

## <<Service Provider Name>>

#### FFY2011 EAP Local Plan

Minnesota Department of Commerce Office of Energy Assistance Programs

#### **Background**

The Minnesota Department of Commerce (DOC) contracts with local Service Providers to deliver EAP services. The *EAP Local Plan* establishes the expectations between the Service Provider and DOC. The *Local Plan* outlines the Service Provider's approach to deliver EAP within the intention, direction and guidance of the statewide program. DOC uses the *Local Plan* to:

- Determine and select competent Service Providers
- Monitor and evaluate performance
- Build the competency of the Service Providers

The Energy Assistance Program FFY2011 Local Plan is designed to advance EAP management effectiveness, efficiency and fiscal practices. The structure and content is driven by EAP continuous improvement efforts and by the Office of the Legislative Auditor (OLA) requiring government to ensure an effective internal control system to enable prudent management of public funds.

The Local Plan documents the Service Provider's internal control maturity for assessment and assurance. EAP's ability to meet its intended objectives requires the competency of local Service Providers. EAP determines and measures Service Provider competency by looking at the organizational leadership and professionalism, how well it identifies and manages risks, whether it designs and implements its control procedures and activities, and how it monitors the performance and effectiveness of the procedures and activities.

The EAP Internal Controls Framework defines internal control as a process, affected by individuals within an organization, designed to provide reasonable assurance for the achievement of objectives in three categories:

- 1. Effectiveness and efficiency of operations
- 2. Reliability of financial reporting, and
- 3. Compliance with applicable laws & regulations

EAP Internal Controls Framework is comprised of five interrelated components supporting the three above categories. The components focus on attaining strategic objectives and safeguarding assets against loss or unauthorized use.

- Control Environment relates to management and employees establishing & maintaining an environment throughout
  the organization that sets a positive and supportive attitude toward internal control and conscientious management.
- 2. Risk Assessment is the management of risk by identifying priority activities within the organization for risk assessment. Risks are areas outside of the normal control activities that cannot be covered by normal operations.
- Control Activities relates to the Service Provider's design and implement of the internal control policies and other
  control activities as appropriate to processing applications, determining eligibility and delivering benefits. These
  control activities include program delivery controls and fiscal controls.
- 4. Information & Communication relates to communicating the internal control policies and procedures to all staff and stakeholders so they understand what is expected of them and the scope of their freedom to act in relation to program participants and partners.
- Monitoring relates to separate evaluations of internal control, such as self-assessments or evaluations of internal procedures and performance.

**Instructions**: Complete the *EAP Local Plan* to demonstrate the agency's commitment and competency to provide EAP services in compliance with EAP policies and procedures as stated in the *State Plan* and *EAP Policy Manual*. **For Risk Assessment**, follow the instruction attached to your *Local Plan* that contains explanations and examples to complete **part 2.1 Risk Analysis**.

1. Control Environment relates to management and employees establishing and maintaining an environment throughout the organization that sets a positive and supportive attitude toward internal control and conscientious management.

#### 1.1. Service Provider

1.1.1. Service Provider Information						
Agency Legal Name:						

Agency Addres	SS							
City:					Zip:			
Agency Phone	(include a	area code and e	xtensions):					
Agency Fax:			Toll Fre	e Phone:				
Agency Web S	ite:		Co	ngressiona	l Distri	ct(s):		
Legislative Dist	trict(s):		•					
Federal ID Nur	nber:			State Ta:	x ID:			
1.1.2. EAP Infor EAP Mail Addr (if different): EAP Street Add	ess							
	uless				l -,	1		
City:					Zip:			
EAP Phone wit	h area co	ode:		EAP To	II Free	:		
EAP Fax with a	area code	:	1	EAP Toll Fr	ee Fax	:		
EAP Counties/	Area Serv	/ed:						
1.1.3. Service	Provider	r Primary EAP (	Contacts (i	nclude exte	ension	with p	hone numbe	rs)
Executive Direct	or							
Phone with area	code:			E-mail:				
Board or Tribal (	Chair:							
Phone with area	code:			E-mail:				
Fiscal Director:								
Phone with area	code:			E-mail:				
EAP Coordinato	r:							
Phone with area	code:			E-mail:				

EAP SP No.

