements and pro-rata time according to conferee salaries.

Perhaps the most notorious occurred at Stillwater's Lumber Baron's Hotel, with a gala final dinner aboard the St. Croix showboat boat Andiamo—an \$800 fillip to a gathering that cost taxpayers more than \$13,000. (Investigative reporter Jay Kohls pointed out there were perfectly good meeting facilities, at far better prices, at Afton State Park, only a few miles away.

Meier broke the Valley angle shortly after the July, 1996, two days at the Lumber Baron's. Of it, Sando told Kohls, "I think the high costs are not necessarily the issue. We had quite a number of consultants there."

Repercussions came fast on the heels of the Ch. 5 expose: Sando nixed conservative GOP lawmaker demands that he resign, Gov. Arne Carlson stood by his appointee (never confirmed by the state Senate), and the DNR riposted by threatening to take the story to the Minnesota Press Council and calling the GOP comments "verbal drive-by shootings."

Most critics fix on DNR conference expenses, including high consultant fees, even while asking Minnesotans to pay more for outdoor recreational licenses. But Meier says the profligacy indicates far deeper problems within the department.

"After some 20 columns in less than 48 months," he said, "I could only conclude that the root is a deeply troubled agency culture." He enumerated the following symptoms, many recurrent and all examined in Gazette columns. How:

- Leaders of the Enforcement Division condoned the suborning of illegal arrest quotas, a practice that encourages conservation officers (COs) to issue tickets in marginal outdoor violations by citizens.
- A supervisor caught up in the arrest-quota scandal was also found to have encouraged CO trainees to illegally break and enter private hunting

cabins, part of a drill in seeking evidence against suspected poachers. This gaffe, a violation of the U.S. Constitution, drew an apology from and a reprimand for the chief of enforcement.

- In losing his cool, a top enforcement official loudly threatened to shoot supervisors delinquent in their paper work, an action violating both the criminal code and the DNR's otherwise deeply-respected affirmative action guidelines. After weeks of hearings, the officer was suspended for a paltry five days on technical charges of harassment.

Observers believe, as KSTP emphasized, that the expose was triggered by input from employee-whistleblowers within the DNR. Further allegations might soon be forthcoming.

Welcome to the club, Denny
By Bud Meier

The Stillwater Evening Gazette, 8/21/98

Several hounds of the outdoor beat (with this blue tick in the lead) remain in full bugle after Commissioner Rodney Sando of the Minnesota Department of Natural Resources (DNR), seemingly like a treed coon, cowering in the labyrinthine bureaucracy of his agency's St. Paul headquarters, long known to the cognoscenti as a kind of daffy "Crystal Palace"

Extending the canine metaphor, which DNR information person Marcy Dowse probably finds perfectly appropriate (Marcy, these mutts are for you!), this space is devoted to a recent spread by the undisputed alpha male dog of Upper Midwest sporting writers.

His bully megaphone again demonstrates that the pen whips the sword every time (no matter how belatedly)--that the truth, for all of its convolutions, will eventually out, despite the bunker mentality of the tiny coterie atop of the DNR. Their's is a decade of maladministration (part of Arne Carlson coveted "heritage") that's brought the agency to a new low in the eyes of legions of concerned Minnesotans.

Recapping the media sequence: This scribbler first wrote (in the mid-1990s) of staff meetings at deluxe resorts, none with meaningful agendas yet addressed by high-priced consultants pitching fuzzy, feel-good nostrums for what ailed the DNR. After a while, the major media picked up this mephitic spoor.

Jointly in July, Jay Kolls and state Rep. Kevin Knight, GOP endorsee for state treasurer, came on board. Ch. 5's investigative team aired details of several of those meetings--their cost and locations (one at the Lumber Baron's Hotel here in Stillwater), also their fecklessness, according to a session's announced intent and its failed results. Knight asked for, but was not handed, Sando's scalp.

Ch. 2's "Newsnight Minnesota" next botched what many viewers saw as an attempt to put a pro-DNR backspin on the expose. It featured put-downs of KSTP by interlocutor Lou Harvin. He dismissed the Ch. 5 reports as merely those of the "rats-in-the-restaurant" kind. But Lou proved conspicuously unpersuasive.

Then the big dog came out to play, in the guise of Minneapolis Sunday *Star Tribune* outdoor scribe Dennis Anderson. And on no mean platform. The sheet's state-wide circulation of some 600,000 means that well over a million Minnesotans probably perused his detailed indictment.

Anderson--whom I feel was once used by DNR spinmeisters in follow-up to my scoop of a warning-to-shoot by an agency bigwig who postaled out at a meeting of warden supervisors--refused to be put off by the aforementioned Dowse in advance of his Aug. 9 article.

While Dennis laid nary a glove on Sando personally (probably feeling he must rely on the continued good will of the commish as a prime news source), he did land two haymakers. One caused Dowse to waspishly insist that those wasteful meetings are here to stay: "We'll continue to hire consultants . . . If we tried to hire people like (those) on our staffs, we couldn't afford it."

A more vulnerable target was Peggy Adelman, the agency's top bean counter, on staff for several months now. She admitted to being unsure of just how much the DNR spends annually on togetherness, and could only lamely defend the entrenched practice: (Duh-h-h) "The meetings are important."

In the fullness of the story, it should be pointed out that Anderson has long been critical of what's turned out to be Sando's compelling boondoggle: i.e., his grandly-named but echoingly-hollow theory of "eco-system based management," or EBM.

Replaying Denny's question--Can any idea too weak to define, or even to be gotten off the ground in four years, be worth all the trouble? Answer: Of course not.

And how about those eternal fees of omnipresent consultants ("Anyone over 25 miles from home," per the folk saying) who never get beyond "conflict resolution" and "improved relationships" in their presentations.

Looking ahead, we know that the telephones of Kevin Knight and Jay Kolls continue to relay new tips about Minnesota's own DNR Meetingsgate. Also, that powerful (but still Hamletesque) state Senate force Bob Lessard remains an owly summer camper in the northern bush. A fair bet: Capitol Hill attention could well be focused anew on the festering sore of 500 Lafayette Road in the politically-revived period after Labor Day..

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Niskanen nixes DNR's PR on ESB, if you follow me . . .

By Bud Meier

The Stillwater Evening Gazette 9/3/1996

Fallout from exposes by Ch. 5 News and GOP state treasurer nominee Kevin Knight continues to bedevil the snakebit Minnesota DNR over excessively-expensive and seemingly ill-advised seminars on a pie-in-the-sky concept now notorious as ESB—"ecosystem-based management."

Most recent to weigh in is Chris Niskanen, able outdoor editor of the St. Paul *Pioneer Press*. He follows closely, but far more quietly, in the path of Minneapolis *Strib* rod-and-gun maven Dennis Anderson and this reticent columnist, who's been on the trail for a half-decade of agency's gaucheries regarding ESB.

One of the newer writers on the metro area's outdoor beat, Chris is more soft-spoken, and penned, than most, probably due to his Minnesota Arrowhead upbringing and prior employment with the Duluth *News Tribune*. But he nevertheless gave a fair account on Aug. 16 of the DNR's vain attempts to reify a management dream in an agency now revealed as pretty much lacking in coherent organization and persuasive communication skills.

Niskanen nailed the topic in a front-page box slugged "Grading ecosystem-based management," then gave the DNR a big, fat F in Public Relations, plus the citation: "Few people outside the agency still understand what ecosystem-based management means. DNR officials admit phrase choice was a mistake."

That goof, of course, did much to trigger a half-decade of DNR off-campus meetings, Dutch-uncle pitches from squadrons of so-called "consultants," and today's confusion over EBM within an outdoor constituency more worried about ballooning license fees and shriveling walleye populations.

The fair-minded Niskanen illustrated meaningful ESB via this Valley's 40-plus member Mill Stream Association that's now well embarked on saving their almost two-mile rill and its stream trout near Marine on St. Croix. But he also cites clubs with state-wide memberships such as Pheasants Forever and the Minnesota Deer Hunters Association, many of which fear that ESB has been draining resources away from traditional wildlife management and into an untested, even undefinable, rhetorical swamp.

Following is my best at translating the agency's definition, Make of it what you will. And remember, definitions are neither "true" nor "false", but adequate only unto the occasion:

ESB, in a bulging nutshell, seems to entail bestowing on yet-uncounted and undefined Minnesota localities and their residents a specific say in how those places, including fauna and flora, should be nurtured and made "sustainable" under the aspect of eternity, or as much of it as fate (or a Grand Design) will allow.

"Like throwing money down the drain," grumbles the DFL's Bob Lessard, wilderness outfitter and guide from International Falls. He chairs the towering legislative committee holding the power of bureaucratic life and death over DNR commissioner Rod Sando, who's never received state Senate confirmation.

Like many other politicians in an election year, Lessard is hypersensitive (or at least inordinately vocal) about outlays of the public dime. But many, including this reporter, aver that Sando and minions did spend extravagant amounts on many consultants and a fair number of pricey hostelries, while expending far too few hours in rationalizing EBM to the legislature and outdoor opinion leaders.

The word from Capitol Hill still has Lessard—perhaps with an unlikely ally in GOP Rep. Kevin Knight, a conservative of the purest ray serene but an excellent bet to be the state next treasurer—holding early autumn hearings on Sando. Rod's never been confirmed for his current post and is consequently vulnerable in the extreme to removal.

Whatever emerges from the hue and cry triggered by this scribe over the DNR and its failings will undoubtedly redound to the good of the electorate. Better late than never. The heavy lifting on any such cleaning of the stable will be left to the new governor and the fire in his belly for the environment.

The outgoing CEO gets a resounding F in that subject, the same grade as Sando's flunked communication efforts. What this state needs now is an A+ governor, in every dimension of the job.

**DNR, *Strib* shoot selves in
foot, don't you be a victim**
By Bud Meier

The Stillwater Evening Gazette - 9/10/98

In a blunder of statewide magnitude, the Minneapolis Sunday *Star Tribune* of Sept. 6 included a 10-page supplement emblazoned, "Minnesota Hunting Guide - Autumn takes flight."

Also appearing was the unfortunately ironic headline, "Law & Order - Staying legal while in the field can be a challenge, even for the most conscientious hunters. Here are hypothetical cases that will help keep you in your blind or deer stand—and out of trouble."

But the problem is that the spread—written by *Strib* outdoor specialist Dennis Anderson in consultation with Maj. Bill Spence, the Minnesota Department of Natural Resources Enforcement Division Operations Manager—contains enough bum dope to get the unwary hunter *into* trouble.

By Labor Day senior DNR conservation officers were abuzz over such Spence-Andersonisms as confusions over daily bag limits vs. possession limits vs. field limits—distinctions that could be critical to half-informed hunters puzzling over labyrinthine state and federal game laws.

