*MinnCor Central*

TO: Senator Allen Spear
Representative Wes Skoglund

DATE: February 14, 1997

FROM: John Haggerty, *John Haggerty*
Department of Administration

Robert Feneis, *Robert Feneis*
CEO, MINNCOR

RE: State Use Task Force report

As required by Laws of 1996, Chapter 408, Article 8, Section 1, attached is the report of the State Use Task Force. Copies have also been distributed to members of the Senate Crime Prevention Committee and the House Judiciary Committee.

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REPORT TO 1997 LEGISLATURE
STATE USE TASK FORCE

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INTRODUCTION

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INTRODUCTION

A. Executive Summary

The state use task force was created in the 1995 legislative session. The group is co-chaired by the Department of Administration's Materials Management Director and the Department of Correction's MINNCOR CEO. Membership includes high level administrators from large state agencies who have overall responsibility for purchasing activities.

The intent of the legislation and primary purpose of the task force is to explore *additional* methods that support the philosophy of providing a substantial market to correctional industries. A larger market is needed to maximize inmate work opportunities. Over the past ten years the inmate population in Minnesota has more than doubled and the need for inmate programming is critical. Significant benefits result when inmates are involved in correctional industry programs. Prisons operate more smoothly with lower levels of violence. Also, several studies indicate that inmates involved in work programs are less likely to return to prison as a result of learning marketable job skills.

As a result of the 1996 legislative session, MINNCOR was asked to prepare a revised five year business plan that would eliminate the need for a state subsidy. MINNCOR has developed a plan that will progressively eliminate the state subsidy over the next five years. This plan is heavily dependent on increased sales to government agencies in order to meet the obligation to operate a self sufficient corrections industry work program.

Generally, state agencies have mixed feelings concerning the State Use Law. Although there is support for the concept of prison inmates working and learning marketable skills, agencies are sometimes reluctant to purchase from MINNCOR. This reluctance can be attributed to agency preference for a non-MINNCOR product or a negative past experience with a MINNCOR purchase.

The task force has met on a regular basis to discuss and give direction to these issues. However, the most significant work and results have occurred between meetings as task force recommendations are developed and implemented.

In FY96, sales to state agencies totaled \$6,065,644. For the first six months of FY97, sales were \$3,540,778. At this rate FY97 sales are projected at \$7 million or \$1 million more than last year. Also, sales to other governmental entities is projected to be \$500,000 more than last fiscal year.

This report includes specific accomplishments of the task force and documents steady progress toward the goal of maximizing inmate employment by increasing sales to state agencies. This effort should be viewed as successful, however, it is also ongoing. We believe that significant progress has been made and that the task force should continue to pursue the goals as outlined in legislation.

B. Description of Correctional Industries

The Minnesota Department of Corrections was established as a separate state agency in 1956 with governance over adult and juvenile offenders committed to the commissioner of corrections for felony convictions (adult) and juvenile court commitments. There are currently seven adult institutions including one for women and three juvenile institutions for offenders under 18 years of age.

Minnesota Department of Corrections has a centralized correctional industry program, MINNCOR which provides a variety of products and services for sale as it employs a large number of inmates. Workers are paid wages based on a department wide inmate pay plan and are expected to work full time assignments. Security, quality control, and training are provided by correctional staff who supervise the various shops. In the correctional industries there also exists private/public business partnerships which have established business practices and methods of production distribution. One of these partnerships, currently operating, is the recycling of copying machines and other technology equipment.

Insofar as correctional facilities have a need to keep inmates busy and whenever possible to keep them productively engaged while also learning life and vocational skills, it makes sense that we offer programs which provide multiple benefits to the inmate and the community at large. Our correctional industry has a legislative charge to operate at no cost to the taxpayers. corrections has the charge to provide training in skills which will aid the employability (and overall success) of inmates, thus reducing recidivism.

