

December 30, 2013

The Honorable Tom Saxhaug, Chair  
State Departments & Veterans Division  
328 State Capitol  
St. Paul, MN 55155

The Honorable Mary Murphy, Chair  
House Government Finance & Veterans Affairs  
443 State Office Building  
St. Paul, MN 55155

The Honorable Kari Dziejcz, Vice chair  
State Departments & Veterans Division  
320 State Capitol  
St. Paul, MN 55155

The Honorable Jerry Newton, Vice Chair  
House Government Finance & Veterans Affairs  
575 State Office Building  
St. Paul, MN 55155

The Honorable Roger C. Chamberlain  
Ranking Minority Member  
State Departments & Veterans Division  
129 State Office Building  
St. Paul, MN 55155

The Honorable Bob Dettmer  
Ranking Minority Member  
House Government Finance & Veterans Affairs  
279 State Office Building  
St. Paul, MN 55155

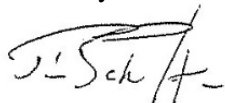
RE: Minnesota Local Government Pay Equity Compliance Report

Dear Senators and Representatives:

Minnesota Statute (M.S.) 471.999 directs Minnesota Management & Budget to prepare the attached annual report and submit to the chairs and ranking members of each of the Senate and House committees having responsibility for local government pay equity compliance.

Questions regarding this report may be directed to John Pollard at (651) 201.8039.

Sincerely,



Jim Schowalter  
Commissioner

cc: Kevin Lundeen, Senate Fiscal Analyst  
Bill Marx, House Fiscal Analyst  
Eric Nauman, Senate Fiscal Analyst  
Helen Roberts, House Fiscal Analyst

**January 2014**

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# **Minnesota Local Government Pay Equity Compliance Report**

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**Submitted to the Minnesota Legislature by  
Minnesota Management & Budget**

400 Centennial Office Building  
658 Cedar Street  
St. Paul, MN 55155

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# Executive Summary

Minnesota Management & Budget (MMB) is responsible for the enforcement of the Local Government Pay Equity Act (Minnesota Statutes 471.991 - .999 and Minnesota Rules Chapter 3920).

In 2010 MMB completed a major project to upgrade the software local governments use to submit reports. The web-based software was used for the first time in 2011 by 500 local governments. As of this report, all 1,500 local governments have used the new software to create and submit their reports. The new web-based application proved highly efficient and greatly reduced the staff time needed at both the local and state level.

The Local Government Pay Equity Act applies to about 1,500 local governments in Minnesota, and affects a total of about 220,000 local government employees. Jurisdictions are scheduled to report on a three-year cycle, meaning that MMB receives approximately 500 reports each year.

Overall, local governments have achieved a high level of compliance - both in meeting reporting requirements and implementing pay equity for their employees. The success of this program is largely attributable to the ongoing assistance and monitoring provided by the MMB Pay Equity Unit and to the commitment on the part of local governments.

In January 2013, 484 local governments were required to submit reports to MMB. As of December 11, 2013, a total of 481 (99%) of the jurisdictions were in compliance, three remain out of compliance.

While a jurisdiction may have achieved equitable compensation and be in compliance for one reporting cycle, this does not guarantee that all future reports will be in compliance. Therefore, it is important for local governments to continually review their pay structure and submit reports every three years to the State for review and analysis. This on-going requirement to report prevents regression into inequitable compensation practices and reduces sex-based wage disparities in public employment throughout Minnesota.

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# About This Report

Minnesota Management & Budget (MMB) is responsible for enforcement of the Local Government Pay Equity Act, and is required to submit an annual report to the state legislature regarding local government pay equity compliance. Minnesota Statute (M.S.) 471.999 states:

The report must include a list of the political subdivisions in compliance with section 471.992, subdivision 1, and the estimated cost of compliance. The report must also include a list of political subdivisions found by the commissioner to be not in compliance, the basis for that finding, recommended changes to achieve compliance, estimated cost of compliance, and recommended penalties, if any. The commissioner's report must include a list of subdivisions that did not comply with the reporting requirements of this section. The commissioner may request, and a subdivision shall provide, any additional information needed for the preparation of a report under this subdivision.

The 2014 annual Minnesota Local Government Pay Equity Report was prepared entirely by MMB staff as part of routine work assignments. This report is based on local jurisdiction pay equity reports due to MMB in 2013.

