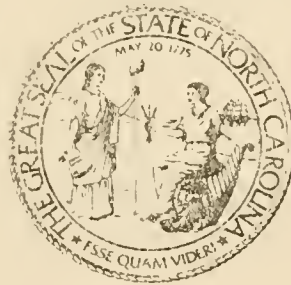


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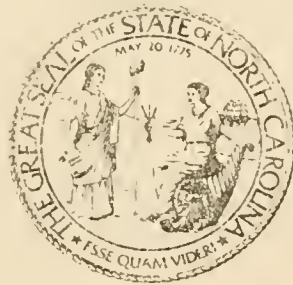
REGIONAL STATE OFFICES



**REPORT TO THE
1983 GENERAL ASSEMBLY
OF NORTH CAROLINA**

**LEGISLATIVE
RESEARCH COMMISSION**

REGIONAL STATE OFFICES



**REPORT TO THE
1983 GENERAL ASSEMBLY
OF NORTH CAROLINA**

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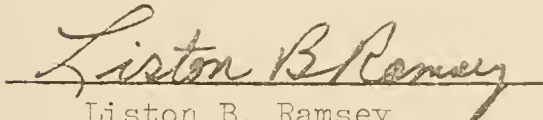
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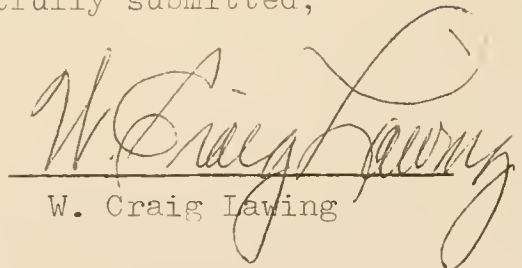
TO THE MEMBERS OF THE 1983 GENERAL ASSEMBLY:

The Legislative Research Commission herewith reports to the 1983 General Assembly on the matter of regional state offices. The report is made pursuant to Resolution 61 of the 1981 General Assembly.

This report was prepared by the Legislative Research Commission's study committee on Regional State Offices and is transmitted by the Legislative Research Commission for your consideration.

Respectfully submitted,


Liston B. Ramsey


W. Craig Lawing

Cochairmen
Legislative Research Commission

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PREFACE

The Legislative Research Commission, authorized by Article 6B of Chapter 120 of the General Statutes, is a general purpose study group. The Commission is cochaired by the Speaker of the House and the President Pro Tempore of the Senate and has five additional members appointed from each house of the General Assembly. Among the Commission's duties is that of making or causing to be made, upon the direction of the General Assembly, "such studies of and investigations into governmental agencies and institutions and matters of public policy as will aid the General Assembly in performing its duties in the most efficient and effective manner" (G.S. 120-30.17(1)).

At the direction of the 1981 General Assembly, the Legislative Research Commission has undertaken studies of numerous subjects. These studies were grouped into broad categories and each member of the Commission was given responsibility for one category of studies. The Cochairmen of the Legislative Research Commission, under the authority of General Statutes 120.30.10(b) and (c), appointed committees consisting of members of the General Assembly and of the public to conduct the studies. Cochairmen, one from each house of the General Assembly, were designated for each committee.

The study of the regional state offices was directed by subdivision (23) of Section 1 of Resolution 61 of the 1981 Session Laws. It was to examine "regional offices operated by State agencies." The resolution referred to Senate Joint Resolution 519, introduced by Senators Noble, Wright and Cavanagh.

The Legislative Research Commission placed this study under the State Government Area for which Representative John J. Hunt of the Commission is responsible. This study was assigned to the Committee on Regional State offices which was cochaired by Representative Margaret Tennille and Senator Sam R. Noble. A membership list of the Legislative Research Commission and a membership list of the Study Committee may be found in Appendix A. A copy of Resolution 61 of the 1981 Session Legislature and of Senate Joint Resolution 519 may be found in Appendix B.

COMMITTEE PROCEEDINGS

COMMITTEE PROCEEDINGS

The Committee on Regional State Offices has held four meetings. These meetings were on May 12, August 18, September 23 and December 1, 1982. A list of persons who attended committee meetings may be found in Appendix C.

The Survey of Regional Offices

Senate Joint Resolution 519, which is referred to in the resolution authorizing this study, calls for "a survey of which agencies operate regional offices, how many regional offices are currently being operated, the growth of regional offices in the last few years, the efficiency of these offices and their utility to the agency and to the citizens of the State." The study committee prepared such a survey and submitted it to each State agency which operated offices outside of Raleigh which might be considered regional offices.

The survey requested information for a three year period. It included the following:

- (1) An outline of the regions, indicating the location of each regional office and the name of its director.
- (2) An organizational chart indicating the position of the regional office specifying the extent to which it is administrative or provides direct services or technical assistance.
- (3) A statement of the function and purpose of each regional office specifying the extent to which it is administrative or provides direct services or technical assistance.

- (4) The square footage of each regional office and whether the office space is state-owned or leased.
- (5) A budget for each regional office indicating sources of funding and expenditures for salaries, rent, etc.
- (6) The budgeted number of positions at each regional office, their grade and step, salary, source of funding and position title and number. This item includes all persons working out of their homes and all persons stationed in Raleigh who spend more than 50% of their time in the region, although these categories of persons were to be listed separately as were vacant positions.

The study committee also requested a list of all regional offices operated by the agency at any time, when they were established, and if and when they were closed.

A sample survey may be found in Appendix D.

Results of the Survey

A striking result of the survey was the lack of uniformity in the concept of what is a regional office. Most departments insisted that they had "field offices", not "regional offices." Some of those field offices had similar structures and provided similar functions as regional offices operated by other departments. The committee decided not to try to define "regional office"; it surveyed regional offices and field offices alike.

There was also a lack of centralized plans or standards by which the various regional offices were established. These offices outside of Raleigh simply evolved as the heads of the various departments felt

they were needed and as funds permitted. Some departments, but not all, took a systematic approach toward their own regional offices and inter-departmental cooperation was negligible. The result is a hodge-podge of different regions for each department and often for each division within a department.

