

1975  
The State Manpower Council  
Addresses the Governor

# PUTTING THE PIECES TOGETHER

The First Year of Full Operation



**ceta**

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1975

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prepared by:  
Governor's Manpower Office, St. Paul, Minnesota

The Comprehensive Employment and Training Act (CETA) completed its first year of full operation in 1975. During this period, it helped over 66,000 Minnesotans at a federal cost of 75 million dollars.

At year's end, 5,249 persons were participating in public service employment or private sector on-the-job training programs. An additional 14,073 CETA enrollees were engaged in classroom training, work experience, and other job training services. Combined, this represents a significant effort even at a time when 105,704 Minnesotans were unemployed.

This document takes a closer look at the story behind these figures. It is testament to the combined efforts of a statewide staff of 600 persons and uncounted members of state and local agencies who want to help their fellow Minnesotans find meaningful work and reach economic independence.

Chairman, State Manpower Council

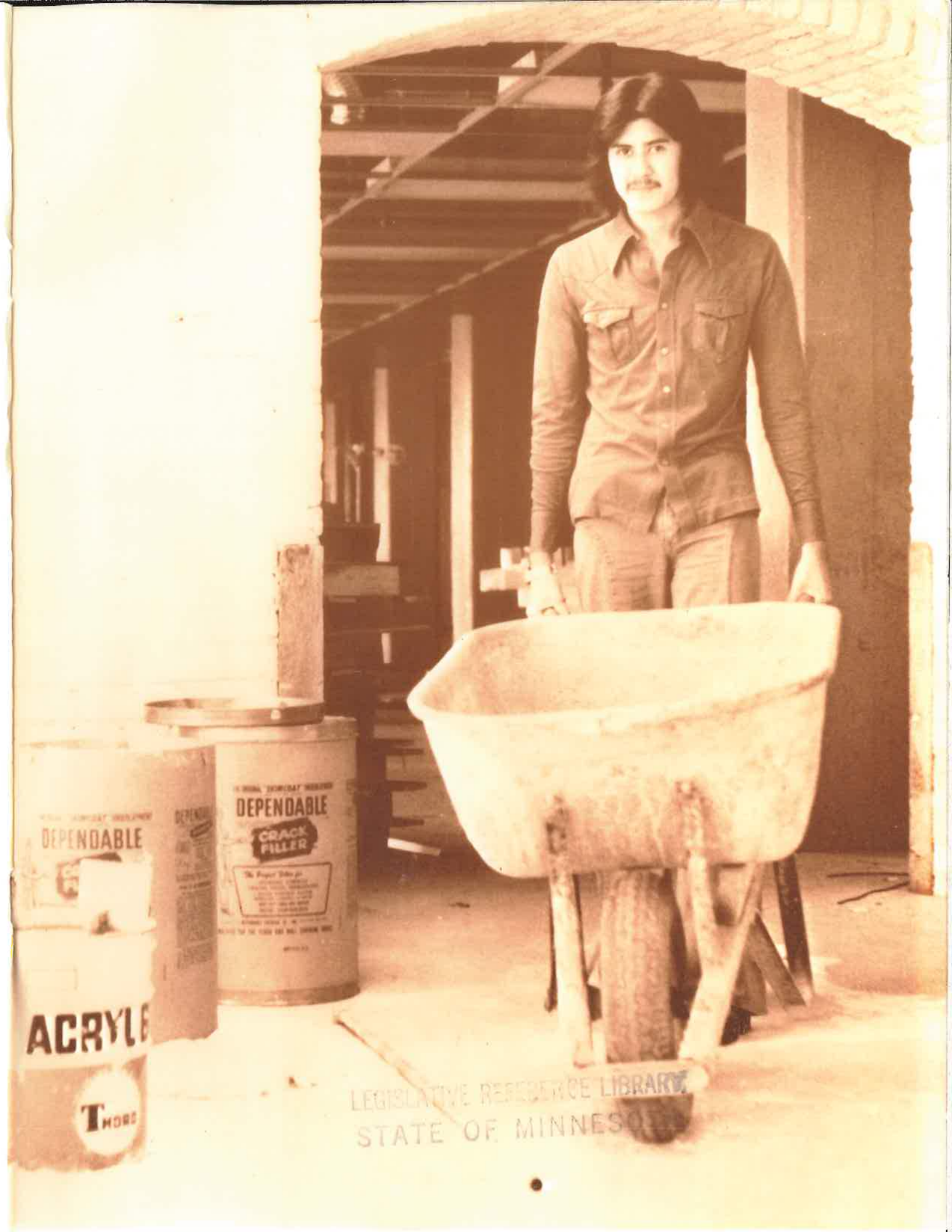
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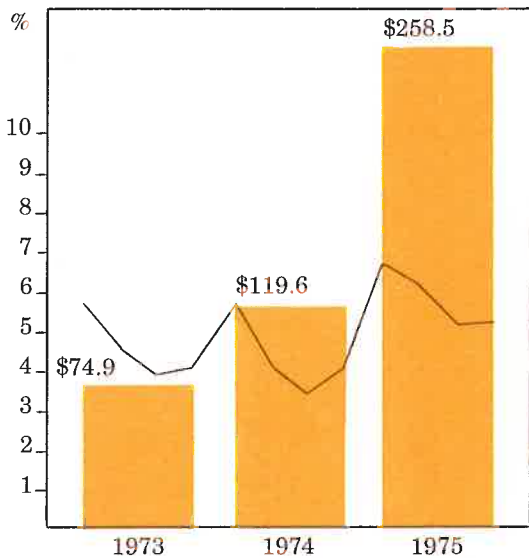
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## MINNESOTA