1.1.3. Service Pro	ovider Pr	imary EA	P Contacts (in	clude	extension	n with ph	one numbers)
MIS/Technology Dire	ector:						
Phone with area coo	de:			E-ma	ail:		
ERR Coordinator:							
Phone with area coo	de:			E-ma	ail:		
Weatherization Cool	rdinator:						
Wx Coordinator's Agdifferent):	gency (if						
Wx Coordinator's Ph				E-ma	ail:		
Wx Coordinator's To	oll Free:						
EAP Security Admin				ı	<del></del>		
Phone with area coo	de:			E-ma	ail:		
1.1.4. Service Pro	ovider E	AP Persor	<b>nnel</b> (add rows t	o fit th	e number	of EAP po	ersonnel)
Name	Title/Po	sition	Qualification		Status	%FTE	Remark
1.Jim A. Smith	Exec. D	irector	BSc-Manager	ment	PT	20%	Directs the EAP
2.John F. Carlos	EAP Co	ordinator	BSc-Accountant		FTE	100%	Coordinates the EAP
3.							
4.							
5.							
6.Etc							
Note:FTE=Full-Tir PT= Part Tir			=Part-Time En e Seasonal, <b>O</b>				
•	t: State th the EAP	ne SP's mi ' mission in	ssion and desc ncluding promo	ribe h iting s	ow the SI hared eth	o mainta ical valu	ins an environment es and integrity; and ommunicated, and
1.2.2. Structure of accountability actions.							nsibility, and d take necessary

1.2.

	competency to achie	eve EAP of for position	objectives ons, and p	by keep providing	ing upda employe	emonstrates its commitment and ated position descriptions, hiring ees with the training and tools				
	Program Evaluation evaluating of EAP er      SP human res     EAP staff func     EAP staff have     EAP staff eHE     EAP staff know     EAP formal tra	mployee's ource pra tional pos e proper k AT profic wledge of	s performa actices an sition desi knowledgo iency and SP polici	ance incl d materi cription e of their d compet es and p	uding: als agency encies procedure					
	energy programs sta	ıff, particu	larly thos	e interac	cting with	serve a diverse population? When did n the public in person or by opulations? Include planned training.				
		Does SF	Serve?	EAP Trai	Staff ning					
	Population	Yes	No	Date	# Hrs	Description				
	People with little or no English									
	Hearing or speech impaired persons									
	Developmentally disabled or mentally ill persons									
	Multi cultural									
1.2.6.	FFY 2010 EAP Mon 1.2.6.1. List findings	•	•	) Monito	ring Rep	oort				
	1.2.6.2. Describe how your agency corrected FFY2010 findings and how the findings will affect the agency's performance approach in FFY2011.									

- 2. Risk Assessment is the agency's management of risk by identifying priority activities within the organization for risk assessment, considering areas materially impacting the financial position and results of operations and program (e.g., assets, liabilities, revenues, expenses or expenditures account balances that are material in dollar amount)
  - **2.1. Risk Management:** Identify, analyze, and manage business risks influencing EAP's ability to maintain financial strength, a positive public image, and the overall quality of its products and government services. (Refer to the **examples in the instructions attached with your Local Plan** to complete this part.

Internal Risks Analysis

			Probability of	Severity of		
#	Risk Occurrence	Result of Occurrence	Occurrence	Impact	Response	Indicators
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.	Etc					

External Risks Analysis

	erriar riterie ; ii					
			Probability of	Severity of		
ш	Diak Ossumanas	Decult of Occurrence		Impost	Doonanaa	Indicators
#	Risk Occurrence	Result of Occurrence	Occurrence	Impact	Response	Indicators
1						
2.						
3.						
1						
4.						
5.						
6.						
7.						
8.	Etc					