Also misleading were pronouncements about retrieving drifting ducks; bow-hunting rules vs. firearm party rules on the taking of deer; and what the skinny *really* is on road hunting—old logging trails vs. highways.

These are no small potatoes: The Sunday *Strib* with its enormous circulation of some 900,000 is truly a "state paper." Also, if "Law & Order" ambiguities left behind are deemed worthy of clarification, how is the sheet to make its corrections with the impact and distribution of its original bum dope?

A more fundamental question is how an officer with the rank of Spence could be the source of such misdirections. Enforcement is the DNR's long, friendly arm of the law. Its conservation officers (COs, once called wardens) are the state's most human interface with the myriads who pay handsomely to hunt and fish, also to camp, gambol in state parks, zoom about in powercraft and snowmobiles and engage in other outdoor recreations.

Anderson-Spence (A&S) get off on the wrong foot with a hypothetical downed duck that's fallen too far for dogs to retrieve: "...if the duck sails a good distance and you wait a half-hour or so to make the retrieve, you are in violation." Wrong, A&S, say both the law and common sense: Neither state nor federal regs require that a hunter perform any such action within a set time, only that reasonable efforts be made to retrieve all downed game.

The fact is that most waterfowlers first pick up the decoys, then retrieve their birds according to the dictates of reason. Nothing implies that defunct waterfowl are to be picked up serially over the day—an exercise that would defeat the time-honored practice of shooting over decoys.

And it gets no better: A&S on pursuing a downed but crippled duck in a motorboat: "You can run the motor until you reach the bird. Then you must turn the motor off and wait for all forward motion to cease before you uncage your shotgun and shoot." Dangerously wrong, A&S, because the bite implies that the cased shotgun is loaded—a boner not only contrary to law but a danger apparent to even the youngest student in the DNR's own gun-

safety program. The answer should be: Uncase your shotgun, *load* , and shoot only then.

On the cloudier issue of bow-hunting vs. firearms deer-hunting, the A&S gaffes continue. E.g.: "With the exception of five counties in Minnesota where multiple licenses are allowed, Minnesota hunters are allowed only one deer." Not at all true. A bow hunter may take a deer in a management area open to such hunting--then exercise his firearm license by legally taking a second animal under party hunting. regulations.

Thus, though the tag of his regular deer license becomes null and void, the licensed *party* hunt would continue, and the successful bow hunter could help fill out another person's limit.. Hunters must remember, however, that they're allowed to *tag* only one deer in the two kinds of pursuit under their regular licenses

A&S ambiguities and misinformation continue to the end: Q: "What if you're on a four-wheeler and see a grouse 20 yards ahead on the logging road?" A&S answer is that backroadsmen must be at least 20 yards from their ignition-off vehicles before firing at the bird; but then occurs their terribly wrong addendum: "Of course, you can't shoot on or near an improved road."

The correct answer: It's *big game animals*--deer, bear, moose and elk--that cannot be shot in the above locations. However, hunters who stroll the trails and roads probably account for more Minnesota grouse than all other forms of shooting put together.

It will be instructive to see how the *Strib* handles those goofs that have triggered numerous puzzled inquiries to the DNR. The paper is often rigorously anti-gun and -hunting in its editorial (as opposed to straight news) mode, even while devoting generous coverage to the blood sports and other outdoor activities.

###

*Ms Tuttle:
End Griffin suggested
that I copy plus to
your home address -
Thanks for your
interest - I look forward
to speaking with you!*

JANE STRAUSS ☐ 3026 36th Avenue South ☐ Minneapolis, MN 55406 ☎ (612) 722-2271

Application Coordinator
Ventura Transition Team
Room B5 State Capitol
Saint Paul, MN 55155

1 December 1998

Dear Folks:

I am submitting my resume in consideration of any positions your incoming Administration might have available for an individual of many diverse talents and an iconoclastic nature.

As a holder of both an education/child development degree and an MA in Public Administration, member of the Bar, 15-year active (though unpaid) advocate for children and families on the South Side, and community Legislative lobbyist since 1980, I believe that I am well-qualified for any position in the Public Policy arena. I have sufficient formal training in social services to have qualified for Social Worker openings at the County level. I am also an excellent researcher (in fields as diverse as biomedical research, law, and educational psychology), a teacher and a published writer, and I have received a large number of awards for my involvement in the community at state, city, and neighborhood levels. I have added to my repertoire, most recently, over two years of experience working with refugee populations and their issues.

Even as an Undergraduate, 25 years ago, I worked with homeless people in Philadelphia as an advocate and I&R specialist. Since then, I have volunteered with the Mothers Union organizing and educating about economic justice and housing issues, participated in or organized a large number of participatory bodies related to planning and public policy concerns, and served the Central Neighborhood Improvement Association in a variety of capacities dealing with economic development and housing issues.

In my current position, I began in 1996 by developing employment to assist refugee families in their quest for self-sufficiency and being liaison between my employing organization and schools, and social service agencies. During 1998 I moved to a more active legal and public policy advocacy role. I have served on the Child Abuse Task Force of the Hennepin County Initiative, the Immigration Task Force, and other coalitions which advocate for immigrant, child and family issues.

In addition, I have maintained a small private law practice advocating for families and children who have fallen through the cracks in a variety of systems.

Politically, I consider myself to be a Radical Conservative, and don't fit any party's pre-conceived notions of propriety. I take Groucho Marx as my mentor, and believe that he defined government, unfortunately, much more accurately than most contemporaneous political scientists.

Apart from one term as Region 11 Representative on the Minnesota State Council on Disability, I have never worked for any government agency. I believe that the Ventura Administration and the people of Minnesota would be well-served by considering me for any Public Policy, Administrative, Program Development, Implementation, and Evaluation, or Constituent Advocacy position which might be available.

Sincerely,

Jane Strauss
Jane Strauss

*My office no. is 871-6786 x29, & I am generally
therefrom 7³⁰-noon & 1-3³⁰ - except Fri when
I am in AM only for religious reasons.*

JANE STRAUSS * 3026 36th Avenue South
***Minneapolis, MN 55406 *(612)722-2271**

* * * * *

EDUCATION: *1992 **Hamline University**, St. Paul, MN; MA Public Administration; **Major GPA 3.89** Best Independent Problem Analysis: "Historic Preservation Without Gentrification: The Springfield Project."
*1988 **Hamline University School of Law**, St. Paul, MN, J.D. Independent research project: Trends in Midwifery and Home Birth Law. **Admitted to Minnesota Bar 1989.**
*1981 **University of Minnesota**, College of Education, Minneapolis, MN; BS Secondary Education.
*1975 **University of Pennsylvania**, Philadelphia, PA; BA Biology Independent Research Project/Publication: "Microquantitative Analysis of Soil Borates Using Thin Layer Chromatography"

SKILLS: ***Developed new programs and wrote successful grants** for growing non-profit Mutual Aid Association. Provided advocacy, social service, and employment services to Somali newcomers; designed forms, protocols.
***Drafted protocols**, registered participants, purchased and set up equipment, hired and supervised staff, evaluated effectiveness of drop-by childcare center at Minicon 30, an art and literary conference with 3500 attendees, in Bloomington, MN, judged by participating families as "best ever at Minicon."
***Designed and presented** workshops about the Americans with Disabilities Act at Learning Disabilities of Minnesota Conferences, Southwest State University, Minneapolis Community College, and for the Inter-Faculty Organization, "Great!... Excellent... Funny and all... Time was well spent!"
***Designed and taught** a variety of classes and inservices about Learning Disabilities, Sewing techniques, the American Workplace, Jewish culture and multi-cultural topics for students from preschoolers through adults.
***Facilitated meetings and discussions** for diverse populations including urban block clubs, 4H Leadership Council, community school and park design input teams, Star Tribune "Minnesota's Talking" group, and other Community Education activities at Four Winds School.
* **Represented low and moderate income clients** on real estate, family and juvenile law matters through solo practice since 1989.
***Presented testimony on issues** concerning women, children, families, and people with disabilities before the Legislature and other governmental bodies, since 1980
***Wrote** background/opinion pieces and reviews published in the Star Tribune, American Jewish World, and other local and national publications.
***Edited** newsletters and other publications, including layout.
***Used** WordPerfect 5.0, 6.0 DOS, WordPerfect for Windows, Word for Windows, Paradox, SPSS, PM5, Lexis/Nexis, Westlaw/Premiss.

JOBS: ***Jobs Developer/Legal Advocate**, Somali Community of Minnesota, finding employment for clients and other resources for small mutual aid association, conducting client orientations, discussing cultural needs and differences, presenting Somali refugee clients appropriate for jobs to employers, designing forms/procedures, participating in interagency coalitions, facilitating client and constituency input in policy decisions and accountability from officials, controlling paperwork flow for accountability, writing grant proposals and designing programs since July 1996; providing short-term legal advocacy services, designing program and forms; documenting Public Policy concerns since 1998.
***Attorney**, representing and advocating for families and children in a variety of settings since 1989
***Law Clerk** plaintiff firms specializing in Workers Compensation, Dalkon Shield, harassment, and personal injury representation, part-time while attending law school, from 1985 -1988.
***Retail Clerk** in specialty bookstore, requiring knowledge of the mystery field and customer service, including appropriate recommendations and trouble-shooting, part-time, from 1982 -1985.

***Clinical and Research Lab Technician** both part-time and full-time, in a variety of settings, requiring record-keeping, attention to detail, report writing, technical skills and patient interaction, from 1971- 1982.

***Social Services** jobs while a student in a variety of settings, including a weekend emergency shelter in Philadelphia, Legal Aid, youth "hot lines", Philadelphia Department of Adult Services, and as Live in staff at an apartment living training Facility for developmentally delayed adults.

SERVICE* Election Judge, City of Minneapolis, 1998

***Member**, Minneapolis Federation for Jewish Service Commission on Continuity, 1995-96.

***Past board member and officer** of Central Neighborhood Improvement Association and Coffman Memorial Union Board of Governors.

***District II Representative**, MN State Council on Disability, 1990-93.

***Participant**, Minnesota Children's Summit, 1993.

***Participant**, Rep. Linda Wejcman's Roundtable on Child Protection and Cultural Diversity, 1993; Child Abuse Prevention Task force/CHASE for Children, 1994-98.

***Co-Chair** Architects' Design Advisory Committee, Green-Central Elementary School, 1991-92.

***Chair** Central Park Community Advisory / Design Committee, 1987-89.

***Community Education Volunteer Instructor** Four Winds and Andersen Schools, 1992-95.

TRAVEL *Multiple educational trips with my children, to East Coast, West Coast, Florida, /Deep South, etc. from 1989-1995, while home-schooling.

