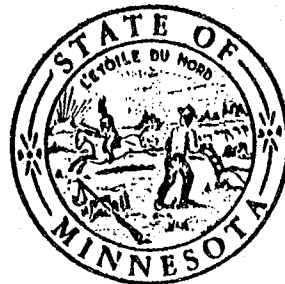


GOVERNOR HAROLD LEVANDER

STATE OF MINNESOTA

INAUGURAL ADDRESS



to the

65th Session of the Legislature

January 4, 1967

INAUGURAL ADDRESS

Mr. Speaker, Members of the Legislature, the Judiciary, Constitutional Officers, and Citizens of Minnesota.

I come before you today with a great sense of humility and an unashamed pride -- humility in the awareness of the trust you have placed in me and the responsibilities I have been asked to bear. And pride in having the opportunity of giving four years of service to the great State of Minnesota.

As we come here today called by this historic ceremony -- a ceremony that has been repeated for 32 Governors in this State, I can't help but consider how they must have regarded their new position. I wish I had some mystic powers to find out.

But I do know and frankly want you to know what being Governor means to me.

I approach being Governor hoping to serve the people as a leader in problem-solving.

There is a strong tradition of problem-solvers in Minnesota. Sweep through the pages of our history.

The frontier had to be settled.

Forests pushed back.

Homes built.

Schools erected, churches constructed.

Turn more pages and you see

Mines being scooped.

Trains being tracked.

Highways being laced.

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More recently we've seen

Airports dotted across our land and special institutions built by the State.

These were the tasks for the previous problem-solvers. They were clear cut, tangible, easy to grasp.

They needed to move -- so they paved roads.

They needed to farm -- so they cleared the land.

They needed to learn -- so they built schools.

Their's was an age of activity . . . ours a decade of decision.

In deliberation is wisdom . . . in decision is a bold new stroke of progress; progress tempered by the years of painful adolescence and restless penetration into an unknown future.

Let us now employ the fruits of our labors.

Let us embark today -- in 1967 -- upon the decade of decision.

Our decade of decision can be an era of resolve unsurpassed in Minnesota history. It can be a period of unprecedented growth, of unrivaled acclaim.

It can produce the day of reckoning for our social ills. It can light the path to equal opportunity.

The groundwork has now been laid, the foundation entrenched. Our North Star State is standing on the brink of maturity.

The next steps must be firm, bold, decisive.

We must produce a decade of decision.

In order to solve their difficulties, our fathers mobilized money and manpower. Granted, this is perhaps an over-simplified analysis, yet in reality these two resources were constantly used as answers to the pressing issues. And with confidence, impatience and optimism, they solved their problems. Even the early folklore of these people reflects an expectation of quick, easy answers that only demanded organizing our resources. Remember the tales of Paul Bunyan. When Babe the Blue Ox needed a new pair of shoes the blacksmith had to open a new iron mine -- to give Babe drinking water, Paul scooped out the Great Lakes.

As Americans we are still living out the folklore. We issue an alliance for progress in South America and expect immediately political and social calm. We are frustrated by a war in Viet Nam which may not be concluded in the near future. Clearly the temper of our history is haste.

May I here interrupt just long enough to officially extend to our fine Minnesota men serving our nation in Viet Nam the congratulations and well wishes of their new Governor.

But now that we in haste constructed the artifacts of civilization, what do we really have.

We have strung poles from coast to coast, vastly improved the techniques of communication, but have we given equal attention to what we want to communicate?

Now that we have hurled highways across the State, must we witness a continual funeral procession travel those highways?

Now that we have built correctional institutions, are we more interested in the institution and less concerned with the correction?

We have built the schools and laid a foundation for education, but have we only transmitted information and not instilled wisdom? A Chicago professor interested in the humanizing effect of education said you are educated only if you can answer "yes" to these questions:

Do you sympathize with all good causes?

Are you public spirited?

Are you a brother to the weak?

Will a lonely dog follow you down the street?

We have sprouted high-rise apartments for our senior citizens' well-being, but have we nurtured concern for their real happiness or peace of mind? Have we kept for them Robert Browning's attitude toward old age, "It's the last of life for which the first was made."

Now I don't mean to say we aren't going to have to continue to build roads, schools, hospitals and sewage plants. But rather, I want to suggest that there is a shift in the nature of the problems we face. There is a change in emphasis. No longer are the urgent issues the mere collection of physical resources -- clearing, building, paving; but the application of mental capacities -- wisdom, understanding, motivation and concern. Basically problems solved through the application of the mind and the invocation of the heart. The problems of

maturity are not the same as those of adolescence. Nor are the problems of 3-1/2 million people living in the same area formerly occupied by a few thousand pioneers the same.

That's why this State calls for a new generation of problem-solvers, a new breed of men and women.

And these people must have special attributes.

They must have keen minds and a sense of judgment. Never before have so many of our problems been approached by so many avenues. On almost every question before us today there are studies, surveys, reports, lists and hypotheses. We need people who have critical and analytical minds.

We need people who have an understanding and compassion for men. We need people who want to follow the commandment "Love one Another".

Because our most critical problems are really people problems, we are going to have to try to understand people. How do we encourage society to accept the former convict? How do we motivate underprivileged children? How do we create true harmony among races? How do we assure our senior citizens of a meaningful life? These concerns touch the individual personality. It's our own responsibility to dream the dreams that will ease the hurts of mankind.

Our new problem-solvers must also be people willing to cooperate. The problems of a mature Minnesota stretch beyond our towns, counties and districts -- they are problems of all of us. Education, human rights, mental health, conservation,

metropolitan sprawl, recreation -- these aren't problems of Montevideo, Montgomery or Monticello. These burdens lie before Minnesota.

