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# The BIG ACCOUNTING



**BIG  
PLAN  
RESULTS**



# STATE OF MINNESOTA

OFFICE OF GOVERNOR JESSE VENTURA  
130 State Capitol • 75 Constitution Avenue • Saint Paul, MN 55155

November 26, 2002

To the Citizens of Minnesota:

"Accountable government" has been a cornerstone of our administration. I didn't invent the idea ... no politician did. It's something that citizens have been demanding more and more -- at the local, state and national levels.

In 1999 we listened to Minnesotans, and then designed *The Big Plan* for our state. Our vision for Minnesota was that it be a place with healthy, vital communities, where people have every chance to be self-sufficient, where government is focused on providing service not bogged down in systems, and where we're ready to compete in a world arena. The commissioners developed performance measures to track our efforts, and we put them up on a website for all to see:  
[www.BigPlanResults.state.mn.us](http://www.BigPlanResults.state.mn.us)

Now it's time for the Big Accounting. Over the last two months we have invited Minnesota experts from outside state government and knowledgeable people from within the administration to evaluate the results of each *Big Plan* initiative (regardless of whether the legislature supported it or not), to give us suggestions for how it could be done better in the future, and to score our success from 1 to 10.

All the reviewers were told that a score in the red meant "needs a lot more work," yellow meant "some success, but there is more to be done," and green meant "good success and well on track." This report card shows the rating for each initiative, with just a few of the comments from the reviewers.

I'm proud of the hard work we put into all these initiatives. I'm especially pleased with our success on tax reform, light rail transit, tourism promotion, affordable housing, trade development and engaging citizens.

Some initiatives did not move as far and as fast as we would have liked. The state's telecommunications infrastructure and the expansion of electronic government are ongoing opportunities for the future. Unfortunately, reforming politics as usual and letting the people decide on a single house will take more political courage than we've seen to date.

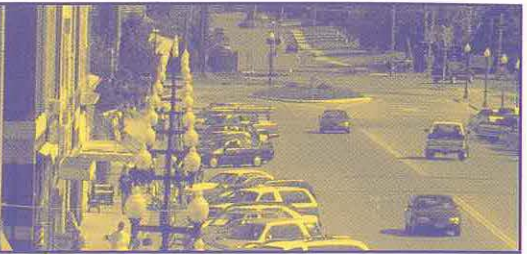
A few of our early plans -- for lifelong learning, the importance of active parenting, and human rights -- developed more as operating values than program initiatives, so we did not evaluate them as we did the others.

Making a plan, tracking our progress and reporting our results. These have made us a better administration and helped us better serve Minnesotans.

Sincerely,  
  
Jesse Ventura  
Governor

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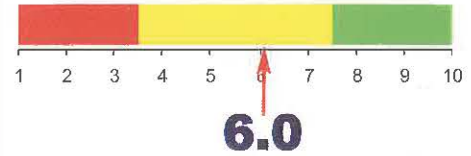
# HEALTHY, VITAL COMMUNITIES



## The Best K-12 Public Education in the Nation

Ensuring the best public education for every Minnesota child through accountable funding, standard setting and committed statewide effort.

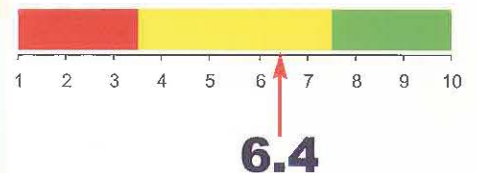
**Reviewers' Comments:** It's a broad initiative, but the statement of goals was never clearly articulated. ♦ Defending and sustaining the Profile of Learning was a huge accomplishment itself. ♦ CFL is under-resourced generally. ♦ Departmental collaboration was attempted but not consistent.



## Improving the Competitive Position of Rural Minnesota

Working with rural communities to help them compete economically in the state, nation and world — by building workforce capacity, telecommunications infrastructure and other development factors.

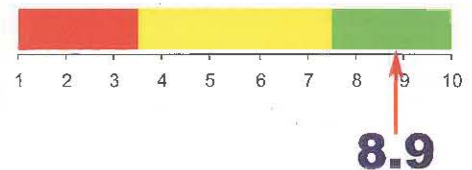
**Reviewers' Comments:** Priorities were well documented as a result of 2000 Rural Summit. ♦ Shape the budget around regionalization. ♦ The new approach to planning and work plan were great. ♦ Very good to see interdepartmental cooperation. ♦ The legislature needed to show more understanding and leadership. ♦ Rural vitality is a two-decade process.