***Pacific Northwest**, Solo auto/hiking tour of the area, including Olympic Peninsula, 1981.

***The Long Trail** , Solo hike of most of the Long Trail, along Vermont's Green Mountains, 1976.

***Year in Israel** , including intensive language study and 4 months working on a kibbutz, 1971-72.

WRITING SAMPLES AND REFERENCES ARE AVAILABLE UPON REQUEST

December 7, 1998

Dear Emily,

As per our conversation, enclosed are my letter to Governor-Elect Ventura, my biography, and the article that appeared in Latina.

I wish to convey my interest to serve in the following departments: Economic Security, Human Rights, Health, and Public Service.

Thank you for your consideration. I hope we can get together soon.

Sincerely,

A handwritten signature in cursive script, appearing to read "Edwina".

Edwina Garcia
State Representative

Enclosures

Edwina Garcia
State Representative

District 63B
Hennepin County



Minnesota House of Representatives

Phil Carruthers, Speaker

COMMITTEES: TAXES; VICE CHAIR PROPERTY TAX AND TAX INCREMENT FINANCE DIVISION; SALES AND INCOME TAX DIVISION;
LOCAL GOVERNMENT & METROPOLITAN AFFAIRS; LABOR-MANAGEMENT RELATIONS

November 9, 1998

The Hon. Jesse Ventura
Governor-Elect
Room B5, State Capitol
St. Paul, MN 55155

Dear Governor-Elect Ventura,

I recognize that you are busy and have little tolerance for unnecessary rhetoric, so I'll go right to the bottom line. I would like you to consider me for a commissioner post in your administration. Here are three simple reasons why I would be a good choice:

* I've worked with some complex human service and transportation issues as a state legislator. From my legislative service, I know these issues well - and I also know what's true and what's rhetoric. I believe you will want commissioners who, like you, are willing to speak plainly.

* I don't owe anybody anything and I don't bring any baggage with me. If you hire me, I will work for you and for the people of Minnesota. I will tell you the truth and be on track 24 hours a day.

* I can help you reach the minority community, which if I read the election results correctly, was cool to your message and campaign style. If you want to be the Governor for all Minnesotans, you will need help reaching this segment of our state's population. I can help do that for you.

I left the House this year because I felt I had accomplished what I came there to do. I ran for Secretary of State because I believed I could motivate people to come to the polls. You did that with magnificent success. I think we both believe that public officials should be servants, not masters.

Please call me and we can talk about ways to make Minnesota a better place to live. If I can help you in that effort by serving in your administration, I will be pleased and proud to do so.

Sincerely

Edwina Garcia
State Representative

New Address: 6908 5th Ave. S., Richfield, MN 55423

~~6732 10th Avenue South, Richfield, Minnesota 55423~~

State Office Building, 100 Constitution Ave., St. Paul, Minnesota 55155-1298

House Fax (612) 296-0574 TDD (612) 296-9896

(612) 861-6140

(612) 296-5375



STATE REP. EDWINA GARCIA

Biography

6908 5th Ave. S., Richfield, MN 55423

(612) 861-6140

PERSONAL

Family: Husband Joe, daughter Jill, a graduate of the College of St. Catherine and the University of Michigan; 25-year residents of Richfield.

Education: B.A. in political science, University of Minnesota.

LEGISLATIVE SERVICE

Elected to House: 1990, 1992, 1994, 1996, House District 63B

Committees: Tax Committee; Property Tax Division (vice chair); Sales & Income Tax Division; Local & Metropolitan Affairs Committee; Labor-Management Relations Committee; Legislative Audit Commission; Governor's Board of Innovation & Cooperation.

Major Issues: Taxes, transportation/transit, labor rights, single-payer health care plans, veterans affairs, airport noise mitigation preserving established communities, rural economic development, affordable housing.

CIVIC, SOCIAL AND GOVERNMENTAL INVOLVEMENT

Richfield: City Council 1985-90; Mayor Pro Tem; Charter Commission, Housing & Redevelopment Authority, Community Services Commission, Human Rights Commission.

Metropolitan Member or former member of: South Metro Airport Action Council, Metropolitan Airport Sound Abatement Council, Bloomington-Richfield Airport Action Group, Met Council Land Use Advisory Committee, Met Council Chair's Advisory Committee.

State/National: Member or former member of: Council of State Governments' Suggested State Legislation Committee; League of Women Voters, Citizens League, Minnesota Women's Political Caucus, Minnesota Women's Consortium, National League of Cities/Energy & Environment Committee, Hispanic Elected Local Officials.

Social and Community: Member or former member of: St. Peter's Catholic Church, VFW Post 5555 Auxiliary, Richfield Chamber of Commerce, Richfield Literacy Council, Richfield High School Parent Advisory Board, Girl Scout Leader, Foster Parents program, Visions-Richfield 2004, Project Charlie III, CHART/WEDCO, American Legion Toastmasters.



Leading Minnesota

As you read this, Minnesota State Representative Edwina García may be making history again. In a state with a population that's only 1.2 percent Hispanic, García is the first Latina to hold statewide office. As of November 3, she may have become Minnesota's first Latina secretary of state. At press time, having won the Democratic endorsement and primary in an upset, she was revving up her election campaign.

For García, 54, a down-to-earth Mexican American with a *Fargo*-esque Minnesota accent, this whirlwind of achievement goes far beyond what she imagined possible as a child. Growing up in Clovis, New Mexico, she was so poor that she was able to watch TV only on Sunday mornings, when neighbors would let her use their set. "Growing up, nobody ever said, You can do anything," García recalls.

Yet those Sunday mornings opened up a different world for García. A Roman Catholic, she felt inspired by some unlikely role models: Billy Graham, Oral Roberts, and Richard Nixon.

"It wasn't necessarily what they stood for that got me," García says, "but the power they had to move and convince people."

With the support of her husband, José, whom she married at 18, she became the first in her

family to attend college, earning her bachelor's degree in political science from the University of Minnesota. "He saw that it was going to be a good thing for us," García says. "We were going to break out of the cycle we came from."

Mentored by Don Priebe, a city councilman from her adopted home of Richfield, Minnesota, García ran for city council. She was in her second term when local politicians encouraged her to run for the state house seat. García, who belongs to the Democratic Farmer Labor Party, beat a four-term Republican incumbent and has been reelected three times since.

Apparently speaking for many other voters, Guillermo Rojas, chairman of Chicano Studies at her alma mater, says, "Edwina García exemplifies hard work, thorough preparation, and savvy." *Melita Marie Garza*

En estos momentos, es posible que la representante estatal de Minnesota Edwina García esté haciendo historia. Al cerrar esta edición, García había ganado el endoso y las primarias demócratas y preparaba su campaña para ser elegida como la primera secretaria de estado latina en Minnesota, a pesar de que apenas el 1.2% de la población de ese estado es hispana.

García se crió en Clovis, Nuevo México, en una familia de escasos recursos. Con el apoyo de su esposo, José, con quien se casó a los 18 años, estudió ciencia política en la Universidad de Minnesota. Eventualmente García fue elegida como concejal y luego como legisladora estatal. Desde entonces, ha sido reelegida tres veces. "García es un ejemplo de lo que se puede lograr a través del trabajo y la preparación", dice el profesor Guillermo Rojas, director de estudios chicanos de la Universidad de Minnesota.

PHOTOGRAPH BY JIM ARNDT

P.S. Favorite historical figure: Civil Rights Era Congresswoman Barbara Jordan

Hennepin

Memo

Recycled Paper

DATE: December 14, 1998
TO: Emily Ann Staples Tuttle
FROM: Commissioner Peter McLaughlin
SUBJECT: Hennepin County Legislative Priorities

*Emily Ann,
Thanks to your help
I've attached the full
program as preapproved.
Pete*

Thank you for your interest in Hennepin County's legislative initiatives. We anxiously look forward to working with the new Ventura Administration, and wish to offer our support in any way possible. If we can be of service to you, please don't hesitate to use us as a resource. The following is a list of the county's legislative initiatives. Our highest priorities include: federal Medicaid revenue maximization, criminal justice funding, tobacco settlement funds, uncompensated care, and transportation.

Revenue Maximization

The county spends a considerable amount of property tax money on mandated services such as out-of-home placement, group home, and residential treatment. Currently, the state doesn't have any financial participation in out-of-home group care and residential treatment costs for children, and counties fund these costs with property tax and a limited amount of federal Child Welfare IV-E funding. Based on consultant reports funded by Hennepin County and DHS, many allowable services could qualify for MA reimbursement. The estimates of the annual additional federal revenues that could result from Medicaid reimbursement range from \$20 million in Hennepin County to \$60 million statewide.

Corrections Funding

The Community Corrections Act (CCA) subsidy and Probation Workload Reduction continue to be underfunded. The legislature needs to follow through with its intended funding plan of increasing the CCA subsidy. Hennepin County also supports the Criminal Justice Coordinating Committee's legislative package including funding to respond to increased numbers of arrests and improvements to criminal justice system technology needed to better deal with many offenders—particularly the chronic misdemeanants now being arrested by the police in Minneapolis.

Tobacco Settlement Funds

Build consensus for adequate funding of comprehensive tobacco control initiatives, then work on addressing other critical public health and welfare funding needs. These funding priorities should reflect support of the basic mission of Hennepin County Medical Center and the public health goals for the county.

Reduction of Uncompensated Care

Hennepin County currently provides over \$20 million worth of uncompensated care in our hospital and clinics. The reduction of uncompensated care through a "Disproportionate Share Access Fund," authorizing providers to bill the patient's county-of-residence for uncompensated care incurred by their residents, and retaining the GAMC program as a safety net would all reduce county property tax contributions. The low outpatient reimbursement rates for MA, GAMC, and MN Care result in a cumulative annual underpayment of \$12 million. We support medical education funding from general revenue sources and a formula that would distribute the funding based on the percentage of medical personnel trainees who remain in Minnesota for at least five years following the completion of their training.

Taxes

The county supports reducing or eliminating as many state and federal unfunded mandates as possible. Unfunded mandated services are estimated to cost the Hennepin County property taxpayers over \$100 million per year. We support diversification of local government revenue sources to reduce the reliance on local property taxes. We support repeal of the sales tax on local government, modification of the fiscal disparities law, allowing counties to retain revenue generated from the mortgage registration and deed tax, clean-up of polluted lands, and allowing counties to undertake economic development and affordable housing initiatives. Elimination of the sales and use taxes by local units of government would save an additional \$2.8 million in property tax dollars. We support expansion of the Working Family Tax Credit Program. And, we are opposed to restrictive limited market value systems because of the taxpayer inequities that would be created.