<b>2.2. Incidents</b> : Describe SP procedures to handle incidents of appeal, complaint, error & fraud.
<ul> <li>2.3. Disaster (Uncontrolled Circumstances) Planning</li> <li>2.3.1. Community Disaster: Does your agency have a Disaster Plan or access to a Community Disaster Plan? If you have access to a Community Disaster Plan, does the agency participate in the emergency response and services? Explain.</li> </ul>
2.3.2. Service Provider Disaster Plan: Describe procedures in place to continue EAP local services in case of loss of building facilities and/or equipment due to uncontrolled circumstances like fire, theft, flood, natural disaster, etc.
Control Activities relate to the SP's specific design and implementation of the internal control policies and other control activities as appropriate to processing applications, determining eligibility and delivering benefits.
<ul> <li>3.1. Control Activities – Program relates to the design and implementation of the internal control policies and other control activities as appropriate to processing household requests, applications and benefit transactions, reporting and oversight.</li> <li>3.1.1. EAP Application processing system: Describe how EAP program assistance and service provided to households are timely and accurately executed.</li> <li>Responses should address the following areas:</li> <li>Use of tools and resources (i.e. worksheets, eHEAT, etc) of the program as intended</li> </ul>
<ul> <li>Logging applications upon arrival to Service Provider</li> <li>Process for requesting vendor consumption to assure timely services</li> <li>Method of requesting additional information from applicants</li> <li>Approach to managing various program demands</li> <li>Maintaining records</li> </ul>
3.1.2. EAP System Partnerships: Describe how SP maintains EAP system partnerships with:
<ul> <li>Vendors</li> <li>Outreach partners</li> <li>Fiscal partners</li> <li>Referral network</li> <li>Other EAP Service Providers</li> <li>EACA and other EAP-related associations</li> <li>State office</li> </ul>

3.

3.1.	3. E <i>l</i>	٩P	Hours	of (	Operation	ì
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Business Days (example: Mo	onday – Friday):			
Time EAP Office Opens:			Time EAP Office Closes:	
Describe how energy assista to households calling or com office during lunch break hou	ing into the SP			
List all days the SP office is of than National Holidays.	closed other			

**3.1.4. Intake Sites:** Enter the service area information for each EAP intake/county site other than the main office.

Area	Service Area or Intake Sites									
Information	1	2	3	4	5					
Area Name										
Contact Name										
Phone Number with area code										
Fax Number with area code										
E-mail Address										
Days of the week office is open										
Time Office opens for business										
Time Office closes for business										
Months site open, if not full year										
Are Apps & Pre- Apps addressed to the site?										

**3.1.5. EAP Duties and Functions**: Indicate the number of staff (Full Time and Part Time) assigned to perform each of the following duties and functions. The SP must ensure EAP duties and functions are assigned to staff positions and back-up staff are assigned for continuous administration of EAP at the local level.

The # of Distinct Staff refers to the number of staff persons executing a set of duties and functions: Applications, Crisis, ERR, Payments/Refunds and A-16. For example, an SP may assign 4 Distinct Staff persons (3 FT and 1 PT) to perform all the 7 listed duties and functions to process Applications.

Applications	# of Staff		# of Back-up		Remarks
Duties & Function	FT	PT	FT	PT	
Date-stamping applications					
Logging applications					
Entering application data					
Review files for correctness					
Determining household income					
Determining eligibility					
Employee applications					
# of Distinct Staff					

Crisis	# of	# of Staff		ack-up	Remarks
Duties & Function	FT	PT	FT	PT	
Determine crisis eligibility					
Crisis 24/7 response					
18/48 hr fuel response					
Entering Crisis data in eHEAT					
Obligating funds in eHEAT					
# of Distinct Staff					

ERR	# of	Staff	# of B	ack-up	Remarks
Duties & Function	FT	PT	FT	PT	
Determine ERR eligibility					
Manage the ERR intake and referral process so timeframes are met & complete tracking form					
Verify homeownership					
Tracking and maintaining \$2,000/\$2,500 average					
Assuring local & state procurement procedures are followed					
Entering event data into eHEAT					
Obligating funds in eHEAT					
Making ERR events "Payable", Payment in Progress and "Paid" in eHEAT					
Complete Completion Certificate and Inspection Tool					
Reconciling ERR eHEAT and FSR information					
ERR bid process and contracts					
ERR 24/7 Response					
ERR Inspections					
# of Distinct Staff					

Payments/Refund	# of Staff		# of Ba	ack-up	Remarks
Duties & Function	FT	PT	FT	PT	
Processing payments					
Approving crisis payments					
Processing refunds					

Payments/Refund	# of Staff		# of B	ack-up	Remarks
Duties & Function	FT	PT	FT	PT	
# of Distinct Employees					

Assurance 16	# of Staff		# of Ba	ack-up	Remarks
Duties & Function	FT	PT	FT	PT	
Performing Outreach activities					
Crisis negotiation					
Refer HHD to crisis for EB/EBA					
Recording Assurance 16 activities on eHEAT					
Referring HH's to Outreach worker					
Setting up Reasonable Payment Worksheet					
Verify HHD reasonable payments with vendor					
# of Distinct Employees					

3.1.6.	<b>ERR Control</b> : Describe procedures to ensure the average ERR expenditure per ERR
	household is not exceeded by the end of the program year or when the agency's ERR funds
	are depleted.

