Fiscal disparities pool increases after 3-year decline

by Dana Schroeder

The pool of commercial-industrial (C-I) tax base shared by Twin Cities area communities increased this year for the first time since 1992, reversing a three-year trend of declines. The pool grew by 7.6 percent, from $241.3 million last year to $259.6 million this year.

Property taxes paid by the shared pool of tax base grew by 12.9 percent, from $325.3 million in 1995 to $367.1 million this year, nearly reaching the 1994 shared pool tax level of $369.1 million. The taxes paid by the shared pool had declined by nearly 12 percent in 1995—only the second time the shared tax amount had decreased during the history of the tax-base sharing program. The other decline was in 1977.

The tax-base sharing program—enacted in 1971 to help reduce disparities in tax-base wealth in the metro area—requires communities to contribute 40 percent of the growth in C-I tax base value since 1971 to a shared pool. That pool is then distributed back to communities in the metro area, based on their relative shares of population and market value. (See accompanying story on page 6.)

The shared tax base now accounts for 27.6 percent of the total C-I tax base in the metro area, up from last year's 26.3 percent, but down from the peak of 30.0 percent in 1994.

According to a recent report by the Minnesota House of Representa-
tives Research Department, the slump in C-I values in the region may be over. C-I property values, especially those of office buildings, have increased for both 1995 and 1996 assessments—which affect tax years 1996 and 1997, respectively. For tax year 1996 the value of the region's C-I tax base increased by $24.3 million, or 2.6 percent, to $941.2 million. The region's total tax base increased by $117.0 million, or 5.7 percent, to $2.182 billion.

Despite these increases in value, court-ordered valuation reductions Continued on page 5

Group narrows search to 3 sites for truck/train facility

by Donna Lindberg

Representatives of area railroad companies, the Minnesota Department of Transportation and the Metropolitan Council have recently identified three possible locations for a new multi-user truck and train intermodal shipping terminal facility in the Twin Cities. Intermodal shipping involves shipping goods in large containers that are moved by trucks (for the short haul) to trains (for the long haul). The terminal would have the capacity and facilities to ship, load, unload and store containers and truck trailers for several railroads.

One potential site is in Cottage Grove along Highway 61 near the 3M Cottage Grove facility. The two other possible locations are in Rosemount: one is west of the Koch Refinery and north of County Road 42; the second is south of County Road 42 and west of Highway 52 on property owned by the University of Minnesota and Dakota County. Plans are that the terminal would also anchor a large industrial park housing businesses attracted there because they use or offer intermodal services. The industrial park would bring jobs, expand the tax base in the host community and buffer the terminal area from other land uses.

The new intermodal terminal is the brainchild of the Minnesota Intermodal Railroad Terminal Study (MIRTS), a public/private partnership made up of the Burlington Northern/Santa Fe Railroad, CP Rail System, Union Pacific Railroad, the Minnesota Department of Transportation and the Metropolitan Council. MIRTS was formed three years ago to evaluate the need for new or expanded intermodal terminal facilities in the Twin Cities metropolitan area.

"The private/public partnership part of MIRTS is a new concept in land use and transportation system planning," said R. John Anderson, MIRTS project manager. "Planning will be done by the people who will actually use the facility and those directly affected by the project will be involved at every stage of the decision-making process."

Continued on page 4
Editors give school voucher proposal poor grades

"Education is not filling a bucket but lighting a fire."—W.B. Yeats

by Lyle Wray

School-based funding ‘will never work until you let go’

by Lyle Wray

School-based funding ‘will never work until you let go’

by Lyle Wray

Real power, real money at schools can make difference

by Lyle Wray

Last summer’s Citizens League statement, ‘Choosing Not Declining Quality,’ recommended reforms to get better value for the tax dollar spending on public education. Among the recommendations, including elementary and secondary education. Since then, the system has had a chance to make adjustments and yet, few changes have been made to the school voucher issue, which has been controversial for years.

One of the most significant trends in public education in recent years has been the growing demand for choice. People want more options when it comes to their children’s education. The idea of school vouchers, which allow parents to choose schools for their children using public money, has gained popularity.

However, the implementation of school vouchers has faced many challenges. Despite the promise that real empowerment and increased control over educational expenditures would result from school vouchers, the reality has been more complex.