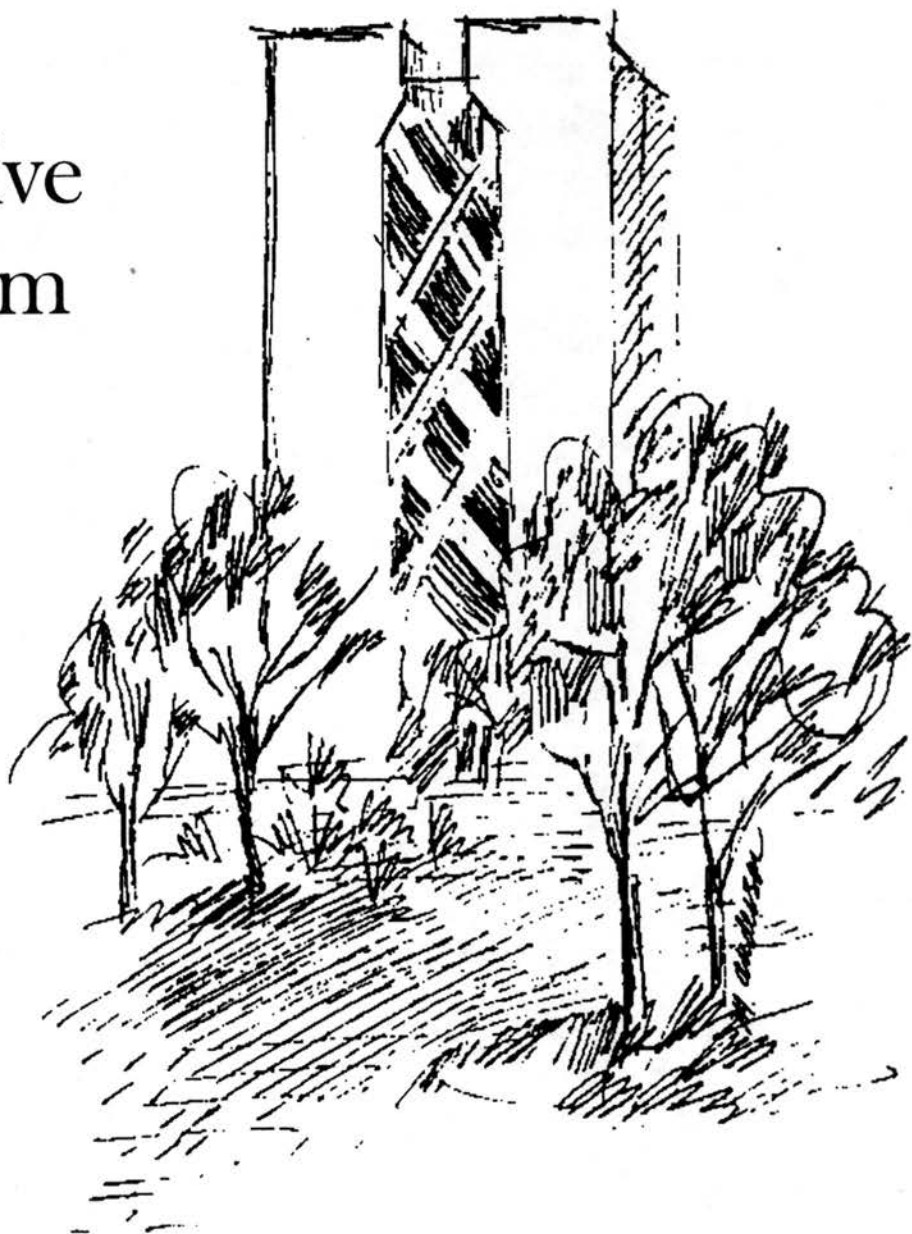
Transportation

Increased funding for the transportation system in the metropolitan area is a critical need and should be given high priority by the Ventura administration and the Legislature. Hennepin County supports the following transportation program and funding improvements: **funding for basic transit service;** (the Metropolitan Council's request to fully fund the regional transit system should be approved); **Twin Cities Transitways Project;** (the development of an integrated transit system including light rail transit (LRT), commuter rail and exclusive busways should be pursued to reduce freeway congestion and promote development along key transportation corridors in the region); **and welfare-to-work transportation;** (state funding to provide transportation services to welfare recipients that are making the transition from welfare to work is critical to ensure the success of welfare reform).

Hennepin County

DRAFT

1999 Legislative Program



Hennepin County Officials

Board of County Commissioners

■	District 1	Mike Opat, Vice Chair
■	District 2	Mark Stenglein
■	District 3	Mark Andrew
■	District 4	Peter McLaughlin
■	District 5	Randy Johnson, Chair
■	District 6	Mary Tambornino
■	District 7	Penny Steele

Sheriff

Patrick D. McGowan

County Attorney

Amy Klobuchar

Chief Judge, Fourth Judicial District

Daniel Mabley

County Administrator

Jeff Spartz

Contents

Program-at-a-Glance	ii
Board Resolution	v
1999 Legislative Program Priorities	
Revenue Maximization	1
Criminal Justice/Community Corrections.....	2
Tobacco Settlement Funds	2
Reduction of Uncompensated Care.....	3
Taxes	4
Transportation	5
1999 Legislative Program	
Criminal Justice/District Court.....	6
Community Works.....	6
Environment.....	7
General Government.....	7
Health Care.....	9
Human Services	14
Transportation	18

Program-at-a-Glance

1999 Legislative Program Priorities

Revenue Maximization.....Page 1

Medical Assistance (MA) Rule 79

Medicaid Rehabilitation Option

County Reimbursement for Out-of-home Group Home or Residential Treatment

MA-targeted Case Management Category

Criminal Justice/Community Corrections.....Page 2

Corrections Funding

Criminal Justice Aid

Tobacco Settlement Funds.....Page 2

Reduction of Uncompensated Care.....Page 3

Create Statewide "Disproportionate Share Access Fund"

County of Residence

MinnesotaCare \$10,000 Cap

Eliminate Counting Parents' Income for 18-21 year-olds For Both

MinnesotaCare and MA

Presumptive Eligibility

GAMC to MinnesotaCare in the Year 2000

GAMC Coverage for Transitional Care

Fund Poison Control Centers

TaxesPage 4

Property Tax Cuts
Sales and Use Taxes
Unfunded Mandates
Limited Market Value Systems
Diversification of Local Government Revenue Sources
Tax Forfeit Law Revisions
Working Family Tax Credit
Fiscal Disparities

TransportationPage 5

Twin Cities Transitways Project
County State Aid Highway (CSAH) Distribution Formula Revision

1999 Legislative Program

Criminal Justice/District Court.....Page 6

Insurance Responsibility for Psychological Evaluation
And Confinement Pending Commitment
Inconsistency in Forfeiture Statute

Community Works.....Page 6

Senior Housing

EnvironmentPage 7

Polluted Lands Restoration

General Government.....Page 7

Uniform Municipal Contracting Law
Metropolitan Public Safety Radio System
Electric Utility Deregulation
Year 2000 Liability Protection
Hennepin County Supplemental Retirement Plan Changes

Health Care.....Page 9

Reimbursement Rates
Medical Education
Medical Examiner's Statute
Elderly Waiver Program
General Issues
Support the Efforts of Others

Human Services.....Page 14

Child Care
Child Welfare
Economic Assistance
General Issues

Transportation.....Page 18

Funding for the Transportation System
County Plat Review Authority
Regional Rail Authority Bonding Impediments
Metro Transit Discounted Bus Card Program

RESOLUTION NO. 98-834R1

The following Resolution was offered by the Intergovernmental Committee:

WHEREAS, the 1999 Hennepin County Legislative Program addresses many different issues of concern, and

WHEREAS, some proposals are of such critical nature because of their fiscal impact or their dramatic affect on services to constituents of Hennepin County, and

WHEREAS, some proposals will demand significant time and effort to effect positive legislative action by the 1999 Minnesota Legislature,

BE IT RESOLVED, that the Hennepin County Board of Commissioners supports the issues included in the 1999 Hennepin County Legislative Program, as amended and on file with the Clerk to the Board, and

BE IT FURTHER RESOLVED, that the Hennepin County Board of Commissioners recommends the following issues be given priority status so that the Hennepin County Board and staff will devote the necessary time and effort to attempt to effect positive change during the 1999 Minnesota Legislative Session:

1. Revenue Maximization
2. Criminal Justice
3. Tobacco Settlement Funds
4. Uncompensated Care
5. Taxes
6. Transportation

1999 Legislative Program Priorities

Revenue Maximization

1. **Medical Assistance (MA) Rule 79.** Preserve the changes made in the state's Medical Assistance Rule 79 mental health targeted case management services program during the 1998 legislative session and protect the ensuing anticipated new revenues for counties that will be generated due to this law change.
2. **Medicaid Rehabilitation Option.** Establish new MA reimbursements for Minnesota counties through the creation of a Medicaid rehabilitation option in the state's MA plan, for adults with developmental disabilities (DD), mental health (MH), or other severe handicapping conditions. This new option should include reimbursement for day treatment, in-home and residential support services for DD adults, and all treatment (MA allowable costs) for services designated in a MH adult's treatment plan (estimate of \$15+ million per year, statewide, in new federal funds).
3. **County Reimbursement for Out-of-home, Group Home, or Residential Treatment.** Establish new reimbursements to counties from state funds for placement costs for children placed in out-of-home group care or residential treatment, and establish new reimbursements for counties from federal Medicaid funds for all treatment services provided in out-of-home group care and residential treatment for children. Currently, the state of Minnesota does not have any financial participation in out-of-home group care and residential treatment costs for children, and counties fund these costs with property tax funds and some federal reimbursement from the federal Child Welfare (IV-E) Program. In addition, many allowable MA services are being provided by professional and direct care staff in these facilities or under contract to these facilities, services and costs which could be bundled into a treatment rate which could qualify for MA reimbursement (estimate of \$20 million per year, statewide, in new federal funds for the MA treatment services, alone).
4. **MA-targeted Case Management Category.** Establish new MA reimbursements for Minnesota counties through the establishment of a new MA targeted case management category in the state MA plan for all vulnerable adults, based on full cost rates. Case management services should fund service coordination provided by any department of the county, including Adult Services, Community Health, Corrections, Economic Assistance, Training and Employment Assistance, and Children and Family Services. Case management services should include services to mentally ill, developmentally disabled, chemically dependent, adults in need of protection, adults and parents needing assistance in job searches and securing stable housing, persons with AIDS, pregnant and parenting teens, and parents (such as DD parents) who need assistance keeping families intact (estimate of \$7+ million per year, statewide, in new federal funds).

