



GROWTH & JUSTICE

CENTER FOR A PROSPEROUS, FAIR,
AND SUSTAINABLE MINNESOTA

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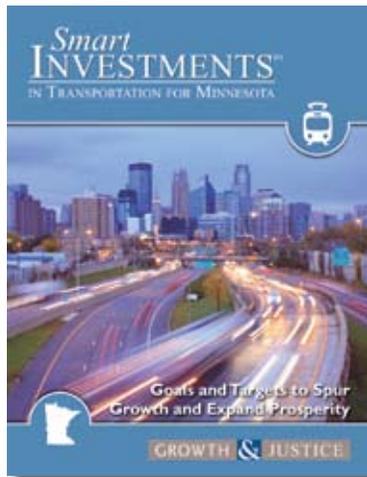
Fall 2011

Growth & Justice Releases Goals and Measures for Smart Transportation Investments in Minnesota

The latest major Growth & Justice report released in late October lays out goals and measures for transportation in Minnesota and calls on state and local governments to adopt innovative policies and approaches to ensure a transportation system that is efficient, accessible, cost-effective and reliable.

[Smart InvestmentsSM in Transportation for Minnesota: Goals and Targets to Spur Growth and Expand Prosperity](#) is the final and overarching report of the Growth & Justice transportation series – a collection of six research reports and eight

policy briefs that explore key transportation challenges for Minnesota and offer specific investments, policies and approaches for addressing them. This final report was released at a Growth & Justice transportation forum that drew an overflow crowd of state legislators, Met Council members, business people, transportation advocates, other policymakers and opinion leaders and Growth & Justice supporters.



download the report at:
www.growthandjustice.org/SITMN

The new report emphasizes that transportation affects the economic outlook for Minnesota and both the economic well-being and quality of life for the state's workers and residents.

A range of actions is required to improve transportation in Minnesota. To minimize transportation infrastructure costs, the state and its communities must preserve and maximize the use of what already exists. Construction is needed to maintain critical infrastructure and for high-benefit transportation improvements, especially those yielding positive impacts on the broader transportation system at relatively low costs. But importantly Minnesota's public sector must pursue smart strategies to use existing roadways more efficiently, boost

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G&J study of a unified system of secure, affordable health care underway

Growth & Justice is embarking on our first major project in the critical area of health care policy, following up on our previously stated goal of affordable, high-quality health care for all Minnesotans.

Health care reform has been much debated for many years, and though significant legislation has been introduced and passed, our economy remains imperiled by our inefficient and expensive health care system. Unfortunately, even if the 2010 federal health reform bill is fully implemented as planned, it will achieve neither universal coverage nor cost control, because it retains our expensive, complex, and fragmented system which leads us to spend nearly one-third of every health care dollar on administration.

Growth & Justice sees the need for an economic impact study of a unified system of health care (often referred to as single-payer) in the state of Minnesota. This ground-

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Job #1: Attainment and Equity for ALL Minnesota's Students

A recent Capitol Report newspaper op-ed headlined "Too Important to Fail," co-authored by Shawn Lewis of the Pan African Community Endowment of the St. Paul Foundation and Growth & Justice President Dane Smith, offered both diagnosis and hope for the education equity gap, and for tapping into the latent economic potential of African American boys in particular.

Noting progress at innovative schools such as Harvest Preparatory and Best Academy in Minneapolis, Lewis and Smith quoted prominent Twin Cities attorney Mike Ciresi, who recently described the challenge of improving racial equity in education outcomes as "the civil rights battleground of this century. Unless and until we do this, the America we grew up with will not be there tomorrow."

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GROWTH & JUSTICE

Our mission is to make Minnesota's economy simultaneously more prosperous and fair. We are a non-partisan advocate for fair taxation and "smart" public investment — fiscally responsible, accountable investment that advances prosperity for all Minnesotans. We believe a sustainable economy provides the foundation for a just society.