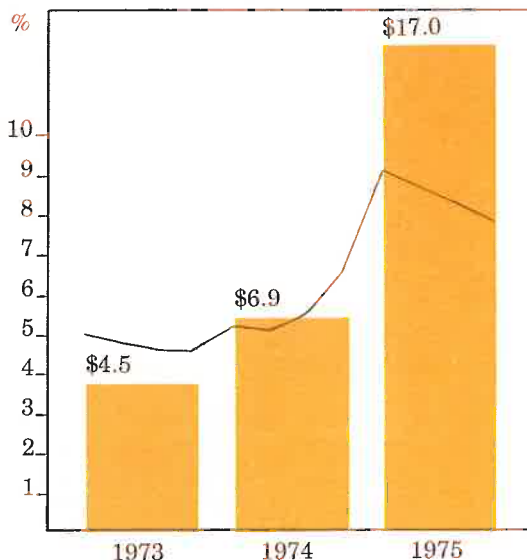


\$'s in millions

Left index refers to percent of labor force unemployed, as depicted by line graph

**THE COST OF UNEMPLOYMENT.** These two graphs compare unemployment rates and unemployment insurance expenditures. Minnesota paid more unemployment insurance benefits in the last two years than it had in the 24 year period from 1937 to 1960. In addition, researchers at a midwestern university estimated that one out of every four current wage earners were underemployed and were not earning up to their potential.

## UNITED STATES



\$'s in billions

Left index refers to percent of labor force unemployed, as depicted by line graph

# An Example

It had seemed a good idea to go through with the divorce, to leave her Texas home, and to return with her two children to family and friends in Thief River Falls. Kathy Larson even had looked for a job.

Only things were not working out well. Depression, disappointment, and loss of confidence set in. Kathy was let go by several employers and feared she would have to live with her parents indefinitely or accept welfare. Because she lacked a consistent work record, her difficulty in finding work increased.

The Employment Service referred Kathy to CETA. Kathy did not know what CETA meant, but she went to the local CETA center. Partly as a result of a local advisory council's recommendation that single parents be given priority, the staff was ready for Kathy.

An assessment revealed that Kathy could be an adept secretary. Arrangements were made for three months of work experience as a clerk typist. CETA paid for babysitting, medical, and other supportive costs. On-the-job training at the city planner's office followed. It helped her renew her self-confidence. There she was drawn from her isolation, too, and Kathy met many business people. CETA had made sure she was prepared for each step.

Two months later, Kathy was hired by a local private firm that manufactures snowmobiles. In another three months, she was promoted to administrative secretary.

Kathy Larson was self-sufficient.

In the summer of 1975 CETA centers placed over 14,000 Minnesota youths in jobs in public and private non-profit organizations. All were from economically disadvantaged families. ◀ Their average summer wage was \$419.



# An Overview of Services

During 1975, over 66,000 Minnesotans participated in the various programs of the Comprehensive Employment and Training Act, or CETA, a federally funded and locally run job training and placement service.

For those who qualified — unemployed, underemployed, or economically disadvantaged persons — CETA services were free and as near as the local operating center (see back cover). In fact, 73% of all Minnesotans had a center within the county in which they lived.

CETA was planned, administered, and delivered by eight prime sponsors — federally designated units of state and local government and, in one case, a non-profit corporation (see chart). Together these prime sponsors covered the entire geographical area of the state. The State, through the Governor's Manpower Office, was one of the prime sponsors and had the additional responsibility of coordinating state manpower activities and developing model employment programs statewide.



