

A REPORT DESCRIBING THE PROCESS WHEREBY
THE EFFORTS OF THE COUNCIL ON BLACK
MINNESOTANS, THE COUNCIL ON AFFAIRS OF
SPANISH-SPEAKING PEOPLE, THE COUNCIL ON
THE ECONOMIC STATUS OF WOMEN, THE COUNCIL
ON THE HANDICAPPED, AND THE INDIAN
AFFAIRS INTERTRIBAL BOARD MAY BE
COORDINATED AND MAY SHARE FACILITIES
AND STAFF

DEPARTMENT OF ADMINISTRATION
MANAGEMENT ANALYSIS DIVISION

JANUARY, 1981

Minnesota Laws of 1980, Chapter 614, Section 188, requires the Commissioner of Administration to submit to the Chairmen of the House Appropriations and Senate Finance Committees a report describing the process whereby the efforts of the Council on Black Minnesotans, the Council on Affairs of Spanish-Speaking People, the Council on the Economic Status of Women, the Council on the Handicapped, and the Indian Affairs Intertribal Board may be coordinated and may share facilities and staff. See Appendix A.

METHODS

Terry Bock and Paul Stembler of the Management Analysis Division conducted a work analysis of the affected agencies. Agency statutes, budgets, financial and staffing reports, program and activity reports, and position descriptions were reviewed. All staff were interviewed about their work, including how much time they spent on each of their responsibilities and major tasks. Mr. Bock and Mr. Stembler met with the agencies' executive directors individually and as a group to discuss possible ways for the agencies to coordinate activities and share facilities and staff.

BACKGROUND

1. The five agencies vary in their statutory duties and organization. The Council on the Economic Status of Women is in essence a legislative study commission. The Indian Intertribal Board views itself as an intergovernmental agency between the state's federally recognized tribal governments and the State of Minnesota. The three other councils - Handicapped, Spanish-Speaking, and Black Minnesotans - are advisory agencies located within the executive branch. The agencies differ on such specific items as sunset dates, number of voting and ex-officio members, selection and qualifications of members, selection of chairpersons and executive directors, required reports, and required committees. Appendix B compares statutory provisions.
2. The FY 1981 budgets for the councils total \$814,700, of which \$699,500 is from the General Fund.¹ Complement totals 22. Since FY 1978, total state appropriations for the councils have increased 68%: 45% because of the creation of new councils and 23% for increased appropriations to existing councils. Complement has increased from 18 to 22. The four additional staff positions were created for the new councils. Appendix C lists councils appropriations and authorized complements for fiscal years 1977 to 1981.

¹Throughout this report we will use the term "councils" by which we mean not only the Council on the Economic Status of Women, the Council for the Handicapped, the Council on Black Minnesotans, and the Council on Affairs of Spanish-Speaking People, but also the Indian Affairs Intertribal Board.

GENERAL FINDINGS

1. As advocacy agencies, the workloads of the councils are largely set by the communities they serve. In this sense, council staff have less control over their workloads than do staff in most state agencies. Demands by the communities for services and programs continually outstrip staff time available.
2. Council staff have four basic functions:
 - To serve as staff to the council or board assisting with such administrative details as arranging meetings, preparing agendas, writing up minutes, paying bills, and hiring staff.
 - To do liaison work and group advocacy. This includes such things as attending constituency meetings, testifying before legislative committees, meeting with state, federal, and local officials about services that are or should be provided to the community, arranging conferences, writing reports, preparing newsletters, and reviewing federal grant applications of other agencies and non-governmental organizations for their effect on the council's constituencies.
 - To serve as program staff. Staff at the Council for the Handicapped, for example, provide technical assistance to building owners, architects, and others on building accessibility. Last winter, Intertribal Board staff operated a federal energy conservation and winterization grants program.
 - To handle information and referral requests about state and local programs available to community members and to do individual advocacy.

Liaison, group advocacy, programmatic, and "council" work are handled primarily by the professional staffs. Information, referral, and individual advocacy falls primarily to the "clerical" staffs. The councils' clerical staffs have developed extensive expertise in dealing with individual citizen requests, most of which are unique to the communities they serve. This essential activity takes place at the expense of providing necessary administrative and clerical support to the professional staffs and councils. However, the Council on the Handicapped has an Information Officer II, a professional position who spends .6 FTE to handle those calls which required in-depth questioning or research to find the answer to a problem.