Full responses to the survey by each department may be found in the study committee's files in the Legislative Library. These responses are not reprinted in full in this report because they are hundreds of pages long and much of the information they contain is not of common interest. The study committee suggests that the members of the appropriations committees and of other legislative committees concerned with the various State agencies may find these files helpful to them in the deliberations.

The study committee did not compile summary statistics comparing regional offices operated by various State agencies because to do so would be like comparing the proverbial apples and oranges. There is simply no way to compare, for example, a highway patrolman to an education consultant to a veteran service officer. There are significant differences in the clientele they serve and the degree to which they provide direct services. It is likewise unhelpful to compare the Department of Human Resources with its 423 regional office employees and their \$9,265,000 budget to the Department of Cultural Resources with its single 5-man office (a second Cultural Resources Office is in the planning stages).

The study committee prepared summaries of the questionnaire responses of all departments operating regional offices except the Department of Public Instruction (Public Instruction will be discussed later). These summaries follow.

DEPARTMENTAL SUMMARIES

Department of Administration

The Department of Administration maintains field personnel located outside of Raleigh for six different programs. The Council on the Status of Women maintains six regional offices for developing and assisting local councils on the status of women, to disseminate information, to coordinate efforts among organizations and to provide workshops and technical assistance. The total cost for 1981-82 is \$126,700.

The Office of Child Care Licensing divides the State into 13 regions. The Day Care consultants work out of their homes; all clerical support is located in Raleigh. The consultants educate day care staffs on State requirements and inspect day care centers to assure compliance with State requirements.

The Division of Veterans Affairs operates 17 regional offices. Fifteen of these are District offices which (1) provide hometown services to veterans by assisting them with claims for benefits, (2) assure adequate performance by county veterans service offices and (3) augment the county veterans service office program. Also the Division has one State Office which acts as liaison between the veterans offices in the field and the Federal Veterans Administration. Also, the Division has an office in Burgaw which is the office of the Chairman of the Governor's Jobs for Veterans Committee. It is involved in strengthening the Governor's Advocacy Program.

The Commission of Indian Affairs has five different types of regional office programs in 15 different areas. Title XX programs provide basic services in day care, meals, transportation and chores. CETA programs

provide employment and training services. Section 8 programs provide housing assistance. Talent Search programs involve Indians in helping other Indians. Commission services provide referral services to sources of assistance for clients.

The Governor's Advocacy Council on Persons with Disabilities has Community Advocate Offices and Patient Advocate Offices. The four community advocates work out of their homes. The four patient advocates work in the State Psychiatric hospitals. All provide direct services to the disabled.

The Human Relations Council has four staff members who work out of their homes outside of Raleigh. They develop new programs, workshops and methods of improving relations within and between factions in local communities. They also investigate charges of discrimination and unfair treatment and attempt to bring desired relief to the complainants.

Other Department of Administration personnel located outside of Raleigh but who do not actually occupy a field office include the North Carolina Washington office, the State Property Office, the Agency for Public Telecommunications, the Federal Surplus Property Office and the State Courier Mail System.

Department of Agriculture

The Department of Agriculture ceased to operate regional offices on November 1, 1981. The Pesticide and Plant Protection Division which had previously operated regional offices was split. The Pesticide Section was attached to the Food and Drug Division and the Plant Protection Section was combined with the Fertilizer Division to form the Plant Industry Division.

Responsibility for the newly merged divisions was shifted to Raleigh. Personnel previously assigned to the regional offices have moved to Raleigh, resigned or continue to work in their assigned areas with their homes as their bases of operation.

Department of Community Colleges

The Department of Community Colleges has three programs which have regional offices. The New Industry Training Specialists are housed with the Department of Commerce industry hunters in the seven regional offices maintained by the Department of Natural Resources and Community Development. They work with the Department of Commerce to accommodate new industry in North Carolina. Cost for the seven offices for 1981-82 was \$228,500.

The Fire Training Services are located in nine regional offices. They work to promote, organize and coordinate training programs in the Community Colleges for Fire Personnel. Cost of the nine regions for 1981-82 was \$307,500.

The Law Enforcement Training Coordinators are located in five regional offices. They work to promote, organize and coordinate training programs in the Community Colleges for Law Enforcement Personnel. Cost of the five regions for 1981-82 was \$184,800.

Department of Crime Control and Public Safety

The Department of Crime Control and Public Safety maintains seven Highway Patrol Troop Headquarters outside of Raleigh. The Troop Headquarters each contain five uniformed officers and two non-uniformed clerical personnel who serve the Troop Headquarters and are responsible for office operations. The cost for these operations and management personnel is about \$250,000 per office.

The Department also maintains six emergency management field offices containing an emergency management coordinator and his secretary. The Department also maintains 12 Alcohol Law Enforcement Offices containing a secretary, supervisor and ALE officers.

Department of Correction

The Department of Correction has two types of regional offices, the Division of Adult Probation and Parole and the Division of Prisons. The Division of Adult Probation and Parole is divided into twelve branches. The purpose of the Division is to provide direct services to citizens on probation and parole. The total cost of the 12 branches for 1981-82 was \$14,029,175.

The Division of Prisons is divided into six areas. The purpose of the areas is to provide direct services to the prison field units in the areas. The Division feels it can provide better and closer expert supervision and support by maintaining these areas. The budgets for the field units are not separable from those for the area offices.

Department of Cultural Resources

The Department of Cultural Resources has a western office in Asheville and an eastern office in Greenville. These offices provide consultation on archives and record management, conduct field services and give technical assistance on archaeology and historic preservation, provide technical services in the development and utilization of historic sites and assist existing and developing historical museums. The Asheville office had a 1981-82 budget of \$122,000; the Greenville office had a budget of \$45,000.

Department of Human Resources

Eleven different agencies of the Department of Human Resources maintain regional offices. In 1974 the Department consolidated its field offices and field staff into the four regions which exist today. In all, the Department has 423 people in the regional offices at a budgeted cost of \$9,265,000.