## Light Rail Transit

Successfully building — on time and on budget — the first light rail line in the state's transit system as a key step in providing more diverse options to address our growing transportation problems.

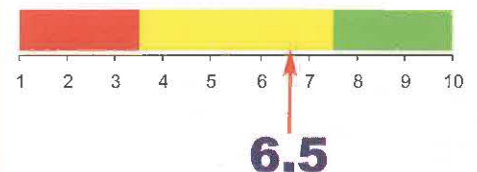
**Reviewers' Comments:** A little rocky early on, but came together well. ♦ Lessons learned will make next project easier. ♦ Keep going! ♦ Get the next demo going immediately to get full benefits of the multimodal system. ♦ Strong legislative message; good state/federal/local partnerships. ♦ Sound commitment by the Governor, MnDOT and the Met Council. ♦ Team effort... sometimes too competitive, but all were on board to complete the challenge. ♦ On time and on budget.



## Growing Smart in Minnesota

Communities making smart decisions about open space, development, transit and housing, so that they can be shaped by choice, not by chance.

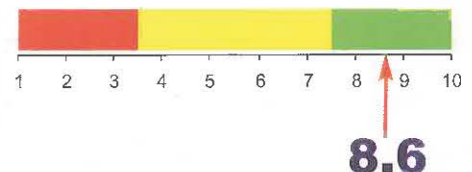
**Reviewers' Comments:** Concept evolved into more metro and more restructuring. ♦ I think we've missed an opportunity to incorporate these principles into the operations of other agencies and have a significant impact statewide. ♦ The excitement for this effort has moved forward because of the involvement of the stakeholders. ♦ Need to move this beyond the seven-county area.



## Partnerships for Affordable Housing

Leveraging the state's resources and influence to increase the supply of affordable housing necessary for economic growth.

**Reviewers' Comments:** Well thought out, came from campaign sentiment. Early and consistent governor support. ♦ Tremendous lead agency and interagency work! ♦ Rural Minnesota did see significant investments — employers and business have participated in local planning efforts that are directly related to state leadership. ♦ Increased housing supply and investment very successful — removal of barriers and reduction of costs much less successful.



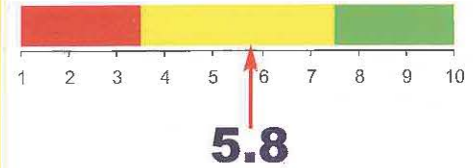
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# HEALTHY, VITAL COMMUNITIES

## Multimodal Transportation To Get People and Goods Around Minnesota

Making Minnesota more competitive and more livable, through expanding and improving multiple modes of transportation.

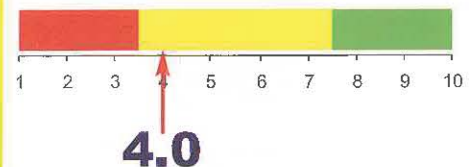
**Reviewers' Comments:** Focus groups, surveys, telephone work; seeking citizen input was excellent. ♦ The 2020 vision was inspirational and right on. ♦ Poor understanding in the legislature of vision and barriers. ♦ Transportation has been well received and is now a high priority for the people of Minnesota. ♦ This administration has been a good steward of this system. It did not, however, make major progress on relieving the backlog in transportation needs.



## Telecommunications as Economic Development

Expanding Minnesotans' opportunities by making tomorrow's telecommunications connections available and affordable for all.

**Reviewers' Comments:** Impressive dedication by Commerce folks, but ownership should have been much more broadly shared. ♦ Should never regret getting the conversation started. ♦ Incremental progress, at best. ♦ There is a common ground for Commerce and industry to plan, shape and manage the inevitable in a collaborative fashion.



## Living Human Rights and Respect

Protecting human rights, engaging the growing diversity of Minnesota, and serving every citizen equally.