The Council on the Handicapped uses 1.8 FTE positions to answer calls from the general public. The Indian Affairs Intertribal Board uses 1.2 FTE positions. The administrative secretary of the Spanish-Speaking Affairs Council spends 35% of her time answering phone calls and doing other programmatic work. The Council on the Economic Status of Women receives 5,200 information and referral calls annually.

Appendix D lists the authorized complement positions for the councils. Appendix E contains information about non-complement staff. Appendix F is a breakdown of the amount of time spent by each council on various administrative and clerical tasks.

It is important to note that there are no clerical staff at the Council on the Economic Status of Women. All clerical tasks are handled by the professional staff as part of their normal workload.

The effectiveness of the councils rests on the responsiveness of the staff to council and board members, the development of strong working relationships between council staff and their communities and between council staff and state and local agencies, and the responsiveness of council staff to information, referral, and advocacy requests from their communities. Any scheme for coordinating activities and sharing facilities and staff must recognize the importance of developing and maintaining strong bonds between council staff and their communities and the important role that the clerical staff play in this respect by handling constituency requests for information and assistance.

3. The councils already share staff, equipment, and facilities. Executive directors meet informally to discuss common problems, share program expertise, and discuss joint projects. The four agencies, for example, recently held a joint public hearing on the Department of Employee Relations' enforcement process for employment discrimination. The executive directors and councils, however, view the potential for joint projects and formal sharing of staff as quite limited. They view each council as representing a unique interest with its own special clients, programs, problems, and requirements.

Equipment, facilities, and staff are shared primarily with other state agencies. This sharing ranges from using a common Xerox machine and covering phones to joint projects with the Departments of Economic Development and Education. As a host agency, the Department of Administration provides personnel, payroll, and fiscal services to the Council on Black Minnesotans and the Council on Affairs of Spanish-Speaking People. The Legislative Coordinating Commission provides administrative services to the Council on the Economic Status of Women. See Appendix G for data on space, equipment, and WATS usage.

4. The councils receive varying degrees of assistance from the state's staff agencies (Departments of Administration, Employee Relations, and Finance). All executive branch councils, including the Intertribal Board, expressed considerable frustration at the volume of paperwork, forms, and reports required of them by the staff agencies. Small agencies are subject to the same regulations and paperwork as the large departments. The paperwork takes significant time away from agency programs.

OPTIONS

Following are options which were discussed with the executive directors. Pro and con arguments are included under each option.

OPTION 1 - MAINTAIN THE STATUS QUO.

- Pro:
1. No significant reduction in costs is feasible by combining or sharing administrative staff or service.
 2. Professional staff act as liaisons to each council's special clientele. To share professional staff would disrupt those special relationships. Professional staff, furthermore, can not now meet the increasing demand for services and programs from the communities they serve.
 3. Any formal sharing of staff and services or any reorganization of the councils would meet with considerable resistance from the communities. Such resistance could seriously diminish credibility and hence effectiveness of the councils.
- Con:
1. There would be some potential savings in sharing administrative staff. We estimate that maximum savings to the councils would be approximately \$20,000 annually (3% of their combined general fund budgets).
 2. Joint programs or activities would be potentially easier to initiate and accomplish if the councils were co-located or reorganized.

OPTION 2 - INFORMAL SHARING OF SERVICES AND STAFF THROUGH REGULAR MEETINGS OF THE EXECUTIVE DIRECTORS.

Executive directors would continue to meet informally but on a more regular basis to review their activities, discuss common problems, and identify activities for which staff and program expertise might be shared.

- Pro:
1. Coordination of the councils' activities would increase without affecting the special relationships between the councils and their communities.
 2. Sharing of staff expertise and undertaking of joint projects increases the cost effectiveness of the programs.
- Con:
1. There would be some potential savings in actually sharing administrative staff.
 2. Joint programs or activities would be potentially easier to initiate and accomplish if the councils were co-located or reorganized. Informal meetings may not provide sufficient interaction between the councils.

OPTION 3 - PLACE THE COUNCILS IN HOST AGENCIES AND REQUIRE HOST AGENCIES TO PROVIDE ALL ADMINISTRATIVE SERVICES.

The administrative services would include accounting services, personnel and payroll work, receptionist services, overload typing, incoming WATS line service (toll-free telephone lines for constituents) and sharing of equipment such as Xerox machines.

Three of the councils already have some type of "host agency" relationship. The Council on Black Minnesotans and the Council on Affairs of Spanish-Speaking People receive accounting, payroll, and personnel services from the Department of Administration. The Council on the Economic Status of Women receives administrative services from the Legislative Coordinating Commission.