\*This prime sponsorship includes two non-adjacent portions of the state; hence the number "1" appears twice on this map.

The many provisions of CETA, as defined by its seven titles, included these basic services to those seeking employment:

**Orientation and assessment.** Often the first step was to help a client identify employment barriers, such as lack of education, work experience, transportation, or interviewing skills. Frequently an individual plan was drawn that would help the client achieve economic self-sufficiency. The plan included use of one or several of the other CETA services listed below:

**Classroom training.** Each prime sponsor had a program to provide services to persons with basic education and skill needs. In addition, a Governor's special CETA grant, administered through the State Board of Vocational Education, provided persons with tuition and supplies as they attended one of 143 schools including area vocational technical institutes, approved private trade schools, local school district programs, community colleges, and state universities. In 1975, prime sponsor or special classroom training was made available to 7,113 Minnesotans through CETA at a cost of \$9,483,943.

**Work experience.** CETA arranged for persons to get work experience at public or private non-profit organizations. CETA paid the wage. In one such instance, a 23 year old blind woman from Ramsey County was found work experience as a teacher's aid and an assistant editor of a braille sports magazine. When another employer was shown what she could do, he quickly offered her a permanent job. South of Hibbing, CETA brushing and logging crews helped build a public access road to a fishing lake at a construction

(Continued)

Of the 3,600 Vietnamese refugees who came to Minnesota, many had difficulty finding jobs. Often they were from the aristocracy and lacked practical skills; others had such difficulty with English they couldn't apply for secretarial, waitressing and other service jobs. CETA provided classroom language training for many. Besides learning to speak and write, students discussed American customs, nutrition, proper dress for Minnesota winters, and job interviewing. ▶





## JOB PLACEMENTS

1975

Categories	%*
Service	28
Professional, technical, and managerial	27
Clerical and sales	17
Farming, fishing, forestry	6
Machine trades	6
Bench work	5
Structured work	5
Processing	1
Miscellaneous	5

\*This distribution is based on a sampling of successful CETA job placements in 54 rural Minnesota counties. The classifications are taken from the "Dictionary of Occupational Titles."

savings of \$7,000. Meanwhile, crew members gained valuable work experience that would help them find a job on their own.

*On-the-job training.* Contracts were written with private employers to hire 2,194 CETA referrals and be reimbursed for a portion of the training expenses. A variety of jobs were available. In one such instance, through special arrangements Carver County offered eight persons agricultural training for one year. In part, they were paid with some of the products of their labor, such as milk and eggs.

*Public service employment.* For much of 1975, the national unemployment rate was over 8 percent. The Minnesota rate averaged 5.8 percent, and many areas had severe unemployment problems. CETA was able to provide subsidized employment opportunities to help alleviate the problem. Participants earned an average annual wage of \$7,417, and many of them had jobs directly designed to aid the local economies:

- The Pipestone Day Care Center, mostly staffed by CETA workers, took care of working parents' children, thus giving the parents more flexibility in the job market.
- Beltrami County took on a grants technician to seek state and federal funds that could be used to expand budgets for such services as law enforcement and health care.
- An economic development coordinator was hired by Coon Rapids to promote the city and encourage industrial and commercial firms to relocate there. This would mean more jobs for residents, who faced a 1975 unemployment rate of 7.9%.

*Placement services.* All the programs mentioned above were designed to help the participant prepare for unsubsidized employment. Only when a person could not find immediate private sector employment were these other services offered. Although CETA was a young program — 1975 was the first year of full operation — a survey of 54 counties showed that CETA placed 26.3% of its participants in unsubsidized jobs.

A statistical profile of one of Minnesota's 41 CETA centers showed that 71% of the participants felt that CETA helped them get closer to job goals. One-third left the program with a permanent job. Even more significant, 86% of those who participated in center programs felt they gained assistance that made them more qualified to seek a job on their own.

Beyond 1975, CETA services continued to be offered to state residents. During fiscal year 1976, Congress appropriated \$3.6 billion in federal funds for CETA, \$64.4 million of which was allocated to Minnesota.\*

\*These figures do not include monies for programs for specific groups such as older workers, Native Americans, and migrant farmworkers.



## PLANNING COUNCIL REPRESENTATION

Community agencies	30.5%
CETA clients	15.9%
General population	15.5%
Agriculture and business	15.1%
Educational and training agencies	9.9%
Labor	7.9%
Minnesota Department of Employment Services	5.2%

Whether designing programs or evaluating them, Minnesota's eight prime sponsors rely upon 17 local planning councils involving 252 persons.