C. Description of Personnel

Minnesota Department of Corrections is staffed with people knowledgeable about business practices, production practices, and management of the workforce. Using inmate labor, Minnesota Department of Corrections has produced a variety of products from furniture to fishing piers, and services from data entry to market research. An infrastructure has been built within the adult correctional facilities which provides warehouse space, production space, shipping and receiving mechanism, tool inventories, materials management, and financial services. The correctional industries programming has included approximately 1100 inmates assigned to work programs and a staffing pattern which involves administrators, support staff, manufacturing specialists, and delivery personnel.

History - Federal

The Federal government, beginning in 1929, began placing a number of legal restrictions on the sale of prison made goods in interstate commerce, culminating in 18 USC 1761(a). These restrictions were implemented because of concern that prison industries products and services would unfairly compete with private industry. This law provides for an outright ban on the movement of inmate manufactured goods in interstate commerce and includes penalties including fines and/or imprisonment for violators. Exceptions were made to allow sale of these goods to state agencies, subject to the laws of each state and to allow limited sales to the Federal government.

Since enactment, this law has been amended several times to allow interstate shipment of inmate produced goods provided certain restrictions are met. These include the provisions that inmates must be paid prevailing wages for work of a similar nature and that specific deductions from their wages must be made.

These restrictive laws at the Federal level were seen as a threat to the continuation of State prison industry programs, which were increasingly viewed as an effective inmate management tool as well as a method of offsetting the costs of incarceration. This action prompted many States to enact legislation requiring State agencies to purchase inmate manufactured goods made in their own prisons. Some states have expanded the definition of state use to include non-profits and governmental contractors. Information compiled by Neal Miller, Institute for Law and Justice, shows that 39 of 50 states require state agencies to purchase from correctional industries.

History - State

A state use law has been in existence in Minnesota for many years. Although the law states that agencies shall purchase prison industry products, compliance has generally been voluntary. As purchasing responsibilities have largely been delegated to agencies, it is difficult to know when products were purchased from outside sources that could have been purchased from MINNCOR.

In recent years the number of inmates has increased dramatically, with a need for parallel growth in industry jobs. A part of this growth can come from expanding sales in the private sector, but the lion's share must come from sales to government entities. Thus, prison industry management has in recent years, been searching for ways to increase sales to state and political subdivisions. Expanding the law to include colleges and universities and a system for auditing compliance have been added in 1996 legislative language.

Minnesota Law

Laws of 1996, Chapter 408, Article 8, Section 1. Subv. 1

(DEFINITIONS.)

As used in this section:

- (1) "public entity" or "public entities" include the state and any agency, department, or institution of the state, and state colleges and universities; and
- (2) "items" include articles, products, supplies, and services.

(PUBLIC ENTITIES, PURCHASES FROM CORRECTIONS INDUSTRIES.)

- (a) The commissioner of corrections shall prepare updated lists of the items available for purchase from department of corrections industries and annually forward a copy of the most recent list to all public entities within the state. A public entity that is supported in whole or in part with funds from the state treasury shall purchase directly from corrections industries those items that are comparable in price, quality, and delivery time to items available from other vendors. An item is comparable in price if the price is no more than five percent higher than the lowest bid price.
- (b) The commissioner of administration shall develop a contract pursuant to section 16B.09, to enable public entities to purchase items directly from corrections industries. The commissioner of administration, in consultation with the commissioner of corrections, shall determine the fair market price for listed items. In determining fair market price, the commissioner shall use competitive bidding, or shall consider open bid prices in previous years for similar products which meet the needs of the public entity.
- (c) No public entity may evade the intent of this section by adopting slight variations in specifications, when Minnesota corrections industry items meet the reasonable needs and specifications of the public entity.
- (d) As part of its ongoing audit process, the legislative auditor is requested to ensure that state agencies are in compliance with this section.
- (e) The commissioners of administration and corrections shall appoint a joint task force to explore additional methods that support the philosophy of providing a substantial market opportunity to correctional industries that maximizes inmate work opportunities. The task force shall develop a plan and prepare a set of criteria with which to evaluate the effectiveness of the recommendations and initiatives in the plan. By February 15, 1997, the task force shall report to the chairs of the senate and house of representatives committees.