The purposes of the Division of Social Services regional offices include: to supervise the county administered social services system, to assure uniform implementation of statutes, rule and to provide technical assistance, coordination and management guidance to county departments. About 69% of the offices' work is direct service and technical assistance, about 27% is quality control (i.e. - review to assure accurate adherence to federal eligibility requirements) and the remainder is administrative in nature.

The Division of Health Services is primarily involved in (1) providing technical assistance to health departments in planning, budgeting, and reporting and in developing and operating public health programs and (2) providing professional consultation to health departments and others in medicine, nursing, physical therapy, nutrition, environmental engineering, sanitation and social work. Other services provided include direct services such as monitoring coastal waters, direct services for children at Developmental Evaluation Centers, autopsies, counseling relative to genetic diseases, OSHA inspections and some direct medical care.

The Division of Services for the Blind regional offices house regional directors who direct the rehabilitation supervisors who supervise all direct services provided to the blind. Direct services are provided by Nursing Eye Care Consultants, Social Workers for the Blind, Orientation and Mobility Instructors, etc.

The Division of Mental Health, Mental Retardation and Substance Abuse regional offices work to (1) assure appropriate and qualitative mental health, mental retardation and substance abuse services, (2) develop the best human service delivery system within available resources, (3) advocate for individuals who need services and (4) inform and account to the taxpayers. Their work toward these goals involves a combination of administrative and technical assistance. They do not provide any direct services.

The Division of Facility Services maintains an office in Black Mountain to inspect health care facilities in the western part of the State for licensure and for participation in Medicare and Medicaid. The remainder of the State is served by the Raleigh office.

The Day Care Section has 17 field offices each of which is staffed by a single person who provides direct services in that geographical area. There are two state-wide coordinators of services. Direct services include initial assessemnt of day care facilities, on-going monitoring and evaluation and collection of data for purposes of certification, authorization to serve subsidized children and setting of reimbursement rates.

The Developmental Disabilities Section has two regional offices which provide technical assistance to local programs, monitor certain federally funded projects and implement the Developmental Disabilities State Plan.

The Regional Personnel Offices monitor personnel in local agencies to assure compliance with State and federal regulations. Also, they give 75% of the agencies work is in response to local requests for assistance.

The Audit Services Section is responsible for ensuring proper accountability for approximately \$400 million in State and federal funds allocated to over 600 local grantees and providers.

The Division of Youth Services works with county managers and county commissioners to initiate the development of local inter-agency task forces which advise local governments on the needs of their troubled youth. There are no administrative positions in the field offices.

The Division of Vocational Rehabilitation Services is principally a services delivery organization. The regional offices function as extensions of the Director's office in delivering services to eligible persons, supervising staff who deliver those services and administering agency funds utilized in direct services delivery. The regional offices plan, develop and monitor the services delivery in rehabilitation facilities including sheltered workshops and in regional medical rehabilitation facilities.

Department of Human Resources Regional Offices

DHR operates four regional offices headquartered in the following locations:

- Region I - Black Mountain (Western)
- Region II - Winston-Salem (North Central)
- Region III- Fayetteville (South Central)
- Region IV - Greenville (Eastern)

A map that shows which counties are in each region is attached. Also attached is a page showing rented space and costs.

A summary has been prepared that describes how many positions are in the four DHR regional offices. This summary does not include positions which are outstationed from Raleigh or the headquarter sites. Details on those positions are included in each agency's materials.

<u>Agency/Office</u>	<u># Staff</u>	<u>Budgeted Salaries</u>
Health Services	156	\$3,430,025
Mental Health	32	760,182
Social Services	118	2,334,140
VR Services	33	889,932
Youth Services	10	203,322
Services for the Blind	8	187,548
Facility Services	9	186,804
Secretary's Offices		
Day Care	2	37,764
Dev. Disabilities	2	38,256
Title XX	4	98,580
Personnel	23	525,167
Audit Services	26	573,264
TOTAL	423*	\$9,264,984

* 2.3% of 18,353 DHR positions

Department of Justice

The State Bureau of Investigation maintains eight regional offices to assist state and local law enforcement agencies in conducting investigation of serious felony violations of State criminal laws and to conduct primary enforcement responsibility for State narcotic laws and laws on theft, damage and embezzlement of State property. Average salary and benefits for each office is about \$470,000.

The State Bureau of Investigation also maintains a laboratory in Swannanoa to provide faster laboratory analysis and to facilitate the scheduling of court appearances by lab technicians in the western 25 counties of the State. The cost of salary and benefits for the office is \$81,960.

The Attorney General's Office maintains a regional office in Forest City consisting of one attorney and one secretary. The office is responsible for court appearances and litigation in the far western counties. The cost of salary and benefits for the office is \$66,436.

Department of Labor

The Department of Labor maintains four offices outside of Raleigh. The Charlotte, Asheville and Fayetteville offices are for the use of the field personnel in handling administrative duties such as writing reports, holding conferences and interviewing clients. If these offices were not available, field personnel would have to store equipment and conduct business of the Department of Labor in their homes. The Fayetteville office has a full-time secretary. Neither the Charlotte nor the Asheville office has any full-time staff.

The Hickory office is part of the Pre-apprenticeship Division and is wholly funded by CETA. There are four professionals and one clerical worker in the office. The office will presumably close when CETA funds are terminated.

Department of Natural Resources
and Community Development

Nine divisions of the Department of Natural Resources and Community Development maintain 11 regional offices. These offices are in seven locations including Raleigh.

The Air Quality, Groundwater and Water Quality Sections of the Division of Environmental Management are located in each of the seven regional offices. Staff size ranges from 15 to 21 technical people. Office responsibilities include (1) serving as primary contact between the Division of Environmental Management and the people in the region for water and air pollution control, (2) conducting ambient monitoring for the water and air programs, (3) providing technical assistance to ensure proper operation and maintenance of pollution control facilities and to ensure the quality of data produced by private labs, (4) conducting groundwater and groundwater pollution studies, (5) enforcing well construction standards and providing technical assistance on wells, (6) providing technical assistance to new industries and (7) conduct special studies in air quality groundwater and water quality. Costs for 1980-81 range from \$338,000 to \$562,000 for each office.