This document can be made available, upon request, in alternate formats such as large print, Braille or audiotape.

Questions regarding this report may be directed to (651) 201-8039.

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## Section One

# Background Information

### Requirements of the Law

The Local Government Pay Equity Act (LGPEA) of 1984 (M.S. 471.991 to 471.999) required local governments to “establish equitable compensation relationships” by December 31, 1991. Other common terms for “equitable compensation relationships” are “comparable worth” or “pay equity.” Compliance must be maintained and jurisdictions are periodically evaluated. Jurisdictions are on a three-year reporting cycle with approximately 500 jurisdictions reporting each year.

The purpose of the law is “to eliminate sex-based wage disparities in public employment in this state.” Equitable compensation relationships are achieved when “the compensation for female-dominated classes is not consistently below the compensation for male-dominated classes of comparable work value... within the political subdivision.”

The law requires MMB to determine whether local governments have achieved pay equity, based on implementation reports submitted by local governments.

### Responsibilities of Minnesota Management & Budget

#### A. Pay Equity Rule Adopted

In 1991, the Legislature authorized MMB to adopt rules under the Administrative Procedures Act to assure compliance with the Local Government Pay Equity Act (Laws 1991, chapter 128, section 2).

That same year, MMB asked employer organizations, unions, and women's groups to name representatives to serve on a rulemaking advisory committee. This 30-member group met to discuss and review compliance guidelines and advise the department on the pay equity rule. MMB adopted the rule MCAR 3920, October 1992.

#### B. Assistance to Local Governments

In 1989, MMB established a full-time pay equity coordinator position. The coordinator has assisted local governments through extensive training, consultation, and analysis of their pay equity reports.

MMB has communicated through various means with the approximately 1,500 local governments required to comply with the law. The department has produced numerous free technical assistance publications available at no cost to the jurisdiction.

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MMB has periodically offered training sessions and delivered presentations at various conferences. MMB has also developed DVDs explaining reporting requirements, compliance requirements and job evaluation methodology.

In 2010, MMB developed and launched a new highly efficient web-based software program to help jurisdictions submit reports, determine the underpayment of female job classes and calculate the results for several of the compliance tests. The new software replaced an older downloadable version and local government staff has indicated it is much more user-friendly. Several enhancements have been made to the program since that time in the spirit of continuous improvement.

### **Pay Equity Implementation Activities for 2013**

- **Analysis of Pay Equity Reports**

By the end of January 2013, 484 local jurisdictions were required to submit a Pay Equity Report to MMB. As of December 11, 2013, a total of 481 (99%) of the jurisdictions were in compliance, three (<1%) remained out of compliance. All jurisdictions that are out of compliance or decision pending need corrections or clarification or other follow-up work with the local jurisdiction. This may involve several preliminary reports and investigations to verify accuracy.

- **2013 Annual Report to Legislature**

Staff prepared the report to the legislature on the status of compliance and non-compliance regarding each local government.

- **Communication Regarding Non-Compliance**

Staff provides ongoing communication to jurisdictions regarding the need to submit updated reports to achieve compliance.

- **Consultation and Technical Assistance**

Provided consultation and technical assistance to jurisdictions that were found out of compliance and developed strategies to achieve compliance and avoid any potential penalties.

- **MMB Web Site**

Continue to maintain and update MMB's pay equity Web page and the State Job Match manual. The web page also includes pay equity reporting instructions, compliance requirements and pay equity analysis software. All are available on the web free of charge.

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## Section Two

# Tests for Compliance

### A. Tests for Compliance

The tests for compliance are summarized below. Complete details for each of the tests can be found in Minnesota Rules Chapter 3920. The “recommended action” after each is a brief overview of the general advice MMB gives to jurisdictions that did not pass a particular test. Reports to each jurisdiction are individualized and identify specific problems and requirements to pass the compliance test(s).

1. **Completeness and accuracy test (CA)** - determines whether jurisdictions have filed reports on time, included correct data and supplied all required information.

**Recommended action:** *Supply any required information not included in the report, make certain all data is correct and submit report by the required date.*

2. **Statistical analysis test (ST)** - compares salary data to determine if female classes are paid consistently below male classes of comparable work value (job points). Software is used to calculate this test. For smaller jurisdictions, the alternative analysis is used instead of the statistical analysis.

