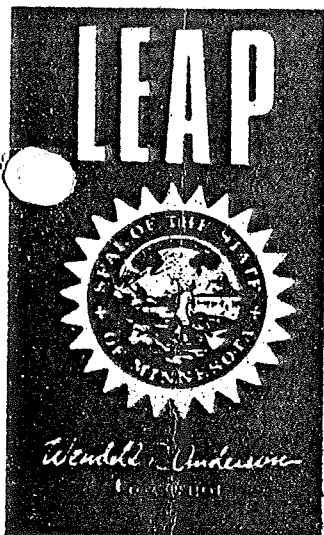


OPERATING GUIDE



Governor's LOANED EXECUTIVES ACTION PROGRAM

Office of the Governor • 807 Capitol Square Bldg., St. Paul, MN. 55101 • (612) 296-6212

LEAP PERSONNEL

Douglas J. Dayton, Chairman
Robert H. Engels, Northern States Power, Vice Chairman
Richard L. Brubacher, Commissioner of Administration, Steering Committee
Ted Deikel, Fingerhut Corporation, Steering Committee
Lyle H. Fisher, 3M Company, Steering Committee
Richard H. King, International MultiFoods, Inc., Steering Committee
Gerry Morse, Honeywell, Inc., Steering Committee
Barney U. Uhlig, Secretary
Doris Bisciglia, Clerical Staff
Linda Michow, Clerical Staff

GOVERNMENT ADVISORY COMMITTEE

Richard L. Brubacher, Commissioner of Administration, Chairman
208 Administration Building, 296-3862
John W. Jackson, Director, Department of Civil Service
215 Administration Building, 296-2096
Roger L. Baker, Commissioner of Economic Development
51 East Eighth Street, St. Paul, 55101, 296-2755
Ray Lappegaard, Commissioner of Highways
Highway Building, 296-3000
Gerald W. Christenson, Director, State Planning Agency
802 Capitol Square, 296-6662
Arthur C. Roemer, Commissioner of Taxation
Centennial Building, 296-6185
Howard Casmey, Commissioner of Education
Seventh Floor, Capitol Square Building, 296-2358
Dr. Vera Likins, Commissioner-in-spe Public Welfare
215 Administration Building, 296-6106

MANAGEMENT ADVISORY COMMITTEE

Robert H. Engels, Northern States Power, Chairman

MEMBER	ALTERNATE
1. BRATAAS, M. G. (507-282-2511) Mayo Clinic 200 First Avenue S.E. Rochester, Minnesota 55901	
2. BEMIS, Judson (332-7151) President Bemis Company, Inc. P.O. Box 7300, Camden Station Minneapolis, Minnesota 55412	
3. CARROLL, John E. (228-4321) American Hoist & Derrick Co. 63 South Robert Street St. Paul, Minnesota 55107	
4. CHINN, Robert C. (853-8100) Control Data Corporation 8100 - 34th Avenue South Minneapolis, Minnesota 55440	
5. DUNNE, Dennis (372-8656) President Minneapolis Chamber of Commerce N.W. National Bank Building Minneapolis, Minnesota 55440	
6. HARRIS, Phil (372-8123) President Northwestern Nat'l Bank of Mpls. Seventh and Marquette Minneapolis, Minnesota 55480	
7. HUBBS, Ronald (221-7911) St. Paul Companies, Inc. 385 Washington Street St. Paul, Minnesota 55102	
8. LASKIN, Syl (218-722-2641) Minnesota Power & Light Co. 30 West Superior Street Duluth, Minnesota 55802	BAIR, Frank
9. McHUGH, John A. (291-2233) N.W. National Bank of St. Paul 55 East 5th Street St. Paul, Minnesota 55101	

MEMBER

ALTERNATE

- 10 McGLYNN, Edward (338-8541)
IBM Corporation
245 Marquette Avenue
Minneapolis, Minnesota
- 11 MENK, Lou (227-0911)
Burlington Northern, Inc.
175 East 4th Street
St. Paul, Minnesota 55101
- 12 MOREM, Neil R. (665-2417)
Minnesota Association of Commerce
& Industry
c/o Green Giant Corporation
LeSueur, Minnesota 56058

(944-2200 - Mpls. Office)
- 13 MYERS, John H. (645-0131)
President
Hoerner-Waldorf Corporation
P.O. Box 3260
St. Paul, Minnesota
- 14 MYERS, Richard L. (507-387-1151)
President
Mankato Citizens Telephone Co.
221 East Hickory Street
Mankato, Minnesota 56001
- 15 NASH, John F. (228-2378)
President
American National Bank
St. Paul, Minnesota 55101

MICHAEL, George
- 16 NASON, Phillip
President
First National Bank
Fourth and Robert Street
St. Paul, Minnesota 55101

JOHNSON, Russell H.
- 17 NYROP, Donald W. (726-2111)
President
N.W. Orient Airlines, Inc.
Minneapolis-St. Paul International Airport
St. Paul, Minnesota 55111
- 18 OREM, Charles (372-3010)
President
Investors Diversified Service, Inc.
800 Investors Building
Minneapolis, Minnesota 55402

STODGHILL, Merrill

- 19 PENNOCK, George R. (545-3771)
President
G. H. Tennant Co.
701 North Lilac Drive
Minneapolis, Minnesota 55440
- 20 PHILLIPS, William G. (339-5775) MADDEN, Frank
President
International Multi Foods Corp.
1200 Investors Building
Minneapolis, Minnesota 55402
- 21 PILLSBURY, John S., Jr. O'LEARY, George F.
Executive Officer
N.W. National Life
Box 20
Minneapolis, Minnesota 55440
- 22 SCHWARTZ, Bruce (222-4211)
Northwestern Bell
70 West 4th Street
St. Paul, Minnesota
- 23 SILHA, Otto (372-4120)
Executive Vice President &
Publisher
Minneapolis Star and Tribune
425 Portland Avenue
Minneapolis, Minnesota 55415
- 24 SUMMER, James HUMPHREY, William
General Mills, Inc.
9200 Wayzata Blvd.
Minneapolis, Minnesota 55440
- 25 SWENSON, Lowell T. (218-681-1147)
President
Artic Enterprises, Inc.
Box 635
Thief River Falls, Minnesota 56701
- 26 THOMPSON, Wayne T. (370-6948)
Vice President
Dayton-Hudson Corporation
700 Nicollet Mall
Minneapolis, Minnesota 55401
- 27 THORFINNSEN, Ross L. (944-1100)
President
National Car Rental System, Inc.
5301 Green Valley Drive
Minneapolis, Minnesota 55431
- 28 WATSON, Roy (507-282-2581)
President
Kahler Corporation
22nd Avenue S.W.
Rochester, Minnesota 55901
- 29 WURTELE, C. Angus (332-7371)
President
Valspar Company
1101 South 3rd Street
Minneapolis, Minnesota 55415

TABLE OF CONTENTS

	<u>Page</u>
I Objective-----	2
II Authority-----	3
III Organization-----	4
IV Specific Responsibilities for LEAP-----	6
V Points for Discussion with Task Force Members-----	8
VI Operating Timetable-----	10
VII LEAP - Time and Action Calendar-----	11
VIII Task Force Assignments-----	12
IX Public Relations-----	13
X Conflict of Interest-----	14
XI Task Force Guidelines-----	15
XII General Suggestions-----	17
XIII Outline for Task Force Reports-----	18
XIV Example of Management Check List-----	20
XV Guide to Capitol Area-----	27

I.

OBJECTIVE

The objective of LEAP is to conduct intensive research of current programs and procedures of State government to determine how services can be provided to all citizens in the most efficient, expeditious and economical manner, and to help implement any recommendations for improvement. These efforts will result in recommendations for improving the operations of functions, departments, agencies and commissions. Final recommendations will be directed at...

Providing immediate improvement opportunities that can be realized by executive or administrative order. Some improvement will be implemented by department heads during the course of this program.

Pinpointing specific areas where further in-depth studies can be justified on the basis of potential saving.

Suggesting operating and organizational improvements of a long-range nature for consideration by the Legislature, or the Governor.

The Governor's Loaned Executive Action Program is concerned solely with administrative and operating functions. These are areas where improved management techniques will realize maximum benefits. Our Task Forces will not become involved with professional functions where we lack proficiency such as the treatment of mental patients or evaluation of teaching practices or curricula.

The primary goal of LEAP is to assist the state organization to become more viable on its own.

II.

AUTHORITY

Governor Wendell R. Anderson issued the enclosed Executive Order No. 18 and 23, establishing the Loaned Executive Action Program. Governor Anderson has emphasized, on several occasions, that the entire Executive Branch is open to the scrutiny of the Loaned Executives and that he is expecting proposals for improvements in any area of state government.

The Governor also put great emphasis on implementation of proposals as compared to a simple study of a problem. He hopes that members of the business community will be available, to the extent necessary, to assist in the implementation of approved proposals.

EXECUTIVE ORDER NO. 18

Providing for the Establishment and organization of the "Minnesota Businessmen In Government" Program (B.I.G.)

I, Wendell R. Anderson, Governor of the State of Minnesota, by virtue of the authority vested in me by the Constitution and applicable statutes, hereby issue this Executive Order:

WHEREAS, this Administration wishes to develop greater mutual understanding between state government and the business community; and,

WHEREAS, it will be beneficial to the state to locate areas of state government where it can increase its responsiveness, effectiveness, and efficiency by applying business techniques not adequately used; and,

WHEREAS, it is desirable to develop long-range opportunities for business executives to become partners with government executives;

IT IS HEREBY ORDERED that a "Minnesota Businessmen In Government" Program (Program B.I.G.) shall be established:

1. Program B.I.G. shall consist of these committees:
 - A. A Steering Committee, including the Program Chairman;
 - B. An Executive Committee to advise and support the Steering Committee, consisting of members of the business community;
 - C. A State Management Committee to advise and support the Steering Committee, consisting of state officials.
2. The Steering Committee, with the advice of the Executive and the State Management Committees, shall coordinate the Program within the guidelines set forth in this Order, to improve the responsiveness and effectiveness of state government.
3. Upon approval by the Governor, and in cooperation with the appropriate state officials, the Steering Committee, with the advice of the Executive and State Management Committees, shall coordinate the implementation of recommended changes in state government.

4. The enclosed appendix shall be considered part of this Executive Order.
5. This Executive Order shall be effective on the date of signature.