AREAS OF TASK FORCE CONSIDERATION

Heightened Awareness

A series of task force meetings have been held, creating a heightened awareness among agencies regarding the purpose and intent of the state use law. The meetings have also provided a forum for state agencies to give feedback to MINNCOR regarding products and services. These discussions have also served to inform agency heads and managers of the importance of prison industries as a corrections management tool.

New M-Contracts

The Department of Administration has been helpful in developing a number of M-contracts which allow state agencies to purchase products from MINNCOR without the need to obtain bids. Administration's cooperative purchasing program allows other government organizations to use M-contracts. List of M-contracts is included in this report.

Quality Improvement

A quality improvement program has been put in place at MINNCOR. This initiative was begun with a full day "all staff" retreat, and staff have been trained in its use. A number of committees have been formed to evaluate quality issues and implement suggestions for improvement. The program is in use and has already begun to produce positive results.

MnSCU

MINNCOR has entered into college and university markets with major sales of systems furniture. Working in partnership with the Department of Administration and Krueger Industries, major projects completed include:

Normandale Community College	\$165,000
Central Lakes Community College	415,000
Cambridge Community College	54,000
Lake Superior State College	30,000

New Products

MINNCOR continues to develop new products to serve the needs of state agencies. Recent examples include the following products:

- Mailbox posts
- Plastic stop signs
- Wood zone furniture
- Quick ship chairs and executive office furniture
- School work tables
- Computer furniture
- State park fire rings

Expanded Purchasing List

Administration has provided a list to MINNCOR of 1,700 state employees who have received Administration's training and certification for expanded purchasing authority. This list is being used in our marketing efforts.

Reconfigure Systems Furniture

MINNCOR has worked with the Department of Finance on a systems furniture reconfiguration that normally would have been waived because it is another vendor's product. The coordination of this project was subcontracted and MINNCOR did the panel reupholstery and work surfaces. Goal is to develop an M-contract giving state agencies this additional option.

Positive feedback

MINNCOR has been the subject of a positive article in the Materials Manager publication and has received a letter of support from Governor Carlson. Letters from satisfied customers are used in sales presentations to help generate new business.

Ergonomics

State safety officers and DOER industrial hygiene specialists have worked with MINNCOR to modify products to assure compliance with the ergonomic needs of state employees. Specifically MINNCOR sought input related to chairs, work surfaces and keyboards. Our goal is to design products that can be supported by safety officers and DOER specialists as they advise agency staff.

Moving Services

A partnership with the Citizen's Council has been developed wherein ex-offenders are contracted to provide moving services to state agencies.

Delivery charges

Task force discussed delivery charges. In some cases, delivery charges were added to product costs and in other cases included in product pricing. MINNCOR developed consistent policy that delivery charges are added to product prices so there is less customer confusion and we can determine if our delivery charges cover our actual costs.

License plates

Most state license plants are managed by the correctional industry program. In Minnesota, the Department of Public Safety has historically managed license plate production at the St. Cloud correctional facility. On July 1, 1997 the license plant will be turned over to MINNCOR.

License stickers

MINNCOR was awarded a five year contract for auto license stickers by the Department of Public Safety. This replaces the previous practice of bidding out each sticker order. Discussions continue on the possibility of MINNCOR also supplying other agencies with stickers. Example: boat stickers to DNR.

Product show

Department of Administration and MINNCOR have coordinated product shows targeted at state purchasing agents. For example, on September 25, 1996 an extensive show was coordinated at the armory in St. Paul. A wide range of products was displayed for state and other government buyers. Many new contacts were established resulting in increased sales.