# The Planning Process

So many things could change: the number of unemployed, their characteristics and their reasons for being out of work, business and industrial trends, community needs, available funds, and staff support. So that CETA remained attuned to these changes, prime sponsors had to submit an annual plan to the Department of Labor. In 1975, the planning process itself was characterized by a few simple safeguards to help insure that the right people were helped in the right way.

**Local participation.** Prime sponsors relied on local advisory councils. Typically their members were CETA clients, the general public, and local representatives from business, labor, education, employment services, community agencies, and minority groups (see table). An essential assumption underlying CETA was that local communities could best identify local manpower needs and best design and operate programs which addressed them. CETA also provided prime sponsors with flexibility to modify these manpower plans at any time in response to actual or anticipated changes in the labor market or economic conditions.

**Decentralized planning.** In several economic development regions, local manpower planning councils were represented by a manpower planner who was a permanent staff member of the regional development commission. (By mid-year, 1976, at least 11 of the 13 regions were to have manpower planning staff.) In this way manpower decisions could be coordinated with housing, economic development, transportation, and other regional concerns. Eight of these CETA funded planning positions were authorized by the Governor.

**Coordination.** Statewide coordination of prime sponsor and state agency activities were accomplished by the State Manpower Council, whose membership was representative of the prime sponsors, business, labor, education, vocational education, community based organizations, employment services, and the general public. The State Manpower Council was advisory to the Governor. (CETA coordination with state agencies occurred on the prime sponsor level, as well. For its coordinative efforts, St. Paul was declared a "Model Prime Sponsor," the only one of about 110 prime sponsors in the upper midwest.)

**Elected official responsibility.** The prime sponsors, (excepting the Rural Minnesota Concentrated Employment Program), with input from local planning councils, ultimately planned, administered, and delivered their programs under the auspices of elected officials: mayors, county commissioners, or the Governor. Thus CETA was held accountable and subject to the electorate's vote of approval.

Bill Bischoff, 59, represents local business on a manpower advisory council, which he chairs. Employment manager of a large food processing plant, Bischoff is directly responsible for 1,300 workers. He also dedicates much of his time to organizations dealing with the physically handicapped, chemically dependent, epileptics, and criminal offenders and others. Of his contribution to the advisory council, he says, "I bring an understanding of individual circumstances and a sort of optimism."





# Program Monitoring and Evaluation

All prime sponsors developed means of monitoring and evaluating their manpower programs. They had systems of varying degrees of sophistication, which told them about manpower needs, programs, the labor market, economic conditions, and how their own programs were performing.

The Dakota County prime sponsorship, for instance, created what it called the Management Tool. The Tool evaluated

As a result of a need identified by a community based health education consortium, CETA was able to encourage a local college to begin a program which trained medical transcriptionists. CETA's classroom training component sent through the first class of 20 students. Graduates received 48 credits, which could be applied to a bachelor's degree in medical records if the students wished to pursue their education at a later date.



programs in terms of their percent of success, the cost per participant, and the degree to which earning power was increased. The Tool identified those programs which deviated from planned outcome by more than 15% so that corrective action could be taken.

As a result of program monitoring and evaluation, prime sponsors were able to make many purposeful adaptations in 1975. Among them:

- Following local planning council recommendations based on feedback from past program participants, the Rural Minnesota CEP prime sponsorship held a four day career education workshop for summer youth employees. Participants learned about work habits, job seeking, and vocational choices.
- Based on a discovered need, the Ramsey County prime sponsorship more than tripled its day care allocations to provide services for persons enrolled in classroom training programs.
- Because of the economic recession, the Region III Consortium prime sponsorship identified that people had a need for immediate jobs and income assistance rather than education and training opportunities. As a result, seven out of every eight people they served were offered immediate jobs and income assistance.
- An evaluation of the food preparation course at Duluth's Skill Center resulted in discontinued regular support for the course. The determining factors: the unit cost of the course was too high and the placement record for trainees was too low.
- The Dakota County prime sponsorship found that participants were staying in the subsidized jobs of the Adult Work Experience program longer than was intended. The placements became dead-ended jobs. As a corrective measure, the length of the program was limited to 90 days so that the experience would become just one step in the participant's journey to unsubsidized employment.

The State Manpower Council, itself, adopted a monitoring document which would help it take a closer look at the strengths and weaknesses of overall manpower delivery systems. This document required the State Manpower Council to generate and publish information that identified existing problems in employment and training programs.