IN TESTIMONY WHEREOF, I hereunto set my hand this _____ day of
March, 1972.

Wendell R. Anderson
Governor

Filed According To Law

Arlen I. Erdahl
Secretary of State

EXECUTIVE ORDER NO. 23

Amending Executive Order No.
18 by changing a title.

I, Wendell R. Anderson, Governor of the State of Minnesota, by virtue of the authority vested in me by the Constitution and applicable statutes, hereby issue this Executive Order:

WHEREAS, the title "Minnesota Businessmen In Government Program (BIG)" has been found to be unsatisfactory;

NOW, THEREFORE, I order that Executive Order No. 18 be amended to the extent that the title "Minnesota Businessmen In Government Program (BIG)" be stricken and the title "Governor's Loaned Executives Action Program (LEAP)" be substituted in lieu thereof, where ever it occurs.

This Order shall be effective on the date of signature.

IN TESTIMONY WHEREOF, I hereunto set my hand on this 28th day of March, 1972.



Wendell R. Anderson

Filed according to Law:



Arlen I. Erdahl
Secretary of State

III.

ORGANIZATION

LEAP consists of a Steering Committee, which has over-all responsibility for the Program. It is led by its Chairman, Douglas J. Dayton. Its members are Robert H. Engels, Chairman of Northern States Power Company and Vice-Chairman of LEAP; Richard Brubacher, State Commissioner of Administration; Ted Deikel, Senior Vice-President of Fingerhut Corporation; Lyle H. Fisher, Vice-President of 3M Company; Richard King, Vice-President of International Multi Foods, Inc.; and Gerry Morse, Vice-President of Honeywell, Inc.

The Steering Committee is assisted by a Governmental Advisory Committee and a Management Advisory Committee. The latter consists of prominent members of the business community and is chaired by Robert H. Engels, the LEAP Vice Chairman. The major function of this Committee is to assist the Steering Committee in the recruitment of Loaned Executives, and in the evaluation of Task Force recommendations.

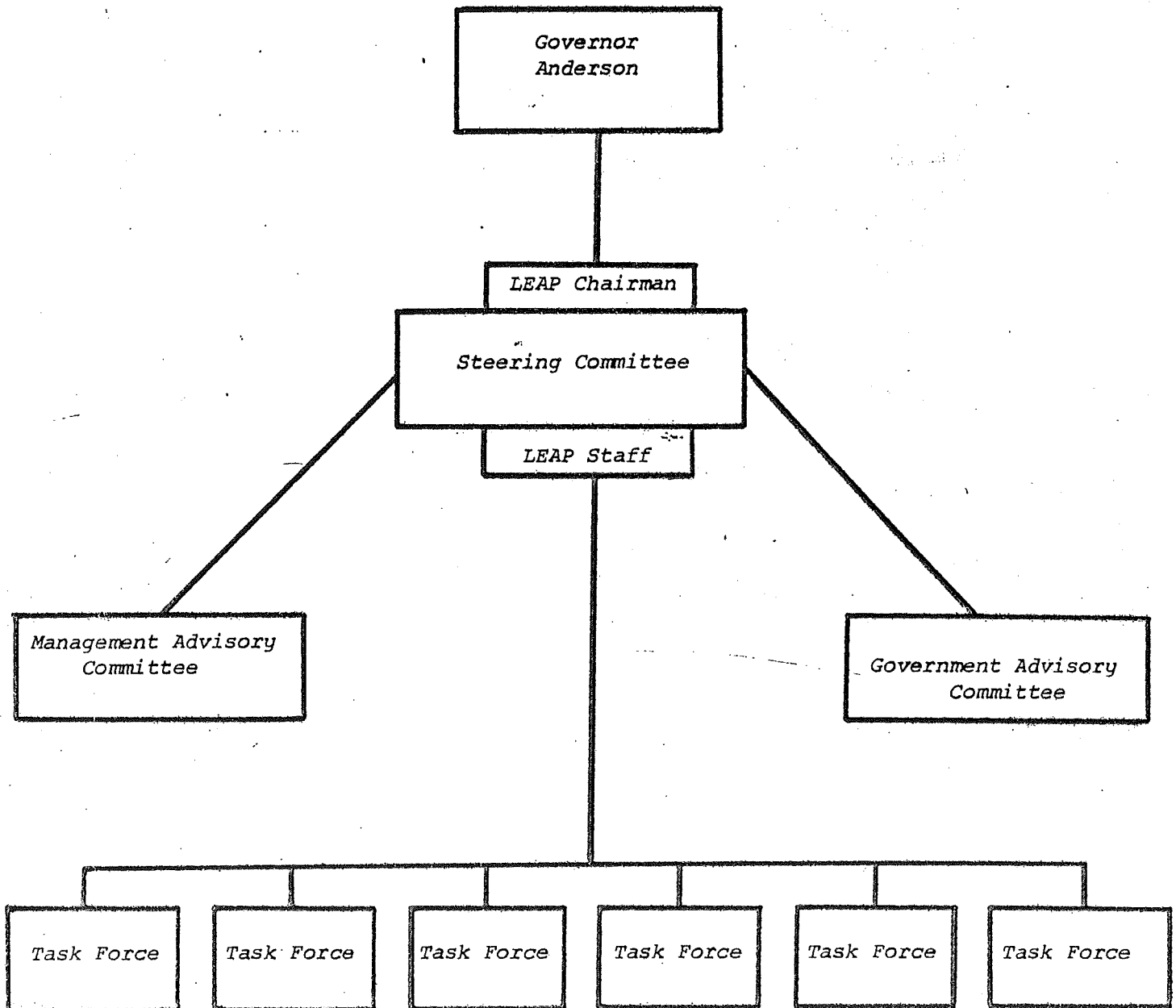
The Government Advisory Committee consists of eight department heads and is chaired by Richard L. Brubacher, Commissioner of Administration, who is also a member of the Steering Committee. The major functions of the Government Advisory Committee are to assist the Steering Committee in the assignment of project Task Forces, the evaluation of Task Force proposals, and in the coordination of the LEAP Implementation Phase. Each Department, for which an approved recommendation has been made, will assign a departmental official to be directly responsible to the department head for the implementation of the recommendation. This official will periodically report in writing and in person to the Government Advisory Committee (GAC) as to the progress of implementation. The GAC will coordinate, and advise on, the implementation and will report periodically to the Governor.

The GAC will also coordinate the assistance by Loaned Executives and State personnel to the extent necessary.

The Task Forces will consist of generally three to four Loaned Executives, one of them to be the Task Force (TF) Leader. He should generally be an executive with considerable general managerial background. Other members of the TF shall be selected because of their expertise in specific areas.

Each TF shall be assigned a budget examiner from the Budget Division of the Department of Administration, as well as a member of the Department under review. The departmental member shall be knowledgeable in all areas of the department's operations, and must be able and authorized to speak for the department head.

L E A P ORGANIZATION CHART



IV.

SPECIFIC RESPONSIBILITIES FOR LEAP

1. Steering Committee (SC):

The Committee has overall control of, and responsibility for, LEAP, specifically:

- a.) Select and supervise consultant;
- b.) Recruit, screen, orient, and supervise Loaned Executives;
- c.) Raise necessary funds through Chambers of Commerce and MACI;
- d.) Select and assign projects for Task Forces;
- e.) Supervise and coordinate Task Forces;
- f.) Approve Task Force recommendations for submittal to the Governor;
- g.) Coordinate implementation of Task Force recommendations with department heads;
- h.) Issue final LEAP report;
- i.) Coordinate publicity between the Governor's office, the department head involved, the Task Force, and the Advisory Committee.

2. Management Advisory Committee (MAC):

To advise and assist the Steering Committee for the duration of LEAP (estimated to be October, 1972); specifically:

- a.) To assist in the recruiting of loaned executives, preferably from their own companies;
- b.) To assist in the assignment of loaned executives to specific projects;
- c.) To review the recommendations of the Governmental Advisory Committee as to the selection of projects for Task Forces;
- d.) To approve, or comment on, Task Force recommendations;
- e.) To advise on the implementation of Task Force recommendations;
- f.) To respond to other requests of the Steering Committee to serve as link between LEAP and the business community, and to give LEAP broad base in the latter.

3. Government Advisory Committee (GAC):

To advise and assist the Steering Committee for the duration of LEAP, specifically:

- a.) To review any proposals for Task Force projects and to recommend to the SC project assignments for Task Forces in a priority order;

- b.) To advise the SC as to expertise needed in the various Task Forces;
- c.) To organize state orientation for loaned executives;
- d.) To give recommendations for approval, disapproval, or change of Task Force recommendations;
- e.) To serve as link between LEAP and state departments and agencies.

Upon termination of the official LEAP project, the GAC shall serve as the supervising agency for the implementation of approved proposals. Specifically:

- a.) Receive quarterly progress reports from departments for which LEAP recommendations were approved by the Governor;
- b.) Report quarterly to the Governor on the status of LEAP implementation;
- c.) Assist department heads in the implementation of approved LEAP recommendations by arranging for:
 - 1. State personnel assignments as necessary, and
 - 2. Request occasional assistance from loaned executives who worked on a specific project;
- d.) Assure that required legislative actions are prepared, cleared with the Governor's Office, and properly authored.

V.

POINTS FOR DISCUSSION WITH TASK FORCE MEMBERS

1. Remember, we are invited in - thus circumstances differ from those in our own companies.
2. Be particularly careful:
 - a. Not to give impression of "talking down".
 - b. Not to infer any criticism of the individual - look at job functions.
3. Make requests for information and for interview time - don't "demand".
4. In general, keep away from classification and salary problems.
5. Direct activities into areas which give greatest promise of major improvements.
6. Keep careful notes, document information.
7. Develop a "wash" list of ideas which can be followed up either within our own group or coordinated across into other areas.
8. Encourage ideas and suggestions from supervisory and other-key personnel during discussions.
9. Use our interview aid or reminder to make sure we develop consistent information - don't use it just as a questionnaire.
10. Emphasize the constructive aspects - we are looking for improved ways of getting the job done - particularly major areas of duplication.
11. Must keep own "paper work" current, follow plan set forth in "operating guide".
12. Must develop plan and schedule for individual surveys - of course can be changed when circumstances indicate need.
13. Make sure we obtain information on functions which are being provided on statewide basis:
 - a. EDP
 - b. Office space
 - c. Communications
 - d. Personnel Management
 - e. Purchasing
 - f. Motor pool use and administration
 - g. Accounting

14. No discussions with press - channel all requests to LEAP Chairman, Doug Dayton.
15. Make sure we don't "foster" rumors and adversely affect employee morale. Keep recommendations confidential until cleared with department head and the LEAP Steering Committee, or by the LEAP secretary in chairman's office.