The promise that real empowerment and increased control over educational expenditures would result from school vouchers is mostly unfulfilled. Vouchers, essentially a way to give parents some control over how their children’s education is funded, should be considered by local school districts as a way to ensure that students are actually helped and not harmed.

For example, under the voucher system, money would be transferred from public schools to private schools based on the number of students who choose to attend them. This would give parents more control over their children’s education, but it also raises concerns about the quality of education in public schools and the potential for unequal access to educational opportunities.

Some states have implemented school voucher programs, but the results have been mixed. While some students have benefited from increased choices, others have struggled to find high-quality schools or have faced challenges adjusting to new environments.

Efforts to implement school vouchers have faced legal challenges as well. States have been sued by various stakeholders, including public schools, teachers unions, and local governments, arguing that voucher programs violate the equal protection clause of the U.S. Constitution.

In summary, school vouchers have the potential to provide more control and flexibility for parents in choosing their children’s schools. However, their implementation requires careful consideration of how to ensure that all students receive a high-quality education, regardless of their family’s ability to pay. Further research and debate are needed to determine the best way forward.
Continued from page 1

Intermodal shipping is not new. It is an important component of the region’s transportation infrastructure. It is more economical for trans- ports over 500 miles and can take many “long haul” trucks off the highways, thereby reducing congestion, road wear, energy use and pollution. Nationally, intermodal shipping has been growing rapidly over the past few decades. The importance of the mode continues, currently making up about 15 per- cent of all U.S. shipping. Use is expected to grow annually by about 5 percent.

Need for new terminal
A study MIRTS completed last year concluded that the region needs more than double its inter- modal terminal capacity. Accord- ing to the study, intermodal ship- ping traffic in the Twin Cities has grown steadily over the next 20 years. The current 250,000 container lifts per year (a lift is any movement of a cargo container by lift equipment on rail or roll on to the rail) at the existing Twin Cities terminals will increase by about 5.6 percent annually to the current 250,000 container lifts per year in the year 2012.

The Twin Cities have two current intermodal terminals: the Burlington Northern/Santa Fe Hub in the Midway area of St. Paul and the CP yard in downtown Minneapolis. These terminals are working at or near capacity and are beginning to bottleneck to an effi- cient, flexible intermodal shipping system.

The two existing terminals have a “best-case scenario” of 250,000 container lifts a year by the year 2012. For the past year, MIRTS has been conducting a search for the best possible site locations in the seven-county metro area. The group identified 18 sites with enough land for a terminal and then developed a set of criteria for an ideal terminal location. These criteria include:

- 160 acres to accommodate 7,000 feet of track, plus 585 acres for a 1,000-foot buffer around the site;
- Topography that is level or cor- rectable with grading;
- Location within three miles of a major highway not requiring signifi- cant capital improvements;
- Site accessible to intermodal ships throughout the region;
- Location within five miles of existing, two-way rail line; and
- Re-location of existing users fea- sible with minimal cost and time long term.

Based on these criteria, MIRTS was able to narrow possible terminal locations from 18 to five by the end of May. These five sites were then evaluated to determine the best one. By July, the group knew the best location for the con- trol terminal, the best way to operate it, which control terminal to use and who’s going to pay for it.

“Proceeding with the MIRTS rec- ommendations represents a unique opportunity to achieve benefits for the region, the shippers and the public that will never be realized if each railroad develops its own terminal. We are especially grateful that all five railroads have come together on this project and approved the plan,” said Donna Lindberg, the MIRTS public affairs coordinator at the Minnesota Department of Transpor- tation.

Table 1: TAX-BASE SHARING DATA BY COUNTY, PAYABLE 1996

<table>
<thead>
<tr>
<th>County</th>
<th>Net gain</th>
<th>Tax contribution by county</th>
<th>Net gain</th>
<th>Tax contribution by county</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anoka</td>
<td>$12,530,032</td>
<td>$12,105,256</td>
<td>$1,622,876</td>
<td>$1,522,256</td>
</tr>
<tr>
<td>Dakota</td>
<td>$12,530,032</td>
<td>$12,105,256</td>
<td>$1,622,876</td>
<td>$1,522,256</td>
</tr>
<tr>
<td>Mower</td>
<td>$877,592</td>
<td>$861,256</td>
<td>$16,336</td>
<td>$15,336</td>
</tr>
<tr>
<td>Pine</td>
<td>$1,076,131</td>
<td>$1,059,256</td>
<td>$16,876</td>
<td>$15,876</td>
</tr>
<tr>
<td>Stearns</td>
<td>$1,076,131</td>
<td>$1,059,256</td>
<td>$16,876</td>
<td>$15,876</td>
</tr>
<tr>
<td>Washington</td>
<td>$823,507</td>
<td>$807,256</td>
<td>$16,250</td>
<td>$15,250</td>
</tr>
<tr>
<td>Total</td>
<td>$44,220,107</td>
<td>$43,165,256</td>
<td>$843,876</td>
<td>$828,256</td>
</tr>
</tbody>
</table>