Criminal Justice

Community Corrections

1. **Corrections Funding.** The Community Corrections Act (CCA) subsidy and Probation Workload Reduction continue to be underfunded. The legislature needs to follow through with its intended funding plan of increasing the CCA subsidy by \$15 million each of three successive biennia. Neither of these received sufficient increases during the past biennium. Legislative action may also be needed to clarify the issue of whether or not COLA increases shall be included in how counties use workload reduction funds.

Some additional corrections funding can occur if the amount of Criminal Justice Aid in the tax bill is increased during the forthcoming biennium.

2. **Criminal Justice Aid.** Hennepin County supports the legislative package which shall emerge from the Criminal Justice Coordinating Committee (CJCC), including funding to respond to increased numbers of arrests and improvements to criminal justice system technology.

Tobacco Settlement Funds

Work with tobacco control advocates and Hennepin County staff to fund adequate monies over the coming years for comprehensive tobacco prevention programs in Minnesota. Seek methods to gain long term funding for such programs.

Such legislation should include:

- Public accountability
- Long term sustainability
- Inclusion of local government public health representatives
- Consistency, where possible, with principles of the major tobacco control advocates, such as the Minnesota Smoke-Free Coalition

Build consensus for adequate funding of comprehensive tobacco control initiatives, then work on addressing other critical public health and welfare funding needs. These funding priorities should reflect support of the basic mission of HCMC and the public health goals for Hennepin County.

Reduction of Uncompensated Care

1. **Create Statewide "Disproportionate Share Access Fund."** Revenues to be distributed to public providers serving Minnesotans who do not reside in the jurisdiction of the providers governing body and are either uninsured or underinsured. Distribution of funds should be restricted to Disproportionate Share providers.
2. **County of Residence.** Authorize providers to bill the patient's county-of residence for uncompensated care incurred by their residents.
3. **MinnesotaCare \$10,000 Cap.** Allow individuals covered by MinnesotaCare to apply for GAMC if they become hospitalized or remove the \$10,000 cap on hospital bills. Currently MinnesotaCare enrollees must pay any hospital charges over \$10,000, which frequently results in uncompensated care.
4. **Eliminate counting parents' income for 18-21 year-olds for both MinnesotaCare and MA.** Currently parents' income for 18-21 year olds living at home is counted against eligibility for MA and MinnesotaCare. However, parents are not legally responsible for the medical bills of these young people, which result in uncompensated care.
5. **Presumptive Eligibility.** Increase the use of presumptive eligibility where an uninsured person could fill out the application for coverage, and based on an initial income screen, be given coverage that would pay for care provided pending final eligibility verification. If the person ultimately is above eligibility standards, the provider's care would be covered by the state funded uncompensated care fund.
6. **GAMC to MinnesotaCare in the Year 2000.** With the transition from GAMC to MinnesotaCare by the year 2000, individuals will be required to pay a premium and there will be no retroactive eligibility of one month as there currently is. We propose that the GAMC program remain as a safety net for this population. This will in turn help to control the uncompensated health care that would need to be provided at HCMC and Hennepin County clinics as a result of GAMC being eliminated.
7. **GAMC Coverage for Transitional Care.** The need for transitional care after leaving the hospital currently needs to meet the one year minimum required in order to be eligible for MA, and nursing home or other care. If their condition will not last for at least one year, they are not eligible for MA, and GAMC will not cover nursing home care or a personal care attendant. Due to costs for remaining in the hospital longer than necessary, we recommend that state funds be used to pay the cost of care for these persons. It would cost significantly less to pay for a short-term stay in a facility or to provide for an attendant than to keep the patient in the hospital.
8. **Fund Poison Control Centers.** Hennepin County via HCMC contributes approximately \$400,000 per year to support and sustain this vital resource for the prevention and treatment of toxic ingestion by humans and animals. We support a state increase in its share of support for Regions' Poison Control Center and HCMC Poison Control Center.

Taxes

1. **Property Tax Cuts.** Hennepin County strongly supports the reduction of property taxes through the state funding of mandated programs. The state funding is available in a \$200 million state account which is to be designated for tax reduction. With this money, the state should reduce property taxes by funding mandated programs such as: care of the serious and persistently mentally ill; assessment and treatment of chemically dependent persons; child protection; out-of-home placements, investigations and assessments. These examples of unfunded mandated services costs the Hennepin County property taxpayers over \$100 \$147 million.
2. **Sales and Use Taxes.** Eliminate the payment of sales and use taxes by local units of government. This tax was imposed in 1992 during a state budget shortfall. Currently, Hennepin County must pay \$2.8 million in sales taxes by imposing additional property taxes on its residents.
3. **Unfunded Mandates.** Hennepin County supports the goal of reducing or eliminating as many state or federal mandates as possible. Mandates imposed by the state or federal government force counties and other local units of government to increase taxes or service fees or reduce funding for other needed local services.

With this in mind, existing unfunded mandates should be fully funded or otherwise modified or repealed. No additional mandates should be enacted unless full funding is provided by the level of government imposing the mandate. Local governmental units must be given the greatest administrative flexibility possible in implementing mandates to ensure cost-effective service delivery.
4. **Limited Market Value Systems.** Hennepin County opposes efforts which would create restrictive limited market value systems or acquisition value systems because of the inequities that would be created and the negative impact on Hennepin County's tax base.
5. **Diversification of Local Government Revenue Sources.** Diversification of revenues for local governments providing services on behalf of the state can help reduce the reliance on the property tax. Local governments must use the property because they have relatively few other options to raise revenue. Possible alternative sources of revenue could be a share of the current sales tax or a portion of the mortgage registration and deed taxes.
6. **Tax Forfeit Law Revisions.** Staff has identified about twenty technical revisions to the tax forfeit laws that would streamline the tax forfeiture process and allow properties to be returned to the tax rolls quicker. The last significant change in the state's tax forfeiture laws occurred in 1990.

7. **Working Family Tax Credit.** Hennepin County supports the efforts of a broad base coalition of religious, community, and social service organizations to seek to expand the Minnesota Working Family Tax Credit program. The Minnesota Working Family Tax Credit is a refundable tax credit for low income families that benefits over 204,000 working families in Minnesota, including almost 42,600 families in Hennepin County that received a total of \$8.1 million under the program in 1996. The Minnesota Working Family Tax Credit, when combined with the federal Earned Income Tax Credit, lifts more families out of poverty than any other government program.
8. **Fiscal Disparities.** Amend the fiscal disparity law for metropolitan tax base sharing to reflect the social disparities in the metropolitan area. The current distribution formula should be changed from one based solely on market value per capita, to one based on health, ~~and~~ human services, ~~and criminal justice~~ needs and obligations. Data that could be used in a new formula could include uncompensated ~~healthcare~~, crime statistics, and mandated social services.

Transportation

1. **Twin Cities Transitways Project.** Hennepin County supports state funding for the development of an integrated transit system including light rail transit (LRT), commuter rail and exclusive busways. The Twin Cities Transitways Project includes the Hiawatha, Riverview, Northstar and Red Rock corridors. These corridors tie the region together by connecting the major economic, retail, entertainment, and educational centers of the Twin Cities metropolitan area through the development of an integrated transportation system. This project was recently authorized in the new six-year federal transportation program, TEA-21. \$17 million was recently appropriated by Congress for the Hiawatha LRT corridor. The 1998 Minnesota Legislature approved \$46.5 million for the project, including \$40 million to match federal funds for the preliminary engineering, final design and construction of LRT in the Hiawatha corridor.
2. **County State Aid Highway (CSAH) Distribution Formula Revision.** The formula for distributing county state aid highway funds has remained relatively unchanged since its adoption in 1957. Hennepin County is concerned that the current distribution formula results in an inequitable distribution of funds between rural and metropolitan counties. For example, the seven metropolitan counties receive only 17 percent of the total CSAH distribution. Hennepin County residents alone pay 24 percent of the state gas tax, but the county receives only 7 percent of the statewide distribution for county highways. The formula should be modified to provide a more equitable distribution between rural and metropolitan counties.

1999 Legislative Program

Criminal Justice

District Court

1. **Insurance Responsibility for Psychological Evaluation and Confinement Pending Commitment.** This proposal would allow District Court to obtain reimbursement for medically necessary psychological evaluations performed by the Court's Psychological Services Unit. District Court may no longer pay the total cost for court-ordered in-patient treatment of respondents under the Mental Health Commitment Act. This proposal would reduce costs for Hennepin County, as well as for other counties in the state. Insurance companies may pay a portion of the expenses generated for the medically necessary evaluations.
2. **Inconsistency in Forfeiture Statute (169.1217).** Within 30 days following service of the notice of seizure and forfeiture, a claimant may file a demand for a judicial determination of forfeiture in the form of a civil complaint. Minnesota Statute 169.1217s7(f) states that no responsive pleadings or filing fee is required of the prosecuting authority and, if the claimant makes a timely demand for a judicial determination under this subdivision, the appropriate agency may conduct the forfeiture under subdivision 8.

The inconsistency is in subdivision 8 in that the prosecuting agency does not need to respond. However, if the agency does respond, it is required to file a separate complaint. Correction of this inconsistency will eliminate: (1) the double filing fee required of the claimant but currently waived by the court in the interest of justice; (2) the different practices followed by different prosecuting agencies; and (3) inefficiencies in processing forfeiture claims.

Community Works

Senior Housing. Seek funding (\$1.5 million) for a senior housing project in the north Humboldt Avenue area encompassing the Shingle Creek and Lind-Bohanon neighborhoods. This housing would provide an option for seniors to remain in the area where they have lived since World War II. At present there are no moderate priced housing options for seniors there and a large percentage of the area's population are long-term residents desiring to remain in the area, with strong ties to friends, families and local churches. The funding will be used in conjunction with Hennepin County and the City of Minneapolis resources to develop approximately 50 units of new rental housing for seniors in a currently unserved market area. The proposed site currently houses a mixture of small commercial operations and deteriorating single-family housing units.

Environment

1. **Polluted Lands Restoration.** Hennepin County, like most developed urban counties, has several hundred contaminated sites located within its boundaries. These sites reduce the county's property tax valuation and the overall quality of life, and inhibit efforts to retain and attract commercial and industrial businesses.

Restoring contaminated land or Brownfields is costly and requires the cooperation of all our citizens working with counties, cities, school districts, federal and state agencies, local public development agencies, private sector developers and financial institutions. The need for county government to promote job creation as a critical component of welfare reform and to increase tax base to adequately face growing financial pressures, requires an all-out effort to return Brownfields to productive economic use.