Cor/Comm

A newly developed partnership between Department of Administration Print Communications and MINNCOR will benefit both parties. The goal of the project was to explore ways the two operations could work together to provide better value to their customers and the state. In phases one and two the project team identified specific commodities that could be produced cost effectively by each operation. In phase three, the team identified ways to integrate resources. Staffing will be combined into one "Cor/Comm" service center providing customers with one contact point for printing services. The expectation is that both entities will be able to grow their business to meet available production capacity.

State employee purchases

Although there is not a prohibition against employees purchasing MINNCOR products, we have not advertised or marketed our products to the private sector because of negative feedback from the business community. Small sales volume has generally been the result of "word of mouth". Suggestion was made that we could market and sell products in state buildings by working with services for the blind and state park gift shops.

PC recycling

Agencies need an outlet for surplus personal computers. MINNCOR is developing a partnership with private sector recycling company and will pursue M-contract for personal computer recycling. PC's may be either refurbished/reconfigured and sold to school districts or broken down into component parts for sale as scrap. It should be noted that a grant has also been awarded to a technical college by the Department of Children, Families and Learning for this purpose.

Modular Housing

Discussions started with Minnesota Housing/Finance agency, Department of Economic Security and various Community Action Programs (CAPS), MINNCOR plans to build sandwich panels to be used in the construction of housing for low income Minnesotans.

Computer Printer Cartridges

MINNCOR is expanding printer cartridge remanufacturing operation at Lino Lakes. State agencies can purchase remanufactured cartridges through Central Stores.

Materials Management Website

MINNCOR M-contracts are now on the Materials Management Web Page. This Internet site is widely used by state agencies, political subdivisions and vendors as a source of information for state purchasing and contracting.

Future Goals and Recommendations

Product User Group

Task force discussed creation of a group of state employees who use MINNCOR products. Goal is to develop a line of office furniture that MINNCOR would build "to stock". MINNCOR would have the advantage of producing in larger production runs and customers would have certain items that could be obtained immediately. This group is seen as an extension of the safety officer/DOER group currently looking at product design.

Marketing

Our marketing plan will utilize as many of the public agency information networks as possible. The following activities will form the core of our marketing plan:

Through MINNCOR, we will distribute flyers to the public announcing the program and its benefits. This flyer can eventually become a regular newsletter with a description of products and services, in order that we have regular exposure across the state.

Another medium we plan to use is announcements such as Communications Media with similar information to that in the flyers that MMD will garner regular attention from administrators.

The MMD newsletter will also be used in the manner above.

Internet announcements will be used to reach all agency locations, this method will reach purchasing specialists.

Minnesota Department of Corrections and the Department of Administration will develop a marketing strategy to reach government offices throughout the state, as well as a separate plan to reach private businesses in Minnesota. The Department of Administration will develop an M-contract allowing state agencies to buy directly from correctional industries for this project.

Panel Cleaning

Suggestion was made that MINNCOR develop a service to clean upholstered office panels. Most agencies have panels in storage or require cleaning services during reconfigurations or office moves.

Warehousing

MINNCOR has the capability of providing warehousing to state agencies with a temporary need. An M-contract can be developed for this purpose.

School Districts

MINNCOR is completing the development of a line of classroom and library furniture. These products will be marketed to school districts in the near future.

Exclusive Contracts

MINNCOR currently shares multiple M-contracts with vendors such as office seating and free standing furniture. MINNCOR would stand to benefit substantially if exclusive contracts existed for all products manufactured in correctional industries.

Projection Based Budget Allocations

MINNCOR plans to meet with Department of Administration's Building Construction Division to explore the possibility of writing into construction specifications that MINNCOR products be specified in all bid packages.

Customer Service

MINNCOR will develop methods for obtaining feedback from customers regarding product quality, delivery services and warranty repairs. Methods to include customer surveys, a customer service "hotline" and post delivery follow up contacts.

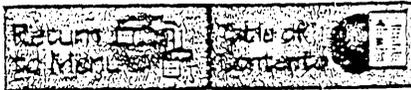
State Use Task Force

Continue meetings with goal of increasing sales to State agencies. Involve additional agencies in this process by expanding the core group.