It's going to take all of us working together for the higher goal -- the greater good. Don't misunderstand me. I'm not asking you to deny your community loyalty. My dedication to South St. Paul is well known. But I am asking you to answer the call and meet the challenges of Minnesota.

And thirdly, our new problem-solvers will need patience, perserverance. These problems will not disappear within 1967, or my administration or the 20th Century. But we must begin today. There is no clear-cut single answer to all of these problems. Their causes are complex and illusive. Those of us working to try to solve them will be frustrated and wearied. But as a people we should pray not so much for our problems to disappear as for the resolution to grapple with them. For as we shed the endearing garments of childhood and adolescence and take upon ourselves the heavy mantle of a mature people, we must develop the inner and outer demeanor requisite of that statute, for greatness is measured not in pomp and circumstance, but in the steadfast determination and total commitment to bearing mighty burdens.

And there is a hope of greatness in Minnesota's destiny; if her new problem solvers will grant her her full potential as a State. For too long we have been comforted by slogans rather than striving for solutions, cautious instead of creative, become timid in the face of an alert and aggressive federal

government. A Federal Government called upon by the people to fill the vacuum of the State's inactivity.

Surely we have waited as long as we dare to reassume the direction of our State's destiny. And while we must enter a new era of decisive activity here, we must also be prepared to push our abilities to the limit in the interest of cooperation with the Federal Government.

We must be alert enough to lead; yet wise enough to follow.

We must be bold enough to innovate; humble enough to learn from others.

This decade will determine if the states are sincere about their responsibilities not only their rights.

The responsibilities that lie before us are varied, and no one knows better than you, the Legislators of this State, the urgency of resolving our problems.

But the opportunities that beckon also are vast. For an interested and inspired State can chart new programs. Programs that could be models for other states and examples for federal action.

I am asking Minnesota to take the opportunity to initiate and implement programs that will set the pace for meeting our present and future problems. In a word, I am asking Minnesota to lead.

If we in Minnesota can't create racial harmony, we should ask no state to do it.

If we in Minnesota can't handle our Metropolitan problems, we should expect no state to do it.

If we in Minnesota can't develop our natural and human resources, we should challenge no state to do it.

FEDERAL STATE RELATIONSHIP

But for us in Minnesota to assume our responsibilities and assure problem solving, we must have a strong financial foundation. Because the Federal Government has preempted the best sources of revenue from the states, I suggest we consider a system of federal-state tax sharing. At a Governors' conference last month, I proposed that 5% of the personal income tax money collected by the Federal Government be kept in each state. This procedure would not tamper with existing federal programs to the states, merely give the states an additional source of funds to finance its program for its people.

The states also need a redefinition of their role in the area of federal financed programs. We have learned from recent experience that centralized administration from Washington in its inability to adapt to local variations often defeats the very purpose of the program. In the light of this knowledge, there must be developed in the next decade a new relationship where the states assume the major responsibility for the administration and adaptation of the programs with federal financial assistance.

STATE AND LOCAL GOVERNMENT RELATIONSHIP

But Minnesota must define its role with the local communities as well as with the Federal Government. It should be a vigorous agency to counsel the local community, coordinate intra-community efforts and provide financial assistance when needed.

For example, the need for business development is acknowledged, but bringing it about needs a new creative, confident and cooperative thrust.

We have witnessed what a Taconite Amendment could do for the Range.

We must be willing to take similarly positive action to encourage the copper and nickel industry which may have potentials as great or greater than taconite.

But business development can be made to flourish in other parts of the outstate which have been suffering economic decline as well.

By enlisting the active support of organized labor, together with the maximum use of our talent in our colleges and universities and the cooperation of private industry and their research departments and councils, with better financial and promotional support from a reorganized and revitalized Business Development Department matching funds with local organizations, we can attract new business and expand existing business. The job opportunities thus created can perhaps stem the costly brain drain from our state that we are presently experiencing.

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The call for new problem solvers is nowhere more apparent than in the relation of local communities to each other in problems that transcend geographical boundaries. I refer to the unique difficulties occasioned by our metropolitan sprawl.

You need only to have your patience tried in the nightly bumper-to-bumper lineup of cars and buses on a hundred roads in the Twin City area to realize the demand for such an intercommunity or area-wide service effort. This congestion merely mirrors the complex problems oozing out of our massive urban growth. While the transit problem is most apparent, other concerns are equally demanding. So urgent is the need for this state to act, I'm going to outline a proposal today to enable the people of the metropolitan area to be adequately served by an instituted agency. I won't pretend to expect that this proposal shall be adopted chapter and verse. Modifications shall be made. But I do expect this administration to begin, to begin today, to build its reputation as an administration and a Legislature willing to accept the challenge of change in this decade of decision.

With that understanding then, I recommend for your consideration an area-wide services council to provide important services for the seven-county Twin Cities area. This council could coordinate the functions of the present single purpose districts and would be given operating authority over most or all of these services:

1. Sewage disposal
2. Planning parks and open space

3. Transit system
4. Air and water pollution
5. Maintaining a central data center
6. Planning
7. Approval of Federal aid applications from local communities.

Federal funds are available to local communities only if they can demonstrate their project is part of an overall master plan.

After the creation of the Metropolitan Services Council, it would receive the transfer of the functions now held by the Metropolitan Planning Commission. This move is in line with a recommendation by that body.