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Letter From the President

By Dane Smith

At a first-ever statewide conference this summer that brought together both preschool educators and K-3 educators, P. Fred Storti, executive director of the Minnesota Elementary School Principals' Association, approached me with a smile and a handshake.

Storti told me that our work over the last several years, beginning with a high-profile Growth & Justice education policy summit in 2007, had been quite influential in making the conference happen. We are becoming known as the silo-busters, a force for a seamless and comprehensive strategy for students, urging education systems to work together for a more effective transition between early childhood and the K-12 world, focusing on student success rather than institutional boundaries.

This kind of praise is welcome validation of the work we do, advancing the practical, progressive principles and policies for improving lives in Minnesota. I know Growth & Justice is making a difference in the general direction of this great state, and it's heartening to receive this kind of feedback from others working toward the same goals.

Confirmation comes too in the form of a steady stream of invitations to present our material and these requests have been coming from some prestigious quarters lately.

Last summer we were invited, along with Rep. Keith Downey (R-Edina), to make a luncheon presentation to board members of the Minnesota Chamber of Commerce who were meeting at Madden's Resort in Brainerd to prepare their 2012 legislative agenda. The Growth & Justice agenda is pro-business and conducive to long-term economic growth, and our strong presentation urging more and better investment in post-secondary completion, a constructive redesign of government, and a revenue-positive "mother of all tax overhauls" was very well received.

This fall, we were among the four featured panelists at the opening plenary session of the annual Policy Analysis Conference at the University of Minnesota, which might be considered the premiere all-purpose public

policy confab of the year. The invited panelists included Peter Hutchinson, president of the Bush Foundation; Bill Blazar, head of public affairs at the Minnesota Chamber of Commerce; and Susan Haigh, president of the Metropolitan Council. We were asked to address the weighty question "Defining the Public Good: What is the Role of Government in Minnesota?"

Another feather in our cap came with an invitation to present a [TED lecture](#) (a highly popular internet video format for presenting brief talks about new and great ideas) at the TEDx-1000Lakes event in Grand Rapids. We used that opportunity to deliver a new presentation (based on a report in progress) on emerging examples of rural community engagement in improving student success and reducing the gap in outcomes due to income and race.

Most recently, Growth & Justice was invited to speak on a panel with Education Commissioner Brenda Cassellius, MnSCU Chancellor Steven Rosenstone, United Way President Sarah Caruso and others, at what turned out to be the most popular breakout session at the Governor's Job Summit on October 25. Our panel's focus was on aligning post-secondary education and worker training with the jobs of the future. We called out loud and clear the need for the governor to prioritize race equity in education and to set an official and specific goal for higher-education attainment. Our remarks drew some of the strongest applause of the session, and many hearty thanks afterward.

High-quality policy analysis and prescriptions for improving both economic growth and economic justice in Minnesota — research, reports and briefs, and written commentary in every form — continues to be our stock-in-trade. But we also seize every opportunity to communicate that message broadly at public events and forums — from Rotary breakfasts to college classrooms to gubernatorial summits. It's been a busy summer and fall in that regard, and we take that as a sign that Minnesota is embracing the cause of growth AND justice. 

Government Redesign and Accountability

Tina Smith, Gov. Mark Dayton's chief of staff and a former board member for Growth & Justice, began laying out a game plan this fall for redesigning and improving state government, making the case that "just cutting isn't reforming," and that thorough and constructive improvements can and will be made in how government delivers vital goods and services.

Growth & Justice has been an active and creative partner in pushing for new and better ways to deliver the public investment that provides the foundation for economic growth. The themes of redesign and accountability are woven throughout the policy work that we do.

Ongoing work by Growth & Justice on the "good government" front includes our backing of a successful bipartisan bill in the 2011 legislative session that established a pilot project for Human Capital Performance Bonds; a policy report with detailed recommendations for improving both the culture and the machinery of government; and input that garnered a mention in Twin Cities philanthropist Peter Heegaard's new book "More Bang for Your Buck: How Cost/Benefit Analysis Can More Effectively Promote the Public Good."