**Recommended action:** *Adjust salaries to reduce the number of female classes compensated below male classes of comparable value, or reduce the difference between the average compensation for male classes and female classes to the level where it is not statistically significant.*

3. **Alternative analysis test (ALT)** - compares salary data to determine if female classes are paid below male classes even though the female classes have similar or greater work value (job points). Also evaluates the compensation for female classes rated lower than all other classes to see if it is as reasonably proportionate to points as other classes.

**Recommended action:** *Eliminate the amount of the inequity identified between the salaries for female classes and male classes.*

4. **Salary range test (SR)** - compares the average number of years it takes for individuals in male and female classes to reach the top of a salary range. This test only applies to jurisdictions that have classes where there are an established number of years to move through salary ranges.

**Recommended action:** *Bring more consistency to the average number of years it takes to move through a salary range for male and female classes to meet the minimum standard for passing the test.*



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5. **Exceptional service pay test (ESP)** - compares the number of male classes in which individuals receive longevity or performance pay above the maximum of the salary range to the number of female classes where this occurs. This test applies only to jurisdictions that provide exceptional service pay.

**Recommended action:** *Bring more consistency to the number of male and female classes receiving exceptional service pay to meet the minimum standard for passing the test.*

B. Summary of Tests Failed After Initial Analysis

The following is a summary of 484 reports submitted by jurisdictions for the reporting year 2013. 79 or 16% of the reports were initially found out of compliance. A specific breakdown regarding each test follows:

<b>Test Failed</b>	<b>Number</b>
Completeness and Accuracy Test	34
Statistical Analysis Test	13
Alternative Analysis Test	13
Salary Range Test	16
Exceptional Service Pay Test	3
<b>Total</b>	<b>79</b>

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Section Three

# Summary of Compliance Status of Local Governments

## 2013 Summary of Compliance Status by Jurisdictional Type December 11, 2013 – State Pay Equity Database for Local Jurisdictions

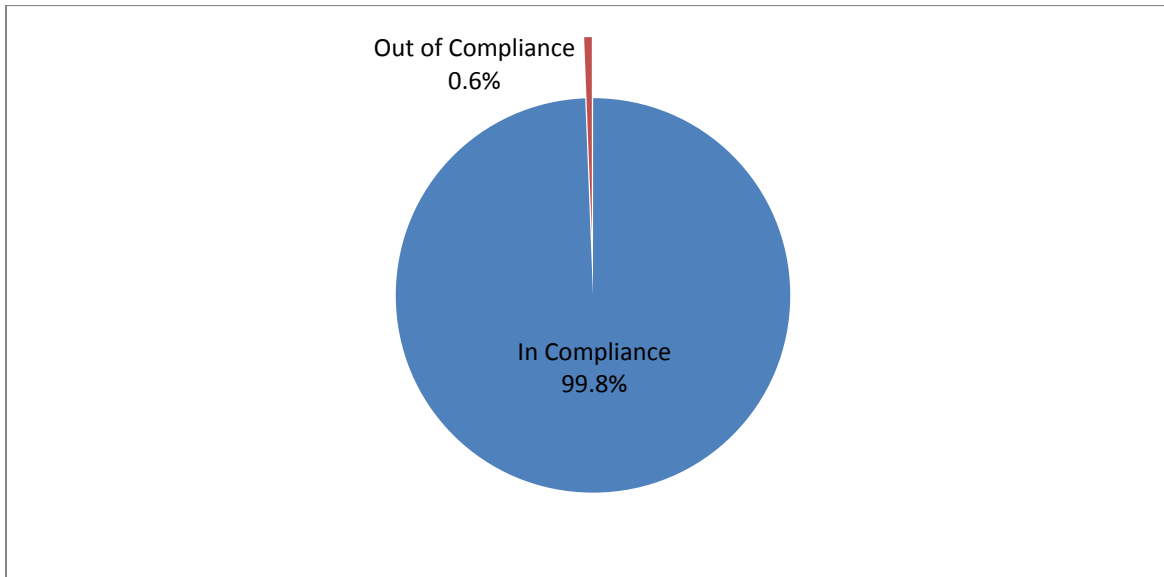
<b>Jurisdiction Type</b>	<b>In Compliance</b>	<b>Out of Compliance</b>	<b>Decision Pending</b>	<b>Total</b>
City	203	1	0	204
County	25	0	0	25
Schools	101	2	0	103
Soil & Water Conservation Districts (SWCDs)	24	0	0	24
Other Districts	40	0	0	40
Housing and Redevelopment Authorities (HRAs)	27	0	0	27
Townships	37	0	0	37
Utilities	15	0	0	15
Health Care Fac.	9	0	0	9
<b>TOTAL</b>	<b>481</b>	<b>3</b>	<b>0</b>	<b>484</b>