The method of selecting representatives to serve on the council is a debatable point. We have had much debate, now let's decide. Any representation plan should fulfill the principle of preserving a high degree of responsibility to the communities being served, while functioning under authority of the Legislature.

The council should be made up of one member for each Senatorial District, giving us 31 members elected for two-year terms on a staggered basis. Selection of members on the council could be provided by either direct election within each senatorial district or appointment by the three legislators from each district.

The method of financing the functions of the Metropolitan Area Services Council would be a combination of state resources and resources from services offered. The taxing powers of the Metropolitan Council would be reserved for a two-year period, if

then taxing power were to be granted the taxes must be based on a non-property resource.

We have related the question of coordinating planning to the metropolitan area. In the immediate future, however, and even today, growing urban areas throughout the state, such as Duluth, Rochester, Mankato, St. Cloud, are experiencing similar problems and needs.

Under the statute that I hope will come out of this session of this Legislature, these communities as well as the Twin City area will be authorized to establish area services councils.

To tie these councils together and to share common services and resources, a level of state coordination and information into the Governor's office is desirable which can be accomplished by an Office of Urban Affairs. I feel that instead of creating an independent office, the State Planning Agency should be enlarged by adding this office to its present responsibilities.

In order to efficiently and effectively be able to meet the growing state-wide demand for area services councils, we must realize that modification of the Unanimous Consent Law is necessary. I ask you to take such action.

If the state takes this initiative to be of service to local communities by the establishment of area-wide services councils, I think we can meet the challenge of change.

The state must also define its position to local communities and to its people in regard to taxation. In three weeks I shall detail specifically my budget message which shall

include not only recommendations as to departmental finances, but provisions for tax reform. But a sketch of a few basic suggestions I would like to offer now.

We must do something immediately about the tremendous property tax burden our people are forced to carry. We can do this -- and I ask most sincerely that you do.

First, property tax relief must be given to our senior citizens. A sliding scale should be devised, patterned after the Wisconsin plan which provides an income tax credit against property taxes so those elderly citizens with lesser incomes receive greater property tax reductions.

Secondly, we can relieve pressure on local property taxes if we increase our state aids to local school districts.

Thirdly, we can ease the strain on property taxes by beginning to shift a portion of the teachers' retirement from the property tax fund to income tax resources.

Fourthly, the states should return some additional revenue to local cities, villages and counties.

These are just four of the several proposals that will come out of my budget message. In considering the philosophy of taxation, we should not forget the mechanical and technical facets. We could improve our tax system if attention were given to these steps:

First, to reduce the classifications

Secondly, improve assessment procedure

Thirdly, fix full and true value at one-third of the
market value

Fourthly, simplify property tax statements.

Our payment of taxes is to enable the state to render competent services to its citizens. We have a right to expect it. We have a duty to provide it. The plain truth, however, is that we are daily losing competent, trained personnel because our salary scale has fallen so far behind private industry, county and municipal government, other states' educational or government service.

The state can no longer be run as a second-rate industry. Minnesota has now arrived at a point where it will biennially spend more than one billion dollars. It has more than 19,000 employees and distributes its services to three and one-half million citizens. It is patently ridiculous or naive to believe that the largest industry operating exclusively in Minnesota, our state government, can exist with a staff whose salaries are not competitive, plus being invaded by inflation, with a Legislature without adequate staff assistants and an executive or managerial branch with an organizational structure built by accident not direction.

Foree these handicaps on private industry and it could not survive. We must not permit a similar fate for our state government. To run our government on a competitive business principle, I recommend three necessary improvements.

First, I recommend we give our Legislature competent, professional staffing for its leadership, both Majority and Minority, and for its interim commissions and committees. More than 800 bills are ready for introduction before the session begins. 1500 will probably be introduced before it closes. To expect each of you to become acquainted with this massive and detailed legislation without assistance is preposterous. While

our University is about to begin the first phase of research on a new national experimental city project, it is paradoxical to expect our Legislature to work with frontier town equipment.

Secondly, I recommend a salary increase to our state employees in all classifications, including the faculties of our colleges and the University. A great deal of study has gone into a new civil service pay plan. I recommend you adopt it with these important modifications:

1. Eliminate the 16th range
2. Approve the increases proposed in the first 12 ranges and by proportionately adjusting the proposed increases in the 13th, 14th, and 15th ranges so as to provide that the maximum at the end of the 15th range shall be \$19,800.00.

I recognize that this will still leave us far below the maximum pay in the classified service in several states. To illustrate, the salary maximum of classified service of some other jurisdictions are as follows:

U. S. Federal Government	\$25,890.00
New York	27,714.00
Michigan	34,410.00
Wisconsin	25,235.00
Georgia	33,348.00
Illinois	26,580.00
Indiana	38,580.00

From the above listing, it is obvious we will still be far below other states, but it is equally obvious that we must make at least this significant step forward. Future Legislators

can make further adjustments in the top three ranges.

Above the classified service, I recommend you make the appropriate increases in a new department head salary bill. Salary increases for college and university personnel will be provided in the budget recommendations for these institutions.

3. A mandatory retirement at age 70.

4. In the first five steps, the increases will be automatic. In the last five steps, increases shall be based on merit with not more than 50% in any one step eligible for a merit increase.

I further recommend the correction of an inadvertent omission on the part of the last Legislature affecting the unclassified personnel, the faculties of the University, state colleges and junior colleges, and the University civil service personnel who were deprived of the insurance, medical and hospital benefits granted to the classified service. I recommend this be done early in the session so that it can become effective April 1st.