Growth & Justice also played a leadership role in shaping a public statement urging thorough public-sector redesign, which was praised by a Star Tribune editorial near the end of the rather disastrous legislative stalemate. The statement set forth broad outlines and specific ideas for government redesign, some of which made it into law in the closing days of the special session. That statement grew out of our charter membership in a redesign discussion group that has been meeting monthly for two years, and is comprised of some of the state's most knowledgeable public policy leaders, including almost all of the current and former leaders of the Citizens League.

Another recent contribution to this subject was the publication of a policy paper by veteran state-and-local government administrator Jack Ditmore, a Growth & Justice Policy Fellow. His report, "Transforming the Culture and Machinery of Government Toward Sustained Improvement," is replete with real-world examples of success and improvement, and numerous "Action Agendas" filled with specific recommendations for steps to take to make improvements at all levels of government.

Meanwhile, partnerships continue to flourish with other players on the redesign front, including Ready4K, the Minnesota Chamber of Commerce, and even our counterparts at the conservative Center of the American Experiment. A particular focus has been on ways to advance budgeting for outcomes, a more formal way of structuring budgets so that specific results and measurable goals become paramount in determining future funding and program design. 

Meet the newest members of the G&J Board of Directors

Linda Fisher is an attorney with the law firm Fredrikson & Byron, P.A., which was recently named one of the Best Law Firms for Women by the National Association of Female Executives and Flex-Time Lawyers LLC. She earned her B.A. (cum laude and Phi Beta Kappa) from Smith College, and her J.D. from Albany Law School in Albany, New York. She is a member of several professional associations including the Minnesota State Bar Association, the Hennepin County Bar Association, the American Bar Association, the Public Policy Committee and Land Use Subcommittee of the Minnesota Chapter of the NAIOP Commercial Real Estate Development Association, and the Sensible Land Use Coalition. Her honors include a Highest Rating from Martindale-Hubbell, Best Lawyers in America in Land Use and Environmental Law, and Forty Over Forty Leaders in Commercial Real Estate for Land Use Law (Midwest Real Estate News).



Linda has served on a United Way allocation panel, served two terms on the board of The Caring Tree, and has participated for several years in a mentor/reading program in various North Minneapolis public schools.

Vivian Jenkins Nelsen is the co-founder of INTER-RACE, a diversity think tank located at Augsburg College in Minneapolis, and is nationally recognized as a diversity practitioner, trainer and researcher. Vivian speaks to thousands of people each year on leadership, change, and diversity. She serves many organizations as a planner, facilitator, trainer and board member, and teaches and publishes on group facilitation, diversity, conflict and grief. Vivian was a Bush Leadership Fellow at Harvard University and is the former Director of Administration at the Hubert Humphrey Institute of Public Affairs at the University of Minnesota. She also served as Director of Human Relations Training for the University of Minnesota and Hamline University. Vivian has authored eleven books, and many articles and essays. She is co-editor of the widely acclaimed book, *Ethnic Variations in Dying, Death and Grief: Diversity in Universality*.



Vivian has been recognized by the administrations of presidents Ford, Carter and Reagan for her expertise on urban policies and for her resettlement work for Southeast Asian refugees. 

breaking project will be overseen by Amy Lange RN, MS, our new Policy Fellow on Health Care. We have contracted with The Lewin Group, a reputable national firm, to conduct economic modeling to show whether and how such a system can extend secure, affordable coverage to everyone, regardless of age, health, employment status and income, and whether such a system would save money overall for families, businesses and governments. Though it is critical to address the value of the health care services our system provides, and to find ways

to pay for quality rather than quantity, cost-saving measures and outcome goals cannot come at the expense of secure and affordable coverage for all.