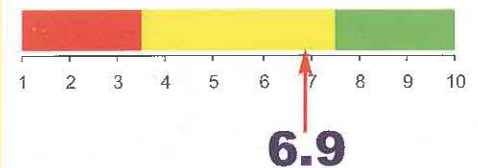
A few of our early plans — for lifelong learning, the importance of active parenting, and human rights — developed more as operating values than program initiatives, so we did not evaluate them as we did the others.

not evaluated

## Reliable Energy and Consumer Choices

Providing consumers with access, reliability and competitive pricing while encouraging renewable energy sources and the development of a responsible infrastructure for energy generation and transmission.

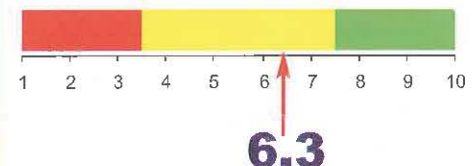
**Reviewers' Comments:** Tremendous improvement on agency involvement, citizen participation and ability to take part in discussions and cleaner energy policy and goals. ♦ Some of us would have liked to see broader progress; this represented a fair achievement. ♦ Jury is still out on transmission and generation. ♦ Objectives were clearly defined and appropriate at the time they were stated; enormous changes since then hurt the premise of the original goals, but the administration adapted quickly and appropriately.



## Ensuring an Information Highway that Leaves No Community Excluded

Enabling all parts of Minnesota, including rural areas, to participate equally in the modern information age and the opportunities offered by the digital economy.

**Reviewers' Comments:** This initiative is expensive! ♦ Good progress on raising and sustaining the debate; slower progress on specific initiatives as learning curve is surmounted. ♦ Most of the progress occurred in the last year when collaboration between private and public sector accelerated.



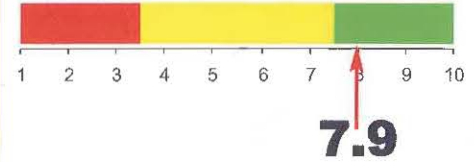
# SELF-SUFFICIENT PEOPLE



## Transitioning from Welfare to Self-Sufficiency

Helping low-income people become truly independent — through their own efforts and with appropriate public support.

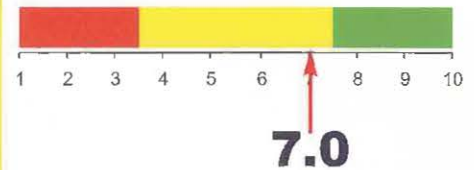
**Reviewers' Comments:** The TANF debates helped to focus the efforts. ♦ Unprecedented effort to take a holistic approach to families. ♦ Non-categorical and flexible approach regarding counties. ♦ Allowed community groups to be effective.



## A Health System for the Next 50 Years

Building on Minnesota's excellent health system, to make sure that it reaches all citizens and provides them with opportunities for better health.

**Reviewers' Comments:** Good success with health disparities and the kids. ♦ Much more needs to be done in the health system and infrastructure. ♦ Modest legislative successes. ♦ A tough time to make case. ♦ The concept was so broad that most people didn't see a problem to be fixed. ♦ The time wasn't quite right, but will be soon!



## Insisting that Parents PARENT

Advocating policies and programs that clearly define state government's limited role in raising our children, and helping parents to accept their first and greatest responsibility.

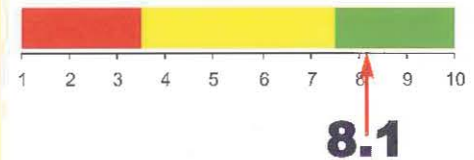
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not evaluated

## Independent Living

Allowing Minnesotans with limitations to live as independently and as self-sufficiently as possible.

**Reviewers' Comments:** Long-term Care Task Force work was outstanding. ♦ Good legislative accomplishments. ♦ Steady and outstanding results. ♦ Lingering question about how much was a result of consumer demand. ♦ Never had clarity of direction for non-elderly, persons with disabilities. ♦ Not only progress in data, but remarkable attitude shifts as well. Bravo!



## Assuring Lifelong Learning for Work and Life

Driving to assure that accountable, effective educational opportunities are available to all adult Minnesotans.