# Special Accomplishments

In addition to providing basic job training and placement services to over 66,000 Minnesotans in 1975, CETA experienced some special accomplishments. A few of them are discussed here.

**Summer Youth Employment Services.** The Minnesota Department of Employment Services, in conjunction with prime sponsors, locally administered the state's Governor's Youth Program and coordinated it with the CETA summer youth employment effort. The Governor's Youth Program, then in its third year, was provided for by state legislation and appropriations. Youths in both of these programs winterized homes, worked with cerebral palsied and mentally retarded individuals, tutored Vietnamese refugees, worked with the elderly homebound, and acted as bi-lingual interpreters at a migrant services center.

Through the Center for Community Action, the Minnesota Urban Consortium prime sponsorship ran several group worksites. At one, 900 youths removed tons of refuse along a stretch of the Mississippi River, and restored the area to park-like existence with bridges, trails, and picnic areas. By concentrating many young people at one site, the Consortium was able to minimize transportation problems, simplify monitoring responsibilities, and reduce the dropout rate through peer reinforcement. It was easier to coordinate the services of other agencies, too. The Department of Agriculture served 20,000 free lunches to the young workers during the course of the project.

As a result of recommendations by the State Manpower Council, prime sponsors and summer youth program operators will attend a workshop to exchange ideas and share strengths while planning and coordinating the 1976 summer youth employment effort.

**Vietnamese Refugee Assistance.** Hat Van Vo was born in Cambodia. After finishing school, he taught Cambodian and French in an elementary school there. Five years ago, he moved to Saigon, where he became a radio announcer. In April of 1975, he and his wife and three children found themselves in Guam. In May there were at Camp Chaffee, Arkansas. July brought them, of all places, to Minnesota: they were Vietnamese refugees. Although Hat was unemployed, soon he was hired by Anoka County under the CETA program as a painter. This was just one of the many ways CETA had helped the Vietnamese relocate. The

Duluth prime sponsor had even set up English classes for them.

**Migrant Emergency Assistance.** Many migrant farm workers who helped harvest Minnesota crops found themselves stranded here late in September. Promised work had been washed away by floods — and they had no funds for their return to Texas. The Governor's Manpower Office granted funds to the Migrant Affairs Office to provide 215 persons with transportation, food, and lodging, so that they could complete their journey home. Traditionally, the State Manpower Council has been an advocate of services to migrants and has gone beyond prescribed responsibilities to ensure coordination of prime sponsor activities with migrant manpower programs.

**Public Information.** In conformance with yet another recommendation of the State Manpower Council, the Governor's Manpower Office increased its efforts to inform the public of manpower issues and services. It began a quarterly magazine, called *Choices*, which examined innovative contributions to employment and training. *Choices* was one of its kind in the nation. Current attempts were being made to increase public awareness of CETA through media releases, posters, brochures, and multi-media presentations.

**Model Program Grants.** Upon recommendation of the State Manpower Council, the Governor approved 21 model program grants totaling \$925,951. It was estimated that they will serve 3,292 persons directly and many others indirectly. Each program satisfied one or more of four basic criteria: that they be unique; that they be innovative; that they provide economic, labor market, or planning information; that they promote statewide coordination of services.

(Continued)

A CETA work experience crew leader delivered filtered drinking water to the homebound elderly in a small Lake Superior community. This was one of 150 daily stops to "shut-in" residents whose local water supply is contaminated with possibly harmful asbestos fibers. ►









*Creative Use of Resources.* Here are only a few of the many examples where CETA's flexibility led to creative programming:

Last summer five youth workers from the Ramsey County prime sponsorship helped construct an *exercise trail* in Roseville Central Park. The trail had 20 stops, or exercise stations, where joggers were instructed to do pullups, vaults, situps, and torso twists. It was the first of its kind in the nation.

Rural Minnesota CEP funds were used to employ special counselors in seven area vocational technical institutes. They advised and tutored disadvantaged students and those with special social problems. These counselors were made available to all economically disadvantaged students (including non-CETA placements) in the schools, and helped the students raise their academic average an entire grade point.

The Duluth Employment Program coordinated resources of CETA and the St. Louis County welfare department. Persons eligible for general welfare assistance were placed in CETA work experience and training programs. During a recent eight month evaluation period 43% of those who finished the program were placed in unsubsidized jobs. Over 85% of those jobs were related to the applicants' training. During this period, funds saved by the joint effort were used to help an additional 100 Duluthians.