The Land Quality Section of the Division of Land Resources maintains offices in each of the seven regions. Land Quality staff includes engineers, geologists and technicians. They implement laws pertaining to (1) safety of non-federal dams, (2) erosion and sediment control on construction sites and (3) operation and reclamation of mines in North Carolina.

The Geodetic Survey Section of the Division of Land Resources maintains offices in two regions. They establish control markers for mapping boundary determination.

The Geological Survey Section of the Division of Land Resources operates in one regional office. It is involved in rock and mineral identification and resource evaluation, geologic mapping and review of Environmental Impact Statements. Costs for 1980-81 for all of the sections in the Division of Land Resources range from \$28,000 to \$289,000 for each office.

The Division of Soil and Water Conservation has one representative in each of four regional offices to assist the Soil and Water Conservation Districts. Total cost for the four offices is \$3,900.

The Office of Coastal Management maintains representatives in four coastal cities to assist local governments in land use planning and in development consistent with local priorities and State and federal law.

The Division of Marine Fisheries maintains offices in two coastal regions to provide data for managing and regulating marine fisheries, to enhance the resources and to investigate problems with the resource. Cost for the offices for 1980-81 is \$153,000 and \$298,000.

The Employment and Training Division uses the regional offices as a base of operation for their CETA field compliance monitors. Costs for equipment and supplies are part of the main budget for all the regional offices.

The Community Assistance Division maintains offices in each of the seven regions. They provide technical assistance on land use, public management and community development at the request of local governments. Typically, requests come from small communities with limited resources. Costs for 1980-81 for each office range from \$101,000 to \$192,000.

The Forest Resources Division maintains three regional offices and 13 district offices in order to provide a supervisory structure to the county organizations. The county organizations deliver a fire control,

forest management, pest control and general forestry programs at the local level. A typical district organization, consisting of approximately eight counties includes 35-40 people and an annual budget of \$650,000.

The Parks and Recreation Division maintains an office in each of the seven regions. Each regional office is staffed by a single park and recreation consultant. The consultants work with part-time municipal or county departments, non-profit agencies and individuals.

These seven regional persons work with colleges and universities, conduct park and recreation training both in regions and statewide, administer statewide programs in trails and natural heritage, assist in administering other state programs like Governor's Community of Excellence program and the Public Beach Access program.

Technical, planning and advisory assistance is provided in programs, finance, staff/training, areas/facilities, litigation/liability, development of clientel, special events in state parks, administration of federal/state grant programs, publications applied research and day-to-day problem concerns. Also the staff is involved in special projects for the Secretary and his staff. These are Outdoors North Carolina, Water Resources, Outdoors Fort Fisher, Outdoors Bogue Banks and Outdoors N.E. North Carolina.

Administrative costs for each region, including the regional manager, clerical staff, rent, etc., for 1980-81 ranged from \$108,000 to \$230,000.

Regional Office Summary Data
 for the Department of Natural Resources
 and Community Development

<u>Regional Office</u>	<u>Leased Space</u>	<u>80-81 Expenditures</u>	<u>Positions</u>
<u>Raleigh Regional Office</u>			
Administrative	7,733	\$ 126,755	5
Land Quality		71,730	4
Community Assistance		183,222	6
Environmental Management		471,512	22
Parks & Recreation	-----	29,908	<u>1</u>
Total	7,733	\$ 883,127	38
<u>Fayetteville Regional Office</u>			
Administrative	5,320	\$ 128,541	5
Land Quality		73,989	3
Community Assistance		100,728	4
Environmental Management		338,149	14
Parks & Recreation	-----	24,595	<u>1</u>
Total	5,320	\$ 666,002	27
<u>Wilmington Regional Office</u>			
Administrative	7,086	\$ 108,354	4
Land Quality		28,019	1
Community Assistance		108,573	3
Environmental Management		385,803	15
Parks & Recreation		33,952	1
Marine Fisheries	-----	298,094	<u>8</u>
Total	7,086	\$ 962,795	32

<u>Mooreville Regional Office</u>	<u>Leased Space</u>	<u>80-81 Expenditures</u>	<u>Positions</u>
Administrative	16,200	\$ 202,277	6
Land Quality	-	78,047	1
Community Assistance	-	148,067	4
Environmental Management	-	535,923	21
Parks & Recreation	-	31,187	1
Total	16,200	\$ 995,501	33

<u>Asheville Regional Office</u>			
Administrative	17,149	\$ 229,764	9
Land Quality	-	288,728	11
Community Assistance	-	191,565	8
Environmental Management		546,248	22
Parks & Recreation		33,628	1
Forest Resources		315,276	4
Total	17,149	\$1,605,209	55

<u>Winston-Salem Regional Office</u>			
Administrative	7,598	\$ 155,704	7
Land Quality		102,865	4
Community Assistance		163,749	5
Environmental Management		561,651	20
Parks & Recreation		25,099	1
Total	7,598	\$1,009,068	37

<u>Washington Regional Office</u>			
Administrative	10,467	\$ 174,975	6
Land Quality	-	28,562	4
Community Assistance	-	143,983	5
Environmental Management	-	519,123	22

	<u>Leased Space</u>	<u>80 81 Expenditures</u>	<u>Position</u>
Parks & Recreation	-	\$ 33,322	1
Marine Fisheries	-	<u>152,869</u>	<u>2</u>
Total	10,467	\$1,052,834	43
Kinston Regional Office for Forestry		\$ 964,022	22
Albemarle Regional Office for Forestry		\$ 337,628	4
Total (All Above)	71,553	\$8,476,186	291 (7 federal funded)

Department of Revenue

The Department of Revenue, Field Forces Division, has two types of regional offices. The Revenue Offices Subdivision has seven district offices which are responsible for (1) assisting taxpayers with the preparation of tax returns and (2) collecting delinquent taxes. Each district has multiple offices. Total cost for all district offices, including salaries, benefits, travel, postage, rent and other operating expenses for 1980-81 fiscal year was \$6,436,540.