VI.

OPERATING TIMETABLE

The actual study of State agencies will involve a 6 month period. Prior to the starting date, considerable planning and organizing of this project will be accomplished by the Steering Committee and consultant.

On completion of the fact-finding study, reports on each Department of State government will be organized, edited and consolidated into a final report. This will require full-time participation by selected TF members and consultant, plus part-time participation by TF leaders. Also, "on call" services of individual members will be needed. The target date for presentation of the final report to the Governor is in early December, 1972.

TIME FRAME

TASK	June 15	September 4	November 22	December 31
TF CORRECTION				
A. _____				
B. _____				
TF PUBLIC HEALTH				
A. _____				
B. _____				
TF HIGHER EDUCATION (Both College Systems, HECC)				
A. _____				
B. _____				
C. _____				
D. _____				
TF CENTRAL MANAGEMENT				
A. Personnel Management				
B. Financial Control				
C. Central Services				
D. Planning				
TF ORGANIZATIONAL PLANNING				

VII.

LEAP - TIME AND ACTION CALENDAR

TIME FRAME

TASK	June 15	September 4	November 22	December 31
TF TRANSPORTATION (Highways & Aeronautics)				
A. _____				
B. _____				
C. _____				
D. _____				
TF PUBLIC WELFARE				
A. _____				
B. _____				
C. _____				
D. _____				
TF PRIMARY EDUCATION				
A. _____				
B. _____				
C. _____				
D. _____				
TF NATURAL RESOURCES				
A. _____				
B. _____				
C. _____				
D. _____				
TF PUBLIC SAFETY				
A. _____				
B. _____				

TIME FRAME

TASK	June 15	September 4	November 22	December 31
TF FLYING SQUAD				
A. _____	_____			
B. _____	_____			
C. _____	_____			
D. _____		_____		
E. _____		_____		
F. _____			_____	
G. _____			_____	
REPORTS				
A. TF REPORTS				_____
B. LEAP REPORT				_____

VIII.

TASK FORCE ASSIGNMENTS

To facilitate the survey of assigned agencies, departments, and commissions, 11 Task Forces with specifically assigned areas of responsibility will be organized. For identification, the 11 Task Forces are designated....

Department of Administration, Department of Taxation, Planning Agency, as far as related functions are concerned. (Central Management Task Force)

Department of Education

Department of Highways & Aeronautics
(Transportation Task Force)

Department of Public Welfare

Department of Public Safety

Department of Corrections

Department of Natural Resources

Department of Health

Both College Systems and HECC (Higher Education Task Force)

Flying Squad

Organizational Planning

PUBLIC RELATIONS

1. All public statements by any person involved in any phase of LEAP shall be cleared with the Steering Committee, or its Chairman, before being disseminated, whenever possible. This policy is not intended to be censorship, but merely a coordination of news information which otherwise may appear to be conflicting or incomplete, or may effect adversely the morale in the state service.
2. In the case of a prepared press release concerning the activity of a specific Task Force, or a number of specific Task Forces, the following clearances must be obtained: Task Force Leader(s), Department Head, LEAP Chairman, and Governor.

In the case of a prepared press release concerning the activities of LEAP in general, the release must be cleared with the Governor's Office and the LEAP Chairman.

3. Any publicity concerning Task Force activities in, or for, certain state departments shall be issued on behalf of the department head. Such releases shall be cleared as outlined in No. 2 above.
4. The LEAP Secretary shall be responsible for coordinating publicity and shall obtain the various clearances before a release is made. All releases shall be routed through his office.
5. Any person connected with LEAP, if approached by news media, shall avoid statements that concern findings and conclusions of LEAP activities that have not been made public, or that could reflect on the personal performance of individuals.

X.

CONFLICT OF INTEREST

Every precaution should be taken to eliminate any conflict of interest. Where an assignment of any Task Force member presents such a conflict, the Chairman of LEAP should be informed immediately. In all probability, some shift of work assignments can be made to remedy this situation. This approach offers the most advantageous method of avoiding conflicts.

TASK FORCE GUIDELINES

The following suggestions may help Task Forces do the most effective evaluation in the allotted time.

1. The time available for this study is short, while the areas under evaluation are large. Thus, Task Forces cannot spend excessive time on specific problems such as form designs, layouts, work flow or work assignments unless they result in large potential savings or major improvements. The readily available savings, as well as increased responsiveness, are of prime importance.
2. LEAP is primarily concerned with administrative, organizational, and management functions. Technical areas such as curriculum planning, teacher workloads, routing of highways, therapy for mental patients, levels of unemployment benefits, and so forth are not of prime interest. Therefore, avoid recommendations in areas where Task Force members are not qualified to make judgments. If it appears such areas offer particularly fruitful savings, recommend a study by professionally competent experts.
3. One useful criterion for questioning an operation is: "If we had to levy new taxes to establish this service or function, would we recommend doing so?" If the answer is "no", the service may be a candidate for elimination. Certain activities will be defended on the basis that they are required by law. Often the law can be reinterpreted or changed. Therefore, this reason alone should not block recommendations for change.
4. The level or extent of service provided should also be questioned on the basis of cost versus value.
5. Identify an activity in terms of desired results as well as in terms of what is actually done. Thinking in terms of desired results may show an activity can be moved, simplified or eliminated.
6. In addition to eliminating waste, we should recommend new organization patterns and control systems which will yield continued improvements. In reorganizations, look for structures which will naturally lead to more effective control.

7. Suggestions of department personnel provide the largest single source of ideas. Previous studies may also contain worthwhile avenues to explore.
8. Overall comparisons of productivity (letters typed per week, square feet cleaned per person, applicants interviewed per week, dollars per kilowatt hour generated, etc.) can provide a basis for comparison with private business, other state agencies or other states. These are also helpful in pinpointing areas of large potential savings.
9. Discussions of salaries and compensation in general should be avoided unless correcting inequities is of prime importance in improving efficiency.

XII.

GENERAL SUGGESTIONS

The nature of LEAP places an obligation on every participant to conduct himself in a proper, purposeful manner. The results of our communications, attitude, and conduct must reflect favorably on LEAP, our companies, and the Office of the Governor. Several specific areas for consideration are suggested.

1. Working hours - while studying a department, our hours should coincide or overlap the department hours. While working in a central office, hours should normally be from 8:00 to 4:30 p.m.
2. Manner - our manner must be businesslike and directed to the task at hand. We must take care to avoid an autocratic or superior manner.
3. Security - records, reports, and work papers should all be handled with care. Rooms should not be left open and papers should not be left unprotected. Papers should be secured at the end of each day.

OUTLINE FOR TASK FORCE REPORTS

To provide some degree of standardization in our final report, each Task Force reporting on departmental activities should follow the outline below. As soon as the first actual Task Force report is completed and edited, copies will be distributed as a further guide in report preparation. All report material must be typed, double-spaced regardless of whether it is an initial or final draft.

1. Summary of Department Activities (one or two paragraphs)
 - a. Prescribed Function
 - b. Scope of Responsibility
2. Present Operating Methods (several paragraphs including an organization chart or illustrations, if needed)
 - a. Organization Pattern
 - b. Statistics Relative to Size (People, budget, income)
 - c. Channels of Command (Up and Down)
 - d. Horizontal Relationships
 - e. System and Procedure
 - f. Geographical Locations
3. Brief Statement Appraising Current Operations
 - a. Areas of Strength
 - b. Areas of Weakness
 - c. Efficiency Level
 - d. Pertinent Statistics
4. Recommendations for Improvement plus Back-up Data (Illustrate as needed)
 - a. General Introductory Statement
 - b. List Specific Recommendations, Including Substantiating Data and Suggested Action of Implementation

5. Summary of Savings and Costs (Estimated)

	<u>Savings</u>	<u>Costs</u>
Recommendation 1	\$_____	\$_____
Recommendation 2	\$_____	\$_____
Recommendation 3	\$_____	\$_____
Total	\$_____	\$_____
Net Saving (Or Cost)=	\$_____	

6. Summary of Improved Responsiveness:

a.

b.

c.

7. Summary Chart of Recommendations

a. Recommendations

b. Action Required

c. Timing

d. Estimated Annual Savings

e. Estimated Increase in Responsiveness

f. Cost (Specify annual or one time)

8. Effect on Interdepartmental Relationships

(This is primarily a check list for consideration by the Steering Committee. Please put on a separate sheet of paper.)

XIV.

EXAMPLE OF MANAGEMENT CHECK LIST

DEPARTMENT _____ DATE _____
 DIVISION _____ ORGN/UNIT _____
 REVIEW BY _____

	SAT	UNSAT	REMARKS
A. PLANS AND OBJECTIVES			
1. Have definite plans and objectives been established for the department?			
2. Are the plans and objectives of the department in harmony with those of other departments as well as with the enterprise as a whole?			
3. Has adequate time been allotted by those concerned with respect to forward planning and better ways of meeting objectives?			
4. Is there a clear understanding of objectives as to soundness and practicability?			
5. Is top management entirely in accord with the department's plans and objectives?			
6. What points should be considered to bring about an improvement in the plans and objectives of the department?			
B. ORGANIZATIONAL STRUCTURE			
1. Is an organizational chart available and maintained currently? (If not available, the reviewer must prepare an organization chart.)			
2. Is the organization structure sound and effective?			
3. Does the organization structure reflect the program objectives?			
4. Are the various duties and responsibilities delegated properly and defined clearly?			
5. Are the lines of authority effective from the standpoint of control?			
6. Is there any overlapping or duplication of functions?			

	SAT	UNSAT	REMARKS
B. ORGANIZATIONAL STRUCTURE (cont'd)			
7. Can any organizational elements or functions be eliminated? Transferred to other departments?			
8. Can changes be made in the organizational setup to bring about increased coordination of activities?			
9. Is there a proper balance between the functions assigned to key personnel?			
10. Is there a lack of coordination or cooperation between the various functions?			
11. Do the personnel concerned have sufficient understanding of responsibilities and authorities assigned?			
12. What steps should be taken to increase the effectiveness of the organizational structure?			
13. Does the average employee in the department have knowledge and understanding of the organizational structure?			
14. Is there provision within the department for regular reviews of the organizational structure? With supervision? With all personnel?			
C. POLICIES, SYSTEMS AND PROCEDURES			
1. How are the policies pertaining to industrial relations determined?			
2. Have all policies been up-dated and reduced to writing?			
3. Do the policies reflect the basic objectives and goals of management? Are there areas for greater improvement?			
4. Are the policies positive, clear and understandable?			
5. Are the policies made known to the industrial relations department personnel?			
6. What provisions are set up to insure compliance with established policies?			