Sources: Minnesota Department of Revenue, Minnesota House Research

“Who’s this for a story line? ‘The Terminal’: Trains, railroads, public agencies find happiness in a joint facility.”

Disparities Continued from page 1

It was determined that this area could achieve significant benefits as a new multi-user intermodal terminal.

Next steps
MIRTS plans to complete the follow- ing steps within the next year:

- Continue the site-selection process and identify the preferred site;
- Recommend a permanent organiza- tional structure to develop and operate the facility;
- Begin to define the cost and operations needed to develop a multi-user terminal;
- Research, identify and recom- mend funding sources;
- Identify investors in a multi-user terminal.

Now that possible terminal loca- tions have been identified, MIRTS will assess the capabilities of each company to handle the large number of containers. There is no doubt that MIRTS will be a multi-user terminal, rather than a single terminal.

Once the five best locations were determined, MIRTS continued by analyzing the potential users. The group identified the

- site selection
- site characteristics
- site access
- site utility
- site location
- site context
- site economics
- site constraints
- site benefits
- site opportunities
- site limitations
- site challenges
- site expectations
The 1971 fiscal disparities—officially known as the Charlies R. Weaver Revenue Distribution Act in honor of the late Anoka legislator who authored it—was designed to levelize disparities between Twin Cities area communities. It allows all communities in the seven-county metro area to share part of any commercial-industrial (C-I) tax-base growth in the region, no matter what its location.

The idea for the law grew out of a 1968 Citizens League study committee on tax disparities. Provost W. Bruce Kolderie, a member of the committee and then a school board member in Burnsville, came up with the tax-base sharing idea. But Ted Weaver, who contributed the “essential political perception” that went into the law, that the Twin Cities area could never have regional planning within a system of purely local public finance.

Here’s how the program works:

- Communities contribute 40 percent of their C-I tax base growth since 1971 to a regional pool. (Some communities, such as the city of Sunfish Lake, which is ineligible to participate because it exists outside of Hennepin County.)
- Each community then receives a portion of the pool based on its relative shares of population and school tax base. Communities with relatively poor tax bases per capita receive more from the pool than they contribute. Those with relatively wealthy tax bases per capita contribute more than they receive.
- There is a one-year lag in the C-I property value shares to take into special surcharge.
- middling commercial-industrial (C-I) property values.
- Among the net loser cities over $4 million in 1996 and $5 million in 1995, the amount of tax base shared is based on C-I property values from the 1995 tax year. The shared amount is then deducted from and added to the 1996 tax base.
- The net gain or (loss) is the difference between the amount of tax base a community contributes to the sharing program and the amount it receives from the program.

Tom Luce, an assistant professor at the University of Minnesota’s Humphrey Institute and author of a recent report on tax-base sharing, said that the program helps improve the equity results of the sharing program. The current program takes “a generally positive approach,” he said, and is “well designed to reduce revenues for localities for tax purposes that are Tax increases over the first $200,000 in market value of residential homestead property.

Decrees: 4.8 and 6.5 percent in Bloomington; 5.0 and 7.1 percent in Burnsville; 4.2 and 5.9 percent in Saint Paul.

Plymouth: 8.9 percent in 1996.

Ramsey: 8.6 percent in 1996.

Rochester: 5.8 percent in 1996.

Roseville: 8.4 percent in 1996.

South Saint Paul: 4.4 percent in 1996.

Blaine: 4.3 percent in 1996.

Eden Prairie: 3.2 percent in 1996.

Champlin: 22.1 percent in 1996.

Chanhassen: 11.8 percent in 1996.

Gonzalez: 14.8 percent in 1996.

Cottage Grove: 14.6 percent in 1996.

Crystal: 17.0 percent in 1996.

Elk River: 9.1 percent in 1996.

Eden Prairie: 11.7 percent in 1996.