Possible host agencies include the Department of Administration, the Legislative Coordinating Commission, and the Department of Human Rights.

- Pro:
1. Much of the administrative workload would be shifted from the councils to the host agencies. The councils could devote more time to program matters.
 2. Accounting, payroll, and personnel work would be handled by the specialized staffs of the host agencies. The quality of the work could potentially be improved and the overall cost to the state possibly reduced.

- Con:
1. Four of the councils believe that under a host agency relationship their autonomy would be decreased and the special relationships with their communities seriously affected. The Council on the Economic Status of Women is pleased with their current host agency relationship.
 2. None of the councils wishes to have the Department of Human Rights as a host agency because of the inherent conflict between regulation and advocacy and because the councils view their missions as broader than that of the Department of Human Rights.
 3. The councils currently "hosted" by the Department of Administration find the department's administrative processes inflexible.
 4. The four current "executive branch" councils are unsure of whether or not they would wish to be hosted by the Legislative Coordinating Commission. The membership composition of the councils and their relationship with the Governor and executive branch, they fear, would be affected.
 5. Three of the councils already have "host" relationships. All five already share staff, equipment, and facilities. Additional cost savings, while possible, would be small.

OPTION 4 -- CO-LOCATE AND DEVELOP AN ADMINISTRATIVE SERVICES CENTER.

The councils could be officed together in a building near the Capitol to provide easy access to the Governor and Legislature, and in space accessible to their clients. The councils would remain independent agencies but pool their administrative monies to create an administrative services center, which would provide those services typically provided by a host agency. Staff positions could come from existing council positions.

- Pro:
1. Coordination of the councils' activities would increase without affecting the special relationships between the councils and their communities.

2. Sharing of staff expertise and undertaking of joint projects increases the cost effectiveness of the programs.
3. Some potential savings in sharing administrative staff might be realized. We estimate that maximum savings to the councils would be approximately \$20,000 annually (3% of their combined General Fund budgets).

- Con:
1. There would not be any significant savings to the state. The same number of staff would be needed. Rents in the Capitol Complex are slightly higher than the rent paid by two of the councils. The Council on the Economic Status of Women pays no rent. Eliminating the host agency relationship would not significantly affect the operating costs of the host agency due to the small workload involved. One-time costs for moving and establishing the center we estimate would be approximately \$35,000.
 2. Clerical staff have major program responsibilities, which severely restricts sharing of staff. The major program responsibility is answering information, referral, and advocacy requests from constituents. The questions are varied enough and sufficiently unique to each community that specialized knowledge, vocabulary, language, and sensitivity are required by those answering the request. Furthermore, using a common receptionist would be perceived as adding another layer of bureaucracy between the councils and their constituents.
 3. There would be difficulties in running the center: who would supervise the center staff, who would set work priorities, who would select the staff?
 4. This option would lead to the perception by the councils and their constituents of reduced autonomy and effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

Current council management is good. The councils are operating efficiently and already share staff, facilities, and equipment. Costs cannot be significantly reduced or efficiency improved by co-locating or reorganizing the councils. The potential for joint projects and for formal sharing of program staff is limited due to the differing interests of the councils and the councils' need for autonomy, in order to develop and maintain strong working relationships with their communities. The potential for sharing administrative and clerical staff and services is limited because these staff also have program responsibilities - the most important of which is handling information, referral, and individual advocacy requests from community members about state and local services. There is a possibility for some improved coordination, joint projects, and informatl sharing of staff, facilities, and equipment.

We, therefore, recommend Option 2: Informal sharing of services and staff through regular meetings of the executive directors. This process would increase the overall expertise of the councils in dealing with the administrative requirements of state agencies. In addition, we would recommend that each of the staff agencies designate a single staff contact for these, and other, small agencies. This staff contact should be responsible for not only answering questions, but for representing the problems of small agencies to the staff departments.

Option 4, to co-locate and establish an administrative center would not reduce costs and would adversely affect the perceived autonomy of the councils. Option 3, providing a host agency for all councils, may produce possible cost savings but would also negatively affect the perceived autonomy of the councils. The Option 3 has been adopted by the Legislature for the three smaller councils. The Study Team feels that very small agencies, i.e., two or three person agencies, require a host agency. This relationship must be carefully defined, however, to protect the autonomy of the councils and to limit the host agencies' authority over program and policy matters. Option 2 provides the maximum possible cost savings while protecting council autonomy.