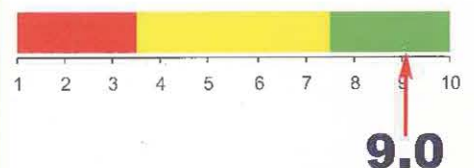
A few of our early plans — for lifelong learning, the importance of active parenting, and human rights — developed more as operating values than program initiatives, so we did not evaluate them as we did the others.

not evaluated

## Tobacco Settlement Endowments: Improving Health Status for all Minnesotans

Carefully investing the tobacco lawsuit settlement in the long-term health of Minnesota's children by helping them make smart choices for their future success.

**Reviewers' Comments:** Consistent youth/community-led strategy. ♦ Important to keep the comprehensiveness of the strategy even as funding amounts get revisited. ♦ A breakout concept faithfully supported. ♦ This initiative sets a new performance standard in public health for what to measure and how.



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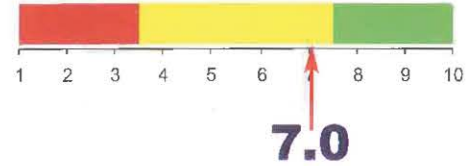
# SERVICE, NOT SYSTEMS



## Rein in Rulemaking and Excessive Regulation

Establishing a new rulemaking philosophy and process that involves stakeholders and citizens early to gain the broadest possible perspective on need, reasonableness, clarity and enforceability.

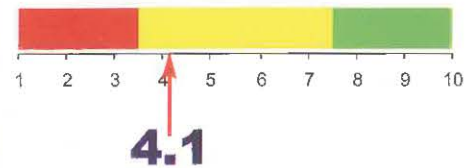
**Reviewers' Comments:** The Rulemaking Task Force stimulated public knowledge and interest in rulemaking. ♦ Good indicators, but inadequately tracked. ♦ Keep veto procedure for Governor. ♦ Governor's veto authority, rule variance procedure and Administrative Law Judge procedure for unadopted rules are all important improvements to Minnesota law.



## Single House Legislature

Setting a new vision for legislative governance in the next century and trusting the voters to make the decision.

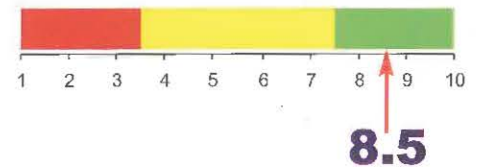
**Reviewers' Comments:** The general public never was convinced of the need for a completely new system. ♦ Many legislators also believed that other solutions existed to solve the problem raised. ♦ Concept didn't include practical benefits for citizens. ♦ Exactly how would it make legislation better, or correct abuses? ♦ Special interests opposed to bill. ♦ Don't overlook the progress that was made.



## A Tax System that Makes Sense

Building a tax system that is more fair, simple, understandable, and predictable for citizens.

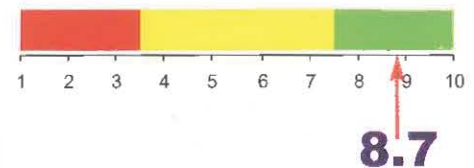
**Reviewer's Comments:** Strong on listening to citizens. ♦ Chose to bite off something aggressive yet achievable. ♦ The work was tireless. ♦ It was comprehensive — with citizens, legislators, involvement of the entire administration, and good use of the Governor. ♦ Perhaps achieved as much as practically possible. ♦ Good theory, well grounded — difficult politics!



## Active, Engaged Citizens

Increasing voter turnout to help improve citizen participation and to rebuild trust between elected officials and citizens.

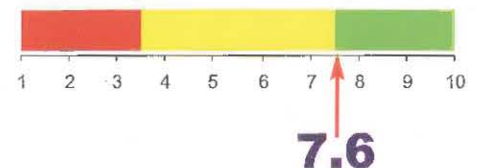
**Reviewers' Comments:** Very simple initiative and goal-voting percentages. ♦ The Governor's Office partnered with many civic organizations to reach the 70% voter turnout goal. ♦ Stayed on message and on track with a quality plan. ♦ Encourage the next governor to continue these efforts. ♦ All elected officials need to continue to encourage young people (and all citizens) to be civically engaged.



## State Departments: Best Bang for the Buck

Increasing the efficiency of government, the quality of its services, and obtaining the best value for every taxpayer dollar spent.