MINNCOR CONTRACTS

RELEASE #	MAPS #	M #	AMS	TITLE	EXPIRES
C-726(5)	414147		LP	CLOTHING & LINENS	12-31-00
C-599(5)	401366	M-8962	BC	COMPUTER: DATA ENTRY	8-31-99
E-77(5)	402442	M-8962	LP	EMERGENCY GLOVE & MICROSHIELD POUCHES	8-31-99
F-442(5)	403425	M-8962	JF	FURNITURE: DORMITORY	8-31-99
F-416(5)	403426	M-8962	JF	FURNITURE: ERGONOMIC SEATING	8-31-99
F-444(5)	403432	M-8962	JF	FURNITURE: HEALTH CARE	8-31-99
F-437(5)	403410	M-8962	JF	FURNITURE: JAIL/DETENTION	8-31-99
F-443(5)	403429	M-8962	JF	FURNITURE LIBRARY & SCHOOL	8-31-99
F-441(5)	403416	M-8962	JF	FURNITURE: MATTRESSES & PILLOWS	8-31-99
F-328(5)	403302	M-8962	JF	FURNITURE: MODULAR SYSTEMS & FREESTANDING	8-31-99
F-373(5)	403338	M-8962	JF	FURNITURE: OFFICE-STEEL FILE CABINETS	8-31-99
F-415(5)	403294	M-8962	JF	FURNITURE: OFFICE-WOOD LINE	8-31-99
F-445(5)	403435	M-8962	JF	FURNITURE: PARK & PATIO	8-31-99
F-422(5)	403409	M-8962	JF	FURNITURE: REFINISHING & REUPHOLSTERY	8-31-99
F-394(5)	403327	M-8962	JF	FURNITURE: REFURB EXISTING SYSTEMS PANELS	8-31-99
F-420(5)	403405	M-8962	JF	FURNITURE: SEATING	8-31-99
F-440(5)	403414	M-8962	JF	FURNITURE: TABLES	8-31-99
M-409(5)	403223	M-8962	JB	MOVING SERVICE	8-31-99
O-75(5)	403444	M-8962	AW	OFFICE PRODUCTS: BINDERS & VINYL PRODUCTS	8-31-99
O-71(2)	411084	M-8962	AW	OFFICE PRODUCTS: CENTRAL STORES	8-31-99
O-77(5)	404518	M-8962	AW	OFFICE PRODUCTS: DESK ACCESSORIES-WOOD	8-31-99
O-76(5)	403450	M-8962	AW	OFFICE PRODUCTS: PAPER STORAGE/FILING	8-31-99
O-78(5)	404521	M-8962	AW	OFFICE PRODUCTS: PLAQUES & PEN SETS, PERSONALIZED	8-31-99
P-726(5)	403421	M-8962	PJ	PIERS & DOCKS	8-31-99

P-797(5)	404527	M-8962	AW	PLASTIC PRODUCTS: FLAME RETARDANT THERMOFORMED	8-31-99
R-572(5)	403387	M-8962	DM	REPAIR: BODY FOR AUTOS & TRUCKS (METRO ONLY)	8-31-99
S-797(5)	402443	M-8962	LP	SAFETY PRODUCTS: SUICIDE & RESTRAINT DEVICES	8-31-99
S-765(5)	403436	M-8962	BC	SANDBLASTING & PAINTING	8-31-99
S-796(5)	404241	M-8962	AW	SIGNS: SILK SCREEN, NAME/DESK, ADA, FRAMING	8-31-99
S-729(5)	400829	M-8962	BC	STRAIGHTEDGES	8-31-99
T-607	403232	M-1088	LN	TRANSPORTATION SERVICES - RECYCLED CENTER SATELLITES	2-28-97
S-830(5)	414062		PA	SIGNAGE: INTERIOR ADA SIGNAGE	9-30-97