Thirdly, let us consider that for 25 years we have not had a comprehensive reorganization of state government. Bureaus, commissions and departments have been proliferated. We have two pre-audits and no post audit. The whole accounting and budget procedure needs drastic overhauling and adaptation for computerization. If we are to make state government effective in the modern age, there is an urgent need for streamlining and improvement in all three branches of government. I shall appoint a high level blue ribbon commission to make a thorough-going study and report of total government reorganization and modernization plus expenditure control in sufficient time before the next session of the

Legislature so that its recommendations can be amply studied. Guidelines for the areas to be examined will be found in the Appendix attached to this Address.

Another group of Minnesotans deserve our consideration for a treasured right which they are yet denied. In this age of advancement and accelerated education, it behooves us to fully utilize the talents and perceptiveness of our 18 to 21 year-old citizens by extending to them the right to vote.

I believe that our youth in this age category have overwhelmingly demonstrated that they deserve this responsibility.

PEOPLE TO PEOPLE RELATIONSHIPS

A strong State Government having found its relationship with the Federal Government and the Local Government, anxious for its new responsibilities and qualified to accept them can answer what Adlai Stevenson termed "The call to greatness". Minnesota can and will in the next decade be a new problem solver, and we, selected to serve our people can restore the positive reference to government, because politics is truly the art of human happiness.

Never before has that definition cried for fulfillment as in this generation. For this generation is called upon to strive for human happiness in solving the people's problems. In the forefront of the category of people problems is the complex of issues classified as human relations. We have made progress in this field -- brilliant progress compared to some states. But let not that remark be reassuring. For we have

proclaimed our share of platitudes, and we have made our share of hurried, self-comforting gestures of interest. And we all know that won't suffice. Its high time that Minnesota State Government assumed its full responsibilities and the people of Minnesota -- all the people of Minnesota -- assume their complete responsibility. Let us who have been elected to serve the State through government assure our people we will take the following measures:

To create a State Department of Human Relations with an interest in the whole area of human relations, not merely an antidiscrimination agency. By incorporating S.C.A.D., the Human Rights Commission, the Status of Women Commission, and the Indian Affairs Commission we would have strengthened each individual commission and created one centralized effective and efficient agency.

However, it is futile to combine government commissions without assuring adequate staffing and funds. I frankly intend this Department should be created not for display but for decision. And my concern for this Department will be reflected in my budget message.

Other measures should be taken. We must guarantee that every man is secure in his constitutional right to the opportunity to purchase property commensurate with his ability to pay and his personal character. That constitutional guarantee directs us to consider and enact an enlarged fair housing law. The passage of

the State Fair Housing Law covering the sale of publicly financed housing by the 1961 Legislature has been widely accepted and well received. I urge the 1967 Legislature to build on that foundation -- now 6 years old -- by including the sale of privately financed housing.

These are moves that can be made by government. But as Massachusetts Senator-elect Edward Brooke said in his recent book, "The solution is not easy. It will require much more than passing and enforcing laws dealing with the surface aspects of equality of opportunity. It will require working with the human stuff which is the real measurement of equality."

Brooke is right. In the final analysis, we must work with the human stuff - that is critical. Each individual must assume his personal obligation. But the State can set an example. I would like to lend the weight of the Governor's office to encouraging such attempts to train and motivate people as the Twin Cities Industrialization Opportunities Center and the complete family services rendered by settlement houses. It is my intention that the State Department of Human Relations would have grants available to these groups to assist them in their projects as well as such projects as therapeutic communities to allay anti-social behavior.

Because the possession of marketable skills is so vital to the development of self-reliance and self-respect, we must make sure that the state and federal scholarships to Indians are

strengthened to meet Indian needs. In addition, these scholarships should be flexible enough to allow opportunity to receive training, skills or professional education.

We should also encourage the economic emancipation of our Indians as well as the advancement of their civil and human rights. Tangible steps can be taken through the protection of their traditional prerogatives in the wild rice industry and through the cooperation of public and private lending agencies to advance industrial development in Indian communities.

These are some beginning steps toward improving conditions and relations among Minnesotans. As I said earlier, if we in Minnesota can't create harmony among races, we should ask no state to do it. And let us be reminded that we shall be judged by the reality, not the rhetoric of human equality.

Bold new steps also are needed in the field of crime and corrections. The increase in crime in Minnesota is most discouraging. Last October, 13% more crimes had been committed than the same month a year ago. We must have a thorough comprehensive attack on lawlessness. A government by law must encourage respect for law.

A new and imaginative program has been instituted by Governor Love of Colorado. He appointed a statewide respect for law committee which, in turn, recommended a similar committee for every community in the state. On this committee, the clergy, the social worker, the school counselor, law enforcement officers,

psychiatrists and service organizations were structured into an active group that surveyed the status of respect for law in the community and recommended those steps which would stimulate the correct understanding and attitude of children as well as adults.

Lack of parental authority, broken homes, excessive drinking, truancy, contempt for police, and several other factors were found to be matters that generated disrespect for law and on which proper community action and attention could improve. I will appoint a similar statewide committee in the hope that it, in turn, would recommend similar groups for each of our Minnesota cities.

A second front of attack must deal with those people who do not respect the law. Certainly our whole area of correctional institutions needs reexamination. For every three men we send to a correctional institution, two repeat their criminal activity. Sentenced to repeat their criminal activity because they have no reorientation, no skills to offer, and no offers for their skills.

So that our offenders will have marketable skills for gainful employment instead of being forced to resort to former avenues of support, I propose four actions:

1. That we expand the vocational training program for boys and adults, and we really initiate a vocational training program for girls.