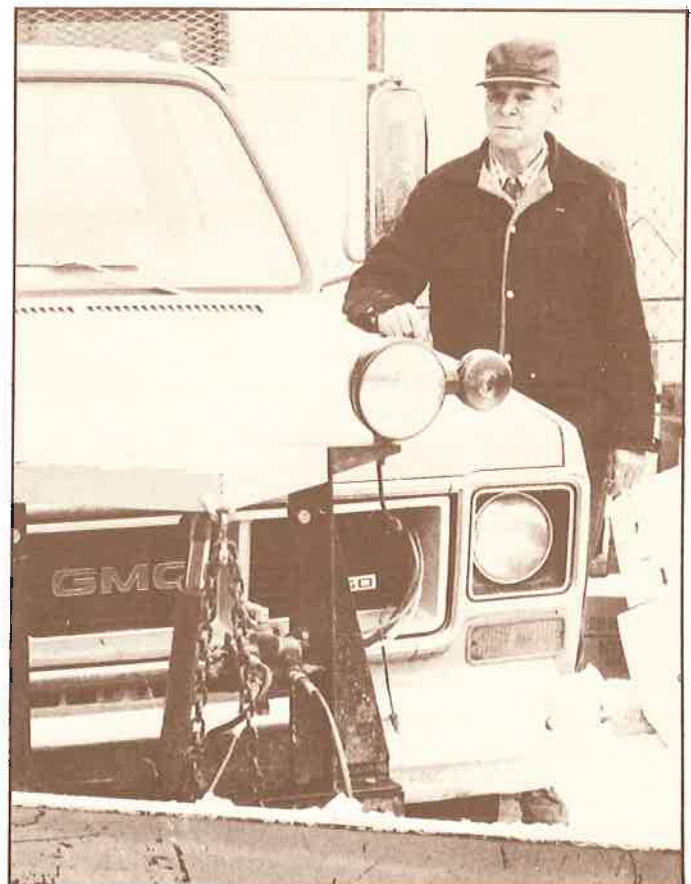
The City of St. Paul hired community artists with public service employment money. Some "ArtsPeople," as they were called, taught in local schools; another published a book of poetry, "Shout, Applaud;" still another participant created a five by twenty-five foot mural displayed in the lobby of the St. Paul Career Guidance and Training Center.

In June Minnesota was awarded a \$301,000 Department of Labor grant (CETA Title III funds) to develop an *occupational information system* that would provide current and accurate career information to job seekers. The data bank would house local and statewide job availabilities, their educational and training requirements and how to fulfill them, and even a list of individuals in given occupations willing to discuss their jobs with clients considering similar careers. Each job category would list the odds for employment now and in the future. Minnesota was one of ten states to receive funding for such a project.

## CETA CLIENT CHARACTERISTICS 1975

	Client Characteristics (%)		% of Minnesota Population (1970 Census)
	National	Minnesota	
Economically Disadvantaged	56.4	75.7	10.7
Unemployed	77.9	61.0	1.7
Less Than High School Graduate	38.4	47.0	24.9
Female	36.5	41.5	51.0
21 Years Old or Younger	35.6	52.0	43.2
Full-time Student	12.9	29.7	30.5
AFDC Recipient	9.2	15.8	2.4
Veteran	20.2	14.8	14.1
45 Years Old or Older	11.1	9.5	29.9
Unemployment Insurance Recipient	10.2	9.5	0.3
Black	27.7	8.8	0.9
Public Assistance Recipient	9.5	8.0	5.9
Handicapped	3.3	6.8	2.8
American Indian	1.1	5.5	0.6
Offender	3.7	5.4	2.5
Spanish American	11.1	1.2	0.6

**Mike Petite, a Chippewa Indian, entered the CETA program when he was 60 years old. At first he was placed with the American Indian Fellowship as a janitor. When funds ran out, Petite became a CETA laborer. Following a favorable evaluation, he was selected as a crew leader and later became a truck driver under the public service employment program.**



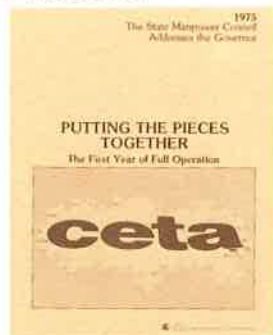


# 1976 and Beyond

Unemployment continues to be a significant factor. Further, in many areas of the state there is the feeling that unemployment statistics do not adequately reflect the true unemployment situation.

The Governor's Manpower Office, prime sponsors and other deliverers of manpower services are seeking to develop policies and programs which will address some of the major causes of unemployment.