	SAT	UNSAT	REMARKS
C. POLICIES, SYSTEMS AND PROCEDURES (cont'd)			
7. What is the policy pertaining to the recruitment, selection and placement of applicants for employment?			
8. Is the function for interviewing and processing applicants for employment entirely centralized?			
9. Do employment requisitions properly reflect the necessary approvals by authorized personnel? Within wage and salary rate limits?			
10. What is the policy in respect to promotions, transfers, and terminations?			
11. Are adequate policies set up with respect to industrial unrest? Collective bargaining? Grievances?			
12. What are the policies pertaining to group insurance, company pensions, medical service, use of plant cafeteria, safety and accident prevention?			
13. Are all employment policies complied with?			
14. Is the employment system meeting all current requirements and operating effectively?			
15. Can the general routine in processing the paper work be improved?			
16. Can improvements be made in the system to bring about a cost reduction?			
17. Are all of the various procedures reduced to writing?			
18. Have adequate controls been established over wage and salary administration?			
19. Has sufficient consideration been given to employee training and development?			
20. What is the general condition of the records?			
21. Can any records be eliminated. Through integration? As the result of working closer with another department?			

	SAT	UNSAT	REMARKS
C. POLICIES, SYSTEMS AND PROCEDURES (cont'd)			
22. Have definite procedures been established to guide the conduct of each and every function?			
23. Are the procedures fully complied with?			
24. What specific procedures require immediate study and revision?			
25. Check for non-compliance with local, state and federal labor regulations.			
26. Are adequate methods established for job analysis and evaluation?			
27. Are there methods and procedures adequate for plant protection?			
D. DEPARTMENT PERSONNEL			
1. Make a complete study of the activities of employees			
2. Review the working conditions. What improvements are recommended?			
3. Is the maximum use made of the personnel? If not, what greater use can be made of the personnel?			
4. What activities within the department are in force for the development of personnel for promotion? For executive positions?			
5. Are new employees for the department given sufficient orientation and training.			
6. Are industrial relations specialists used?			
7. What is the morale of the personnel in the department and their attitude toward the company?			
8. What is the rate of turnover?			
9. Are there understudies for supervisory and key jobs?			
10. What are your recommendations for the improvement of the department personnel?			
11. What special comments do you have in regard to the department personnel?			

	SAT	UNSAT	REMARKS
E. LAYOUT AND PHYSICAL EQUIPMENT			
1. Prepare general layout of office space, furniture, and equipment.			
2. Is the office laid out in a manner to get maximum utilization of space and efficient work areas? What improvement do you suggest?			
3. Has adequate provision been made for reception and interviews with applicants for employment?			
4. What is the general condition of the office furniture and equipment?			
5. Describe all special equipment and accessories in use (photograph, first aid, hospital, safety, plant protection, etc.)			
6. Is the maximum use made of the special equipment and the general office equipment? List types of excess equipment.			
7. Is the equipment located for most extensive use?			
8. Has provision been made for adequate storage space? Current use? Inactive use?			
9. Are the files reviewed regularly for transfer to storage? Records retention?			
10. Can improvements be made in physical equipment?			
F. OPERATIONS AND METHODS OF CONTROL			
1. What consideration has been given to the adequacy, clarity, and promptness of management reports?			
2. Are adequate methods set up to meet the needs of labor supply from both internal and outside sources?			
3. Review the methods established for processing an applicant for employment.			
4. Is the normal lead time for processing an applicant for employment generally adhered to?			
5. What specific activities are set up to handle plant personnel problems?			

	SAT	UNSAT	REMARKS
F. OPERATIONS AND METHODS OF CONTROL (cont'd)			
6. What are the methods pertaining to the handling of labor relations problems? Collective bargaining and negotiation?			
7. What activities are in force regarding an employee suggestion system? Is the system satisfactory?			
8. How can the various operations pertaining to the above functions be improved?			
9. Are satisfactory controls established over absenteeism, sickness, lateness, etc.			
10. Are adequate controls established and maintained over the confidential records?			
11. If a requirement and a function of the department, what provision is made for plant security--clearance of employees? Adherence to government security regulations?			
12. Is there need for tighter controls over security? Personnel? Security areas?			
13. Can any operations within the department be eliminated--simplified--combined--improved by changing sequence?			
14. Are there any bottlenecks? What is being done to eliminate them?			
15. Is there budgetary control over all expenditures?			
16. Are forecasts established to reflect future trends?			
17. Do reports give comparison with past periods? With predetermined objectives?			
18. Can improvements be made in any of the methods of the department?			
19. Is there opportunity for a clerical work measurement program? If already established, is it working effectively?			
20. What clerical cost controls should be established? Expanded?			
21. What is needed to increase the efficiency of the department?			

	SAT	UNSAT	REMARKS
F. OPERATIONS AND METHODS OF CONTROL (cont'd)			
22. What can be done to increase the quality of the work performed?			
23. What steps should be taken to bring about a reduction in the cost of operating the department?			

1. LOCATION OF MAIN OFFICES

Main offices of all major state departments are located in the Capitol Complex, except for Health which is located at the Minneapolis University Campus, and Aeronautics which has its office at the St. Paul Downtown Airport.

2. OFFICE HOURS

Office hours are 8:00 a.m. to 4:30 p.m., with two 15 minute paid coffee breaks, and an unpaid one half hour lunch break. The Governor's office works 9:00 a.m. to 5:00 p.m. without coffee breaks.

There are some minor exceptions to the time schedule.

3. FOOD

Cafeterias which dispense hot noon meals are located in the basements of these buildings: Administration Building, Capitol, Highway Building, Centennial Building, and Capitol Square Building. There is also a cafeteria in the State Office Building.

Outside commercial eating establishments close by are: The Criterion at 739 University Avenue, west of the Capitol; The Holiday Inn, directly behind the Highway Building, southwest of the Capitol; and the St. Paul Capp Towers, at 77 East Ninth Street, five blocks south of the Capitol area. There are, of course, all the clubs and eating establishments of downtown St. Paul nearby.

There are no objections if state employees have drinks at lunch, where they are served.

4. BARBERS

There is a barbershop in the basement of the State Office Building, appointments can be made by telephone, 296-2289.

Some convenient close by downtown barbers are: The Barbers, 302 Skyway Mall, on Wabasha Street, between Fifth and Sixth, one mile south of the Capitol; All Service Barber Shop, 498 Wabasha, 2 blocks south of Interstate 94; Pat's Barber Shop, 24 West Ninth Street, 3 blocks south of Interstate 94.

5. TELEPHONE

All telephones in the Capitol Complex have the prefix 296. From an inside telephone, only the last four digits should be dialed. To call outside, dial "9" and all seven digits.

The state has a WATS line system for all areas in Minnesota. You can reach a WATS line by dialing "8" and then the area code (if necessary), and the full number. The WATS lines are often busy, and are not available for out-of-state calls.

To many out state government facilities there are direct dial tie-line numbers which are listed in the peach portion of the state directory.

6. MAIL

The state maintains an interoffice mail system for which the manila colored small and large envelopes should be used. Simply write the name, the office, the number, and the building on the envelope. If regular mailing envelopes are used for interoffice mail, the word "INTEROFFICE" should be written in the right upper hand corner.

7. PARKING

The State maintains a number of parking lots in the Capitol Complex. All require parking permits. If you have a parking problem, please contact Barney Uhlig, #6212. The public streets in the Capitol area are patrolled by the St. Paul Police and are not under the jurisdiction of the state.

8. TRANSPORTATION

The state maintains a fleet of cars which can be used by the LEAP staff. However, there is usually a shortage of state cars, so that private vehicles may be used. Reimbursement is ten cents per mile. Arrangements for state cars should be made through Barney Uhlig. Cars can be obtained for specific trips. If a specifically assigned car is desired, more than 1,000 miles per month is the minimum requirement.