•	Describe procedures implemented to ensure timely inspections and timely payments to
	contractors.

•	Describe procedures for accurate and timely entry into eHEAT.

3.1.7.	Assurance 16 Service: Please review and indicate whether your agency will perform
	each of the Assurance 16 items listed below. (Each item is listed in eHEAT and explained
	in the EAP Policy Manual.)

,	Perform	Activity?
Outreach Log	Yes	No
Complete Goals established by the agency		
Cross training in service providers		
Cross training outside service providers		
Make applications available		
Build vendor relationship		
Provide ESL Application		
Cultural Diversity Training		
Information Brochure		
Cataloging Case History		
Customer Service Training		
Public Official education		
Other		
	D : : C= www	1 11 11-2
Poforral Log	Perform Yes	Activity? No
Referral Log Interview Client	res	INO
Train staff to elicit client needs		- I
Build database of local resources		
Familiarize staff of local resources		
Provide client with specific referrals  Provide applicants with list of referrals service providers		
Familiarize Staff with Government Resource database		
Fairillidize Stall with Government Nesource database	No.	
	Perform	Activity?
Advocacy Log	Yes	No
Resolve energy crisis		
Access Service		
Build self sufficiency skills		
Stabilize Household situation		
Other		

3.2.		ner control activities t. These control ac							:ernal
	SP Fiscal		Sta	ff Aı	uthorized				
	Person		to r	equ	est Cash:				
Grantee Fiscal			to			Most R	ecent		
	Year Dates:		to			Year A	udited:		
	Dalamatian								

Year Dates:			Yea	r A	udited:	
Dates of Last Audit:		Next	Audit Date:			
Name of Audit Firm:						
City and State:			Telephone	):		
Findings/Recomme						

**3.2.2. Fiscal Transactions**: SP is to have generally accepted fiscal practices including authorized personnel having program specific knowledge. Describe fiscal transactions in terms of:

- Proper segregation of duty
- Auditable
- Good communication between program and fiscal staff

•	Authorization	and	approach	to	<u>EAP</u>	weekly	allocation	process
								•

- **3.2.3. Fiscal Budgeting, Allocation and Reporting:** Describe how and who will complete the following:
  - EAP fiscal reporting (Includes FSR)
  - Budget, Allocation & Cash Requests
  - NFA and cash requesting
  - Annual Budget Allocation
  - Closeout Reporting

# 3.2.4. Fiscal Reports/Security

Reports/Security	Staff Title/Position	# of Staff	Back-up Title/Position	# of Staff	Remarks
Submitting FSRs					
Submitting Cash Requests					
Submitting Closeout					
Submitting Local Audit Report					
Submitting Leveraging Report					
Responding to appeals					
Investigating possible fraud					
Submitting Incident Reports					
Information security					

- 4. Communication and Information relates to communicating the internal control policies and procedures to all staff and stakeholders so they understand what is expected of them and the scope of their freedom to act in relation to program participants and partners.
  - **4.1. Phone Service:** Describe the use of personal contact and automated answering for client phone calls.

Activity	Describe how calls are answered and redirected
Calls for information,	Business hours -
application or referral	Office is closed -
People with an ERR or no fuel Crisis	Business hours -
	Office is closed -
After hour Crisis - Calling Toll Free	Describe -
Speech or hearing	Business hours -
impairments	Office is closed -
Non-English speaking	Business hours -
Non-English speaking	Office is closed -

**4.2.** Households' Access to Energy Assistance Applications: Which of the following application techniques will be standard practice in your agency in FFY 2011?