In 1976, the State Manpower Council (SMC), the Governor's advisory group on manpower policy and programs, will play a significant role in addressing issues of major concern to planners and operators of employment and training programs. The Council (comprised of Minnesota's CETA prime sponsors, state agencies which administer significant manpower programs, and members representing various public and private sectors), acts in an advisory capacity to the Governor in reviewing plans of CETA prime sponsors and state agencies for employment and training programs.



The SMC will undertake many initiatives in 1976. One of these is in the area of developing and providing labor market information to manpower planners. Labor market information includes data on the characteristics of Minnesota's people, industry, and economy which will allow manpower planners to more effectively develop employment and training programs to meet the needs of Minnesotans.

Another priority will be to develop a system which will strengthen ties between manpower programs and the state's employers. The SMC will make efforts to inform Minnesota business people about the various manpower programs administered by state and local agencies and let them know how these programs can serve their personnel needs. The goal is to develop ongoing relationships with the business community throughout the state.

In addition to these kinds of efforts, the State Manpower Council will continue in its important role as the focal point for coordination between CETA prime sponsors, the Minnesota State Employment Service, Division of Vocational Education, Vocational Rehabilitation and other state agencies as well as other state and local administrators of manpower programs.

## State Manpower Council Members

Margaret Bieber, *Citizen Member, Redwood Falls*  
 Leonard Bienias, *Minneapolis Building and Construction Trades Council, Minneapolis*  
 Edward Bolstad, *Minnesota Federation of Teachers, St. Paul*  
 Larry Buboltz, *Rural Minnesota Concentrated Employment Program, Detroit Lakes*  
 Emmet Cushing, *Minnesota Department of Employment Services, St. Paul*  
 Peter DuFault, *Community Action Program, Cloquet*  
 Mike Erickson, *Ramsey County Manpower Planning Office, Maplewood*  
 Frederick Felder, *Twin Cities Opportunities Industrialization Center, Minneapolis*  
 Mel Harris, *Minnesota Urban Consortium, Minneapolis*  
 John Hauenstein, *Peerless Chain Company, Winona*  
 Robert Hoch, *Mayor's Manpower Office, Duluth*  
 A. Edward Hunter, *State Planning Agency, St. Paul*  
 Ernest Jones, *Meat Cutters Local P-9, Austin*  
 Ronald Klaphake, *Office of the City Manager, Morris*  
 Lois Mann, *University of Minnesota Agricultural Extension Service, St. Paul*  
 Greg Moore, *Minneapolis City Council, Minneapolis*  
 Roy Nordos, *National Alliance of Businessmen, Minneapolis*  
 Anne Peterson, *Department of County Administrator, Anoka*  
 Stanley Sahlstrom, *University of Minnesota, Crookston*  
 Louis Smerling, *State Board of Vocational Education, Minneapolis*  
 Paul Thomas, *Higher Education Coordinating Commission, St. Paul*  
 Richard Thorpe, *Manpower Office, St. Paul*  
 Jose Valdez, *Minnesota Migrant Council, St. Cloud*  
 Lee Vann, *Department of Economic Development, St. Paul*  
 Dennis Wain, *Arrowhead Economic Opportunity Agency, Virginia*  
 Percy Zachary, *Dakota County Manpower, Rosemount*

**CETA work experience crews cleared campsites and cut fallen trees into firewood. Members learned work skills, cooperation, and work habits while providing a public service. Work experience sites ranged from zoos and recycling centers to museums, hospitals, and social service agencies. ►**





# Program Data

Calendar Year 1975  
Representative of Over 95% of CETA Activities Statewide

## TOTAL NEW PARTICIPANTS SERVED:

66,476

Types of Service	
Work Experience*	37,160
Public Service Employment	11,101
Classroom Training†	7,113
On-the-job Training	2,194
Other‡	8,908
	<u>66,476</u>

Client Characteristics	
Economically Disadvantaged	36,953
Unemployed	29,790
Less than High School Graduate	22,735
Female	20,266
18 Years Old or Younger	16,619
Full-time Student	14,516
AFDC Recipient	7,702
Veteran	7,221
45 Years Old or Older	4,909
Unemployment Insurance Recipient	4,657
Black	4,307
Public Assistance Recipient	4,135
Underemployed	3,427
Handicapped	3,309
American Indian	2,696
Offender	2,655
Limited English Speaking Ability	712
Spanish American	598
Migrant or Seasonal Farmworker	<u>493</u>
Total Participant Characteristics Reported	<u>48,827</u>

## Participants Terminated and Results §

Employed after Termination	9,579
Other Positive Terminations	15,098
Non-Positive Terminations	<u>10,218</u>
	<u>34,895</u>