In order to recycle Brownfields, a comprehensive collaborative effort, consisting of a variety of economic development tools, must be made available to participating government entities and private organizations. The legislature should:

- Continue funding for the Department of Trade and Economic Development's contaminated site clean-up fund to allow local units of government and development agencies in the metropolitan area to clean up, acquire and redevelop contaminated commercial and industrial sites.
- Continue support for and funding of local and regional programs to assist in efforts to remediate Brownfields, particularly the Tax Base Revitalization Account in the Metropolitan Council's Livable Communities Program.

General Government

1. **Uniform Municipal Contracting Law.** This proposal would raise the competitive bid threshold in the Uniform Municipal Contracting Law from \$25,000 to \$50,000. Current law requires that contracts for services and commodities be bid when their cost exceeds \$25,000. The current threshold has not been adjusted since 1992 to compensate for inflationary pressures in the marketplace. An upward adjustment will save county staff resources by expediting the purchasing process.
2. **Metropolitan Public Safety Radio System.** Hennepin County supports the Metropolitan Radio Board's legislative initiative to request state funding for \$3.7 million for a second master controller, \$2.4 million for high capacity microwave enhancement, and \$15 million for matching grants to assist local units of government and emergency medical providers in purchasing radio equipment and to reduce property taxes.

3. **Electric Utility Deregulation.** The Minnesota Legislature is currently examining the issue of electric utility deregulation. Proponents of electric utility deregulation argue that increased competition in the electric industry, particularly in the generation sector, will result in lower costs, higher efficiency and more innovation service offerings for electricity users. Hennepin County endorses the following policies with respect to the electric utility deregulation issue:

- Prior to deregulation, the question of whether electrical rates will increase or decrease for residential and commercial/industrial customers in Minnesota must be answered.
- The personal property taxes, paid by utilities, shall remain as is or be replaced in such a way that local government revenues, tax base and bond ratings are not adversely affected.
- Counties and other local governments shall be able to negotiate and purchase electricity for aggregated purchasing groups.
- Deregulation legislation must ensure that all consumers have access to reliable service at reasonable rates.
- The deregulated market shall provide for low income assistance and other consumer protection programs.
- Production and use of renewable energy sources, including waste-to-energy facilities that incinerate mixed municipal solid waste, must be encouraged and all existing contracts must be honored.
- In a deregulated electric market all generators shall have to comply with the Clean Air Act. Older coal-fired plants shall not be exempt from the New Source Performance Standards of the Clean Air Act.
- Counties and other local units of government shall retain full authority over rights-of-way under their control.

4. **Year 2000 Liability Protection.** Seek immunity for public entities, their employees, and officers from liability arising from an incorrect date produced, calculated or generated by a computer or other information system. This provision would apply to those persons and public entities acting in good faith.

5. **Hennepin County Supplemental Retirement Plan Changes.** Increase the maximum payout period from 5 to 10 years and eliminate the requirement that the county board approve all distributions.

6. ~~Regional International Competitiveness Roundtable.~~ Seek funding for the development process of the Roundtable. The goal of the Regional International Roundtable is to ensure that the region and the county focus resources on the critical issues which will enhance the area's competitiveness in, access to and attractiveness to the global economy. The region must move forward or risk losing jobs and tax base.

Health Care

Reimbursement Rates

1. **Outpatient.** MA and GAMC outpatient fee schedules have not had rate increases or inflation adjustments since 1989-90. This has resulted in rates 45-50% below HCMC costs. As to MNCare this program reimburses HCMC approximately 35-40% below our outpatient costs. The cumulative effect of these below cost rates, when the three programs are aggregated, accounts for a \$12 million annual underpayment and thus becomes additional care rendered without compensation.
 - The state should institute a cost-based formula for outpatient reimbursement by public programs.
 - Rates should be indexed or outpatient rates raised significantly in 1999 and revisited in subsequent budget sessions.
 - The budget surplus, tobacco settlement funds or general revenue fund should be viewed as potential revenue sources.
2. **Rate Setting.** Rate setting has been done by DHS without adequate public input. Health Plans that do not receive adequate payment are tempted to cost shift some services to the county. Congress has established a rate recommendation commission for Medicare. It is recommended that the State of Minnesota establish a commission based on the federal model. It would make an annual recommendation to the governor and the legislature regarding the rate levels that should be paid for Medicaid, GAMC and Minnesota Care.

Medical Education. Hennepin County supports the funding request of the Minnesota Department of Health for medical education in the State of Minnesota. We support that funding from general revenue sources and/or the tobacco settlement funds. We further support a formula that would distribute the funding based on the percentage of medical personnel trainees who remain in Minnesota for at least five years following the completion of their training. Further, we support a formula that would reward those training programs that train personnel in family practice, internal medicine, obstetrics, pediatrics and emergency medicine.

Medical Examiner's Statute. Hennepin County is currently the only county in the state that does not require that all persons to be cremated be referred to the Medical Examiner. The Medical Examiner is aware of persons whose deaths were due to unnatural causes and they were not referred to the Medical Examiner. In order to prevent this from occurring in the future we are seeking to have the statute changed to be in compliance with the rest of the State of Minnesota. This does not mean that autopsies will be done on all individuals to be cremated, only that the Medical Examiner will have the authority to make that decision.

Elderly Waiver Program. Support the efforts of Local Public Health Association of Minnesota (LPHA) and the Association of Minnesota Counties (AMC) to delay the implementation of changes to the elderly waiver program until the legislature has been able to hold hearings and have a policy discussion. DHS has not allowed for a comprehensive evaluation of the Minnesota Senior Health Options (MSHO) pilot project and mutual development of service system changes, which we believe are necessary before this major departure from the policy direction of the last 15 years, is made.

Allowing these program changes to take effect will negatively impact the ability of frail poor elders to stay in their homes with some community based services, enabling the senior population to live safer lives, and providing relief to the families.

Health - General

1. **Continued Eligibility for GA, GAMC and Group Residential Housing.** The Legislature has language which sunset's eligibility for drug abusers and alcoholics who have been cut off from SSI for GAMC coverage, and of GA coverage and GRH coverage. We propose to remove the FY1999 sunset language in order to restore eligibility for drug abusers and alcoholics.
2. **Medical Assistance for Families.** With the recent move from AFDC to MFIP-S, families may face the threat of losing Medical Assistance (MA). This has been a huge barrier to families seeking employment in the past. Many jobs do not offer health insurance or it is too costly for a parent working in a low-paying position. We propose that changes to MA are needed to assure a "safety net" for those leaving MFIP-S and starting employment. MFIP-S, unlike AFDC has no basis of eligibility requirement and there is a maximum income standard for the whole family. Through MA each member of a family must meet a basis of eligibility and an income standard. Determining eligibility for MA for members of a family is excessively complex, time consuming and can have different results for members of the same family.

Changes to the income standards and elimination of the basis of eligibility would more closely coordinate the MA and MFIP-S programs and would better assist families in meeting their self-sufficiency goals.

3. **Unearned Income Disregard of up to \$200 for Elderly or Disabled Clients.** The current Medical Assistance Method B income standard is exceptionally low for the elderly and disabled population. Currently it is based on 133-1/3% of the old AFDC standards. It is less than the SSI standard of \$494 per month, with automatic Medical Assistance eligibility.

The population which is not favored by these disregards is largely elderly clients, who have been productive, experience significant health problems, and have no alternative but to request Medical Assistance. By imposing a \$467 standard of need many clients will be forced to choose between paying for their medications and buying food or paying rent.

Hennepin County proposes that a maximum of \$200 unearned income disregard for the elderly and disabled ensures that all clients have a more reasonable base amount of income available for current living expenses, regardless of past dependency on public assistance. All clients would receive a disregard of at least \$200 if this amount were not available through the existing disregards.

Health - Support the Efforts of Others

1. **Personal Care Attendant (PCA) Reform.** Since 1996 all Minnesota counties have been doing assessments of all MA recipients who receive MA funded personal care services. The state law specifies that counties will be reimbursed only for the assessment function and not any other administrative functions. However, the Department of Human Services staff is interested in having counties perform many administrative functions in the PCA program. Counties should assume those administrative functions only if they are fully reimbursed.
2. **Comprehensive Health Care Outreach.** Coordinate state health care access initiatives and outreach programs and associated funding streams into an ongoing, comprehensive outreach strategy designed to:
 - Minimize the number of uninsured state residents;
 - Increase access to health care and related prevention and early intervention services;
 - Minimize uncompensated care burden of providers and units of government.

The key to success of such a strategy is the design, administration and execution of efforts at the local level.

Direct the Minnesota Departments of Health, Human Services and Children Families and Learning to:

- Develop a coordinated and comprehensive outreach plan for access to health care and health related services.
- Identify an ongoing source of funding that will be dedicated to efforts to minimize the number of uninsured residents in the state and promote access to health care and health related services for all residents.

- Involve local units of government, public health, schools and community partners that are involved in health access outreach initiatives in the plan development.
- Authorize local entities to have autonomy to design and direct the methods of the outreach work in their community funded by this initiative.

3. **Increase Access to Ongoing Health Care Coverage.** Promote legislative initiatives that improve access to health care for Hennepin County children and families by:

- Supporting legislative efforts to capture and maximize the use of federal funding through the Children's Health Initiative (KidCare) program to reduce the numbers of uninsured children.
- Supporting expanded eligibility for the working poor to qualify for the MinnesotaCare program.

The federal government has set aside \$22 million of the Children's Health Initiative for Minnesota KidCare. This money will be completely lost if the legislature does not act and direct the Department of Human Services to be more aggressive in its efforts to qualify for the money.

Every year, a significant percentage of the population disconnect from health care coverage for a wide variety of reasons such as leaving employment or change of jobs, welfare assistance termination, change in financial circumstances, leaving home, leaving school, etc. This is a greater problem in Hennepin County than the state as a whole. The uninsured in Hennepin County have incomes too high to qualify for Medical Assistance or MinnesotaCare, but too low to afford employer-based or individual coverage. Our families do take advantage of the MinnesotaCare program, but premiums at the higher income levels can be as high as 8 percent of total family income.

4. **Children's Endowment Fund.** Support legislation that establishes a "Children's Fund" for young children that will:

- Be sustainable and renewable.
- Be dedicated to supporting initiatives for enhancing the health development of children.
- Have an emphasis on prevention and early intervention and allow opportunity to try new approaches.
- Promote and encourage coordination of efforts across health, social services and education.