**Reviewers' Comments:** Grounded in Governor's commitment. ♦ Four staff agencies accepting the responsibility and achieving a stronger sense of cohesiveness about overall state management. ♦ Weak on legislative success ... but the strength of results management is tremendous. ♦ Track cost-effectiveness more in performance results.

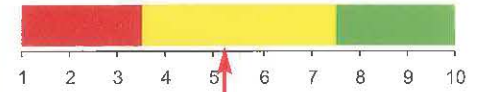


# SERVICE, NOT SYSTEMS

## Reforming "Politics As Usual" →

Reforming the structure of the legislature, our legislative process, and the campaign finance system.

**Reviewers' Comments:** Concepts are worthy, but these are such "inside" issues that most citizens don't completely understand the problems that were being addressed. ♦ Redistricting was a big success. ♦ Soft money a big loser. ♦ Not a high enough priority by Governor in speeches, letters and visibility. ♦ Change was derailed by vested interests.

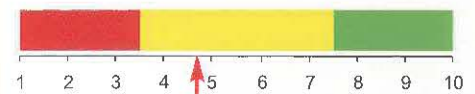


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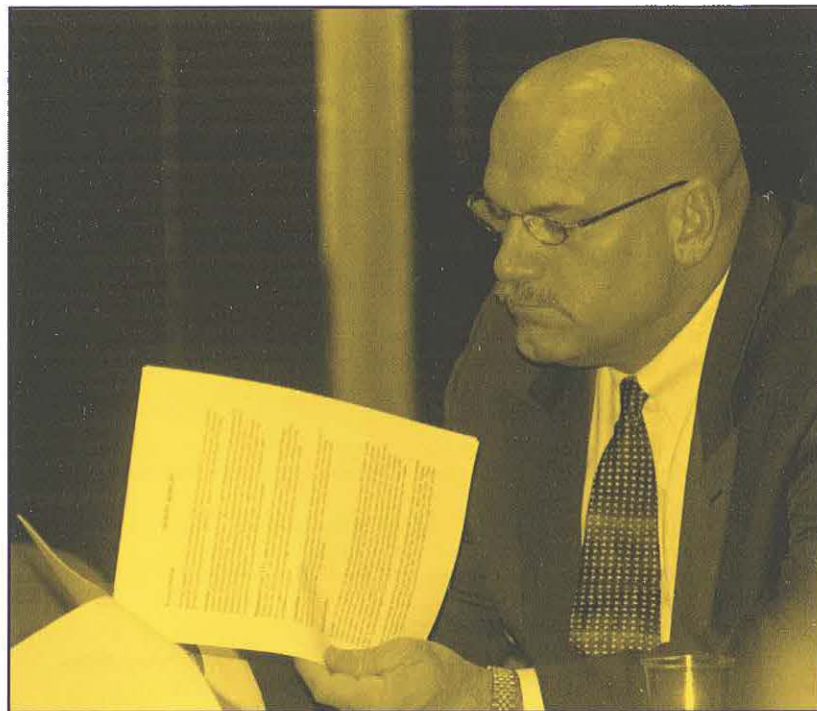
## Electronic Government Services Initiative →

Making sure that citizens can get information and do business with the state on computers, at any time and from any place.

**Reviewers' Comments:** Some success getting agencies "on board" with this initiative, but very limited success selling it to the legislature. ♦ Didn't stress efficiency/cost savings. ♦ Planning was done well, but inadequate appropriated resources have stifled execution. ♦ Must resolve funding issue — perhaps by dedicating a percent of each agency budget?



4.7



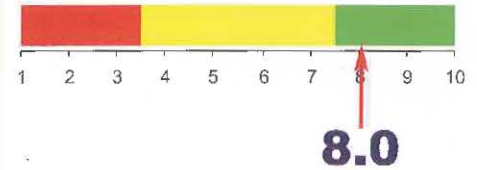
# MINNESOTA: WORLD COMPETITOR



## Trade: Tapping the World's Interest in Minnesota

Converting the world's interest in Minnesota into increased trade and business opportunities for Minnesota companies. As a state we now compete not just with states like Wisconsin and Iowa, but with countries like Finland and Argentina.