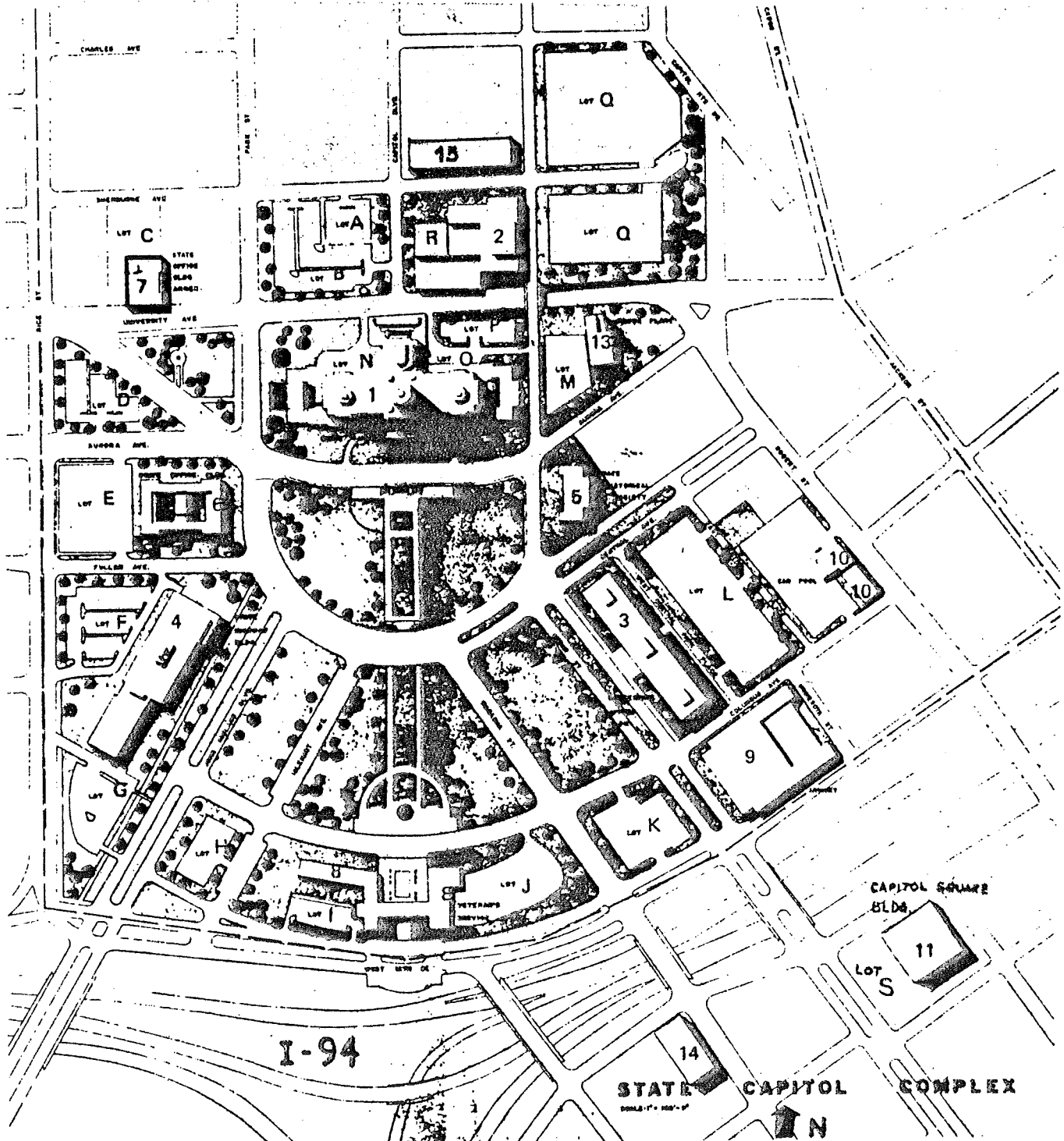
9. CAR WASH

Car washing is available at the Minit Car Wash, 147 West Sixth Street; and Superamerica, 296 East Seventh Street.

BUILDING CODE:

- | | |
|----------------------------------|---------------------------------|
| 1. State Capitol | 9. Armory |
| 2. State Administration Building | 10. Car Pool, DNR Annex |
| 3. Centennial Office Building | 11. Capitol Square Building |
| 4. Highway Building | LEAP HEADQUARTERS |
| 5. Historical Society Building | 13. Power Plant |
| 6. State Office Building | 14. 555 Wabasha Office Building |
| 7. State Office Building - Annex | 15. MEA Building |
| 8. Veterans Affairs Building | |

Parking lots are numbered alphabetically.



ORGANIZATION CHART EXECUTIVE BRANCH STATE OF MINNESOTA

FUNCTION	<div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 150px;">ELECTORATE</div> <p style="font-size: small; margin-top: 10px;">INCLUDES ONLY AGENCIES, BOARDS AND COMMISSIONS WITH STATEWIDE JURISDICTION. JULY 1976</p> </div>	BOARDS AND COMMISSIONS WITH PORTIONS OF MEMBERSHIP APPOINTED BY CHIEF EXECUTIVE	INDEPENDENT SEMI-STATE OR MULTI-HEADED BOARDS, AGENCIES OR COMMISSIONS NOT UNDER DIRECT APPOINTIVE CONTROL OF CHIEF EXECUTIVE
ADMINISTRATIVE	<div style="text-align: center; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 100px;">GOVERNOR</div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">LIEUTENANT GOVERNOR</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">SECRETARY OF STATE</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">ATTORNEY GENERAL</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">STATE AUDITOR</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">STATE TREASURER</div> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">MUNICIPAL COMMISSION¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">STATE PLANNING AGENCY</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">TAX COURT¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF TAXATION</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF ADMINISTRATION</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF CIVIL SERVICE¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">PUBLIC EXAMINER</div> </div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">UNIFORM LAWS COMMISSION</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">VOTING MACHINE COMMISSION</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">INTERSTATE COOPERATION COMMISSION</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">STATE EMPLOYEES MERIT AWARD BOARD</div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">STATE ARCHIVES</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">PUBLICATION BOARD</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">BOARD OF INVESTMENT</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">HIGHWAY PATROL RETIREMENT</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">PUBLIC EMPLOYEES RETIREMENT</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">STATE POLICE OFFICERS RETIREMENT</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">TEACHERS RETIREMENT ASSOCIATION</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">STATE EMPLOYEES INSURANCE BOARD</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">MINNESOTA STATE RETIREMENT SYSTEM</div>
ECONOMIC DEVELOPMENT AND REGULATION	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF COMMERCE</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF AGRICULTURE</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BUREAU OF MEDIATION SERVICES</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF WATCHMAKERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">PUBLIC SERVICE COMMISSION¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">PUBLIC SERVICE DEPARTMENT</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF ELECTRICITY¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF ECONOMIC DEVELOPMENT</div> </div> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BANKING</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">SECURITIES</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">INSURANCE</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">CONSUMER SERVICES</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">WORKMEN'S COMPENSATION COMMISSION¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">LABOR AND INDUSTRY DEPARTMENT</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF ABSTRACTORS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF MANPOWER SERVICES</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF ACCOUNTANCY¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF ARCHITECTS AND ENGINEERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">IRON RANGE RESOURCES AND REHABILITATION</div> </div>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">STATE HORTICULTURAL SOCIETY</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">CROP IMPROVEMENT ASSOCIATION</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">VARIOUS AGRICULTURAL AND LIVESTOCK ASSOCIATIONS</div>
EDUCATION	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">STATE COLLEGE SYSTEM¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">JUNIOR COLLEGE SYSTEM¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF EDUCATION¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">STATE ARTS COUNCIL¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">MINNESOTA HIGHER EDUCATION COORDINATING COMMISSION¹</div> </div>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">ACADEMY OF SCIENCE</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">HISTORICAL SOCIETY</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">UNIVERSITY OF MINNESOTA</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">SIBLEY HOUSE ASSOCIATION</div>
HEALTH	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF NURSING¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF PSYCHOLOGY¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF PHARMACY¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF DENTAL EXAMINERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">LIVESTOCK SANITARY BOARD¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF HAIRDRESSERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF VETERINARY EXAMINERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BARBER BOARD¹</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF PODIATRY¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF BASIC SCIENCES¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF HEALTH¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF MEDICAL EXAMINERS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF EXAMINERS FOR NURSING HOME ADMINISTRATORS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">COMMISSION ON ALCOHOL PROBLEMS¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">ATHLETIC COMMISSION¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">BOARD OF CHIROPRACTIC EXAMINERS¹</div> </div>		
NATURAL RESOURCES	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">ZOOLOGICAL BOARD¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">WATER RESOURCES BOARD¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">POLLUTION CONTROL AGENCY</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF CONSERVATION*</div> </div>	<div style="border: 1px solid black; padding: 5px; text-align: center;">SOIL CONSERVATION COMMISSION</div>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">LAND EXCHANGE COMMISSION AND LAND EXCHANGE REVIEW BOARD</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">STATE GEOGRAPHIC BOARD (TO BE ABOLISHED JANUARY 1971)</div>
PUBLIC SAFETY	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF LIQUOR CONTROL</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF MILITARY AFFAIRS</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF PUBLIC SAFETY</div> </div>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">CIVIL AIR PATROL</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">STATE ARMORY BUILDING COMMISSION</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">SOCIETY FOR PREVENTION OF CRUELTY</div>
SOCIAL DEVELOPMENT AND WELFARE	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">HUMAN RIGHTS BOARD¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">HUMAN RIGHTS DEPARTMENT</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF CORRECTIONS</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF PUBLIC WELFARE</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">MINNESOTA VETERANS HOME¹</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">VETERANS AFFAIRS</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">OFFICE OF ECONOMIC OPPORTUNITY</div> </div>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">BOARD OF PARDONS</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">SPANISH WAR VETERANS</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">VETERANS OF FOREIGN WARS</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">DISABLED AMERICAN VETERANS</div>
TRANSPORTATION	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF AERONAUTICS</div> <div style="border: 1px solid black; padding: 5px; width: 100px; text-align: center;">DEPARTMENT OF HIGHWAYS</div> </div> <div style="text-align: right; margin-top: 10px; font-size: small;"> CODE ADMINISTRATION BOARD APPOINTED BY GOVERNOR </div>		

<u>Fund Number</u>	<u>Fund Name</u>	<u>Fund Description</u>
100	General Fund	The general category consists of revenues deposited in the state treasury for the usual, ordinary, running, and incidental expenses of the state government which may be appropriated by the legislature for any lawful purpose.
200	Restricted Funds	The special revenue category consists of such revenues from specific taxes or other sources deposited in the state treasury, the expenditures of which is limited by the constitution or law for special or dedicated purposes. Unless federal law otherwise provides, all expenditures appropriated from moneys in the state treasury or otherwise from federal sources shall be consolidated within the special revenue category, but each account shall also retain its individual account identity.
400	Federal Funds	The federal category consists of revenues obtained from the Federal Government for purposes described in various agreements with Federal Agencies.
600	Agency Funds	The agency category consists of moneys deposited in the state treasury, which are received, held, and disbursed by the state as a trustee or custodian.
700	Bond Funds	The bond category consists of revenues deposited in the state treasury obtained from the sale of bonds, certificates of indebtedness, or similar obligations and expenditures appropriated from such sources.
800	Trust Funds	The trust category consists of moneys deposited in the state treasury pursuant to the requirements of the constitution providing for four trust funds, and moneys deposited in the state treasury pursuant to the terms of a devise, bequest, deed or gift which limits the use of such moneys.
900	Revolving Funds	The revolving category consists of such revenues deposited in the state treasury and annually appropriated to finance activities of a manufacturing, sale, or service nature and including activities provided with working capital which might involve an element of profit or loss.