Other states have begun exploring universal coverage within their own borders. Hawaii, California and Vermont each had economic modeling done which demonstrated for them the costs and benefits of a unified system. Their economic studies were essential to moving legislation in those states. Although legislation in Hawaii just sets a planning frame-

work, and California's legislation was vetoed, Vermont's single-payer initiative has been signed into law and will be enacted over the course of the next several years.

We expect that economic modeling of a single-payer system in Minnesota will stimulate the policy debate over realistic options, and help move us to a more fair and sustainable health care system. ☒

Transportation Improvements for Greater MN

By Nick Flanders and Matt Kane

A Growth & Justice report released in September on [Connecting Communities in Greater Minnesota](#) highlights the need to preserve and enhance personal travel between communities throughout Minnesota and examines priority public-sector investments, policies and choices regarding the state's interregional corridor highway system, intercity bus service and passenger rail service.

In Greater Minnesota – especially the more rural areas – trip destinations are spread out, meaning that residents of Greater Minnesota are more likely than Twin Cities residents to make frequent trips in between urbanized areas and between smaller cities. Most personal travel consists of trips that begin and end within the same urbanized area. But intercity personal travel is also a vital concern, particularly for residents of Greater Minnesota.

“The state's transportation system – both the public-sector and private-sector elements – provides critical connections among communities in Greater Minnesota, connections that matter to the state's economy and to our quality of life,” says the new report.

Connecting Communities in Greater Minnesota notes the importance of the state's priority interregional cor-

ridors (IRCs) – totaling about 3,000 centerline miles – that link together the major trade centers in Minnesota outside of the Twin Cities metro region. IRCs make up 25 percent of the state highway system and 2 percent of Minnesota roads overall, but they carry one third of all vehicle miles traveled in the state and most of Minnesota's freight traffic.

Intercity bus service, provided by private companies with some government subsidies, is another important part of the travel equation in Greater Minnesota, especially for young adults, senior citizens and people with low incomes and no cars.

In recent years, there has been increased interest in expanding the intercity passenger rail system in Minnesota. The Growth & Justice report looks at relevant public-sector policies and approaches, while at the same time noting that now might not be the best time to significantly expand intercity passenger rail service in Minnesota given the expense involved and the uncertainty regarding consumer demand for more train travel.

The *Connecting Communities in Greater Minnesota* report is part of the Growth & Justice series on *Smart InvestmentsSM in Transportation for Minnesota*. All the reports and policy briefs are available at www.growthandjustice.org/tr. ☒

New tools to make the case...

Our newly updated Facts & Fixes web resource at www.growthandjustice.org/Facts_Fixes helps you find research and recommendations to support progressive policies in Minnesota.

Newly added are transportation and education findings from recent Growth & Justice reports:

- Connecting Communities in Greater Minnesota
- Montgomery County School District's Targeted Approach Raises the Bar and Reduces the Gap
- We're All in This Together: Educational Achievement and Attainment by Minnesotans of Color
- Shifting Gears to Ease Congestion

Visit to stock up on concise information and ideas!

A Policy Fellow Team for Growth & Justice

Over the last few years we have gradually assembled a team of experienced policy experts who help us do our work and enrich our product. Some have produced original research, analysis or commentary in their areas of expertise. Some also make presentations in our behalf or advise us on our research, analysis and advocacy. All contribute materially to our cause.

We're proud that this sterling group of professionals and experts is associated with us, and we want to both acknowledge and promote their growing presence. Here is the current roster of Growth & Justice Policy Fellows:

Marsha Blumenthal

Senior Policy Fellow on Economics

Marsha Blumenthal, a long-time professor in the Department of Economics at the University of St. Thomas, joined the Growth & Justice policy fellows in 2009. Blumenthal's major fields of interest are public finance, tax compliance and nonprofit organizations; labor markets and human capital; applied econometrics; and health care. In addition to teaching at St. Thomas, Blumenthal has also lectured at the Department of Applied Economics at the University of Minnesota. She has contributed valuable research and policy briefs on income tax issues for Growth & Justice.