Coon Rapids: 9.7 percent in 1996.

Champlin: 22.1 percent in 1996.

Coralville: 8.7 percent in 1996.

Creston: 5.9 percent in 1996.

Cedar Rapids: 7.0 percent in 1996.

Cedar Falls: 6.9 percent in 1996.

Carpenter: 2.7 percent in 1996.

Cashiers: 5.8 percent in 1996.

Crop: 4.8 percent in 1996.

Creswell: 4.8 percent in 1996.

Coe: 4.3 percent in 1996.

Carroll: 2.7 percent in 1996.

Coon Rapids: 9.7 percent in 1996.

Champlin: 22.1 percent in 1996.

Cottleville: 8.7 percent in 1996.

Creston: 5.9 percent in 1996.

Cedar Rapids: 7.0 percent in 1996.

Cedar Falls: 6.9 percent in 1996.

Carpenter: 2.7 percent in 1996.

Cashiers: 5.8 percent in 1996.

Crop: 4.8 percent in 1996.

Coe: 4.3 percent in 1996.

Carroll: 2.7 percent in 1996.
London bus system may hold lessons for Twin Cities

Metropolitan Council Chair Curt Johnson has been stressing the need to rethink the Twin Cities bus system from the ground up—an argument that’s increasingly persuasive since the transit strike nondisaster showed how little the present system matters to the metro area as a whole.

We recently ran into some information from the Urban Mobility Corporation on London’s bus experience that caught our attention. London’s experience was the subject of a recent Internet conversation (dial alt-transp digest@flora. ottawa.on.ca and ask for “alternative transportation mailing list”).

Since a 1984 act of legislature, about half of London’s bus system has been put out to competitive bid. Until recently, the remaining service was provided by 10 companies comprising the public London Buses Limited, a subsidiary of London Region Transit (LRT).

Apparently, London Buses has now been sold off to private operators and the network contracted out on a route-by-route basis. LRT has kept control of the network itself, specifying route frequencies and performance standards—and holding operators accountable for them—and providing such infrastructure as bus stops and network ticketing.

The result, according to the cyber-chatters, is that operating costs per mile are down, revenue per passenger-mile is up and government subsidy is down 81 percent, after accounting for inflation.

The good news for London riders is that service has improved, largely because deregulation freed the companies up to use mini- and midibuses that carry fewer passengers but run more often. And bus stops are conveniently located.

Annexation, schm Annexation

Often, cities and neighboring towns will fight to the death over the annexation of a few parcels of land. Many may find it interesting that a huge consolidation (by Minnesota standards, at least) is being considered in St. Cloud.

Recently, the entire Township of St. Cloud was annexed to Waite Park and St. Cloud. The Minnesota Municipal Board has since ordered the two cities to conduct a consolidation study. Why? To better plan and prepare for future growth, according to Christine Scotillo, executive director of the Municipal Board.

Scotillo said in a phone conversation that if the Municipal Board recommends in favor of a consolidation, it must be approved first by the councils of both cities, and then passed by voters in each city. Denial by any of the four parties will likely stop the consolidation. However, if a council votes down the consolidation, residents of that city can organize a referendum vote on the issue and override its own council in favor of the consolidation.—Ron Wirtz.

Agenda: Kids. This legislative session may be the Year of Kids. Bills to help children are pouring in, at a time when public officials want to improve what Gov. Arne Carlson called in his State of the State message “a credibility gap,” and legislators want to repair an image damaged by ethics problems.

The governor is calling for $20 million for children’s after-school centers and other programs to keep young people from getting into trouble and help those who do. Attv. Gen. Hubert H. (Skip) Humphrey has a kids’ agenda that includes a school-based program where uniformed police officers teach seventh and eighth graders to resist pressure to join gangs and deal in drugs. Two Minneapolis DFLers, Sen. Jane Ramun and Rep. Jean Wagenius, have introduced bills providing for full-day kindergarten. There are bills for more computer in schools, summer jobs and more “school-to-work” apprenticeship programs.

Tax reform, a unicameral legislature and other controversial issues may get nowhere, but it looks as if everybody likes kids this election year.—Betty Wilson.

From the Brandl-Weber report, worrisome signs of changing demographics and, maybe, changing priorities: In 1987, the state spent about 50 percent more on postsecondary education than on health care. In 1995, Minnesota spent almost 60 percent more on health care than on postsecondary education.—J.D.