The Field Audit Subdivision has 15 district offices within North Carolina which are responsible for insuring taxpayer compliance with State revenue laws. Their duties include (1) examination of taxpayers' records, (2) dissemination of information regarding tax laws to individuals and groups and (3) determination of liabilities of taxpayers who have inadequate records and/or refuse to comply with the various tax laws. Total cost for all district offices, including salaries, benefits, travel, postage, rent and other operating expenses for the 1980-81 fiscal year was \$5,459,955.

Department of State Auditor

Since 1968, the Auditor's Office has based professional personnel at locations outside of Raleigh. The personnel are auditors, not administrators, who do the majority of their work at the auditee location. The regional offices are used primarily as storage for audit workpapers and supplies.

Currently the Auditor's Office has seven offices outside of Raleigh that are staffed by 32 auditors. Six of these offices are provided by county government at no cost to the State. Locations were chosen to minimize required overnight travel. Assignment of auditors to the offices depends on work distribution.

Wildlife Resources Commission

The Wildlife Resources Commission maintains various types of field facilities for operational programs but does not have any regional offices. Types of field facilities include laboratories, fish hatcheries, wildlife maintenance depots, equipment depots and field trial facilities.

DEPARTMENT OF PUBLIC INSTRUCTION

Department of Public Instruction

The Department of Public Instruction operates eight regional offices (or regional education centers) throughout the State which correspond (with one exception) to the eight educational districts set forth in G.S. 115C-65. Because these regional education centers have generated significant controversy in the General Assembly, at the local level and amongst educators, the study committee placed special emphasis on them in its deliberations. It heard from concerned school organizations and from the Department of Public Instruction on the usefulness of the regional educational centers; it elicited from concerned school organizations and from the Department, but was unable to get suggestions on how to best cut back the regional centers without unduly sacrificing the quality of the services they provide.

The evidence before the study committee revealed little middle ground on any issues concerning regional education centers. The North Carolina Association of Educators opposed them as cost inefficient bureaucracies that siphon off resources that could go to direct services for children. Other school organizations praised the concept of decentralization and the services provided by the regional education centers. An example of the disparity of views is the inability to reach a concensus on how much the centers cost. If you consider only the costs of the center director, his secretary and the office space, supplies and equipment, the cost is \$75,000 to \$80,000 a year for each center. If you assign the costs of all personnel working out of the center to the center, the cost is \$673,000 to \$760,000 a year for each center. (A breakdown of costs that yields these higher figures was prepared by the Fiscal

Research Division of the General Assembly and may be found in Appendix E of this report.)

The following are summaries of arguments presented to the study committee by supporters and critics of the regional education centers:

Arguments in Favor of the Regional
Education Centers

1. THE NORTH CAROLINA GENERAL STATUTES GIVE THE SUPERINTENDENT OF PUBLIC INSTRUCTION THE POWER AND THE DISCRETION TO OPERATE THE REGIONAL EDUCATION CENTERS.

The Superintendent, under G.S. 115C-21, has the duty to organize, subject to the approval of the State Board, the Department of Public Instruction with all necessary divisions and departments. He also has the duties of keeping the public informed by constant contact with school administrators and teachers, of administering State Board instructional policies, and communicating them to school administrators and of making a continuous program of comprehensive services available to the public schools. One way in which the Superintendent accomplishes these duties is by creating regional education centers which serve essentially the same geographical areas or educational districts into which the General Assembly divided the State in G.S. 115C-65.

2. THE CONCEPT OF REGIONAL EDUCATION CENTERS IS NOT A NEW ONE AND IT IS NOT THE BAILIWICK OF ANY ONE SCHOOL OF POLITICAL OR EDUCATIONAL THEORY OR OF ANY ONE POLITICAL FACTION.

As early as 1968, the concept of regional education centers was espoused by Governor Moore's Study Commission on the Public School System of North Carolina as a way to improve

educational opportunity for the people of the State. As part of its "blue print" for education, the Commission recommended that improved services could be provided to school administrators by placing highly skilled professional educators in "regional education service centers" in each of the State's eight educational districts.

Regional education centers, according to Mr. William Peek, Assistant to the State Superintendent of Public Instruction, decentralize the State education agency and place the services of the agency near the people. The agency feels that people in the State office must serve the entire State and therefore have a statewide point of view. The people located in the regional education centers are serving the people in a defined geographical area; therefore, their perspective is to serve the needs of that region.

School organizations have voiced their support for regional centers. The North Carolina Association of School Administrators has a strong interest in regional education centers and feels they are an integral part of a carefully developed plan for delivering the services of the State education agency to the 143 local school systems. The North Carolina School Boards Association supports the concept of decentralization and feels they help to get the necessary technical expertise to school systems requiring it.

3. REGIONAL EDUCATION CENTERS ARE A COST EFFECTIVE METHOD OF GETTING EDUCATIONAL SERVICES TO THE LOCAL SCHOOL SYSTEMS.

Quality education in today's world requires a level of technical expertise that many school administrative units cannot provide for themselves; thus assistance from the state education agency is essential. The distances, the time required and the costs involved make it impracticable for the local people to go to Raleigh for technical assistance or for the State experts in Raleigh to go to the local school systems. Thus the expertise may simply not get to the people who need it if the experts are in the State office; if the expertise does get to those who need it, it would require more time and more money.

The total cost of each of the eight regional centers ranges from \$75,000 to \$80,000. Costs estimates which are significantly higher are distorted because they include the salaries of people who would be paid whether they were reporting to work in a regional education center or in Raleigh. In fact, costs would be much higher if the same people reported to work in Raleigh because comparable office space in Raleigh is much more expensive. Regional office personnel is currently housed in renovated schools and in other low cost office space.