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## Compliance Status of 2013 Reports

In January 2013, 484 local governments were required to submit a report to MMB. After initial analysis of the reports, 311 (64%) were in compliance, 79 (16%) were out of compliance, and 94 (19%) needed further clarification. As of December 11, 2013, a total of 481 (99%) of the jurisdictions were in compliance and three (<1%) remain out of compliance.

## Compliance Status of Reports as of December 11, 2013



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## **Inequities Identified in Pay Equity Reports**

For the past several reporting years, MMB has examined the inequities found in jurisdictions that were not in compliance to determine how the wage gap between comparable male and female job classes changed after pay equity wage increases were given. This report includes examples of inequities that were found and corrected in some of the jurisdictions that were found out of compliance.

Inequities were identified in instances where females were paid less than males even though their job evaluation ratings indicated that the females should be paid at least equal to the males. In addition, disparities could not be accounted for by length of service or performance differences. For example, a female in the position of city clerk, rating of 275 points, was paid less than a male in a maintenance position with a rating of 213 points. Typical inequities in cities were found primarily between city clerks and maintenance workers.

In schools, the greatest potential for inequities is found considering the number of years to achieve maximum salary for licensed staff (teachers) in comparison to the non-licensed or support staff.

### **Examples of Inequities Identified in Pay Equity Reports**

<b>Position</b>	<b>Hourly Wage "Before"</b>	<b>Hourly Wage "After"</b>	<b>Difference</b>
Bartender	\$12.00	\$12.40	\$0.40
Clerk/Treasurer	\$17.00	\$17.70	\$0.70
Accounting Clerk	\$22.01	\$24.55	\$2.54
Deputy Clerk	\$23.82	\$27.20	\$3.38
Ambulance Manager	\$25.86	\$28.82	\$2.96

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## Section Four

# Jurisdictions Not in Compliance

### A. Jurisdictions Not in Compliance -

The jurisdictions listed below have all received a “first notice of non-compliance” but at this time no penalties have been assessed. Some of the jurisdictions on this list have recently submitted second reports yet to be reviewed. Any jurisdiction on this list could receive a penalty notice at a later time if they fail to submit a new report that passes all compliance tests.

The abbreviations for the tests for compliance used in this section are: CA – completeness and accuracy; ST – statistical salary comparison analysis; ALT – alternative salary comparison salary analysis; SR – salary range and ESP – exceptional service pay. A complete description of each of these tests and the specific actions MMB recommended to each jurisdiction to achieve compliance can be found in section two of this report.

<b>Jurisdiction</b>	<b>Test(s) Failed</b>	<b>Est. Monthly Cost to Achieve Compliance</b>	<b>Cost as % Payroll</b>
<b>Cities</b>			
Round Lake	ALT	\$116.52	1.2%
<b>School Districts</b>			
ISD No. 625-St. Paul	SR	*	0.1%
ISD No. 2142-St. Louis County	SR	*	0.1%

\*Data to calculate a specific amount was not available to MMB at the time of this report, but based on MMB analysis of average costs, MMB estimates that the cost would not exceed 0.1% of payroll and would probably be less.

### B. Jurisdictions Not in Compliance – Second Notice of Non-Compliance

At this time there are no jurisdictions that have received a second notice of non-compliance with the Local Government Pay Equity Act and a notice that they are subject to a penalty. If there were any jurisdictions in this category, MMB would have specified the reason for non-compliance, recommended actions to achieve compliance and estimated the cost of achieving for compliance for each of these jurisdictions.

Prior to any penalties being assessed, a jurisdiction subject to a penalty would have had several opportunities to avoid such a notice including a first notice of non-compliance and a grace period to make corrections and achieve compliance. In addition, any non-compliant jurisdictions would have been:

- Warned that failure to achieve compliance by the end of the grace period would result in a second notice of non-compliance and a penalty notice. Also, that the penalty would be the greater of a 5% reduction in state aid or \$100 per day assessed from the original deadline for compliance and would continue until compliance was achieved.