- Not supplant or reduce the state's existing commitment to programs dedicated to children.
 - Include input from local voices in the decision-making about funding allocations - particularly providers of early childhood services, public health, education, parents and children's mental health.
5. **Increase Smoke-Free Environments in Minnesota.** Support legislation that would strengthen and expand the Minnesota Clean Indoor Act. Evaluate public and workplace locations that should be included in the Minnesota Clean Indoor Act to have the greatest impact on public health. Because of negative impacts of environmental tobacco smoke (ETS) seek appropriate legislation that would benefit Hennepin County residents.
 6. **Youth Access to Alcohol.** Support legislation to reduce youth access to alcohol by requiring compliance checks of all license holders (including home delivery), graduated administrative penalties, and training of all alcohol servers and licensees. Evaluate and support where feasible other tougher penalties against those providing alcohol to underage persons.
 7. **Comprehensive Immunization Legislation.** Federal funding for immunization activities has been reduced by a total of 50 percent in the past two years (12% in 1998 and 38% in 1999). These severe cuts are dramatically impacting the state and county's ability to effectively provide adequate immunization services. Populations with inadequate immunization rates raise the potential for vaccine preventable diseases and death. Schools are held accountable for enforcing Minnesota immunization laws. This is an unfunded mandate that places a burden on schools and requires them to dedicate education funds to enforce these laws. The Minnesota Department of Health (MDH) is sponsoring a comprehensive immunization legislative proposal of up to \$9 million.
 8. **Tuberculosis Prevention and Control.** Tuberculosis (TB) continues to be a significant public health problem for Hennepin County. A total of 392 new cases of TB were diagnosed in Hennepin County over the past five years. In 1997 Hennepin county TB cases reached an all time high since the establishment of the Community Health Department twenty years earlier and were more than double the number of cases a decade ago. Since 1997, more than 70 percent of Hennepin County TB cases are foreign born.

Specifically, this legislative proposal will:

- Allow MDH to provide TB medications through a contracted pharmacy for all TB patients statewide, including patients receiving care at the Hennepin County Community Health Department. MDH will obtain reimbursement, when possible, from eligible third-party payers.

- Fund expanded TB prevention and control activities targeted at foreign-born persons, particularly refugees and immigrants recently arrived in the United States and other high-risk groups.
- Increase the availability of educational materials and presentations targeted at health care providers who provide care for populations at increased risk for TB.

Human Services

Child Care

1. Basic Sliding Fee Child Care

An adjustment is needed in Basic Sliding Fee Child Care to accommodate all families coming off the transition year of MFIP-S. Following are four options:

See Resolution # 98-950 for the amended version.

~~A change in the structure of the Basic Sliding Fee Child Care program is needed to assure that child care is available for families moving off welfare and into the work force.~~

~~Basic Sliding Fee Child Care helps to assure the safety and appropriate development of children while giving parents time to develop work experience and history leading to higher, self-sustaining family income. We currently serve 4,200 children with Basic Sliding Fee Child Care. There are 1,976 families with approximately 3,557 children on the waiting list for this service. Approximately 100 families are added to the list each week.~~

~~Legislation passed in the special session set aside money for Basic Sliding Fee Child Care for families coming off the transition year of MFIP-S. This funding ends 7/1/99. This will have a significant impact on transition year families who have had a gradual reduction of other supports (e.g. Medical Assistance) and have fewer resources to meet the family's needs. As more and more families reach this phase, they will also be added to the waiting list for Basic Sliding Fee Child Care. Retrospective studies of past waiting lists in Hennepin County give strong indications that a certain portion of parents on the list went on public assistance because they lost or were unable to arrange stable child care.~~

~~Funding a Basic Sliding Fee Child Care program will greatly assist parents' ability to remain in the work force and maintain their families.~~

2. **Transitional Child Care.** Currently, eligibility for transitional child care requires a TANF recipient to be on welfare for at least three out of the last six months prior to finding a job and to have earnings that would take the recipient off the grant. In order to reward quick entry into employment, clients should be eligible for transitional child care. This will enable welfare recipients to enter the job market quickly once offered a job.

Child Welfare

1. **Change Minnesota's Maltreatment of Minor's Act to support a "Differential Response" System to Respond to Reports of Maltreatment.** Minnesota law currently mandates a specific response to all reports of maltreatment. This "one size fits all" approach does not reflect the reality of reports received in Hennepin County. This proposal would provide parameters for defining imminent risk in child protection "investigation" cases and lower risk cases as "family assessment" cases.
2. **Support Strategies to Promote Parity of Financial Support for Permanency (Adoption, Long-term Foster Care, and Transfer of Legal Custody).** Presently, there are inequities in funding support for permanency for children who have been impacted by serious abuse and neglect. This often results in longer foster care placement and failure to provide them with alternative permanent families. This proposal would help shorten the stay in foster care, moving children more quickly into placement with, and integration into, an alternative family when they cannot be safely reunified with their natural family.
3. **Amend Human Services Licensing Act Regarding "Risk of Harm" Assessments.** Recent legislation has required that when there is a disqualifier for a foster care or day care provider that licensing must do a "risk of harm" assessment. In practice, Child Protection or Police do conduct such an assessment in licensed foster or day care homes. This section of the law is appropriate for licensed facilities with shift staff. This is an unfunded mandate that duplicates a process already in place to assure the safety of children in foster care or day care.
4. **Support Coordination and/or Community Partnerships Related to Domestic Violence.** Agencies dealing with domestic abuse and child protection are often at odds because of their program focus or advocacy. Yet each has an overriding concern regarding safety in families. We suggest that because of the correlation between domestic abuse and child abuse, a coordinated service delivery system be established to encourage family safety and stability and may reduce the need for some out-of-home placements.
5. **Record Maintenance.** Change state law requiring counties to maintain records for four years when there have been payments for services. Due to fiscal audit purposes some cases may need to be maintained for five years which is not possible if record destruction is requested after four years. This proposal would assure that records documenting expenditures on cases would be available for state or federal auditors. Destruction of such records could result in a need to pay back funds.
6. **Amend Human Services Licensing Act Requiring Notice of an Applicant Background Study.** Currently licensing agencies are required to notify applicants for foster care and day care licenses, and anyone in their household, the results of their background check.

This mandate, requiring us to notify license applicants that there is no problem in their background check for a foster care or day care license, is not funded. Implementation of this mandate has increased administrative costs for the county but does not enhance the safety of children or efficiency of licensing. We propose this mandate be eliminated.

7. **Require DHS to Respond to Requests in Negative Licensing Actions or Appeals of Maltreatment Findings in a Timely Manner.** Current licensing law does not specify a set time frame by which DHS must respond to requests for set asides and appeals of findings of maltreatment. This can jeopardize the safety of children. This proposal would allow for more timely resolution of actions related to the safety of children in foster care.
8. **Amend Human Services Licensing Act Related to Denial of a License and Right to Reapply.** When an applicant has been denied a license for foster care or day care due to disqualifiers, they may immediately reapply for the same license. But, when a license is revoked due to a disqualifier, the applicant must wait five years to reapply. We recommend the law be amended so that the time frame for reapplying is the same. This proposal would reduce administrative costs for licensing in protracted situations but would not impact either the appeal rights of the applicant or safety of the child.
9. **Establish Ongoing Funding of Concurrent Planning Services for Children Under Age 8.** The 1998 Legislature enacted legislation requiring concurrent planning beginning July 1, 1999 for children under the age of 8 in the event they are in foster care for six months due to child abuse and neglect. Ten million dollars in TANF funds were allocated for one year. Ongoing stable funding is needed to continue this program.

Economic Assistance

1. **Elimination of Six-month Reporting.** Currently MFIP re-instituted a 6-month reporting system for all recipients. This form, which is mailed to all households' 6 months after their annual recertification, is redundant and should be eliminated. The workload involves tracking, inputting information and open/close activity for non-receipts. This proposal furthers the mission and goals of the Hennepin County Board through the personal responsibility of the clients, because clients would then be responsible for reporting all changes.
2. **MFIP-S Options when a Child/Children are Disabled.** When an MFIP child is disabled, the caregiver can be exempt from work participation, but not the 60-month clock. This affects an estimated three-percent of our cases. And, when the caregiver wants to work, appropriate childcare is hard to find and extremely costly.

We propose to increase the options available to an MFIP caregiver with a severely disabled child. We would also require caregivers to have a parental transition plan when the child would no longer be eligible for childcare or MFIP-S. Lastly, we propose that special needs childcare be budgeted differently, giving extra weight to the disability needs, and providing increased reimbursement to providers.

Human Services - General

1. **Eliminate Waiting List for Developmental Disabilities (DD) Services.** Due to the downsizing of the Regional Treatment Center, the state has approximately 3,300 people eligible for the Family Support Program and the Developmental Disabilities Waiver Program. Hennepin County has approximately 1,200 persons waiting for waived services. Many of these developmentally disabled adults are living with elderly parents who are finding it more and more difficult to care for their grown children with minimal or no support. The state should provide services in the 1999-2000 biennium to persons who are on the waiting list. Furthermore, the Minnesota Department of Human Services should address the current inequities in the state-wide waiting list for diversion Medical Assistance waived slots for persons with developmental disabilities by allocation of a minimum of 227 new diversion waivers to Hennepin County for 1999.
2. **Protection from Liability for Home Management Services.** Currently, liability is already provided in the consumer Support Grant Program. Our current practice in Home Management Services exposes the county to the liability of worker's compensation claims and unemployment compensation. The Consumer Support Grant program faced these same issues, and the enabling legislation was changed in 1997 to add this Section (h) to Subdivision 4 of MS Statutes 256.476. The specific legislative proposal to be advanced will grant the same protection from liability for services provided with county property tax funds to clients eligible to receive the services defined in the county's CSSA Plan.
3. **Crisis Housing Fund for Persons with Mental Illness.** The Crisis Housing Fund is a flexible pool of money to provide short-term housing assistance to individuals receiving in-patient psychiatric care. The request is to increase the base of funding for the Crisis Housing Fund. There is approximately \$74,000 a year in the base budget, but DHS will have to fund close to \$200,000 in statewide requests. Therefore, an additional \$126,000 for year one and an additional amount of \$176,000 for year two is requested.

The Crisis Housing Fund stabilizes housing for persons with mental illness and minimizes lengthy stays in costly institutional care. It allows consumers to return to the housing situation they were in prior to in-patient psychiatric care.
4. **Support Funding of Expanded Interagency Agreements.** The Legislature enacted a bill in 1998 requiring the expansion of interagency agreements to include all children with disabilities beginning in the year 2000. There was no funding included. Hennepin County proposes the state increase funding to support children with disabilities, and provide coordination for effective use of services.