4. REGIONAL CENTERS PROVIDE MANY USEFUL SERVICES TO LOCAL SCHOOL SYSTEMS.

The responsibility of the regional education centers is set out in the Administrative Procedures Act as follows:

The regional education centers are responsible for:

- (1) providing instructional leadership and support services to enable the local school units to meet effectively the needs of students;
- (2) acting as liaison among the following: the Department of Public Education, local school systems, area post-secondary educational institutions, community organizations and agencies, and the public;
- (3) interpreting State Board of Education policies, programs, and services to local school systems which the centers serve;
- (4) assisting with the development and implementation of educational programs in the local school systems;
- (5) assisting in the interpretation of local unit needs to the Department of Public Education;
- (6) encouraging cooperative action among local school systems for mutual benefits from educational programs.

Each regional education center has an advisory council with local representation and a steering committee of all local superintendents to help it to provide these services in a manner most appropriate for that region.

Regional education centers have a "public relations" problem in some areas because some local school personnel, generally those in nonadministrative positions, are not aware that centers are the source of much technical assistance to the local school system. Much of the assistance provided by the regional education centers is at the administrative level.

Also, technical assistance to nonadministrators is often perceived as coming from the State office instead of from the regional education office. Thus the useful services provided by the regional education offices tend to be minimized.

ARGUMENTS AGAINST THE REGIONAL
EDUCATION CENTERS

1. THE REGIONAL EDUCATION CENTERS ARE SIMPLY ONE MORE LEVEL OF BUREAUCRACY; THEY DO LITTLE TO IMPROVE THE EDUCATION OF THE CHILDREN OF NORTH CAROLINA.

It is clear from the responsibilities of the regional education centers as set out in the Administrative Procedures Act that they provide no direct services to children. What they do provide is directors, advisory councils, steering committees, the role of liaison, interpretations of policies coming from Raleigh or Washington -- that is, bureaucracy.

It is clear from the official statements of the North Carolina Association of Educators and from the private rumblings that members of this committee and other legislators are hearing that many professional educators feel the services provided by the centers are unhelpful, unnecessary and occasionally nonexistent. Regional education centers provide expertise that many school administrative units already have. The regional centers are hardly more convenient to some school administrative units than is the State office in Raleigh. Calls to regional education centers regarding State or federal policies often result in the regional office calling a State or federal official and relaying the response; direct contact with

the person in a position to answer the question simply makes more sense. Although the description of the regional offices in the Administrative Procedures Act and the job descriptions of the regional office personnel provided to the committee by the Department of Public Instruction indicate that teachers are getting direct, technical assistance from the centers, the teachers themselves say they have received no help from the centers and are unaware of what help the centers might provide to them. The intended recipients of the services provided by the centers often say they do not get and/or do not want the assistance the centers provide. They want more direct services for children and less bureaucracy.

2. IN TIMES WHEN WE ARE FACING FUNDING CUTBACKS IN EDUCATION WE SHOULD DEMAND THAT THE SERVICES NOW PROVIDED BY REGIONAL EDUCATION CENTERS BE PROVIDED IN A CHEAPER, MORE COST EFFECTIVE MANNER.

Contrary to the impression created by the Department of Public Instruction, the actual cost of the eight regional education centers is over five and one-half million dollars a year. The Department's computation of cost includes only those items directly budgeted to the center. They are rent, salaries for the director and his secretaries, fringe benefits, postage, telephone, travel, office supplies, repairs and maintenance of equipment. This computation of cost does not include the people working at the center because funds for them are budgeted differently.

The Department's method of computation may be useful for budgeting purposes but it begs the question of whether any or all of the people working at the center would need to be on the payroll if the centers did not exist. As was indicated in the argument above, critics of the regional centers do not feel that the services received by the school administrative units from the regional centers would justify keeping them on the payroll at that cost.

Alternate ways of providing comparable services and more beneficial services at lower cost have been suggested. Some members of the committee questioned whether fewer experts stationed in Raleigh could do the job State-wide. The North Carolina Association of Educators made the following three additional suggestions on this point:

- "(1) Alternative staff development could be more cost efficient. The concept of "teachers teaching teachers" could be an idea enhanced at the local level. Many school systems have developed staff in-service programs that are teacher initiated and teacher delivered.
- (2) Higher education institutions could play a greater role in cooperating with local school systems to provide like services without additional costs.
- (3) Curriculum laboratories at teacher education institutions should and could be appropriate resource banks for teachers. Publishing companies should be encouraged to donate samples to these institutions."

These alternatives, or a combination of them, might better utilize existing resources and decrease the required bureaucratic infra-structure.

It was suggested in the State Auditor's 1980 audit that the funds for regional education centers be split among the local school systems. Local school systems could then purchase the services they need from the provider which best meets their needs. Regional education centers would then operate more efficiently because they would be competing with other providers of technical expertise.

RECOMMENDATIONS

RECOMMENDATIONS

Pursuant to the direction of Resolution 61 of the 1981 Session Laws, the Legislative Research Commission Committee on Regional State Offices, after having reviewed the information presented, recommends the following courses of action to the 1983 General Assembly:

RECOMMENDATION 1: Existing regional offices should be reviewed by State agencies and should be consolidated wherever possible. Agencies planning new regional offices should try to coordinate those offices with existing regional offices of other agencies.

Consolidation of future and existing regional offices would result in more accessible service for the general public and more efficiency in government. Currently, an individual anywhere in the State would have to go to several different cities and to several different places within those cities to visit all of the regional offices which serve him. The State is divided into a myriad of regions by the various agencies and it is generally coincidental if the regions and their headquarters are the same for different agencies.

Consolidation of offices could result in cost savings due to office, equipment and other resource sharing. There would be less duplication of resources and greater utilization of shared resources.

Consolidation could also give State employees currently

operating out of and storing equipment in their homes a base of operation. This would make these employees more accessible to their Raleigh office and to the people they serve. It would also result in better management of field personnel.

The Department of Human Resources consolidated its offices outside of Raleigh into four regions in the early 1970's. This type of consolidation, both within and among departments, should be fostered.