Minnesota has historically been known for its high, progressive income tax rates. A recent comparative analysis of individual income tax burdens among the 50 states shows that Minnesota improved the tax burdens (again, comparatively) for all but the richest individuals and households.

Conducted by the state Department of Revenue, the study compared individual tax burdens in 1991 and 1994. Minnesota improved (or, in this case, lowered) its ranking among basically all married and single tax filers earning less than $50,000. Among single and married filers making $75,000 to $100,000, the state ranking stayed about the same.

For those making $200,000, it was a different story. In just three years, the state raised its rank by at least two spots across the board, moving to fifth highest tax burden for married filers, fifth highest for single filers, and sixth highest for head of household filers.—R.W.

A table is worth a thousand words: One unpretentious table in the JOBS NOW Coalition’s report on its 1995 “job gap” study tells a powerful story, albeit not the one the study was focusing on. The study concluded that the state’s economy is producing too few “wage-able” jobs.

The surprising part of the table: A single parent with two children living in the metro area must gross $12.66 per hour to support a minimum household budget of $22,836, which includes the full cost of formal child care. But in a two-child family with two parents—only one of whom works for pay—the wage-earning parent need make only $11.90 per hour to support a minimum budget of $21,132. The minimum budget is lower, even though there are more people, because the family is not paying for child care.

Job seekers’ struggles to find appropriate jobs—and the economy’s ability to generate good jobs—fitting subjects for policymakers’ attention. But another conclusion that could be drawn is that, if the goal is to improve the economic welfare of low-income families, public policy should support the successful formation and maintenance of two-parent families.—J.D.

"Take Note" contributors this month include Citizens League staff members and Betty Wilson, a freelance writer and former Star Tribune political writer.

Minnesota Journal
Citizens League
Suite 500
708 S. Third St.
Minneapolis, MN 55415

Second class postage paid
at Minneapolis, Minnesota
Welcome
New Members

Mary Jean Babcock
Rick Hauser
Jeanne Lally
Clinton O. Larson
Patsy Riley
Michael Scandrett
Alfred Sedgwick
Elaine Timmer

Thank you to the following recruiters.

Schef Lang
Connie Morrison

Citizens League
708 South 3rd Street #500
Minneapolis, MN 55415
Ph 338-0791 Fax 337-5919
citizen@epx.cis.umn.edu

The Citizens League promotes the public interest in Minnesota by involving citizens in identifying and framing critical public policy choices, forging recommendations and advocating their solutions. As an open membership organization, it is distinguished by the use of volunteers in developing innovative policy solutions. The suggested dues for membership are $50 for individuals and $75 for a family membership. Other categories are also available. For more information on membership please call 338-0791.

The Citizens League cure for cabin fever

Legislative Network Breakfasts look at issues

Citizens League Legislative Network Breakfasts offer a great opportunity to keep abreast of activities at the Capitol. They are intended as an informal setting in which people can talk to one another and hear from policy makers about issues that are of concern to the League. If you are interested in getting beyond the headlines, and hearing firsthand from the policy makers and others who have the most recent information about Minnesota politics and policy, then this forum is for you.

This year the Legislative breakfasts will highlight three issues of long-time interest to the League—education reform, transportation/transit and state budget reform—as well as a wrap-up session featuring legislative leaders from both parties and both houses. Here's the schedule:


March 8; Transportation, featuring Sen. Carol Flynn and Bill Schreiber, MnDoT.


Roger Moe and Rep. Steve Sviggum have also been invited.

All the Legislative Network breakfast meetings are at the University Club of St. Paul, 420 Summit Avenue, St. Paul. Call the League at 338-0791 for more details.

Mind-Openers join the information revolution

The Citizens League will be joining the information revolution with its next Mind-Opener series beginning in March.

The past year or two has created a huge groundswell of interest in technology and what it means for our daily lives, whether at work or play.

The recent passage of the federal telecom bill is expected to produce dramatic changes in our everyday use of technology. We thought this was the perfect time to get League members in tune with this important legislation, as well as with new technologies that are changing the way we do things.

The series will feature discussions on the federal telecom bill, long-distance learning, e-democracy, the impact of the Internet on our daily lives and emerging business opportunities.

Mark your calendar for March 5, 12, 19 and 26 and watch your mail for more information about speakers and locations.