GENERAL FUND REVENUE SOURCES

<u>Source</u>	<u>%</u>	<u>Cumulative %</u>
Individual Income Tax	50.1%	50.1%
Sales and Use	21.1%	71.2%
Corporate Income Tax	8.4%	79.6%
Cigarette Tax	4.0%	83.6%
Gross Earnings Tax	3.5%	87.1%
Liquor and Beer Tax	3.0%	90.1%
Institutions - Care of Persons	2.5%	92.6%
Insurance Gross Premium	2.4%	95.0%
Inheritance and Gift Tax	1.5%	96.5%
Miscellaneous	3.5%	100.0%

5/3/72

RESTRICTED FUND REVENUE SOURCES

<u>Source</u>	<u>%</u>	<u>Cumulative %</u>
Gasoline Tax	51.6%	51.6%
Motor Vehicle Tax	25.5%	77.1%
Aviation Tax	5.7%	82.8%
Game & Fish Licenses and Fines	2.8%	85.6%
Miscellaneous (Fees, fines, income on investments)	14.4%	100.0%

5/3/72

AGENCY FUNDS REVENUE SOURCES

<u>Source</u>	<u>%</u>	<u>Cumulative %</u>
Taxes Redistributed to Local Subdivisions (City, sales tax, bank excise, inheritance, taconite, liquor, cigarette, mobile home, etc.)	15.1%	15.1%
Retirement Contributions	33.6%	49.1%
Object of Private Trust	33.2%	82.3%
Deposits from Civil Divisions	5.0%	87.3%
Inmate Deposits	1.1%	88.4%
Income from Investments	11.6%	100.0%

5/3/72

TRUST FUND REVENUE SOURCE

<u>Source</u>	<u>%</u>	<u>Cumulative %</u>
Iron Ore Royalties	77.1%	77.1%
Other Income from Trust Fund Lands	12.3%	89.4%
Profit from Sale of Stock	9.6%	99.0%
Miscellaneous	1.0%	100.0%

5/3/72

FEDERAL FUNDS BOND FUNDS AND REVOLVING FUNDS

Federal funds are supported by federal grants-in-aid, Bond funds are supported by transfers from other funds. Revolving funds are supported by changes to other funds for services rendered.

5/3/72

BIENNIAL TOTAL 1972-73

Department or Agency	General Fund 100	Dedicated Funds 200	Federal Funds 400	Agency Funds 600	Highway Funds 270	Misc. Funds 900	Total
Abstractors Board		1,800					1,800
Academy of Science	32,498						32,498
Accounting Board		86,500				105,502	191,502
Administration	14,277,031	383,790					14,660,821
Aeronautics		9,958,165	10,435,360			23,701,155	44,094,680
Aging Citizens Council	Consolidated into Department of Welfare						---
Agriculture	4,907,012	1,462,400	261,913				6,631,325
Alcohol Problem Commission	129,379					14,000	143,379
Architects & Engineer Board		305,000					305,000
Arts Council	360,000		593,037	70,500			1,023,537
Athletic Commission	38,700						38,700
Auditor	1,154,151						1,154,151
Barber Board		100,300					100,300
Basic Sciences Board		54,922					54,922
Boundary Commission	41,700						41,700
Capitol Area Arch. Planning Comm.	90,000						90,000
Civil Air Patrol	59,530						59,530
Chiropractors Board		42,035				104,000	146,035
Civil Service	1,762,288						1,762,288
Commerce	4,189,937	469,024					4,658,961
Corrections	41,957,996		1,040,272	9,150	2,039,105	5,905,702	50,952,225
Cosmatology Board		323,300					323,300
Crime Commission	82,169		16,559,529				16,641,698
Dentistry Board		130,000					130,000
Disabled American Veterans	17,000						17,000
Economic Development	3,490,027						3,490,027
Education	1,130,886,762	21,238,868	100,096,087	304,294		296,175	1,252,526,034
Electricity Board		2,290,750				23	2,290,773
Employment of Handicapped	73,039						73,039
Great Lakes Commission	45,000						45,000
Health	5,473,941	275,546	18,389,559	50,670	145,371		24,335,087
Higher Educa. Coord. Commission	11,644,739		540,290				12,185,130
Higher Educa. Facility Authority						96,196	96,196
Highway Patrol Retirement	900,000						900,000
Highways			199,008,641		313,959,346		512,967,987
Historical Society	3,267,181		426,549			1,202,106	4,895,836
Horticulture Society	17,500					61,210	78,710
Human Rights	580,755		32,700				613,455
Indian Affairs	96,400		17,282	5,739			119,421

BIENNIAL TOTAL 1972-73

Department or Agency	General Fund 100	Dedicated Funds 200	Federal Funds 400	Agency Funds 600	Highway Funds 270	Misc. Funds 900	Total	Game & Fish Funds 236
Investment Board	472,494	1,493,223					472,494	
Iron Range Resources Commission							1,493,223	
Junior College Board	48,869,134		2,028,388	359,930		6,716,442	57,973,894	
Labor and Industry	4,372,062	51,648		2,115,360		2,843,645	9,382,715	
Law Examiners Board		130,500					130,500	
Liquor Control	823,927						823,927	
Livestock Sanitary Board	1,852,001	1,000					1,853,001	
Manpower Services (450)			38,278,498				38,278,498	
Mediation Services	968,200						968,200	
Medical Examiners	100,000	224,000					324,000	
Military Affairs	4,229,290		1,451,113				5,680,403	
Minn. State Retirement System				905,327			905,327	
Municipal Commission	139,730						139,730	
Natural Resources	28,506,454	974,976	261,278	3,000			46,816,455	←17,070,747*
Nursing Board	250,000	513,589					763,589	
Nursing Home Admin. Board	111,704						111,704	
Office Economic Opportunity	Consolidated into the Department of Public Welfare						---	
Optometry Board		36,000					36,000	
Pharmacy Board		210,228					210,228	
Planning Agency	11,334,151		1,833,801	257,500			13,425,452	
Podiatry Board		5,400					5,400	
Pollution Control Agency	2,576,913		1,189,385				3,766,303	
Psychologists Board		7,650					7,650	
Public Defender	415,117						415,117	
Public Examiner	1,006,495					1,756,543	2,763,038	
Public Safety	4,933,328	2,305,278	5,813,848		39,854,455		52,906,909	
Public Service	8,033,997	1,582,223	45,000				9,661,220	
Sibley House	22,000					29,913	51,913	
Spanish American War Vets	4,480						4,480	
State College Board	113,013,300		4,492,000				122,505,300	
Taxation	23,085,774						23,085,744	
Teacher's Retirement Assn.				1,301,315			1,301,315	
Veterans Affairs	2,537,669					5,632	2,543,301	
Veterinary Examiners Board		17,000					17,000	
Veterans Foreign Wars	18,500						18,500	
Veterans Home	2,866,500						2,866,500	
Water Resources	100,060						100,060	
Watchmakers Board		18,765					18,765	

BIENNIAL TOTAL 1972-73

Department or Agency	General Fund 100	Dedicated Funds 200	Federal Funds 400	Agency Funds 600	Highway Funds 270	Misc. Funds 900	Total /	Game & Fish Fund 236
Welfare	294,947,192		454,654,060	502,715		465,350	750,569,317	
Zoological Board	150,837						150,837	
Secretary of State	578,001						578,001	
University of Minnesota	241,926,636						542,992,136	
Other 301,065,500 *								
Shared Revenues	629,272,537						629,272,537	* Included in Total
Total	2,658,093,223	44,693,880	857,448,591	5,885,500	355,998,277	43,303,594	4,283,559,393	17,070,747

FUNCTION COSTS BY SOURCE OF FUNDS

1972-73 Biennium

	General 100	Dedicated 200	Federal 400	Agency 600	Revolving 900	Highway 270	Misc.	U. of Minn. Other State	U. of Minn. Other All- sources	Total
Administration	38,397,090	455,997	924,605	2,067,930	23,525,805	4,968,230				70,339,657
Public Safety	8,034,076	591,555	5,003,129		41,327	28,076,197	140,000			41,850,284
Transportation	360,101	9,143,397	196,140,758			256,410,657				462,054,913
Welfare/Social Services	255,599,035	12,894	485,426,833	400,331	6,311,251	2,039,105				749,789,449
Natural Resources	20,310,040	15,069,468	1,524,375	10,602						36,914,485
Health	79,530,496	2,110,484	22,425,936	150,109	60,824	145,371				104,423,223
Economic Development	13,204,312	1,852,188	158,229		310,175					15,524,902
Education	1,504,377,391	31,516,342	87,282,435	449,405		34,546	7,426,554	98,176,800	202,888,700	1,932,152,183
Local Government	642,049,602	264,064	21,823,779	275,500	1,762,184					666,157,129
Consumer Protection	7,960,196	6,417,409	184,544			513,663				15,075,812
Manpower Services	8,084,696	19,368	55,549,725	2,115,360	2,843,645					68,612,854
General Support	25,714,182	3,020,965	11,212,043	492,214	232,282	58,216,595	190,102			99,078,383
Total	2,603,621,217	70,474,131	887,656,391	5,943,451	35,087,493	350,404,364	7,720,666	98,176,800	202,888,700	4,261,973,214

Remarks by Jim Pederson for LEAP Orientation Session

June 15, 1972

In an attempt to briefly and concisely describe the operations of the Office of the Governor, it would be easy to spend a great deal of time discussing the various functions which are typical of the Office of Governor for any state in the Union. It would also be easy to go into great detail on any of the major functions of the Office of Governor. To avoid that temptation, I would refer you to one of the best and most concise statements on the subject of the Office of Governor, a very brief introductory statement prepared by Mr. Ray Lappegaard, then a member of Stanton Associates, Inc., in 1964. (Copies available at the LEAP Office).

For a somewhat more detailed description of the functions of the Governor's Office as divided into the following major categories, I would commend to your attention two pages of a report prepared in December of 1970 for then Governor-elect Anderson, entitled, "General Functions of a Governor's Office." (Copies available at the LEAP Office).

Outline of Organization and Operation of the Office of Governor Wendell R. Anderson

Since no two governors are sufficiently alike to compare their mode of operation as it relates to their office, it is somewhat fruitless to compare either with other Minnesota governors or governors of other states. Suffice it to say that in the case of Governor Anderson, he is a strong believer in broad delegation of both power and responsibility to department heads and to staff. He makes every effort to keep to a minimum the number of decisions for which he must make a final judgment, although I should hasten to point out that he insists on being kept informed on decisions for which he must hold ultimate responsibility. His personal staff could perhaps be described as the pyramid type with the Executive Secretary bearing the heaviest responsibility for the overall management of the office of the Governor, and as the man closest to the Governor in terms of the management of state government. The Administrative Assistant to the Governor maintains a close working relationship directly with the Governor and with the Executive Secretary.