2. That, under careful administration, we extend the work release program.

3. That a corrections vocational advisory committee be appointed, made up of men from business, labor and personnel from the institution. The function of this committee is to coordinate a training program consistent with the type of skills demanded, to work to eliminate private industries' hostility to the production of products in the institution which provide training for the men of the institution and to inform offenders nearing their release about job opportunities.

4. That attention should be focused on expanding the foster group home concept for juvenile offenders and the establishment of graded institutions for young offenders.

In addition to these efforts, study should be made of a potential influence and use of the correctional officer or guard in the reorientation process.

Lastly, we should reevaluate our parole system while making moves towards reducing the case load and paper work of the parole agent, allowing him more time for his people.

Its about time we did some serious thinking on our philosophy of correction. With the increasing incidence of crime, we need to concentrate our concern on prevention, correction and law enforcement. Therefore, let me focus your attention for a moment on some proposals to perfect our enforcement of the law. In addition to recruiting more agents of the law, we should attempt to make our present manpower more productive. Because police science is so complex, requiring knowledge -- not only of techniques of prevention and apprehension -- but also the

application of complex Supreme Court decisions, we should require a statewide mandatory training program for all law enforcement officers. I wish to compliment the number of law personnel who have voluntarily attended such schools, and I want to provide everyone with the advantage of such training.

Last year only 21 to 24% of the crimes committed were solved. Police training must be coupled with police technology. We must not cripple our police force by restricting them from taking fullest advantage of technological progress. Therefore, I recommend the State Bureau of Criminal Apprehension make use of the computer system already available from the State. A centralized computer storing information accessible to each community's police force throughout the State would greatly facilitate our criminal apprehension effectiveness.

But certainly it is a foreboding forecast if only lawmen will make us men of the law. The law must be enforced but more importantly, respected.

Perhaps these respect for law committees and modernized police forces can begin to instill an attitude even in our drivers that will eventually reduce the daily crimes committed on our highways. But after a death toll last year of 964, we cannot depend upon that time-consuming process alone.

One of the major thrusts of this administration shall be a traffic safety program to stop the senseless slaughter. I ask you to consider these measures for that aim:

1. Adopt provision of uniform vehicle code, both as to chemical test standards and implied consent, for drunk driving.
2. Test for vision and knowledge of traffic laws each time a driver obtains or renews a license. Many Minnesota drivers are legally blind in other states.
3. Abolish the special motorbike license for 15-year olds.
4. Require cyclists and their passengers to wear safety equipment such as helmets and waistguards.
5. Increase fines and penalties for serious traffic violations.
6. Establish a state supervised by privately owned, effective, compulsory, periodic vehicle inspection program.
7. Increased attention should be given to a program of correcting high-accident locations such as roadside obstructions and hazardous curves. For example, many roads I traveled during the past political campaign with hazardous passing areas are not marked at all. This is a simple and inexpensive safety measure that could save untold accidents.

As an attorney, you can perhaps understand my concern for the mood in Minnesota and across the nation, a blatant disregard and disrespect for law. I ask your help in rebuilding the importance of honoring the law in the minds of Minnesotans.

Unfortunately, it is manifestly impossible for me to discuss with you all the proposals of my program within the

confines of this formal occasion. None of us could absorb in one sitting the importance and intricacies of any Governor's complete program which deals with as diverse and complex topics as mental health, judicial reform, fine arts development, insurance and consumer protection, and will cover several dozen specific recommendations. I have already trespassed on your time but because I feel each proposal in the development of our human resources, natural resources and government structure is of such genuine concern, I have drafted a copy of additional specific proposals for each of you, included in this booklet which also contains this inaugural message with its proposals. I hope what I have said today gives you an idea of my dedication to solving old problems, my philosophy toward the approach to solving new problems, and my concept of the type of state government needed to serve the mid-twentieth century.

Understanding the attitude expressed in this Inaugural, I hope you will carefully survey and study these proposals appended hereto. Again, it is not intended to be a closed copy. New problems may arise during my administration which I will not have foreseen at this early date. Changing circumstances may call for readjustments. But I want you to know the direction your Governor is suggesting. These suggestions, of course, shall be amplified and detailed throughout my administration by a budget message, special messages, and conferences.

The challenge to me, as your Governor, is to mobilize and activate our human resources, both public and private human

human resources for the common good.

I have an unwavering confidence in the ability of both segments to act for the common weal of this commonwealth.

Minnesota can be proud of its Legislature. As I have traveled over the entire State this past year, I have had occasion to personally meet almost every member of the Legislature. I have learned of their standing in their home community. I have been tremendously impressed by the competence and dedication of the members of this body. That's why our citizens expect great things. I'm sure they will receive it at your hands.

And as years pass and public needs become vaster and more complex, the private concern and capacity to meet those needs become infinitely greater.

But whether you serve as a public servant or a private citizen, there is an assignment for each one of us, regardless of skills, financial standing or station. You can take part in the building of a better Minnesota. You must take part. I am confident you will take part.

For we must remember that our success will be determined by works -- not words. Let us be reminded that greatness is not measured in pomp and circumstance -- but in a steadfast determination and total commitment to bearing mighty burdens.

We will then be justified in re-echoing a paraphrase of Lincoln's statement, now a hundred years old, "The world will little note nor long remember what we say here, but it will never forget what today we begin here."

INAUGURAL ADDRESS

APPENDIX

PROGRAM FOR MINNESOTA

In addition to the proposals contained in the delivered portion of my Inaugural Message, I respectfully request legislative action and support in the following specific areas. Such action will receive assistance and cooperation from the office of the Governor.