3rd Annual Health Care Forum set for February 21

A distinguished group of health care experts will analyze the impact of Congressional Medicare changes on providers, health plans and consumers in Minnesota at the Citizens League's third annual Health Policy Forum on Wednesday morning, February 21, from 7:30 - 11:45 at the Doubletree Grand Hotel at the Mall of America.

The forum, co-sponsored this year by the Institute for Health Care Integration, will feature a keynote address by Dr. John Wennberg, Director of the Center for Evaluative Clinical Sciences at Dartmouth Medical School.

Following Dr. Wennberg's address, Susan Foote, Senior Vice President of Apco Associates in Washington, DC, will provide a detailed analysis of the bills in Congress and their likely implications for Minnesota.

A panel of Minnesota health care leaders will discuss the impact of Medicare changes on hospitals and health plans, as well as what Medicare can learn from employer purchasing initiatives and state health care initiatives for seniors.

A second panel will describe the likely impact of the bill on the Minnesota market and analyze the business opportunities it creates.
1996 Public Affairs Directory now available

The Citizens League Public Affairs Directory contains the names, addresses and telephone numbers of government, education, communications and public affairs officials in Minnesota, with a special emphasis on metropolitan officials.

The Directory contains nine sections covering everything from the Capitol to local organizations. There are more than 1200 listings of elected and appointed officials, organizations and others involved in public affairs.

The Public Affairs Directory is a must for anyone who is interested in the who and where of public policy. Highlights include:

• Federal government listings, including Congressional delegation and executive agencies.
• Metropolitan Legislators, maps of the seven-county metropolitan area legislative districts and Legislative staff.
• The Governor's office and other state departments.
• Metropolitan Council members and staff, and the Metropolitan Commissions.
• County governments, including commissioners and staff.
• Municipal governments, including Minneapolis and St. Paul City Council and staff and mayors and city administrators for metro cities and townships.
• K-12 education organizations, including state board of education, Minneapolis and St. Paul school boards and superintendents of suburban school districts.
• Post-secondary education, including post-secondary boards and private colleges and universities.
• Other listings include local newspapers, radio stations and television stations, chambers of commerce, environmental, general purpose, health, social and community service organizations, housing and community development agencies and labor organizations.

The Citizens League Public Affairs Directory is published every other year. To order, please use the form below and mail or fax to the League office, or call the League office at 384791.

Unique higher education opportunity

The Minnesota State Colleges and Universities (MnSCU) will fill four positions on its Board of Trustees this spring. MnSCU is the new statewide system of community colleges, state universities and technical colleges. With over 150,000 students and 62 campuses, it serves about three-fourths of all public college students in Minnesota and receives almost $1 billion from state funds, tuition, federal, private and other funds.

The Trustee openings represent a unique opportunity to nurture and guide a new institution. Candidates need a statewide perspective, vision, experience in transforming an organization or enterprise, and courage. Interested persons must apply by February 28, 1996. For application materials, contact Barbara Patterson at (612) 296-9002.

Hello, Gayle speaking

That friendly new voice you hear on the phone belongs to Gayle Ruther, who has joined the Citizens League staff as our Receptionist/Research Secretary.

Gayle comes to the League with over five years of experience in the non-profit environment. Most recently she was the secretary for the Minnesota Private College Fund.

Prior to that Gayle spent several years as the development assistant for The Raptor Center at the University of Minnesota, an organization devoted to the rehabilitation of injured birds of prey and public education regarding the role these animals play in our ecosystems.

Gayle and her husband John live in Grant Township where they are shepherding 25 white-tailed deer through the winter. Gayle has two daughters - Juliana, a junior at Southwest State University majoring in Elementary Education and Elizabeth, a senior at Mahtomedi High School who will be attending the U of M-Duluth this fall.

1996 Citizens League Public Affairs Directory
Order Form

Name ____________________________
Company ____________________________
Address ____________________________
City, State, Zip ____________________________
Phone ____________________________
Fax ____________________________

Quantity Member Non-member
Single copy $15 $20
2-10 copies $12 $16
11 or more $9 $12

Please send me ___ copies

Total Amount Due

Method of Payment:
Check is enclosed for ________________
Charge my
Master ____ Visa ____ Discover ____
Card # ____________________________
Exp. Date ____________________________
Please bill me ______

Please mail or fax this order form to: The Citizens League, 708 South 3rd Street, Suite 500, Minneapolis, MN 55415. Phone (612) 338-0791, FAX (612) 337-5919.