Chuck Brown

Senior Policy Fellow on Rural Issues

Chuck Brown lives in Olivia, MN. He earned a B.A. in economics from Macalester College. Following service in the U. S. Navy, he embarked on a business career that included management positions in agribusiness and food processing. He was general manager of the Olivia Canning Company for 9 years. Brown balanced his private sector experience with 12 years' service on the Olivia City Council. He is presently indulging a lifelong interest in writing, having published a number of short stories in literary magazines. In 2010 his second novel, *The Lake Hayes Regatta*, was published.

Mike Christenson

Policy Fellow

As the director of the Minneapolis Department of Community Planning

and Economic Development, Mike Christenson has overseen remarkable progress on economic indicators in the state's largest city, despite the downturn and tough socio-economic conditions. Christenson is an attorney with a stellar record of community and public service. He was the founding executive director of the Allina Health Systems Foundation, chief administrator of Metro Transit, and president of the Citizens League. Christenson was instrumental in community development and investment initiatives in the Phillips neighborhood in Minneapolis.

Jay Coggins

Policy Fellow

Dr. Jay Coggins is an associate professor in Applied Economics at the University of Minnesota, where he teaches courses in economic theory and environmental economics. He has published widely on topics including economic inequality, air and water quality, cap and trade, and the economics of politics. Coggins is a past associate editor of the *Journal of Environmental Economic and Management*.

Jack Ditmore

Senior Policy Fellow

In a nearly 40-year career in public service, Jack Ditmore achieved notable successes in implementation of management innovations and adoption of major policy changes in federal, state, and local government organizations. His experience includes service as chairman of Minnesota's Environmental Quality Board and deputy commissioner of the Minnesota State Planning Agency. Most recently he served as the director of operations, management, and budget in Dakota County, Minnesota. His experience at the federal level includes stints in both Congressional offices and Executive branch agencies. He has worked on ideas for promoting innovation in government as a policy fellow for Growth & Justice.

Amy Lange

Policy Fellow on Health Care

Amy Lange RN, MS is a registered nurse and certified nurse midwife with extensive experience in clinical care and health policy. Lange worked as a clinician in a variety of practice set-

tings, public and private, for more than 20 years. She also served as core faculty in Planned Parenthood's Women's Health Care Nurse Practitioner certification program. Most recently Lange was the Executive Director for the Minnesota Universal Health Care Coalition, a nonprofit doing education and advocacy for a universal single-payer health care system for the state of Minnesota. In this role she developed expertise in the area of health care financing, cost drivers, utilization and access.

Thomas Legg

Policy Fellow

A lecturer at the Carlson School of Management at the University of Minnesota, Thomas Legg holds a Ph.D. in Applied Economics and has extensive experience in academics and business. His research interests include business valuation measures and alternatives to cash subsidies for inducing business investments in particular locales. Legg and G&J policy fellow Jay Coggins are currently working on a policy brief that gives a clearer picture of the state of economic inequality in Minnesota.

Michael O'Keefe

Senior Policy Fellow

In addition to being a policy fellow, Michael O'Keefe is a founding board member of Growth & Justice. Most recently he served as the president of the Minneapolis College of Art and Design, and previously served with distinction as the Department of Human Services commissioner under former Gov. Jesse Ventura. O'Keefe has broad and deep policy experience in the areas of human services, education and government accountability.

Don Ostrom

Senior Policy Fellow

A former state legislator from southern Minnesota and emeritus professor of political science for Gustavus Adolphus College, Don Ostrom brings extensive knowledge and experience in policy and politics to our work. Ostrom has made presentations in behalf of Growth & Justice and serves as an adviser on projects and commentary. Ostrom currently teaches a course on state government in the College of Continuing Education at the University of Minnesota. 