APPENDIX A

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LAWS of MINNESOTA for 1980

Ch. 614

(h) Perform or contract for the performance of studies designed to suggest solutions to problems of Black people in the areas of education, employment, human rights, health, housing, social welfare and other related areas;

(i) Implement programs designed to solve problems of Black people when so authorized by other statute, rule or order; and

(j) Publicize the accomplishments of Black people and the contributions made by them to this state.

Subd. 4. REVIEW OF GRANT APPLICATIONS. All applications by a state department or agency for the receipt of federal funds which will have their primary effect on Black Minnesotans shall be submitted to the council for review and recommendation at least 30 days prior to submission to a federal agency.

Subd. 5. POWERS. The council shall have power to contract in its own name, provided that no money shall be accepted or received as a loan nor shall any indebtedness be incurred except as otherwise provided by law. Contracts shall be approved by a majority of the members of the council and executed by the chairperson and the executive director. The council may apply for, receive, and expend in its own name grants and gifts of money consistent with the power and duties specified in subdivisions 1 to 7.

The council shall appoint an executive director who shall be experienced in administrative activities and familiar with the problems and needs of Black people. The council may delegate to the executive director any powers and duties under subdivisions 1 to 7 which do not require council approval. The executive director shall serve in the unclassified service and may be removed at any time by the council. The executive director shall recommend to the council the appropriate staffing necessary to carry out its duties. The commissioner of administration shall provide the council with necessary additional staff and administrative services, and the council shall reimburse the commissioner for the cost of these services.

Subd. 6. STATE AGENCY ASSISTANCE. Other state agencies shall supply the council upon request with advisory staff services on matters relating to the jurisdiction of the council and the council shall cooperate and coordinate its activities with other state agencies to the highest possible degree.

Subd. 7. REPORT. The council shall prepare and distribute a report to the governor and legislature by November 15 of each even numbered year. The report shall summarize the activities of the council since its prior report, list receipts and expenditures, identify the major problems and issues confronting Black people, and list the specific objectives which the council seeks to attain during the next biennium.

Sec. 188. REPORT; COORDINATION. On or before December 15, 1981, the commissioner of administration shall submit to the chairman of the house appropriations committee and the chairman of the senate finance committee a report describing the process whereby the efforts of the council for black Minnesotans, the council on spanish-speaking people, the council on the economic status of women, the council on the handicapped, and the Indian affairs inter-tribal board may be coordinated and may share facilities and staff.

APPENDIX B
STATUTORY REQUIREMENTS AND PROVISIONS
MINORITY BOARDS

	Enabling Statute	Date Est'd.	Sunset Date	# Voting Members	Qualifications of Voting Members	Voting Members Selected by	Chairperson Selected by
Black Minnesotans	1980 Laws of Mn. Chp. 614	July 1, 1980	June 30, 1983	7	At least 3 males and at least 3 females broadly representative of the State's Black Community	Appointed by Governor	Elected annually by Council from its membership
Indian Affairs Intertribal	Minn. Statutes 3.922	May 27, 1963	June 30, 1983	13	Duly elected chairman of each of the 11 reservation governments in the State. Two at large members elected by and from among federally recognized Indian tribes outside Minnesota.	Elections	Elected annually by Board
Handicapped	Minn. Statutes 256.481 to 256.483	July 1, 1973	June 30, 1983	30	At least 15 = handicapped or parents/guardians of handicapped. 20 shall be from general public; 10 from organizations serving the handicapped; at least 1 member from each state development region.	Appointed by Governor	Appointed by Governor from members appt'd. from general public, handicapped or parents/guardians of handicapped.
Spanish-Speaking	1978 Laws of Mn. Chp. 510	July 1, 1978	June 30, 1981	7	Members broadly representative of the State's Spanish-speaking community.	Appointed by Governor with advice and consent of the Senate	Elected annually by Council from its membership.
Women	1976 Laws of Mn. Chp. 337	May 1, 1976	June 30, 1981	22	5 Members of the House* 5 Members of the Senate 12 Citizens including those not employed outside the home.* *At least 50% of whom are female.	5 House members appointed by Speaker 5 Senate members appointed by Committee on Committees	Elected by Council (Citizen members are appointed by the Governor)