MINNCOR Sales Analysis

<u>Customer Type</u>	<u>FY96 Sales</u>		<u>FY97 Sales(6 months)</u>		<u>Projected FY97 Sales</u>
	<u>Percent</u>	<u>\$ Amount</u>	<u>Percent</u>	<u>\$ Amount</u>	
State Agencies	53.3%	6,065,644	50.4%	3,540,778	7,081,556
County	4.1%	464,166	3.7%	259,718	519,436
City	<u>3.9%</u>	<u>446,955</u>	<u>3.1%</u>	<u>218,507</u>	<u>437,014</u>
Local State Gov't	8.0%	911,121	6.8%	478,225	956,450
Out of State, Fed, etc	4.8%	543,269	5.2%	361,657	723,314
Schools(includes the U of M	<u>1.4%</u>	<u>162,429</u>	<u>3.4%</u>	<u>238,900</u>	<u>477,800</u>
Other Gov't Agencies	6.2%	705,698	8.6%	600,557	1,201,114
Private Non-profit	2.6%	294,506	2.1%	149,259	298,518
Private(contract/partnerships	14.2%	1,614,117	18.0%	1,259,998	2,519,996
Private(purchase orders)	14.9%	1,697,209	13.7%	962,242	1,924,484
Private Individuals/Employee	<u>0.9%</u>	<u>99,348</u>	<u>0.4%</u>	<u>28,311</u>	<u>56,622</u>
Private Business	32.5%	3,705,180	34.2%	2,399,810	4,799,620
	Total	<u>11,387,643</u>	Total	<u>7,019,370</u>	<u>14,038,740</u>

MINNCOR FY96 Sales Detail

<u>State Agencies</u>	<u>Total FY6 Sales</u>
Minnesota Correctional Facilities	\$1,286,404.86
Administration Dept	\$486,536.80
Transportation Dept	\$1,177,224.88
Natural Resources Dept	\$899,704.06
MINSCU	\$282,404.60
Public Safety Dept	\$194,492.88
Health Dept	\$155,152.34
Other State Agencies	\$331,056.50
Human Services Dept	\$415,162.97
Finance Dept	\$108,092.74
Corrections Dept	\$390,343.29
Economic Security Dept	\$150,282.49
Minnesota Veterans Home	\$133,526.26
Employee Relations	<u>\$55,259.31</u>
Total for State Agencies	\$6,065,643.98
<u>Other Government Agencies</u>	
Minnesota Private & Independant Schools	\$123,511.63
Out of State Gov't Agencies	\$238,793.83
MN Cities	\$192,192.19
MN Counties	\$211,718.50
City of Minneapolis	\$199,523.15
Washington Gov't Agencies	\$92,419.67
Federal Government	\$93,366.39
Pennsylvania Gov't Agencies	\$118,688.86
Hennepin County	\$154,222.56
Ramsey County	\$98,225.22
City of St. Paul	\$55,239.85
University of Minnesota	<u>\$38,917.06</u>
Total for Other Government Agencies	\$1,616,818.91
<u>Customers - Contract/Partnership</u>	
K.I.	\$172,737.45
Designs by Dee	\$959,445.79
Copy Duplicating Products (C.D.P.)	\$145,111.98
Merit Enterprises	\$69,549.16
Metro Moulded Parts	\$64,486.93
Supervalu	\$88,291.25
B Dalton Booksellers	\$104,835.78
Toro Company	<u>\$9,659.08</u>
Total for Customers - Contract/Partnerships	\$1,614,117.42
<u>Customers - Purchase Orders</u>	
Private Businesses	\$1,374,443.94
Starkey Labs	\$214,256.41
Nonprofit Organizations	\$294,506.05
Private Employees & Individuals	\$99,348.12
Esselmans Store	\$53,249.40
Freeborn-Mower Electric Co-op	<u>\$55,259.46</u>
Total for Customers - Purchase Orders	\$2,091,063.38
Total for all customers	<u>\$11,387,643.69</u>
Actual Sales	\$12,096,031.00