TAX REFORM

1. Real Estate Taxes

- a. Hold back further increases in real estate taxes.
- b. Establish municipal aid program based upon population.

2. Personal Property Taxes

- a. Modify, as rapidly as possible, the personal property tax structure, particularly as it relates to farm and business inventories and equipment and goods in transit or temporarily stored for transit.

3. Permanent Bipartisan Study & Financing Commission

- a. Establish a permanent Study & Financing Commission, with members appointed from the Legislature and from private life. Function would be to investigate, analyze and recommend improvements in taxing district structure and operation.

Commission would have the power to study and investigate state, county and city school district structures -- their revenue-producing characteristics, and their effect on Minnesota's economy. The Commission would have a budget sufficient to employ full-time research staff, and would have authority to make recommendations to the Legislature. Revenue matters could also be referred to this body by the Legislature for study.

4. Additional Revenues on State Level

- a. Seek additional revenues without additional taxes: through fostering economic growth of Minnesota in jobs and business; through continued maintenance of a watchful eye for the elimination of waste and a constant search for economy and efficiency.

I will appoint a committee authorizing, empowering and instructing them to make such studies and investigations as they may consider necessary to ascertain the means and manner by which the services of the State of Minnesota may be afforded to its citizens in the most efficient, expeditious and economical manner; through constant improvements of efficient and thorough collection of existing taxes.

HIGHWAYS DEVELOPMENT

1. Expand and expedite highway construction and development program.
2. Authorize the annualization of the funding for highway construction.
3. Enact a bonding program to the extent necessary to maximize highway building capability each year.
4. Study current highway construction projects to determine the most justifiable priorities in the ear-marking of existing funds.
5. If federal cutbacks, or similar emergencies, make it necessary to fulfill state responsibility, increase state gas tax 1¢ to finance construction.

GOVERNMENT

1. Administrative procedure
 - a. Review administrative procedure rules established by various state agencies.
 - b. Ensure compliance with administrative procedure acts.
2. State Planning
 - a. Place state planning under the direct supervision and control of the Governor.
 - b. Make greater use of the University of Minnesota and the colleges of the State as called for in the original State Planning Bill to carry on detailed studies of the State's population, economy, and land use, as well as responsibility for continuing geographic projection.
 - c. Start immediately on the long-range comprehensive statewide plan.
3. Reorganization
 - a. Create a major Government Reorganization Study Committee to prepare a detailed proposal for reorganization of state government to fit the computer age.
 - b. Studies should be jointly financed by public and private funds, the latter sought to encourage broad citizen and business interest.
 - c. Set 1969 session as target for final report.

Guidelines for the study should include the following:

1. Executive Branch
 - a. To reduce the number of executive departments.

- b. To elect the Governor and Lieutenant Governor from the same political party.
- c. To consider one central computer system.
- d. To provide an updated audit and accounting system for the State.
- e. To improve fiscal control.
- f. To determine advisability of four-year terms of service for officials and department heads appointed by the Governor and with advice and consent of the Senate.

2. Legislative Branch

- a. To annualize the legislative session.
- b. To empower the Legislature to call itself into special session.
- c. To establish party designation in the election of members of the legislature.

3. Judicial Branch

- a. Move toward establishment of uniform courts of general and limited jurisdiction, including:
 - (1) Specialized probate and juvenile courts.
 - (2) Intermediate Court of Appeals.
 - (3) Department of Court Administration to exercise supervisory functions over the entire court system.
- b. Adopt methods similar to the Missouri Plan for appointment to the Supreme Court, the Intermediate Court of Appeals, when created, and the District Court.
- c. Create continuing legal research center which should obtain the support of the Bar Association, the U of M Law School, and the William Mitchell College of Law.
- d. Add additional judges in districts where case load merits it.

4. Insurance Industry

Due to recent events in the insurance industry, the demand for proper supervision and regulation of that industry cannot be ignored. Adequate regulation can be financed by a long overdue adjustment of rates on agents fees which has not been altered for a decade - rather than assessing an additional cost to the taxpayer.

Careful consideration should be given to the study that has already been made and the suggestions forthcoming from the Legislative Interim Committee regarding the recodification of present regulatory law.

And I urge your close attention to the substantive changes which shall be presented by our Attorney General, Doug Head, on my behalf. The recommendations by Mr. Head will plug loopholes and make more effective the regulation of insurance companies for the protection of the public. Consider also:

- a. Eliminate the inequities and discrimination in levying taxes and fees upon companies and agents in the insurance business.
- b. Relate company capital and surplus to current underwriting risks and reserves in order to protect policyholders.
- c. Direct agent license qualifications and training toward better service to the citizens of the state.

BUSINESS DEVELOPMENT

1. Consider very carefully the hazards before any enactment of an industrial revenue bond law to meet competition from other states. If so determined, careful safeguards should be prescribed so that the full faith and credit of municipalities is not pledged and ultimate assumption of defunct obligations by the state is avoided and rigid standards are set to avoid abuse.
2. Delineate separate functions within the department for export, tourism, small business and rural promotion, in addition to general industrial development.
3. Transfer enforcement of Fair Trade Law to Attorney General.
4. Establish regional development areas.
5. Provide matching funds for area, industrial and tourist promotion.
6. Transfer administration of the Federal 701 Planning Program to the State Planning Agency under the Governor's jurisdiction.
7. Give advisory committee greater function.