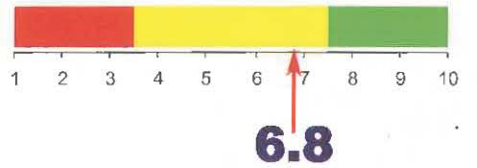
**Reviewers' Comments:** Take the discussion out of the board room and into the living room so people better understand the benefits. ♦ Strength in planning. ♦ Trade progress is strong. ♦ Quantified results on trade missions are still out. ♦ Minnesota Trade Office provides timely, strategic and detailed support to Minnesota companies. ♦ Factor in long-term benefits. ♦ Don't expect results overnight. ♦ Communicate with the public through the "non-political" channel of the businesses that have been helped.



## Agriculture: Competitive Anywhere in the World

Making our farm families competitive through lowering their cost of production, adding value to Minnesota products, and developing new market opportunities, both domestic and foreign.

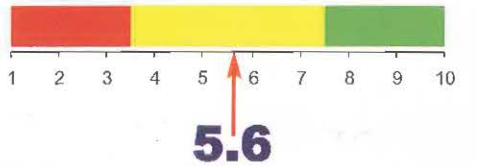
**Reviewers' Comments:** Adequacy of resources to this effort is unclear but leadership of Commissioner and Governor is obvious. ♦ Results are mainly anecdotal but trade missions have been well reported and successful. ♦ Organic farming is better off, but conventional mid-size farms are still struggling. ♦ Transportation and international agriculture have a growing influence. ♦ Agriculture is holding its own and feels more part of our future.



## Developing the Workforce for Tomorrow

Making sure Minnesota has a well-trained and flexible workforce that allows us to be quickly responsive to new opportunities.

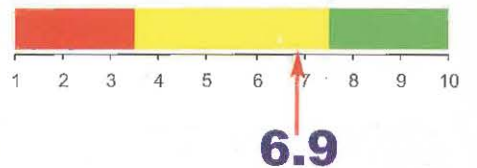
**Reviewers' Comments:** Coordination within the Workforce Centers was great. ♦ Amazing cooperation and collaboration despite historic silos — internal and external to administration. ♦ It could have been even more successful with legislative buy-in and support. ♦ Get employers more involved. ♦ The system is still too complex for general citizens and employers to understand. ♦ Employers and business community must be a bigger part of the solution.



## The Best Climate to Grow Business

Helping Minnesota business — especially high growth, high-wage industries — continue to prosper in a supportive business environment.

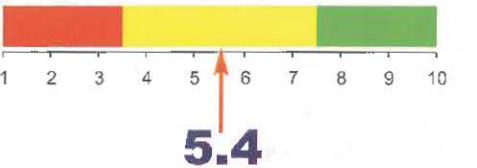
**Reviewers' Comments:** Good emphasis on start-up, high growth, high wage. ♦ Should more clearly identify the "deficient" areas in climate. ♦ The challenge is continuing to "brand" Minnesota and our strengths. ♦ Too many platitudes; not enough specifics. ♦ The tough economic climate has hampered some results, but overall significant progress has been made.



## Commercialization of New Technologies

Maximizing Minnesota's access to technology and the commercialization of new technologies through the Biomedical Innovation and Commercialization Initiative.

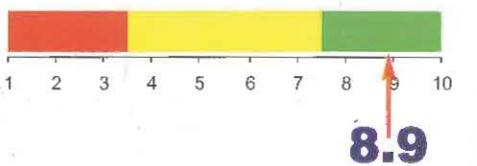
**Reviewers' Comments:** Well articulated with an internal crowd; not successful with key stakeholders (i.e. legislature and private sector). ♦ Greater resources devoted to fundraising may have helped. ♦ Should have constructed this more broadly — more generically. ♦ The process is complicated and requires patience and persistence.



## Jesse "The Tourism Governor" Ventura: Promoting Minnesota, Promoting the Industry

Capitalizing on Minnesota's natural attractions — including its Governor — to welcome visitors and show them why Minnesota is worth visiting and investing in.

**Reviewers' Comments:** Strong commitment of dollars and Governor's time. ♦ Great effort — not enough money. ♦ Given the resources, it was outstanding performance. ♦ In many ways, the tourism industry came to life with a Governor that so naturally promoted and sold this state. ♦ Effort of industry as a whole was very, very impressive. ♦ The numbers indicate success in spite of September 11 and a difficult economy.



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