In addition to the two positions already mentioned, there are ten members of his administrative staff with the title of "Staff Assistant". While all might fit the category of being called "generalists", they have varying degrees of specialization, depending upon the areas of responsibility to which they are assigned. That part of their duties called "liaison" means, in the simplest terms, that they are eyes and ears for the Governor with the departments to which they are assigned. In a limited way, they are also spokesmen for the Governor in conveying defined policy decisions and recommendations for implementation or administration to the respective departments. However, it must be emphasized that in no way are they to be interpreted as intermediaries when a department head needs or desires to talk directly with the Governor. In fact, their role is to make sure that such direct access is available when needed.

Internal Support Staff

The Governor and the Executive Secretary have private secretaries who are in effect, in addition to their secretarial duties, administrative assistants and their jobs are comparable to a private secretary or administrative assistant in the corporate world.

The secretary to the Administrative Assistant could be similarly described, with the exception that she also serves as secretary to one of the other staff assistants whose liaison and administrative responsibilities closely dovetail with those of the Administrative Assistant.

The rest of the administrative staff have one secretary assigned to either two or three staff members, depending on the work load.

Scope of Average Daily Routine Work Load

During the 1971 Legislative Session, between 550 and 700 pieces of correspondence, including magazines and bulletins, were received daily by the Governor's Office. Approximately 400 required some action by a staff person. During the same period of time, the average daily number of telephone calls ranged from 450 to 600 calls. This was roughly a tripling of correspondence and telephone communications as compared to a comparable time in the previous administration. For an even more dramatic example of how this phase of work in the Governor's Office has increased, you may wish to compare a study done in Governor Rolvaag's Office in 1964 and available from the Department of Administration.

At the present time, the mail volume is averaging 300 to 400 pieces of mail per day, of which 150 to 200 require some action by a staff member. Incoming telephone calls are now averaging 350 to 375 per day. While the task of answering letters and phone calls and taking appropriate action is not evenly divided, it can readily be seen that, if the administrative staff did nothing more than handle this work load, it would indeed be a reasonably heavy load in itself.

Traditional Problems Inherent In Program And Budget Development Processes

No Governor in Minnesota history has had the opportunity, working exclusively with his own appointees, to develop his own programs, including the budget, devoid of the possibility that he will be turned out of office and that a successor will reap the benefits or liabilities of his program and budget planning. This is so because until 1962 the Governor's term was for two years and until Governor Wendell R. Anderson took office major department heads were not co-terminous with the Governor. For that reason, Governor Anderson will be the state's first Chief Executive to be able to present to the Legislature in 1973 programs, plans and a budget for which he can truly claim major responsibility. Even multi-term governors in the past were faced with the necessity of working with department heads who were appointed by their predecessors, and in addition they faced the possibility of not remaining in office during the legislative session for which their programs and budgets had been prepared.

Every incoming governor, no matter how knowledgeable and politically adroit, is to a large extent at the mercy of decisions and decision-makers of his predecessors.

In 1970, immediately after the election, when we began working with the Budget Division and Governor LeVander's department heads, the relationships were cordial but there was not a commonality of interests between the department heads and the Governor's representatives who worked in the program and budget development areas. Fortunately for any incoming governor, he does have the Budget Division to rely on and they are most expert in pointing out budgetary pitfalls in the documents presented by the agencies and departments.

Cognizant of these shortcomings in the traditional system, Governor Anderson was determined that his presentations, including the budget, to the 1973 legislative session would be prepared in a more prudent and systematic fashion. For example, in order to make intelligent decisions regarding the budget, an intensive department by department Activity Analysis was ordered by the Governor, and designed and carried out by the Department of Administration's Budget Division with the continual assistance of the Governor's office. The first phase of that Activity Analysis has been completed and the preliminary summary will be made available to you shortly. Limited copies are now available in the LEAP office. This preliminary summary, together with the nearly 12,000 pages of raw data (also in the LEAP office) comprise what we consider to be one of the most valuable single tools ever developed to adequately assess budgetary requests. It permits state government, for the first time, to intelligently use the budget as a tool to directly evaluate and effect programmatic change.

The Activity Analysis project will be continued, refined, and expanded as a tool to pinpoint management problems and to identify those areas of the budget where possible coordination, combination, or elimination may be feasible. The extent to which the tool serves its intended purpose remains to be seen. We are optimistic about our ability to use this tool effectively.

Program Development

Every administration has had some type of selected program development project. In an effort to systematize as well as make more efficient program development, Governor Anderson has created an office of Program Development and has it as a part of his personal staff. Working in consort with the State Planning Agency, the Department of Administration, and indeed all departments whose objective is program and service as opposed to technical government management systems, this Program Development unit will concentrate its efforts on coordinating existing and proposed programs in the area of human services. This unit is being made possible on an experimental basis with funds from H.E.W.

Obviously, traditional program development in other areas will be carried on simultaneously with the more formalized program development referred to above.

Relationship Of The Governor's Office With The Legislature

Historically, with a few exceptions, governors who have been most successful in the development of new needed programs, and indeed in serving effectively as Chief Executive, have been those who have been a part of, or close to the legislative branch of government. Governor Anderson's 12 years in the Minnesota Legislature have been of immense benefit to him in dealing with the Legislature, which was very closely divided but controlled by the Republican Party caucus. Any governor must be able to deal on a man to man basis with not only legislative leaders, but with individual legislators. That task is somewhat easier and generally the result more productive when the executive and legislative branches of government are controlled by the same political party. Any Chief Executive who has no ability to compromise is not likely to fare well with the legislature. In most cases, programs advocated and aggressively supported by a Governor rarely emerge from the Legislature in the form initially suggested. Conflicting interests both inside and outside of the legislative halls generally require some modification of the Governor's recommendations if the program is to survive at the hands of the Legislature.

All of Governor Anderson's administrative staff were actively involved in supporting his legislative programs, with the liaison staff maintaining day to day contact with key legislators of both parties who sponsored the bills in which the Governor had a particular interest. In the final analysis, however, the chief communicator between the office of the Governor and the legislative leaders was the Governor's Executive Secretary. Close behind the Governor's Executive Secretary in the matter of taxes was the Governor's Staff Assistant who dealt almost primarily with the tax and school aid questions. The formal liaison responsibilities between the legislative and the executive branches were divided, with the Governor's Executive Secretary bearing the chief responsibility for liaison with the Senate, and his Administrative Assistant with the House.

Special Responsibilities In The Governor's Office When The Legislature Is In Session

In addition to monitoring the progress of the program in which the Governor may have a special interest, the legislative process requires that the Governor's Office, with the assistance of the Attorney General, scrutinize and review all legislation passed by the Legislature before the final act in the law-making process is completed; namely, the approval or disapproval by the Governor. With roughly one thousand pieces of legislation being enacted per legislative session, this additional responsibility becomes immense. Each bill, upon its enactment by the legislature, is recorded when received in the Governor's Office, the Attorney General examines it for possible legal defects, and the Governor's staff examines it for the purpose of advising the Governor as to the nature of the legislation and whether or not the bill itself or any portions thereof may be unacceptable to him. All of this must be completed within three days after receipt of the bill by the Governor's Office, except for those pieces of legislation passed immediate to the adjournment sine die of the Legislature, in which case the Governor has 14 days in which to make his decision on approving or disapproving legislation.

During the time that the Legislature is in session, there is a constant flow of legislative visitors to the Governor's office either soliciting his support or urging his opposition to legislation then pending. The number of manhours consumed by this interaction between the executive and legislative branches of government is enormous. Indeed, it is almost impossible for the Governor to perform anything but the most essential and critical business except that related to the legislative program during the time the Legislature is in session.

In concluding, it should be obvious that a modern day Governor, with his diverse responsibilities, has a workload that is impossible for any one person to carry without a dedicated and knowledgeable coterie of assistants, beginning with his personal staff but including department heads and their chief aids. It is into this situation that we welcome the time and talents of the loaned executives from the private sector. We believe your contributions will make state government more responsive, more effective, and certainly we hope more efficient. At the same time, we believe there will be a much higher level of understanding of the complexities of state government by the business community than would be the case if there were no Loaned Executive Action Program. We look forward to the results of your work, and we pledge the complete cooperation of the Governor's Office, and indeed the entire executive branch of Minnesota's government.

STATE PLANNING IN MINNESOTA

REMARKS BY GERALD CHRISTENSON

STATE PLANNING DIRECTOR

AT ORIENTATION FOR LEAP EXECUTIVES

JUNE 16, 1972

State Planning Agency
June 16, 1972

I. INTRODUCTION TO STATE PLANNING IN MINNESOTA

A. Why state planning?

The mission of state planning is to contribute to improved decision making in state government. This mission is to be accomplished in a number of ways:

- (1) by stimulating a policy, rather than a programmatic approach to issues, with explicit statements of goals to be achieved, clientele to be served, and evaluation of alternative programs;
- (2) through providing information to planners or decision makers in state agencies, the legislature, or local units of government;
- (3) through assisting agencies of state, regional and local government in establishing an effective planning organization and process; and
- (4) assisting the Governor and the Legislature in understanding the nature of the problems that confront them; identifying the alternative options available to them; and providing an analysis of the consequences of these alternatives.

B. The Importance of Effective Public Decision Making

Several influences are challenging the capacity of governments to make effective public decisions:

- (1) The increased responsibilities of government in the 1970's.
- (2) The complex nature of public policy decisions.
- (3) The greater public awareness of problems, and the insistence on improved accountability by government in solving those problems.

II. EVOLUTION OF STATE PLANNING

A. The Development of State Planning in the United States

(1) Antecedence to present State Planning Agencies:

1933: Establishment of the National Planning Board to stimulate and coordinate state planning programs to achieve public works planning, development of natural resources and industrial development.

1934: Creation of the Minnesota State Planning Board. Although the Board appointed by the Governor, did not obtain legislative authorization, it did engage in a program of state economic development planning.

1954: Amendment to the Housing Act of 1949 providing funds to states for community planning assistance. Responsibility in Minnesota state government was assigned to the Department of Business Research and Development (in 1953 this responsibility was reassigned to the successor agency, the Department of Business Development).

1959: The Housing Act of 1949 amended to provide for federal funds to support state planning programs.

(2) Factors leading to the development of State Planning among the states:

In 1960, 31 states had no formal statewide planning program. However, by 1966 only four states had not established such a program.

Some of the important factors leading to this development include:

- (a) the planning assistance programs of the Department of Housing and Urban Development;
- (b) the increased expenditures by government and the increased complexity of state programs;
- (c) increased concern by constituent groups with effective allocation and utilization of public funds;
- (d) increased interest among Governors in strong planning and budgeting as tools for management
- (e) the state plan requirements of many federal grant-in-aid programs.
- (f) encouragement of many national organizations, such as the American Institute of Planners, the Council of State Governments, and the National Governors' Conference.