	Perform	Activity?	J ,
Technique	Yes	No	Description
Mail applications from office			
Home visits			
Same day appointments			
Appointments in advance			
Scheduled off-site locations			

**4.3. Equal Access to Service:** How will equal access to EAP information, applications and funds for Primary Heat, Crisis, ERR, ROFW, voter registration and other collaborative services be assured for the four groups listed below:

J	Perform A	Activity?	
Accommodation for	Yes	No	Description

	People with little or no English			
	Hearing or speech impaired persons			
	Developmentally disabled or mentally ill persons			
	Multi cultural			
4.4.	Outreach: Targeted Po 4.4.1. Describe outreach populations.	•		ation nips that are successful in reaching targeted
	<b>4.4.2.</b> Provide the date of the SP conducted			cy-wide community assessment, and describe how
	4.4.3. What new outreach the SP's area?	h activities w	ill be initiat	ed to increase participation by targeted groups in
	<b>4.4.4.</b> Briefly describe the community.	e SP's areas	of priority a	and strategy to meet the identified needs of the

# **4.4.5.** Collaboration: Does the Service Provider have collaborative/cooperative relationships with the following?

			SP Adm	inisters?
Name of Entity/Program	Yes	No	Yes	No
Child Care Providers				
Child Care Resource and Referral				
Child Support				
Continuum of Care				
Displaced Homemaker Program				
Early Education Programs (non-Child Care)				
Emergency Food Programs (food shelf, etc)				
Weatherization				
Educational Programs (schools, Colleges)				
Faith-Based Organizations				
Family Service Collaboratives				
Head Start				
Housing Redevelopment Authority (HRA)				
Human Service Agencies				
Law Enforcement/Neighborhood Policing				
Migrant Seasonal Farm-worker Services				
Surplus Commodity Distribution Programs				
Tax Assistance				
Transitional Housing/Homeless Programs				
Transportation Services				
Vocational Rehabilitation Programs				
Work Force Centers				
Other ( )				

	Activity	Description
	Monitoring applications for timeliness	
	Check applications for accuracy	
	Verify accuracy and completeness	
	Coordination for after hours emergencies	
	Accurate and timely reports to DOC	
	What are other performance measures you use?	
T a a a	the WACT is a performate pplications for FFY 201 and paid within 30 days opplication processing. (  2.1. Did your agency	Certification Targets (WACT) ance guideline for approving applications based on the number of approved 0. When the WACT expires January 22, 2011, applications must be certified of receipt of a complete application. The WACT is also used to monitor Please refer to the attached FFY 2011 WACT table.)  meet or exceed the WACT for FFY 2010? Yes No lain and include corrective actions implemented.
5	.2.2. How will you ens WACT period?	ure meeting the 30-day application approval requirement at the end of the
5	EAP households, of	ction Feedback: Describe mechanisms to solicit and collect feedback from document complaints and their resolution, and analyze results. What show strengths and weaknesses in the delivery of EAP?

# **Supplements:**

A. Agency Policy Documentation: Indicate if the agency has the following local policies in place.

Documents/policies	Yes	No	If No, explanation
Organizational Chart			
Fraud and Abuse Policy			
Data Privacy Policy			
Client Complaints/Appeals Policy			
Employee Complaint Policy			
Employee Rights Policy			
ROFW Plan			
Weatherization Coordination Plan			
Agency Disaster Plan (Internal)			

#### B. Additional Changes not included above

List any other changes to your agency or LIHEAP program that are not included above, which may affect the program performance or delivery? (Additional staff, additional training, new office processes or procedures, updated equipment or software, etc.)

### C. Acknowledgement and Certification

The grantee acknowledges this Local Plan for FFY 2011 of the LIHEAP FFY 2011Grant Contract and certifies that the information provided is accurate to the best of their knowledge.

Agency Approval	DOC Approval
Name:	Name: John Harvanko
Title:	Title: Program Director, Energy Assistance Prog.
Signature:	Signature:
Date:	Date:



# eHEAT Service Provider Administrator



Security Agreement

**Description:** This outlines the expectations and responsibilities of the eHEAT Service Provider Administrator. It also serves as an agreement to carry out those responsibilities.

The eHEAT system security allows only authorized users to perform the tasks and processes necessary to deliver Energy and Weatherization Assistance Programs. Administrators authorize users by giving them access to the necessary system function(s).

**Background**: The security authorization assigns each user one or more roles that parallel employee functions for Energy Assistance and Weatherization program delivery.

The eHEAT system has one central State Security Administrator. The State Security Administrator establishes roles for Department of Commerce users and Service Provider Security Administrators and Energy Vendor Security Administrators.

**Roles and Responsibility:** The Service Provider Security Administrator is responsible to manage agency users. The Service Provider Security Administrator is authorized to perform the following tasks:

- Creating new users
- Editing existing users
- Resetting password for the users
- Disabling existing users
- Enabling already disabled users
- Creating new roles
- Editing existing roles
- Deleting existing roles
- Assign functions to roles

#### **Terms**

- A user is the individual who can log on and view or act on eHEAT data.
- A group is a named collection of eHEAT users. eHEAT has four groups: DOC, DOC Fiscal, Service Providers, and Vendors.
- A role is a named collection of functions in the eHEAT System.
- A function is an action or set of actions, such as "View Application" or "Enter Consumption."