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- Advised of the reason they were found out of compliance, the results of the tests for compliance and an explanation of the results.
  - Encouraged to contact MMB for technical assistance and review of potential salary and other adjustments to see if they would meet compliance requirements.
  - Advised to request reconsideration if they wished to explain circumstances and ask for a reversal of MMB's decision, or request an extension of the grace period to achieve compliance.
  - Sent a courtesy reminder letter from MMB 30 days prior to the end of their grace period reminding them of the deadline for achieving compliance and submitting a new report.

Any penalized jurisdiction would have had the option to request a suspension of the penalty and/or file a contested case appeal. Penalties may not be imposed while an appeal is pending.

The law allows MMB to consider the following factors when deciding whether to suspend any portion of a penalty: circumstances beyond a jurisdiction's control, severe hardship, non-compliance due to factors unrelated to gender, and steps the jurisdiction has taken to achieve compliance. Jurisdictions also have the option to submit a contested case appeal on the new penalty amounts.

Because penalties continue until compliance is achieved, jurisdictions that do not achieve compliance are subject to additional penalties. No penalties may be imposed until the end of the legislative session in which MMB submits a report listing a jurisdiction as not in compliance. MMB makes compliance decisions on an ongoing basis and updates the legislature annually.

### **C. Jurisdictions Not in Compliance – Penalties Resolved**

A total of 96 penalty cases have been resolved over the past 16 years resulting in \$1,267,851.00 in total restitution paid to approximately 1,300 employees for past inequities. A total of \$210,233 has been collected in penalties. The penalties go to the general fund and not to MMB.

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## Section Five

# Jurisdictions in Compliance

### Cities

Adrian	Eagan	Lewiston
Akeley	Eden Valley	Lino Lakes
Alvarado	Edgerton	Lismore
Andover	Edina	Litchfield
Annandale	Elgin	Little Falls
Anoka	Elk River	Long Prairie
Appleton	Ellendale	Mabel
Askov	Ellsworth	Mankato
Atwater	Eyota	Mantorville
Aurora	Fairmont	Maple Plain
Badger	Fifty Lakes	Mapleview
Barrett	Floodwood	Maynard
Battle Lake	Fosston	Medford
Beaver Bay	Fountain	Melrose
Becker	Freeport	Milroy
Belgrade	Fridley	Miltona
Belle Plaine	Frost	Minnetonka
Bethel	Glenwood	Montgomery
Big Falls	Good Thunder	Morgan
Blackduck	Graceville	Motley
Blaine	Granite Falls	Mounds View
Bloomington	Grant	Mountain Lake
Breckenridge	Greenbush	Nevis
Bricelyn	Grove City	New Brighton
Brownton	Halstad	New Hope
Buhl	Hanska	New London
Burnsville	Hawley	New Ulm
Caledonia	Hector	Newfolden
Canby	Hendrum	Nicollet
Carver	Herman	North Branch
Champlin	Hermantown	North Mankato
Chaska	Hibbing	North Oaks
Chatfield	Hill City	Northome
Chokio	Hills	Odessa
Circle Pines	Hinckley	Ogema
Clements	Hopkins	Oklee
Cleveland	Houston	Orono
Clontarf	Independence	Ostrander
Cold Spring	Inver Grove Heights	Owatonna
Cologne	Isle	Park Rapids
Columbia Heights	Karlstad	Pelican Rapids
Columbus	Kasota	Pemberton
Coon Rapids	Kelliher	Peterson
Cosmos	Kerkhoven	Pine City
Cottage Grove	La Crescent	Plainview
Crystal	Lafayette	Plato
Currie	Lake City	Preston
Danvers	Lake Lillian	Princeton
Dellwood	Lanesboro	Prinsburg
Dilworth	Le Center	Ranier
Dunnell	LeRoy	Raymond
	Lester Prairie	Red Lake Falls