EDUCATION

Detailed recommendations for advancing our educational programs through enlarged financial support will be highlighted in my budget message. Beyond those points, I wish to ask consideration of the following:

1. Higher Education

- a. Continue vocational schools regulations under the State Department of Education.
- b. Extend access to fine arts. Actively encourage and support the Minnesota State Council of Fine Arts.
- c. Empower the Minnesota Liaison & Facilities Commission for Higher Education to study, then recommend, a statewide plan in the development of our higher education facilities. Additional institutions can then be built, filling the needs of the area and complimenting a directed statewide plan. The Commission should have the power to coordinate any raising of admission standards in order to equalize educational opportunities throughout the State.
- d. Expand technical-vocational school courses to recognize the training needs of the local area.
- e. Adopt state scholarship program similar to Tuition Grant Program in Wisconsin, to be granted on basis of academic performance and financial need.

2. Elementary and Secondary Education

- a. Strive for a school aid program in which the State as soon as possible shares 50% of the cost of public education in Minnesota.
- b. Create and adequately staff with State Department of Education personnel a permanent legislative commission which would re-assess, review, study and recommend changes in the State School Aid Formula.
- c. Make a special study of the effect of eliminating governmental immunity for school districts, and report before 1969 session.
- d. Grant parents of deaf or blind children the right to select schools with specialized care.

3. Teacher Programs

- a. Appoint an interim legislative committee to study and recommend changes in teacher retirement plans, and to consider the advisability of coordinating teacher retirement plans with other state retirement programs.
- b. Provide for representation of teachers by professional groups and/or bargaining agents before school boards for negotiation, mediation and arbitration on wages and fringe benefits.

- c. Strengthen teacher tenure laws by providing a requirement for showing cause, rather than reason, and an opportunity for correction of the deficiency, and with a probationary period of at least 18 months on transfer.
- d. Establish a Professional Practices Committee.

PROGRAM FOR PEOPLE

As I indicated in my Inaugural Address, some of our problems are "people problems" and represent a problem less tangible and concrete, yet complex and difficult to resolve. These overlap and run through all phases of government, and are hard to segregate or compartmentalize. Some of the areas we must consider are:

1. Labor and Job Opportunities

- a. Workmen's Compensation:
 - (1) Maximum benefits should be increased to at least \$65 per week for employees injured on the job.
 - (2) Benefits for widows and orphans in wrongful death cases should also be increased to at least \$25,000.00.
 - (3) The schedule of permanent disability benefits should be updated.
 - (4) It should remain privately insured.
- b. Increase unemployment compensation benefits as necessary to keep current with needs of the worker. Oppose further federalization of unemployment compensation.
- c. Expand training programs of the employable handicapped.
- d. Provide industry with incentives to retrain the unqualified unemployed.
- e. Improve methods of adjusting grievances for public employees.

2. Senior Citizens

- a. Support increased Social Security benefits.
- b. Encourage senior citizens participation in volunteer activities.
- c. Encourage private and charitable nursing homes or senior citizen homes.
- d. Repeal the old age assistance lien law.
- e. Grant senior citizens a fishing license without cost.

3. Public Health

- a. Expand the University of Minnesota Medical School.
- b. Consider the establishment of a second medical school.
- c. Establish a coordinated program for junior colleges for training of health manpower and professional and technical fields to aid productivity of present doctors.
- d. Encourage a program of preceptorships in the training of additional family physicians, especially in rural areas.
- e. Expand facilities for training of paramedical personnel.
- f. Provide proper funding and utilization of the Unit of Alcoholism within the Minnesota Department of Health.
- g. Encourage communities and schools to acquaint themselves with the various Family Life Education programs sponsored by both churches and the University of Minnesota.
- h. Set strict controls on the production, possession, transportation, sale and use of LSD and other hallucinogens.
- j. Encourage municipal officials of rural areas to develop a program of modern methods of emergency medical care and transportation of the sick and wounded.

4. Mental Illness & Mental Retardation

- a. Renew basic research in mental illness and mental retardation.
- b. Improve treatment of the epileptic and expand research concerning both cause and treatment.

Mental Illness

- (1) Expand present trend toward improved community care, through consideration of small in-patient and out-patient area centers for the mentally ill.
- (2) Revise commitment law. Action can begin immediately using the bill submitted by the Mental Health Planning Council as a basis for decision.

Mental Retardation

- (1) Support sheltered workshops and long-term sheltered employment.
- (2) Expand existing Day Activity Centers and support establishment of new centers throughout the State.

- (3) Revise the law to provide the same level of State aids to the individual in a state-owned institution and a licensed privately owned facility.
- (4) Extend State special education aids for board and room to trainable children.
- (5) Establish a Director of Mental Retardation within the State Welfare Department.

5. Welfare & Rehabilitation

- a. Adopt a cooperative program between private hospitals and State institutions for the housing and care of patients.
- b. Support private and public efforts to provide Day Care Centers for young children in need of such care.
- c. Make a study of effect and cost of extending ADC to cases where father is physically unable to be gainfully employed so that a divorce is not encouraged in order to qualify.

6. Law Enforcement (Refer to Inaugural Address)

- a. Improve and upgrade our police profession.
- b. Encourage municipalities to abolish residence requirements for policemen.
- c. Consider bail bond reform to permit release of "safe" suspects without bond.

7. Consumer Protection

- a. Authorize the Attorney General to set up a division under his jurisdiction and to assume supervision and enforcement of existing consumer protection laws as well as maintaining a watch for needed additional legislative recommendations.
- b. Transfer the enforcement of the Fair Trade Practices law, now exercised by the Business Development Department, to this new division.
- c. Comprehensive review of garnishment laws.