RECOMMENDATION 2. The State Board of Education should study the structure of the State educational system. The State Board should focus on the structure and function of the regional education centers. It should also look closely at the staff in Raleigh to see if cuts could be made to avoid duplication with regional office services and personnel.

The regional education centers, their cost, their effectiveness and their place in the State educational system are issues on which testimony before the committee indicated a polarity of views. Debate of these issues in the General Assembly, amongst educators and amongst education organizations has been very intense in the past and is likely to continue in intensity. The State revenue projections for the next fiscal biennium increase pressure to resolve the controversy and to use education funds to the best advantage of the children of the State. The State Board of Education has the expertise to give these issues the scrutiny they require; therefore, the study committee commends these issues to the State Board.

RECOMMENDATION 3. The State agencies operating regional offices should furnish, within available resources, information about their offices and the services provided by them to the

respective counties served by those offices. The counties should, within available resources, make this information available to the general public.

It is difficult even for well-informed citizens and for representatives of local government to be aware of all the government services available to them and to contact directly the providers of those services at the local level. At best, the general public knows "who to call" to find out "who to call."

Agencies should, within the resources available to them, provide this type of information to county governments. The counties could then, within the resources available to them, make this information available to the general public. This would be an efficient way to answer the question "who to call."

RECOMMENDATION 4. Greater use should be made of the State telecommunication system.

By March 1983, there will be seven telecommunication centers throughout the State and one in Washington, D. C. This system makes possible teleconferencing suitable for meetings, lectures, workshops, training sessions and so forth. State agencies could use this system to achieve decentralization of services and at the same time minimize the need for personnel stationed outside of Raleigh.

APPENDICES

APPENDIX A

1981-83

LEGISLATIVE RESEARCH COMMISSION MEMBERSHIP

House Speaker Liston B. Ramsey, Co-chairman

Representative Chris S. Barker, Jr.

Representative John T. Church

Representative Gordon H. Greenwood

Representative Jack Hunt

Representative Lura S. Tally

Senate President Pro Tempore W. Craig Lawing, Co-chairman

Senator Henson P. Barnes

Senator Carolyn Mathis

Senator William D. Mills

Senator Russell Walker

Senator Robert W. Wynne

LEGISLATIVE RESEARCH COMMISSION
STUDY COMMITTEE ON
REGIONAL STATE OFFICES

Committee Members

President Pro Tempore's Appointments

Senator Sam R. Noble
Cochairman
4430 Fayetteville Road
Lumberton, N. C. 28358

Mr. Louis Comer
Route 1, Box 233
Mt. Airy, N. C. 27030

Senator Ollie Harris
P. O. Box 627
Kings Mountain, N. C. 28086

Senator Joe B. Raynor
345 Winslow Street
Fayetteville, N. C. 28301

Senator William W. Redman, Jr.
Route 2, Box 43
Statesville, N. C. 28677

LRC Member Responsible for Study:

Professional Staff: Sarah Fuerst
Legislative Services Office

Clerical Staff: Betsy J. Sykes

Speaker's Appointments

Rep. Margaret Tennille
Cochairman
P. O. Box 5988
Winston-Salem, N. C. 27103

Rep. Joe Hackney
Box 1329
Chapel Hill, N. C. 27514

Rep. Charles Holt
Box 53157
Fayetteville, N. C. 28305

Rep. Marvin Musselwhite, Jr.
P. O. Box 10096
Raleigh, N. C. 27605

Rep. John Radford
P. O. Box 555
Selma, N. C. 27576

Representative Jack Hunt
Peachtree Road
Lattimore, N. C. 28089

APPENDIX B

GENERAL ASSEMBLY OF NORTH CAROLINA
SESSION 1981
RATIFIED BILL

RESOLUTION 67

HOUSE JOINT RESOLUTION 1292

A JOINT RESOLUTION AUTHORIZING STUDIES BY THE LEGISLATIVE RESEARCH COMMISSION.

Be it resolved by the House of Representatives, the Senate concurring:

Section 1. The Legislative Research Commission may study the topics listed below. Listed with each topic is the 1981 bill or resolution that originally proposed the study and the name of the sponsor. The Commission may consider the original bill or resolution in determining the nature, scope and aspects of the study. The topics are:

- (1) Continuation of study of revenue laws (H.J.R. 15 -- Lilley).
- (2) Continuation of study on problems of aging (H.J.R. 48 -- Messer/S.J.R. 37 -- Gray).
- (3) Day care (H.J.R. 223 -- Brennan).
- (4) Civil rights compliance of non-State institutions receiving State funds (H.J.R. 344 -- Spaulding).
- (5) Social services and public assistance (H.B. 393 -- P. Hunt).
- (6) The need for new health occupational licensing boards (H.B. 477 -- Lancaster/S.B. 285 -- Jenkins).
- (7) Matters related to public education, including:

a. The feasibility of making the 12th grade optional in the public schools (H.J.R. 890 -- Tally).

b. Continue study of public school food service (H.J.R. 948 -- Brennan).

c. The teacher tenure law (S.J.R. 621 -- Royall).

d. Providing teachers with duty-free periods (S.J.R. 697 -- Speed).

e. Continuation of study regarding purchase of buses in lieu of contract transportation, and other school bus transportation matters (no 1981 resolution).

(8) Campaign financing and reporting (H.J.R. 975 -- D. Clark).

(9) State's interests in railroad companies and railroad operations (H.B. 1069 -- J. Hunt).

(10) Matters related to insurance, including:

a. Insurance regulation (H.B. 1071 as amended -- Seymour), including the feasibility of establishing within the Department of Insurance a risk and rate equity board.

b. How the State should cover risks of liability for personal injury and property damage (H.J.R. 1198 -- Seymour).

c. Credit insurance (H.J.R. 1328 -- Barnes).

(11) Matters related to public property, including:

a. Development of a policy on State office building construction (H.J.R. 1090 -- Nye).

b. The potential uses and benefits of arbitration to resolve disputes under State construction and procurement contracts (H.J.R. 1292 -- Adams).

c. The bonding requirements on small contractors bidding on governmental projects (H.J.R. 1301 -- Nye).

d. Continue study of the design, construction and inspection of public facilities (S.J.R. 143 -- Clarke).

e. Whether the leasing of State land should be by competitive bidding (S.J.R. 178 -- Swain).