This great challenge of our times, framed not so much as intractable problem but as enormous opportunity for growth, is a top priority for Growth & Justice. Two closely interconnected policy goals – increasing post-secondary completion overall in Minnesota, and reducing the racial and income gaps in attainment – are the key to future economic success for our state and its people. These goals were outlined and promoted by Smith at a presentation to Minnesota Chamber of Commerce leadership in Brainerd last summer; at a “TEDx” [video talk](#) in Grand Rapids in September; at the opening session of the 27th annual Policy Analysis Conference at the University of Minnesota in mid-October; and again at the Governor’s Jobs Summit in St. Paul in late October.

Growth & Justice produced two important new reports in this area in recent months, one of which studied the success of the suburban school district of Montgomery County, Maryland in improving outcomes and closing gaps. The Montgomery County Public Schools (MCPS) case study found that MCPS identified areas within the district where schools were struggling, even at a time when the district as a whole was a high performer by many measures. They used concern about educational disparities for students of color to institute reforms and allocate resources to better meet student needs. This Growth & Justice work drew interest from the Minneapolis Public Schools and the state’s Department of Human Services. Another new report and brief, [We’re All in This Together: Educational Achievement and Attainment by Minnesotans of Color](#), calls for Minnesota to put into practice proven policies and strategies for increasing educational success by students of color. The report noted that unless inequities are addressed and graduation rates rise for Minnesotans of color, the state will likely see a decline in the share

of students completing high school and the share of younger adults holding college degrees. The report lists research-based, cost-effective approaches for improving educational outcomes, with the aim of increasing Minnesota’s attainment rate for education beyond high school to 75 percent by 2020. Recommendations focus on distinct educational stages for the continuum from birth and early childhood through high school and the transition to post-secondary education.

This comprehensive, whole-continuum approach is the bedrock of our Smart Investments in Minnesota’s Students initiative, which provides a model for education improvement from birth through higher education. And this model meshes perfectly with the comprehensive framework that has been successful in the Cincinnati Public Schools, which was the subject of an earlier case study by Growth & Justice. The Strive Partnership was founded to bring together key players and organizations to help continue success in Cincinnati and expand that success metro-wide into suburban communities in southern Ohio and northern Kentucky. Strive has pursued a total community, cradle-to-career approach, emphasizing education from early childhood through college and on to a career.

Growth & Justice was invited to join a working group that met regularly throughout the summer and fall to study the Strive model and its potential for the greater Twin Cities area. The leaders of this concept are the African American Leadership Forum, a volunteer coalition of more than 500 experienced and emerging leaders, and the University of Minnesota. The point person for both organizations has been Dr. Robert Jones, the U’s senior vice president for system academic administration. The effort has been coordinated by the University of Minnesota’s College Readiness Consortium, led by one of the

state’s most knowledgeable education experts, Kent Pekel. The working group, representing leading corporate, philanthropic, nonprofit and advocacy groups, has just released its conclusions and recommendations. (See the report at www.collegeready.umn.edu.)

Meanwhile, Growth & Justice is wrapping up research on a new report to be published this winter, summarizing some of the best examples in rural Minnesota of how civic engagement is improving student success and reducing inequities.

With Minnesota’s population becoming increasingly diverse, we must take this important opportunity to address and overcome educational inequities, tap the talent and potential of all Minnesotans, and secure the Minnesota advantage well into the future. As noted by speaker Angela Glover Blackwell at this summer’s Anchoring Equity presentation at the University of Minnesota, “equity is the superior growth model.” We couldn’t agree more.

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transit use, spur more travel on bike and foot, change land-use patterns, and otherwise lower the demand for limited space on crowded roadways.

Drawing from research into critical transportation issues and evidence of positive impacts, the new Growth & Justice report presents four goals for what Minnesota should accomplish with its investments in transportation.

Goal: Improve travel time and efficiency for freight

A well-functioning freight transportation system is essential for a strong, growing state economy. For the movement of goods and commodities, Minnesota faces challenges from an aging transportation infrastructure, upward trends in freight quantities, and larger freight vehicles.

Measure of progress: Costs of freight per ton mile in Minnesota fall below the national benchmark for freight movement by truck, rail and water.