## TOTAL FUNDS EXPENDED

\$75,179,892

Components	
Work Experience*	\$26,193,426
Public Service Employment	32,318,331
Classroom Training†	9,483,943
On-the-Job Training	2,401,246
Services	2,269,681
Other‡	2,513,265
	<u>\$75,179,892 #</u>

## HOURLY WAGES OF CLIENTS ENTERING EMPLOYMENT

% Distribution	Before CETA Participation	After CETA Participation
Less than \$2.00	27%	3%
\$2.00—\$2.99	40%	45%
\$3.00—\$3.99	19%	32%
\$4.00—\$4.99	9%	12%
\$5.00 or more	5%	8%

\*Includes Summer Youth Employment Title III

†Includes Special Grant 5% Funds

‡Includes Special Grant 1% and 4% Funds

§Does Not Include 11,141 Youths Employed in Summer Programs

#Included within this figure is \$7,158,629 for administration, which amounts to 9.5% of the total.

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218/751-8012

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Bloomington, MN 55431  
612/884-7405

303 N.W. 6th St./P.O. Box 511  
Brainerd, MN 56401  
218/829-2856

Sixth at Oak Street  
Carver, MN 55315  
612/448-2302

26 South Main St./P.O. Box 422  
Crookston, MN 56716  
218/281-5135

819 Lincoln Avenue/P.O. Box 647  
Detroit Lakes, MN 56501  
218/847-9205

206 West Fourth Street  
Duluth, MN 55806  
218/727-8973

407 West Superior Street  
Duluth, MN 55802  
218/723-4730

30 S. 1st Avenue E./P.O. Box 210  
Ely, MN 55731  
281/365-3177

118 South Main/P.O. Box 32  
Fairmont, MN 56031  
507/238-4214

7362 University Avenue N.E.  
Fridley, MN 55432  
612/786-9851

310 N.W. Third Street  
Grand Rapids, MN 55744  
218/326-6669

207 East Third Street  
Hastings, MN 55033  
612/437-2032

Mesabi Mall/P.O. Box 749  
Hibbing, MN 55746  
218/263-3644

135 Shady Oak Road  
Hopkins, MN 55343  
612/935-5521

344 Third Street  
International Falls, MN 56649  
218/283-2641

709 N. Front Street/P.O. Box 3145  
Mankato, MN 56001  
507/389-6073

1823 North Saint Paul Road  
Maplewood, MN 55109  
612/770-3896

700 N. Seventh Street/P.O. Box 245  
Marshall, MN 56258  
507/537-7166

2429 Nicollet Avenue  
Minneapolis, MN 55404  
612/348-5746

1003 West Lake Street  
Minneapolis, MN 55408  
612/348-4037

834 North Seventh Street  
Minneapolis, MN 55411  
612/339-7621

127 West Nichols/P.O. Box 449  
Montevideo, MN 56265  
612/269-5561

1817 First Avenue N./P.O. Box 657  
Moorhead, MN 56560  
218/233-1541

47 North Park/P.O. Box 4  
Mora, MN 55051  
612/679-4511

608 Atlantic Avenue/P.O. Box 205  
Morris, MN 56267  
612/589-3900

1200 South Broadway/P.O. Box 471  
New Ulm, MN 56073  
507/359-9317

1929 South Cedar/P.O. Box 453  
Owatonna, MN 55060  
507/451-8906

1111 7th Street N.W./P.O. Box 6656  
Rochester, MN 55901  
507/288-7309

145 St. E. & Akron Rd./P.O. Drawer K  
Rosemount, MN 55068  
612/423-1151

2809 Hamline Avenue North  
Roseville, MN 55113  
612/631-2602

908 St. Germain Street/P.O. Box 1442  
St. Cloud, MN 56301  
612/255-4262

310 Cedar Street  
St. Paul, MN 55101  
612/298-4543

310 Fourth Street West  
Shakopee, MN 55379  
612/445-6676

125 East Grand Avenue  
South St. Paul, MN 55075  
612/455-1530

127 South Water Street  
Stillwater, MN 55082  
612/439-6886

Zeh and Labree/P.O. Box 403  
Thief River Falls, MN 56701  
218/681-7350

1325 South Ninth Street  
Virginia, MN 55792  
218/741-6996

916 W. Litchfield Avenue/P.O. Box K  
Willmar, MN 56201  
612/235-6766

67 Main Street/P.O. Box 803  
Winona, MN 55987  
507/452-1341

922 Diagonal Road/P.O. Box 704  
Worthington, MN 56187  
507/376-3113