5. **Additional Funding for Hard-to-Serve Clients.** We propose that additional funding is necessary to better serve clients such as East African, Southeast Asian and those with limited English ability. These clients need intensive case management services. Without intensive services, many will not be self-sufficient before their 60-month time limit expires.
6. **Bridges Rental Housing Assistance Program for Persons with Mental Illness.** The Bridges rental assistance is a temporary rental assistance payment paid on behalf of an income eligible participant until a permanent subsidy becomes available. Most persons with serious and persistent mental illness are unable to afford market rate rents and due to the lengthy waiting lists for Section 8, many continue to stay in costly institutional care. This is not because they need the level of services, but because there is no subsidy available to fund housing. Hennepin County currently has 65 allocated "Bridges slots." This amount is terribly inadequate for the number of persons with serious and persistent mental illness needing housing subsidies. We are requesting \$3,000,000 appropriated from the general fund. Support has been shown by the League of Women Voters, Right to Housing, the (National) Alliance for the Mentally Ill of Minnesota (NAMI), Mental Health Association, and the Hennepin County Mental Health Advisory Committee.
7. **Workforce Center System Funding.** Seek funding for the administrative and operating costs for workforce centers. ~~establishment of workforce centers.~~
8. **Semi-Independent Living Skills (SILS) Program.** The Department of Human Services is proposing in its 1999 legislative package to eliminate the SILS Program waiting lists for services for persons with developmental disabilities. The service is 70% state funded and 30% county funded. Hennepin County has over 78 people waiting for this type of service. County levy limits do not allow for an increase in local property tax support for the expansion of the County's share to fund the elimination of the SILS waiting list which would require \$175,730 in property tax dollars. Hennepin County will seek 100% state funding for the expansion of the SILS program.

Transportation

1. **Funding for the Transportation System.** Increased funding for the transportation system in the metropolitan area is a critical need and should be given high priority by the legislature. Resources for highway and transit needs have not kept pace with the growing demands placed on the region's transportation network. Hennepin County supports the following transportation program and funding improvements:
 - a. **Funding for Basic Transit Service.** Hennepin County supports the Metropolitan Council's request for funding the regional transit system.
 - Creation of a Transportation Growth Investment Fund to provide a predictable and growing source of revenue for metropolitan transit programs.

- Increase state general fund appropriation for metro transit programs from \$98.7 million to \$120.6 million.
- \$52 million in metro bond authorization to fund the council's transit capital improvement program.
- Seek state bonding for certain long-term capital projects such as bus garages, transitways, transit stations and park-and-ride facilities.
- Request creation of a stable and predictable regional bonding authority for basis transit capital investments.

b. Funding for Specific Highway Projects. Trunk highway projects on Highways 100, 10-610 and 212 should receive priority funding from the state.

c. Welfare-to Work Transportation. The 1997 legislature appropriated \$2 million to the Metropolitan Council as a pass-through to counties in the metropolitan area to provide transportation services to welfare recipients that are transitioning from welfare to work. The Metropolitan Council has proposed to the governor that this program be continued for the next biennium at the same level of funding. The Metropolitan Light Rail Joint Powers Board has commissioned a study that is examining the transportation needs of welfare clients that reside in the metropolitan area. The results of this study will be used to decide whether additional funding from the state will be needed to meet the transportation needs of welfare recipients.

2. **County Plat Review Authority.** The current procedure for allowing counties to review and comment on proposed subdivision plats adjacent to or involving county highways is inadequate to protect the county's interest in preserving right-of-way for current and future roadway needs. The law should be amended to authorize counties to approve each subdivision plat that is contiguous to any existing or proposed county road before a city can issue any building permits for the proposed development.
3. **Regional Rail Authority Bonding Impediments.** Bond counsel has identified certain legal impediments with respect to issuing general obligation bonds to provide part of the funding for constructing light rail transit in the Hiawatha Corridor and has recommended the following statutory changes:
 - Clarify that a regional rail authority may transfer funds to the Minnesota Department of Transportation, Metropolitan Council or any other state or local governmental entity for the purposes of making rail facility improvements.
 - Authorize the issuance of general obligation bonds without a referendum so long as annual debt service is within the limits of the levy the regional rail authority could otherwise make.

4. **Metro Transit Discounted Bus Card Program.** State law needs to be changed to permit the county's training and employment and welfare clients to participate in the Metropolitan Council's Discounted Bus Pass Program. The Discounted Bus Pass Program permits large employers to purchase discounted bus passes for their employees. The county's welfare and training and employment clients would be treated the same as any other county employee for the purposes of this program.

Judith A. Pinke

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Expertise

- Technology and infrastructure development and management
- Transportation finance, including biennial budgets (\$2.1 billion) and cost reduction
- Metropolitan government
- Leadership of policy and organizational change
- Management of government employees

Experience

- Transportation official, Mn/DOT and Metropolitan Council of the Twin Cities' Area
- Cities and counties
- Non-profit and business formation and operations
- Appointed positions in both Republican and Democratic administrations in Minnesota State government

Results

- Transportation policy directions
- Nationally recognized for technology leadership
- Government cost management and financial accountability
- Facilitation of strategic and budget agreements among disagreeing elected officials
- Innovation in business, non-profit, government and cross-sector projects

Best Placement

Judy Pinke should be utilized in an appointed position leading a complex, technically-based organization which needs strong financial management and visionary policy development. She is exceptionally qualified to serve as Commissioner of Transportation.

Judith A. Pinke

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Career**President****Pinke and Associates, Executive Consultants****3/91 through present**

Pinke and Associates serves government, non-profit and business clients by specializing in business and change coaching; the early application of emerging technologies; strategic directions and facilitation. P&A assesses and plans, then supports, new ventures and change projects. Examples of Pinke clients:

MN Department of Transportation
City of Minneapolis
City of Saint Paul
Electric Power Research Institute
Dakota County
The HousingLink

MN Department of Labor and Industry
Minneapolis Neighborhood Revitalization Program
City of New York
Snohomish County, WA, Public Utility District
Anoka County

Projects included

- Development of effective business entity for Mn/ROAD, a \$20 million data-intensive pavement research facility of Mn/DOT.
- Five years facilitation of budget and strategy retreats for Minneapolis elected officials.
- Re-setting strategic direction of Saint Paul fleet management program.
- Establishment of \$2.5 million cross-jurisdiction organization, designed around technology potential, to improve accessibility to affordable housing throughout the metropolitan area.
- Conducting value engineering of child care procurement process for City of New York.

Assistant Commissioner for InterTechnologies Group**MN Department of Administration****12/87 to 3/91**

Turned an embattled central computer and telecommunications shop into a thriving \$56 million business inside government, providing services for a fee to customers in the public sector.

- Created and led the development of the first statewide leased digital network for all of government and education in Minnesota, to serve 60,000 voice stations, 12,000 terminals and 87 video conference sites. Developed and maintained a coalition of senior manager customers across many turf lines.
- Cut computer services rates 20%; designed and led Cost and Service Management Study, which produced an additional 30% cut in June 1991. Cut telecommunications rates 17%. Returned \$10.3 million in excess profits to customers for other uses.
- Originated the State's first advanced technologies research and development effort. Deployed three million dollars in technology innovation. Projects included x.25 and x.400 connectivity,

- image processing, group decision support, smart cards, two-way video court hearings, expert systems, electronic funds transfer, client server and geographic information systems.
- Invented a program in which private businesses used government as a research site to develop software applications or new technologies; in eight months, personally negotiated more than \$1 million in private companies' investment.
 - Implemented financial management systems including rigorous cost accounting and the separation of cost and pricing strategies. Incorporated such private sector methods as product life-cycle management, marketing, business planning, and customer service level agreements.

**Director, Metropolitan Systems Department
Metropolitan Council of the Twin Cities Area**

9/85 to 12/87

Responsible for the development and implementation of regional policy for highways, transit, airports, parks, sewers, solid waste and other environmental concerns for the region. Directed technically demanding research and planning projects.

- Led development of transportation and other policy plans.
- Restructured the statutory governance relationships among all regional agencies.
- Directed oversight of six regional agencies with 1987 revenues of \$424 million and with \$347 million in bonded indebtedness; led preparation of their first combined financial report.

Assistant Commissioner for Finance and Administration

Director, Office of Management Services (1978-1979)

Assistant Director, Systems and Information Services (1977-1978)

Minnesota Department of Transportation

1/77 to 9/85

Chief financial officer for agency with \$2.1 billion in fund resources per biennium, managing all systems, human resources, finance, communications and management planning initiatives. Led the agency in the creation and application of a strategic information plan that transformed Mn/DOT's use of information resources.

- Managed agency-wide downsizing and implemented numerous money-saving projects. With own 250-employee division, reduced staff by 10% and still increased productivity by additional 7%; cut 11 managerial and supervisory jobs to reduce costs.
- Directed the largest-to-that-date successful systems project in state government, even though all other large development efforts in the previous decade had failed. The project, which was delivered on time and within budget, resulted in continued receipt of \$265-300 million per annum in federal reimbursement.
- Managed growth of Mn/DOT computer support from 45 batch-oriented terminals (c. 1980) to an array of 650 devices (c. 1985) with 1400 to 1600 users.
- Led project that lowered consumable inventory from \$15.6 to \$12.4 million through implementing an automated system; reduced number of stock items by 20%; moved department from average stock turnover rate of 1.2 to 2.
- While at Mn/DOT, served as the elected chair of the first statewide information policy steering committee. Led the redirection of the State's strategy for the use of computers and redistributed responsibilities among agencies.

Other Work History

Began government service in 1973 as an entry-level professional; was promoted rapidly through the civil service ranks and into appointed positions. First career in education.

Education

Harvard University: senior executive program

St. Olaf College: BA *cum laude*

Over 1500 hours of additional coursework and seminars in private and public management and in information technology and systems.

Honors and Community Achievements

Pinke's leadership is recognized through awards and election to office on boards of directors. Examples include:

- Director and Vice Chair of the Board, Minnesota Regional Network Corporation (MRNet), the first provider of Internet connection in the state.
- Guest lecturer, Harvard University (strategy and the use of technology); community faculty, Metropolitan State University (public policy analysis, communications technologies); faculty and curriculum creation for the Executive Development Institute at Hamline University.
- President, Minnesota Center for Women in Government.
- Chair, Metropolitan Futures Task Force, a diverse group of vocal citizens and representatives who were brought to consensus on changes needed in the Twin Cities region by 2010.
- Brought recognition to Quie administration through international transportation teleconference (c. 1983) presentation about automated support to management strategies.
- Brought recognition to Perpich administration through a Harvard case study (1990) which was the nucleus of a national conference and is still being taught at Harvard.
- Won one of three 1991 cash awards, Society for Information Management annual international competition for innovation with technology.
- Co-founder, Women in State Employment.
- One of twelve members, Harvard Policy Group on Information Technology and Government Procurement.
- Personal profiles published in national and international biographical reference works, including Who's Who in the Midwest and World Who's Who of Women.

References

Available upon request.