III. THE MINNESOTA STATE PLANNING AGENCY TODAY:

- A. Evolution: Recommendations for a State Planning Agency were considered by the 1961 and 1963 legislative session. In 1965 the State Planning Act was enacted establishing the State Planning Agency. In 1967, the Act was amended to establish an Office of Local and Urban Affairs. In 1969 the Act was amended to create an Interdepartmental Transportation Task Force and an Urban Affairs Council.
- B. Relationship to the Governor, the Legislature, and other State Agencies:
 - (1) The State Planning Act provides that the Governor is

the State Planning Officer and is thus the head of the State Planning Agency. The State Planning Director and the Agency have only powers delegated to them by the Governor. The Agency views its primary task as that of assisting the Governor in his role as Chief Executive.

- (2) The Planning Agency provides information and the result of its special studies and analyses to the Legislature and contributes to legislative decision processes whenever possible.
- (3) The State Planning Agency views as one of its primary tasks assisting agencies of state government in establishing an effective planning organization and process.

C. Organization and Personnel

The State Planning Director is appointed by the Governor and serves at his pleasure. With only a few exceptions, the remainder of the State Planning Agency staff are in the classified service.

The major units within the State Planning Agency are:

The Office of Local and Urban Affairs
Comprehensive Health Planning
Environmental Planning
Human Resources Planning
Transportation Planning
Intergovernmental Planning
Drug Abuse Planning

The Planning Agency has attracted and acquired a competent and professional staff with background and experience in economics, research, political science, health, transportation, education and environment.

IV. SOURCES OF FINANCIAL SUPPORT

A. Appropriations from the State Legislature:

For fiscal years 1972-73, the State Planning Agency was appropriated \$1,301,000 for state planning purposes; \$1,474,000 for Drug Abuse grants and planning; \$150,000 for grants to regional development commissions; and \$9,750,000 for grants to local units of government for park and open space purposes.

B. Federal Grants-in-Aid

The State Planning Agency receives a number of federal grants-in-aid for supporting specific planning programs. For fiscal year 1973 the State Planning Agency will receive approximately \$865,000 from the Department of Housing and Urban Development. In addition, it will receive approximately \$160,000 from the Department of Health, Education and Welfare for comprehensive health planning; \$359,000 from the Department of Health, Education and Welfare for Developmental Disabilities planning and grants; \$43,000 from the Department of Transportation for participating in the National Transportation Needs Study; and \$59,000 from the National Science Foundation for supporting the Council of Economic Advisers.

V. CURRENT WORK PROGRAM

A. Activity Structure and Special Studies:

Attached is a copy of the State Planning Agency activity structure which indicates the major responsibilities of the Planning Agency. There are a number of special studies which the State Planning Agency has currently in progress. A list of these studies is also attached. These studies are a portion of the fiscal year 1972 work program. The fiscal year 1973 work program is currently being developed and a work program guide will be available soon.

VI. CURRENT MAJOR ISSUES OF IMPORTANCE TO THE STATE PLANNING AGENCY

- A. Functional Planning: The extent to which the State Planning Agency assumes responsibility for functional planning (health, transportation, drug abuse, developmental disabilities) due to the inappropriateness of the organization of major state agencies to adequately handle these planning tasks.
- B. Governor's Management Needs: The realization that the Governor, as Chief Executive, should be entitled to a strong effective management agency; an agency solely devoted to improved management and decision making. At present, the agencies that contribute to improved general management decision making (primarily the State Planning Agency, the Department of Administration, and the Department of Civil Service) are all significantly involved in other administrative tasks and grant programs. It is the recommendation of the State Planning Agency that serious consideration be given to exploring the desirability and feasibility of an Office of Executive Management.

C. Assistance to Regional and Local Government: The State Planning Agency, through its Office of Local and Urban Affairs, provides assistance, both technical and financial, to local and regional units of government enabling them to improve their planning and management processes. Although an important and vital responsibility of state government, these tasks should perhaps not be considered as state planning. The task of providing the necessary assistance and guidance to local and regional government is one which this agency feels should be assigned to the departmental level. The State Planning Agency has, in the past, recommended the establishment of a Department of Community Development. Such a department would enable state government to significantly strengthen its capability in providing aid to local and regional government. It would also enable the State Planning Agency to devote much more of its time and resources to the important tasks of state development, issue analysis, and development of a planning information base.

STATE PLANNING AGENCY PROGRAM STRUCTURE 5/20/72

PROGRAM

SUB-PROGRAM

ACTIVITY

I. POLICY PLANNING AND IMPLEMENTATION

A. STATE POLICY DEVELOPMENT

- (STATE DEVELOPMENT PLANNING
- (ISSUE ANALYSIS
- (STATE/LOCAL/REGIONAL/POLICY DEVELOPMENT

B. FUNCTIONAL AREA PLANNING

- (COMPREHENSIVE HEALTH PLANNING
- (DEVELOPMENTAL DISABILITIES PLANNING
- (STATE TRANSPORTATION PLANNING
- (HUMAN RESOURCES PLANNING
- (DRUG ABUSE PLANNING
- (STATE ENVIRONMENTAL PLANNING

C. IMPLEMENTATION GRANTS

- (NATURAL RESOURCES/LAWCON GRANT ADMIN.
- (NATURAL RESOURCES GRANTS
- (DETOXIFICATION CENTER GRANTS

D. PROGRAM REVIEW & COORDINATION

- (FEDERAL AID REVIEW
- (STATE PROGRAM REVIEW
- (PLANNING, ORGANIZATION AND MANPOWER DEVEL

II. PLANNING MANAGEMENT & COORDINATION

E. PLANNING & TECHNICAL ASSISTANCE

- (PLANNING INFORMATION BASE
- (LOCAL/REGIONAL TRAINING ASSISTANCE
- (LOCAL/REGIONAL PLANNING GRANTS
- (LOCAL/REGIONAL PLANNING GRANTS
- (ADMINISTRATION
- (LOCAL/REGIONAL TECHNICAL ASSISTANCE

III. GENERAL ADMINISTRATION

TITLEPURPOSE

() Public Transit Study in
Outstate Minnesota

To assess the public transit needs within and between cities and towns in outstate Minnesota and recommend a state transit funding policy to help provide the service. The study results will also be a major input to the 1974 National Transportation Needs Study.

Health Manpower Education
and Training

A study of all allied health manpower education and training programs in the state; the planning and policy development process utilized by each to determine how allied health manpower training programs are instituted; presentation of alternatives regarding a health manpower planning system for the state.

Health Delivery Systems and
Manpower Needs

A macro econometric model is being developed in three parts: a) A population-health service demand module; 2) The delivery system; 3) Health manpower supply module. The intent is to make predictions of health manpower needs based on alternative health delivery systems being developed. The initial predictions will be based on 4 alternatives: Status quo projected till 1980, HMO/capitation experiment, comprehensive health insurance, comprehensive health insurance with coinsurance.

() Developmental Disabilities
Management Information
System

The development of the basic design of a Management Information System for Developmental Disabilities in order for comprehensive planning to take place, and in order to identify those individuals not served and/or poorly served by the system.

Development of a Computerized
Technique for the Planning
and Design of State
Recreational Facilities

This two-phase project proposal by the University of Minnesota's Department of Landscape Architecture is intended to develop a basic application of the Minnesota Land Management Information System Study to the master planning of recreational facilities. The first phase is research-oriented and will develop techniques, procedures, criteria, and computer methods for analyzing site potentials. The second phase will apply this technology to actual sites and will be used to generate plans.

Environmental Decision-Making
Project

A special study project to analyze potential environmental decision-making systems. The objective is to recommend alternative institutional arrangements to enable Minnesota state government to better address present and future economic development issues in the context of environmental quality.

() Land Use Planning Project

An inquiry into both short-term and long-range state land use planning. The objective is to recommend legislative action on critical land use issues for the 1973 session of the state legislature, and to outline a potentially feasible long-range land use planning program for Minnesota.

TITLE

PURPOSE

Power Generation Siting Project

An issue analysis case study in environmental decision-making centering on power generation facility siting. The objective of the study is to explore the variable in power plant siting issues in Minnesota and to recommend alternative state government postures relative to the issues of power plant siting, transmission facilities, and power generation regulation.

Southern Minnesota Rivers Basin Assessment

A sub-state regional water and related land resource planning assessment. The objective of the project is to digest all relevant water and related land resource information and recommend a framework planning format for the region.

Minnesota Trade Center Analysis

To reclassify all trade centers in Minnesota according to criteria established in the original Upper Midwest Economic Study. The classification used in that study will be examined for current validity and the changes between designations in 1960 and 1970 designations will be examined in terms of changes in population and economic activity and related growth factors.

Regional Development Research

To examine the status of regional development commissions in Minnesota, review their relationships within the intergovernmental system, and suggest ways in which more effective utilization can be made of commissions by state and federal agencies and ways in which a more effective process for regional development commissions can be structured. The study will also assist in examining the potential for the decentralization of state agencies and the relationship between state agencies and regional development commissions.

State Local Fiscal Policy Research

To provide statistical and analytical techniques for analyzing state local fiscal policy recommendations, especially in the context of existing state aid distribution formulas and the need to revise formulas to meet major fiscal policy objectives. This contract will also help in determining which major variables affect local expenditures and how data on these variables can be used in distribution and tax sharing formulas.

Regional Tax Base Sharing

To analyze and evaluate the revenue and redistribution effects of regional tax base sharing plans on local governments within the regions in non-metropolitan Minnesota. A method for analyzing the impact of tax base sharing proposals will be developed and utilized in evaluating a number of sharing possibilities so that the possible impact on tax base sharing on regions in non-metropolitan Minnesota can be evaluated as a policy tool.

TITLE

Developing Regional Action
Agendas in Context of
1985 Land Use and Settle-
ment Report.

PURPOSE

This Special Study will utilize the policy perspective of the 1985 Land Use and Settlement Report in examining the problems of two regions in the state and developing proposed action agendas for regional development commissions. These recommendations will serve as a basis for testing the relationship between regional actions and state policy requirements and will provide ways in which to further evaluate linkages between regional development commissions and state government.

December 1971

MINNESOTA STATE PLANNING AGENCY