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### **Cities Continued**

Remer

Rice

Richmond

Rock Creek

Rockville

Rosemount

Rushford Village

Russell

Sacred Heart

Savage

Sebeka

Shoreview

Silver Bay

Sleepy Eye

South St. Paul

Spicer

St. Anthony

St. Bonifacius

St. Clair

St. Cloud

St. Francis

St. Hilaire

St. James

St. Paul Park

St. Peter

Starbuck

Stewart

Stillwater

Swanville

Truman

Vergas

Verndale

Waconia

Wadena

Waite Park

Wanamingo

Warroad

Waseca

Wayzata

West Concord

West St. Paul

Windom

Winona

Winsted

Winthrop

Winton

Wood Lake

Zimmerman

### **Counties**

Anoka County

Becker County

Benton County

Big Stone County

Carver County

Cass County

Clearwater County

Cook County

Dodge County

Goodhue County

Grant County

Hennepin County

Lac Qui Parle County

Lake County

Martin County

Nicollet County

Norman County

Olmstead County

Polk County

Redwood County

Rock County

Scott County

Wadena County

Waseca County

Yellow Medicine County

### **Health Care Facilities**

Appleton Area Health Services

Cottonwood/Jackson Community Health Service

Granite Falls Municipal Hospital & Manor

Hennepin County Medical Center

Johnson Memorial Health Services

Northern Itasca Hospital District

Northfield Hospital & Clinic

Rivers Edge Hospital & Clinic

So. Country Health Alliance

### **Housing and Redevelopment Authorities**

Blue Earth HRA

Brainerd HRA

Breckenridge HRA

Cass County HRA

Cook HRA

Cottonwood HRA

Crookston Housing & EDA

Crosby HRA

Dakota County CDA

Detroit Lakes HRA

Eveleth HRA

Litchfield HRA

Madison HRA

Marshall Public Housing Commission

Montevideo HRA

Moorhead PHA

Mower County HRA

Pine City HRA

Pipestone HRA

South St. Paul HRA

St. Peter HRA

Swift County HRA

Thief River Falls HRA

Virginia HRA

Walker HRA

Windom HRA

Winona HRA



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## **Independent School Districts**

ISD No. 100 - Wrenshall  
ISD No. 11 - Anoka-Hennepin  
ISD No. 110 - Waconia Public Schools  
ISD No. 112 - Chaska  
ISD No. 113 - Walker- Hackensack-Akeley  
ISD No. 13 - Columbia Heights  
ISD No. 14 - Fridley  
ISD No. 150 - Hawley  
ISD No. 16 - Spring Lake Park  
ISD No. 173 - Mountain Lake  
ISD No. 181 - Brainerd  
ISD No. 186 - Pequot Lakes  
ISD No. 197 - West St. Paul  
ISD No. 1A - Minneapolis  
ISD No. 206 - Alexandria  
ISD No. 2155 - Wadena- Deer Creek  
ISD No. 2172 - Kenyon- Wanamingo  
ISD No. 2176 - Warren- Alvarado-Oslo  
ISD No. 2180 - MacCray  
ISD No. 2190 - Yellow Medicine East  
ISD No. 2198 - Fillmore Central  
ISD No. 2310 - Sibley East Schools  
ISD No. 238 - Mabel-Canton  
ISD No. 2396 - Atwater-Cosmos-Grove City  
ISD No. 2397 - LeSueur- Henderson  
ISD No. 241 - Albert Lea  
ISD No. 2448 - Martin County West  
ISD No. 253 - Goodhue  
ISD No. 256 - Red Wing  
ISD No. 2687-Howard Lake- Waverly-Winsted  
ISD No. 271 - Bloomington  
ISD No. 2711 - Mesabi East  
ISD No. 272 - Eden Prairie  
ISD No. 2752 - Fairmont Area  
ISD No. 2759 - Eagle Valley Public Schools  
ISD No. 2769 - Morris  
ISD No. 277 - Westonka  
ISD No. 279 - Osseo  
ISD No. 282 - St. Anthony- New Brighton  
ISD No. 2853 - Lac Qui Parle Valley School  
ISD No. 2859 - Glencoe- Silver Lake  
ISD No. 286 - Brooklyn Center  
ISD No. 2898 - Westbrook- Walnut Grove  
ISD No. 2902 - Russell-Tyler- Ruthton  
ISD No. 2904 - Tracy Area Public Schools  
ISD No. 2905 - Tri-City United  
ISD No. 297 - Spring Grove  
ISD No. 308 - Nevis  
ISD No. 309 - Park Rapids  
ISD No. 316 - Greenway  
ISD No. 318 - Grand Rapids  
ISD No. 32 - Blackduck  
ISD No. 361 - International Falls  
ISD No. 381 - Lake Superior  
ISD No. 415 - Lynd  
ISD No. 466 - Dassel-Cokato  
ISD No. 473 - Isle  
ISD No. 485 - Royalton  
ISD No. 487 - Upsala  
ISD No. 492 - Austin  
ISD No. 500 - Southland  
ISD No. 507 - Nicollet  
ISD No. 513 - Brewster  
ISD No. 516 - Round Lake  
ISD No. 533 - Dover-Eyota  
ISD No. 535 - Rochester  
ISD No. 549 - Perham  
ISD No. 550 - Underwood  
ISD No. 577 - Willow River  
ISD No. 595 - East Grand Forks  
ISD No. 623 - Roseville  
ISD No. 640 - Wabasso  
ISD No. 695 - Chisholm  
ISD No. 696 - Ely  
ISD No. 704 - Proctor  
ISD No. 716 - Belle Plaine  
ISD No. 720 - Shakopee  
ISD No. 726 - Becker  
ISD No. 738 - Holdingford  
ISD No. 740 - Melrose  
ISD No. 741 - Paynesville  
ISD No. 743 - Sauk Centre  
ISD No. 75 - St. Clair  
ISD No. 750 - Rocori  
ISD No. 756 - Blooming Prairie  
ISD No. 768 - Hancock  
ISD No. 81 - Comfrey  
ISD No. 813 - Lake City  
ISD No. 832 - Mahtomedi  
ISD No. 833 - South Washington County Schools  
ISD No. 84 - Sleepy Eye  
ISD No. 857 - Lewiston-Altura  
ISD No. 879 - Delano  
ISD No. 88 - New Ulm  
ISD No. 881 - Maple Lake  
ISD No. 885 - St. Michael- Albertville  
ISD No. 916 - Northeast Metro  
ISD No. 917 - Rosemount  
ISD No. 93 - Carlton  
ISD No. 95 - Cromwell-Wright