APPENDIX B Continued
 STATUTORY REQUIREMENTS AND PROVISIONS
 MINORITY BOARDS

# Ex-Officio Members	Ex-Officio Members	Terms, Compensation, etc. of Members	Executive Director Selection	Classification of Executive Director	Required Reports	Required Committees
4	2 House members appt'd. by Speaker; 2 Senators appt'd. by Subcommittee on Committees of Committee on Rules & Administration.	Governed by Minn. Statutes 15.059	Appt'd. by Council	Unclassified	Biennial Report each even numbered year	None
16	Governor; Commissioners of Education, Public Welfare, Nat. Res., Human Rghts., Econ. Dev., Corrections, Health, IRRB, Dir. of Hous. Fin. Agency, or their designees; 3 House members and 3 Senators	4 year terms for the at-large members. Compensation governed by Minn. Stat. 15.075	Appt'd. by Board	Unclassified	Annual Report	Urban Indian Advisory Council
6+	Commissioners of Educ., Pub. Welfare, Econ. Sec., Health or designees; Representatives from programs serving MR & blind in DPW and from other programs serving the handicapped.	Governed by Minn. Statutes 15.059	Appt'd. by majority vote of Council	Unclassified	None	Committee on Employment Committee on Children Committees to address the special needs of each category of handicapped persons.
0	None	Governed by Minn. Statutes 15.075	Appt'd. by Council with approval of the Governor	Unclassified	Biennial Report each even numbered year	None
0	None	Governed by Minn. Statutes 15.059	Legislative Coordinating Commission shall supply staff	Unclassified	12/15/77 6/30/78 6/30/81	None

APPENDIX C
EXPENDITURES AND AUTHORIZED COMPLEMENTS
MINORITY BOARDS

	<u>EXPENDITURES</u>					<u>AUTHORIZED COMPLEMENT</u>				
	<u>Actual FY 77</u>	<u>Actual FY 78</u>	<u>Actual FY 79</u>	<u>Actual FY 80</u>	<u>Estimated FY 81</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>
Black Minnesotans General Fund	-	-	-	-	\$ 40,000 \$ 40,000	-	-	-	-	1.0
Indian Affairs Intertribal General Fund	\$160,600	\$167,200	\$229,500	\$407,200	\$290,400	7.0	7.0	7.0	7.0	7.0
Agency Funds	\$ 200	\$ 147,100	\$ 164,500	\$ 199,200	\$204,900					
Federal Funds	\$ 25,200	\$ 20,100	\$ 64,900	\$207,300 ²	\$ 85,000					
Handicapped General Fund	\$208,300	\$253,800	\$273,200	\$283,900	\$316,800	7.8	9.0	9.0	9.0	9.0
Agency Funds	\$140,700	\$207,100	\$226,400	\$279,100	\$301,800					
Federal Funds	\$ 67,600	\$ 43,100	\$ 35,200	\$ 4,400	\$ 15,000					
Spanish-Speaking General Fund	-	-	\$ 55,800	\$ 68,800	\$ 88,200	-	-	3.0	3.0	3.0
			\$ 55,800	\$ 68,800	\$ 88,200					
Women General Fund	\$ 33,400	\$ 64,600	\$119,300	\$ 74,500	\$ 79,300	2.0	2.0	2.0	2.0	2.0
Federal Funds & Other Grants	\$ 33,400	\$ 61,600	\$ 70,000 ¹	\$ 59,500	\$ 64,600					
		\$ 3,000	\$ 49,300 ¹	\$ 15,000	\$ 14,700					
Total	\$402,300	\$485,600	\$677,800	\$834,400	\$814,700	16.8	18.0	21.0	21.0	22.0
General Fund	\$309,300	\$415,800	\$516,700	\$606,600	\$699,500					
Agency Funds	\$ 200	\$ 3,600	\$ 11,700	\$ 1,100 ²	\$ 15,500					
Federal Funds	\$ 92,800	\$ 63,200	\$100,100	\$211,700 ²	\$ 85,000					
Federal Funds & Other Grants		\$ 3,000	\$ 49,300 ¹	\$ 15,000	\$ 14,700					

¹Includes \$31,400 of Governor's anti-recession funds for Task Force on Families

²Includes \$154,000 of federal weatherization grants administered through the Intertribal Board Offices

APPENDIX D
MINORITY BOARDS STAFF

Black Minnesotans	Executive Director
Indian Affairs Intertribal	Executive Director Assistant Director Executive 3 Indian Affairs Representative Indian Affairs Representative Clerk Typist 3 Clerk Typist 1
Handicapped	Executive Director Assistant Director Community Development Specialist I Community Planner II Interpreter/Administrative Assistant Information Officer II Executive I Account Clerk Clerk Typist II
Spanish-Speaking	Executive Director Community Liaison Representative Administrative Secretary
Economic Status of Women	Executive Director Researcher