# eHEAT Service Provider Administrator Security Agreement, page 2

To ensure security the Service Provider Security Administrator agrees to:

- Create users only for individuals authorized to deliver the program.
- Manage Service Provider User Security Agreements and make available to State Staff upon request.
- Follow program data sharing policies and practices so stated:
   Minnesota Statutes §216C.266 provides that data collected maintained, or created because an individual applies for energy assistance is private data for the purposes of Minnesota's Data Practices Act (Minn. Stat. §§13.02 et seq.). The collection, storage, use and release of the information shall be limited to that necessary for the administration and management of the program. The information may not be released except as permitted by the State's Data Practice Act.
- Disable users immediately upon termination of role in service delivery.
- Report known or suspected security breeches to State Security Administrator.
- Monitor user roles for appropriate usage.
- Report changes to his or her status to the State Security Administrator.

Service Provider Security Administrator's Printed Name:
Service Provider Security Administrator's Agency:
Service Provider Security Administrator's Phone:
Service Provider Security Administrator's Email:
Service Provider Security Administrator's Signature:
Date Signed:

Effective for Federal Fiscal Year 2011

By signing this you agree to abide by the roles of the Service Provider Security Administrator described above, and the following: This eHEAT system is the property of the Minnesota Department of Commerce (DOC). Access to this service is for authorized personnel only. Use of this system without authority from DOC, or in excess of authority, may result in disciplinary action, civil and criminal sanctions and other appropriate action. Any activity on this system may be monitored or accessed by DOC or other authorized officials at any time. This includes any data created or stored using this system. All such data is subject to the Minnesota Government Data Practices Act. If you do not have the expressed authorization of the administrator, you may face the consequences of violating Chapter 13 of the Minnesota Statutes and other laws. Further, the State of Minnesota prohibits unauthorized access, disclosure, duplication, modification, diversion, destruction, loss, misuse, or theft of its information in accordance with the Minnesota Statutes Sections 609.87 - 609.891 and other laws.

**FFY 2011 WACT** Service Providers must ensure completed applications are certified and paid to meet the Weekly Application Certification Targets (WACT) or the 30-day requirement, whichever is in effect. The LIHEAP statute requires applications be acted upon in a reasonable time. The *Weekly Application Certification Targets* (WACT) is used to maintain timely service. The WACT go into effect at the end of the day on October 3, 2010.