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## **Others**

Anoka-Champlin Fire Department  
Area Special Education Cooperative  
Arrowhead Region Computing Consortium  
Arrowhead Regional Corrections  
Benton/Stearns Education District #6383  
Centennial Lakes Police Department  
Central Minnesota Community Corrections  
Central MN Educational Research & Development Council  
Duluth Airport Authority  
Fergus Falls Area Special Education Coop No. 935  
Freshwater Education District #6004  
International Falls Recreation Commission  
Metro ECSU  
Metropolitan Council  
Metropolitan Library Service Agency (MELSA)  
Midwest Special Education Inter-district Cooperative  
Minneapolis Municipal Building Commission  
Minneapolis Parks and Recreation Board  
Minnesota River Valley Special Education Cooperative  
Minnesota Valley Cooperative Center  
Mississippi Headwaters Board  
Mississippi Watershed Management Organization  
Northwest Regional Library  
Northwest Service Cooperative  
Pioneerland Library System  
Region 5 Development Commission  
Region I Information Management Services  
Rice Creek Watershed District  
SAMMIE  
Seaway Port Authority/Duluth  
Southwest & West Central Service Cooperative  
Southwest Health and Human Services  
St. Cloud Area Planning Organization  
St. Cloud Metropolitan Transit Commission  
St. Paul Port Authority  
Three Rivers Park District  
Waseca-Le Sueur Regional Library  
Wright Technical Center District 0966  
Yellow Medicine River Watershed District

## **Soil and Water Conservation Districts**

Chippewa County SWCD  
Chisago SWCD  
East Otter Tail SWCD  
Isanti SWCD  
Koochiching SWCD  
Lake of the Woods SWCD  
Le Sueur County SWCD  
Marshall County SWCD  
Meeker SWCD  
Morrison SWCD  
Norman County SWCD  
North St. Louis SWCD  
Pennington SWCD  
Ramsey Conservation District  
Renville County SWCD  
Scott County SWCD  
So. St. Louis SWCD  
Traverse SWCD  
Wabasha County SWCD  
Wadena SWCD  
Waseca SWCD  
Watonwan County SWCD  
West Polk SWCD  
Wright SWCD