APPENDIX E
NON-COMPLEMENT STAFF
MINORITY BOARDS

	# Days Intermittent, Temporary, Emergency Appointments		Interns		Volunteers	
	FY 80	FY 81 (to 1/81)	FY 80	FY 81	FY 80	FY 81
Black Minnesotans	N/A	30 Days	N/A	N/A	N/A	N/A
Indian Affairs Intertribal	None	None	2 during Spring Quarter and Summer		None	None
Handicapped**	1270 Days*	148 Days*	1 during Spring Quarter		380 Hours	1600 Hours
Spanish-Speaking	None	None	5 Summer Interns		None	None
Women	None	None	At least 1 part- time intern through most of the year		8 RSVP's to do monthly mailings	

*Includes 4 CETA workers from 7/1979 to 5/20/80

**1500 hours of this time was for work on the Governor's Conference

APPENDIX F
ADMINISTRATIVE, CLERICAL, INFORMATION AND REFERRAL TASKS
MINORITY BOARDS

	Who Handles Accounting?	Time FTE	Who Handles Personnel?	Time FTE	Who Handles Payroll?	Time FTE	How Much Time is Spent on Typing? (FTE)	How Much Time is Spent On Other Clerical Tasks? (FTE)	How Much Time is Spent on Information Referral & Receptionist Tasks? (FTE)	# of I&R Calls Annually ¹	Total Time Spent on Administrative etc. Tasks (FTE)
Black Minnesotans	Dept. of Adm.	N/A	Dept. of Adm.	N/A	Dept. of Adm.	N/A	UNK	UNK	UNK	UNK	UNK
Indian Affairs Intertribal	Internal. Exec. III	.2	Internal Exec. III	.15	Internal. Exec. III	UNK	.4	.35	1.2	2200	2.3
Handicapped	Internal. Acct. Clerk	.9	Internal Off. Mgr.	.05	Internal. Acct. Clerk	.05	.6	.2	1.8	5400	3.6
Spanish-Speaking	Dept. of Adm.	N/A	Dept. of Adm.	N/A	Dept. of Adm.	N/A	.15	.50	.2	1500	.85
Women	House Finance Office	N/A	House Finance Office	N/A	House Finance Office	N/A	UNK	UNK	UNK	5200	UNK
Total		1.1		.2		.05	1.15	1.05	3.2	14,300	6.75

N/A = Not Applicable

UNK = Unknown

¹Includes calls for information about state and local programs and individual advocacy. Does not include "business calls" handled by the receptionist.

APPENDIX G
SPACE, EQUIPMENT, IN-COMING WATS
MINORITY BOARDS

	OFFICE SPACE				COPIERS							
	Private or State	Sq. Feet	Cost Per Sq. Foot	Location	Type	Leased, Rented, Owned, or Shared	Annual # of Copies	Cost	Access to Word Processor	Incoming WATS	# of WATS Calls Annually	
Black Minnesotans	State	672	\$7.39	504 Rice	Savin 770	Shared with Cable Board	UNK	UNK	No	None	-	
Indian Affairs Intertribal	Private	1,049	\$6.50	Griggs-Midway Bemidji Serv. Center	3M	Rented	21,600	\$ 360.00	No	None	-	
	Private	447	\$7.77		UNK	Shared	24,000	\$1,080.00	No	None	-	
					UNK	Shared	3,600	\$ 162.00				
Handicapped	Private	1,745	\$7.25 ^a	Metro Square	A.B. Dick	Owned	40,000	\$500.00	Consumer Affairs	Yes, part State Operator System	2,859	
					Mimeograph							
					3M Thermo-Fax copier	Owned	800	\$190.00				
					3M Copier Model 207AA	Rented	15,000	\$240.00				
					Kodak Ektaprint 100	Shared with Board on Aging	74,466	\$3,351.00				
		130,266	\$4,281.00									
Spanish Speaking	State	800	\$7.39	506 Rice	Savin 770	Shared with Cable Board	50,580	\$ 505.80	No	None	-	
Women	State	1,000	UNK (Senate space)	State Office Building	Use various	House copiers free of charge		None	No	Yes, Own Line. Limited WATS (10 hrs/mo.)	1,300	

a) Includes 100 sq. feet of storage space at \$2.50 square foot. In addition, the Council pays \$450 per year for parking.