Goal: Better connect low-income Minnesotans to jobs and other important destinations

Transportation improvements aimed at Minnesotans with low incomes and limited transportation options can link households to jobs, and in this way boost economic stability and prosperity. Access to other important destinations – schools, colleges and health care facilities – matters, too.

Measure of progress: An increasing share of Minnesota's low-income households hit the affordability range for transportation and housing costs, with the combined total below 45 percent of income.

Goal: Improve travel and travel choices for Minnesotans

To improve travel and travel choices, Minnesota and its communities must, of course, invest in roads and bridges. But beyond this, the public sector needs to find smart and innovative

ways to use existing roadways more efficiently, change land-use patterns, increase transit and other alternatives to solo car travel, and otherwise lower demand for limited space on our highways.

Measures of progress: Ratings improve for pavement conditions and transportation infrastructure on main routes throughout Minnesota's existing transportation system. An increasing share of travelers chooses transportation options other than solo car trips. And average travel times are below the national average, with increased attention to how we design our communities, how we use existing roadways, ways to reduce demand for travel, and a broader range of travel options.

Goal: Reduce greenhouse gas emissions from transportation

The cars and trucks we drive make travel fast and convenient, but as our vehicles burn fossil fuels, they emit greenhouse gases (GHGs) that inflict

serious damage on the environment. Reducing the number of miles we drive will help us reach Minnesota's goals for GHG emissions – and it will pay off, too, in terms of lower costs for travelers and less wear and tear on the transportation infrastructure.

Measure of progress: Annual vehicle miles per capita decline 20 percent or more by 2025 from the 2009 level of 10,800.

In our work on *Smart InvestmentsSM in Transportation for Minnesota*, Growth & Justice lays out key challenges facing the transportation system and identifies specific investments, policies and approaches worth doing in Minnesota.

The latest report and the shorter policy brief – as well as earlier transportation reports and briefs that recommend specific investments, policies and approaches – are available from the Growth & Justice website at www.growthandjustice.org/tr. 

Volunteer Spotlight

Growth & Justice has long enjoyed the involvement of many dedicated and talented interns and other volunteers who help with communications, outreach, research and general management and office duties. One such volunteer is our current communications intern, Jake DeBower. Jake is a recent graduate of the University of Minnesota's Humphrey School of Public Affairs where he earned a master's degree in Public Policy. He completed his bachelor's degree at Grinnell College, majoring in English and German. Jake is originally from Iowa and moved to the Twin Cities to do a year of service with Lutheran Volunteer Corps at a small nonprofit in St. Paul. While a graduate student, he completed internships with Rep. Paul Thissen and SEIU-Healthcare MN. His policy interests include health care cost and access as well as issues surrounding responsible governance and economic opportunity. Jake is currently exploring opportunities in Minnesota and beyond, and he is excited for what the future holds. 



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New incentive to Give to the Max!

What if you could help Growth & Justice win \$1,000 just by giving 10 bucks? On **Wednesday, November 16**, you can.

Last year, more than 42,000 donors logged on to GiveMN.org and gave over \$10 million to Minnesota charities in 24 hours during Give to the Max Day.

GiveMN's Give to the Max Day amplifies your giving impact in a number of ways. \$1,000 will be given to a random donor's charity every hour. That's a thousand ways your gift could help us to advance our progressive agenda for Minnesota. **New this year:** \$15,000, \$10,000 and \$5,000 prize grants will be awarded to the top three small nonprofit organizations – with budgets under \$750,000 – which receive the most dollars on Give to the Max Day. This opportunity increases the chances that, with your

give **DAY** NOV. 16
TO THE MAX

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help, Growth & Justice will get a special boost to our efforts to create a fair and prosperous future for Minnesota.

Give to the Max Day is midnight-to-midnight Nov. 16. Set reminders now for you and your friends to donate at <http://givemn.razoo.com/story/Growth-And-Justice>.