MINNCOR FY97 Sales Detail

	Year to Date
<u>State Agencies</u>	<u>Total FYZ</u>
Minnesota Correctional Facilities	\$874,449.96
Administration Dept	\$539,955.77
Transportation Dept	\$510,342.74
Natural Resources Dept	\$345,880.33
MINSCU	\$326,296.00
Public Safety Dept	\$299,912.11
Health Dept	\$126,481.07
Other State Agencies	\$103,056.62
Human Services Dept	\$102,312.36
House of Representatives	\$98,750.00
Finance Dept	\$59,872.70
Water & Soil Resource Board	\$38,945.32
Corrections Dept	\$36,420.95
Economic Security Dept	\$32,960.98
Agriculture Dept	\$22,629.94
Housing Finance Agency	<u>\$22,511.42</u>
 Total for State Agencies	 \$3,540,778.27
 <u>Other Government Agencies</u>	
Minnesota Private & Independant Schools	\$211,120.85
Out of State Gov't Agencies	\$124,821.88
MN Cities	\$83,095.16
MN Counties	\$73,790.28
City of Minneapolis	\$62,510.19
Missouri Gov't Agencies	\$60,903.85
Washington Gov't Agencies	\$52,842.07
Federal Government	\$50,594.47
St. Louis County	\$40,382.18
Pennsylvania Gov't Agencies	\$39,619.10
Hennepin County	\$33,883.31
Ramsey County	\$33,336.20
UNICOR/Federal Prison Industries	\$32,875.52
City of St. Paul	\$32,147.89
Benton County	\$29,341.75
University of Minnesota	\$27,778.91
City of Duluth	\$22,001.12
City of Minnetonka	\$18,752.50
Clearwater County	\$17,952.55
Murray County	\$15,600.00
Lake of the Woods County	<u>\$15,431.85</u>
 Total for Other Government Agencies	 \$1,078,781.63
 <u>Customers - Contract/Partnership</u>	
K.I.	\$549,748.45
Designs by Dee	\$292,078.52
Copy Duplicating Products (C.D.P.)	\$67,192.66
Lepinski Pallet Supply	\$61,538.99
Merit Enterprises	\$43,206.46
Metro Moulded Parts	\$39,645.94
Supervalue	\$34,785.30
Fingerhut	\$33,947.16
B Dalton Booksellers	\$31,091.76
Rubber Industries	\$24,688.75
Skirts Plus	\$23,316.00
Jim Kowalczak Studios	\$12,619.32
College of St. Catherines	\$10,634.00
Others - under \$10,000	<u>\$35,504.70</u>
 Total for Customers - Contract/Partnerships	 \$1,259,998.01
 <u>Customers - Purchase Orders</u>	
Farm Implement Dealers	\$484,074.00
Private Businesses	\$150,538.43
Starkey Labs	\$142,105.00
Nonprofit Organizations	\$81,465.53
Anishinabe Wakiagun Ltd. Partnership	\$72,601.54
United Waste Systems	\$62,534.14
North Memorial Medical Center	\$49,509.85
Private Employees & Individuals	\$28,310.95
Cruise Albums	\$19,787.57
Catholic Charities	\$18,284.00
Dahlberg Corporation	\$18,216.98
Faribault Manor Nursing Home	<u>\$12,384.00</u>
 Total for Customers - Purchase Orders	 \$1,139,812.09
 Total for all customers	 <u>\$7,019,370.00</u>
 Actual Sales	 \$7,019,370.00

List of Task Force Members

John Haggerty, Administration

Richard Slivick, Administration

Bob Feneis, MINNCOR

Dan Ferrise, MINNCOR

Guy Piras, MINNCOR

Norm Kordell, DNR

Tom Maloy, Children, Families & Learning

Bev Amos, Economic Security

Ron Lang, DHS

Ed Clark, Nancy Standahl, DOT

Gordy Yurich, Finance

Chris Metzger, MnSCU