SP ID	AGENCY NAME																	
		6/10/10	8-Oct	15-Oct	22-Oct	29-Oct	5-Nov	12-Nov	19-Nov	26-Nov	3-Dec	10-Dec	17-Dec	24-Dec	31-Dec	7-Jan	14-Jan	21-Jan
1	NORTHWEST	1,658	83	166	249	332	415	497	580	630	713	796	879	962	962	1,045	1,127	1,210
2	TRI-VALLEY	1,918	96	192	288	384	480	575	671	729	825	921	1,017	1,112	1,112	1,208	1,304	1,400
3	INTER-COUNTY	1,707	85	171	256	341	427	512	597	649	734	819	905	990	990	1,075	1,161	1,246
4	BI-CAP	4,187	209	419	628	837	1,047	1,256	1,465	1,591	1,800	2,010	2,219	2,428	2,428	2,638	2,847	3,057
5	KOOTASCA	3,679	184	368	552	736	920	1,104	1,288	1,398	1,582	1,766	1,950	2,134	2,134	2,318	2,502	2,686
6	ARROWHEAD	10,534	527	1,053	1,580	2,107	2,634	3,160	3,687	4,003	4,530	5,056	5,583	6,110	6,110	6,636	7,163	7,690
7	LAKES & PINES	8,165	408	817	1,225	1,633	2,041	2,450	2,858	3,103	3,511	3,919	4,327	4,736	4,736	5,144	5,552	5,960
9	OTTERTAIL-WADENA	3,948	197	395	592	790	987	1,184	1,382	1,500	1,698	1,895	2,092	2,290	2,290	2,487	2,685	2,882
10	MAHUBE	3,754	188	375	563	751	939	1,126	1,314	1,427	1,614	1,802	1,990	2,177	2,177	2,365	2,553	2,740
12	WEST CENTRAL	5,944	297	594	892	1,189	1,486	1,783	2,080	2,259	2,556	2,853	3,150	3,448	3,448	3,745	4,042	4,339
13	TRI-CAP	7,700	385	770	1,155	1,540	1,925	2,310	2,695	2,926	3,311	3,696	4,081	4,466	4,466	4,851	5,236	5,621
15	ANOKA	5,639	282	564	846	1,128	1,410	1,692	1,974	2,143	2,425	2,707	2,989	3,271	3,271	3,553	3,835	4,116
16	CAPRWC	21,235	1,062	2,124	3,185	4,247	5,309	6,371	7,432	8,069	9,131	10,193	11,255	12,316	12,316	13,378	14,440	15,502
17	CA OF MPLS	16,651	833	1,665	2,498	3,330	4,163	4,995	5,828	6,327	7,160	7,992	8,825	9,658	9,658	10,490	11,323	12,155
18	S-C-D	7,819	391	782	1,173	1,564	1,955	2,346	2,737	2,971	3,362	3,753	4,144	4,535	4,535	4,926	5,317	5,708
19	HEARTLAND	3,425	171	343	514	685	856	1,028	1,199	1,302	1,473	1,644	1,815	1,987	1,987	2,158	2,329	2,500
20	PRAIRIE 5	2,388	119	239	358	478	597	716	836	907	1,027	1,146	1,266	1,385	1,385	1,504	1,624	1,743
21	WESTERN	2,594	130	259	389	519	649	778	908	986	1,115	1,245	1,375	1,505	1,505	1,634	1,764	1,894
22	SMOC	2,237	112	224	336	447	559	671	783	850	962	1,074	1,186	1,297	1,297	1,409	1,521	1,633
24	MINNESOTA VALLEY	6,887	344	689	1,033	1,377	1,722	2,066	2,410	2,617	2,961	3,306	3,650	3,994	3,994	4,339	4,683	5,028
25	THREE RIVERS	2,742	137	274	411	548	686	823	960	1,042	1,179	1,316	1,453	1,590	1,590	1,727	1,865	2,002
26	SEMCAC	7,401	370	740	1,110	1,480	1,850	2,220	2,590	2,812	3,182	3,552	3,923	4,293	4,293	4,663	5,033	5,403
30	BOIS FORTE	163	8	16	24	33	41	49	57	62	70	78	86	95	95	103	111	119
31	FOND DU LAC	460	23	46	69	92	115	138	161	175	198	221	244	267	267	290	313	336
33	LEECH LAKE	1,111	56	111	167	222	278	333	389	422	478	533	589	644	644	700	755	811
36	MILLE LACS	367	18	37	55	73	92	110	128	139	158	176	195	213	213	231	250	268
39	RED LAKE	1,248	62	125	187	250	312	374	437	474	537	599	661	724	724	786	849	911
41	WHITE EARTH	889	44	89	133	178	222	267	311	338	382	427	471	516	516	560	605	649
44	WRIGHT CO CAP	2,780	139	278	417	556	695	834	973	1,056	1,195	1,334	1,473	1,612	1,612	1,751	1,890	2,029
52	CLEARWATER	595	30	60	89	119	149	179	208	226	256	286	315	345	345	375	405	434
53	LSS	3,563	178	356	534	713	891	1,069	1,247	1,354	1,532	1,710	1,888	2,067	2,067	2,245	2,423	2,601
58	OLMSTED	3,060	153	306	459	612	765	918	1,071	1,163	1,316	1,469	1,622	1,775	1,775	1,928	2,081	2,234
61	RENVILLE	726	36	73	109	145	182	218	254	276	312	348	385	421	421	457	494	530
64	TODD	1,594	80	159	239	319	399	478	558	606	685	765	845	925	925	1,004	1,084	1,164
65	CASH	13,383	669	1,338	2,007	2,677	3,346	4,015	4,684	5,086	5,755	6,424	7,093	7,762	7,762	8,431	9,100	9,770
69	BROWN	994	50	99	149	199	249	298	348	378	427	477	527	577	577	626	676	726
	TOTAL 2010	163,145	8,157	16,315	24,472	32,629	40,786	48,944	57,101	61,995	70,152	78,310	86,467	94,624	94,624	102,781	110,939	119,096