NATURAL RESOURCES

Next to the people of our State, our natural resources - our lands, waters, minerals, wildlife - are the single most important asset we have, both in terms of stimulating our economic future and in satisfying our individual

needs for leisure, inspiration and fulfillment. Our natural resources are an asset of which we are the trustees and, at the same time, the beneficiaries. This combination requires a special attitude of trust, that we do not selfishly seek present benefit at the expense of future generations.

I will work with the Legislature and the Minnesota Outdoor Recreation & Resources Commission to build a common sense program which will -

- take stock of our resources;
- anticipate the demand on the resources;
- analyze the costs, not only for land purchase, but the development of facilities.

As your Governor, my goal is to -

- assure the natural resources fund is devoted only to the development of the potential of our natural resources;
- Cooperate with the legislative study groups working on a solution to the problem of land exchange;
- Work toward the philosophy that Minnesota's natural resources belong to Minnesotans, not a particular pressure group.

1. Agriculture

- a. Proper planning should be devoted to the "rural renewal" of our State in order to revitalize our towns and villages and help stabilize economic growth.
- b. Outstate Minnesota should be included in studies concerning the long-range consolidation of governmental units and services.
- c. Intensify research services for agriculture, particularly on soy bean production and livestock marketing.

2. Minerals

- a. Support continued research efforts by industry, the U of M, and the U. S. Bureau of Mines, directed toward developing new processes for beneficiating low-grade ores.
- b. Support intensified explorations for additional iron ore reserves and accelerate mineral mapping programs.
- c. Favor increased development of potential resources of copper, copper-nickel, and nickel, and other low-grade mineral deposits.
- d. Urge continued support of the Minnesota Geologic Survey and other U of M studies designed to accomplish a systematic mineral exploration program and utilization of our mineral resources.

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- e. Support tax policies, royalty rate and lease arrangements which encourage continued expansion of taconite production facilities and development of copper-nickel and other mineral resources. I am glad to note that a sub-committee of the Legislative Commission on Taxation and Production of Iron Ore and other Minerals has already addressed itself to this matter. I hope their recommendations will be ready for consideration by this Session.

3. Forest Resources

- a. Support advancement of the "multiple use" concept of public lands, employing zoning authority to establish wildlife sanctuaries, resort areas, parks, hunting grounds, timber cutting regions and roadside areas.
- b. Transfer more land to private ownership for recreational development, long-range timber growing, and selective cutting programs to stimulate the forest products industry.
- c. Permit further condemnation of private property for recreational purposes only when authorized by the Legislature.
- d. Expand current planting and forest pest and disease control programs.

4. Lands and Waters

Pollution and land use problems do not follow political boundaries of municipalities -- they constitute a statewide problem.

- a. Create a State Pollution Control Agency. This agency would combine the present Water Pollution Commission with the obligation of air pollution control.
 - (1) Coordinate existing state activities in these areas;
 - (2) Conduct research and coordinate federal, state and local actions;
 - (3) Study and establish standards for air and water pollution control;
 - (4) Meaningful advisory groups could then effectively be created and utilized.
- b. Provide the means by which the State Division of Waters and the Minnesota Water Resources Board can perform the following functions:
 - (1) Detailed study of best use of publicly-owned lands and waters;
 - (2) Inventory of all publicly owned lakeshore and stream lands;
 - (3) Analysis of public access needs and availabilities;

- (4) Continued inventory study of recreational potential of rivers. Establish priority schedules for acquisition and development.
 - (5) Completion of current land exchange studies. Immediately initiate program based on study giving equal weight to the rights of the State and private enterprise.
 - (c) Correlate watershed and river planning with federal programs as well as with industry.
 - (d) Support state grant-in-aid program to supplement federal funds for pollution control.
 - (e) Immediately determine whether air pollution studies now underway need to be extended on a statewide or metropolitan basis.
5. Conservation
- a. Grant Minnesota Department of Conservation power to determine seasons and bag limits for game and fish providing that sufficient notice of openings is provided.
 - b. Emphasize development of natural spawning and nesting areas.
6. Recreation & Tourism - National Parks

We must change the concept of Minnesota from a one-season tourist area to a year-round vacationland. We must aim our development and promotion and advertising at fall and winter as well as summer, with snow sports, professional football and hockey and hunting. Special study emphasis should be directed toward: special groups, family groups, higher income facilities and sight-seeing. Toward these ends, we should consider the following:

- a. Support establishment of a national park in Minnesota. To that end I propose, in connection with the Minnesota Outdoor Resource Commission and the Minnesota Congressional delegation, a meeting in the near future to resolve the differences that have blocked this project.
- b. Grant State Tourist Bureau sufficient funds to conduct an effective national advertising campaign, as well as statewide development and publicity of tourist attractions for all seasons.
- c. Construct additional overnight camping areas and improve rest areas and picnic sites.
- d. Consider jointly financed programs and other means to encourage local governments and private enterprise to develop additional camping facilities and sight-seeing areas related to own special history and interest, such as early lumber town and mining camps.

- e. Extend to outstate communities the art, music, theater and science facilities of our large cities through use of exhibition mobiles and traveling troupes.
- f. Urge Secretary of the Interior to appoint advisory committee with strong local citizen representation to advance a plan which would include:
 - (1) Forest management and timber cutting where public recreation is not affected;
 - (2) Provision of limited hunting and trapping periods during normal seasons.
- g. Urge Secretary of Agriculture to immediately appoint the advisory committee which he promised for the Boundary Waters Canoe Area with local citizen representation.