(12) Allocation formula for State funding of public library systems (H.J.R. 1166 -- Burnley).

(13) Economic, social and legal problems and needs of women (H.R. 1238 -- Adams).

(14) Beverage container regulation (H.J.R. 1298 -- Diamont).

(15) Scientific and technical training equipment needs in institutions of higher education (H.J.R. 1314 -- Fulcher).

(16) Role of the State with respect to migrant farmworkers (H.J.R. 1315 -- Fulcher).

(17) Existing State and local programs for the inspection of milk and milk products (H.J.R. 1353 -- James).

(18) Laws authorizing towing, removing or storage of motor vehicles (H.J.R. 1360 -- Lancaster).

(19) Annexation laws (S.J.R. 4 -- Lawing).

(20) Laws concerning obscenity (House Committee Substitute for S.B. 295).

(21) The feasibility of consolidating the State computer systems (S.J.R. 349 -- Alford/H.J.R. 524 -- Plyler).

(22) Laws pertaining to the taxation of alcoholic beverages and the designation of revenues for alcoholism

education, rehabilitation and research (S.J.R. 497 -- Gray).

(23) Regional offices operated by State agencies (S.J.R. 519 -- Noble).

(24) Continue study of laws of evidence (S.J.R. 698 -- Barnes).

(25) Continue study of ownership of land in North Carolina by aliens and alien corporations (S.J.R. 714 -- White).

(26) Rules and regulations pertaining to the Coastal Area Management Act (S.J.R. 724 -- Daniels).

(27) Transfer of Forestry and Soil and Water from Department of Natural Resources and Community Development to Department of Agriculture (H.B. 1237 -- Taylor).

(28) Continue sports arena study (H.J.R. 1334 -- Barbee).

(29) State investment and maximum earning productivity of all public funds (H.J.R. 1375 -- Beard).

Sec. 2. For each of the topics the Legislative Research Commission decides to study, the Commission may report its findings, together with any recommended legislation, to the 1982 Session of the General Assembly or to the 1983 General Assembly, or the Commission may make an interim report to the 1982 Session and a final report to the 1983 General Assembly.

Sec. 3. The Legislative Research Commission or any study committee thereof, in the discharge of its study of insurance regulation under Section 1(10)a. of this act, may secure information and data under the provisions of G.S. 120-19. The powers contained in the provisions of G.S. 120-19.1 through

G.S. 120-19.4 shall apply to the proceedings of the Commission or any study committee thereof in the discharge of said study. The Commission or any study committee thereof, while in the discharge of said study, is authorized to hold executive sessions in accordance with G.S. 143-318.11(b) as though it were a committee of the General Assembly.

Sec. 4. This resolution is effective upon ratification.

In the General Assembly read three times and ratified, this the 10th day of July, 1981.

JAMES C. GREEN

James C. Green

President of the Senate

LISTON B. RAMSEY

Liston B. Ramsey

Speaker of the House of Representatives

GENERAL ASSEMBLY OF NORTH CAROLINA
SESSION 1981

SENATE JOINT RESOLUTION 519

Sponsors: Senators Noble; Wright and Cavanagh.

Referred to: Rules and Operation of the Senate.

May 7, 1981

1 A JOINT RESOLUTION DIRECTING THE LEGISLATIVE RESEARCH COMMISSION
2 TO STUDY REGIONAL OFFICES OPERATED BY STATE AGENCIES.

3 Be it resolved by the Senate, the House of Representatives
4 concurring:

5 Section 1. The Legislative Research Commission shall
6 study regional offices operated by State agencies. The study
7 shall include a survey of which agencies operate regional
8 offices, how many regional offices are currently being operated,
9 the growth of regional offices in the last few years, the
10 efficiency of these offices and their utility to the agency and
11 to the citizens of the State. The Commission shall report to the
12 1983 General Assembly by January 1, 1983.

13 Sec. 2. This resolution is effective upon ratification.
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20
21

APPENDIX C

VISITOR REGISTRATION SHEET

Regional State Offices

8-18-82

Name of Committee

Date

VISITORS: Please sign below and return to secretary.

NAME	FIRM OR STATE AGENCY AND ADDRESS
Kay L. ...	DEPT. OF CRIME CONTROL & PUBLIC SAFETY P.O. Box 27667 Raleigh, N.C. 27611
Frank Han -	York Institute of Office (DOH) Folk ... 21 ... 14 ...
Thomas D. Ryan	Correction
Leslie R. Stevens	State Budget - Gov.'s Office
Jim Woodall	Human Resources
Billy Hall	Policy Dev. - Adm.
Ann Griffith	NRC&D
John Brooks	Commissioner of Labor
Ben Aiken	Special Assistant to Secy. of Human Resources
Samuel D. Rangino	NCAE
Raymond Sarbaugh	Exec. Dir. N.C. Association of School Administrators
Patrick C. Kinlaw	Adm. Assistant, N.C. Assoc. of School Administrators
Tom S. Davis	Special Assistant to Mr. Craig Phillips, Public In-
W. E. Rice	Sheltered Workshops

DATE: 9-22-82

Regional State Office
NAME OF COMMITTEE

VISITORS: Please sign below and return to secretary.

NAME

FIRM OR STATE AGENCY AND ADDRESS

NAME	FIRM OR STATE AGENCY AND ADDRESS
Sam Rancine	NCAE
Bernard Gellen	NCAE
John R. Holt	State
Jimmy A. Benson	Dept. of State Auditor
Layman L. Sarban	NC Assn. of School Administrators
Joan S. Hurler	N.C. Association of School Administrators
Tom	DI
Bill Peck	DI
John Hall	NE School Boards Assn.
Al Ingram	
J.M. Perry	Div. of Motor Vehicles
JF EDBERTON	DOT - DIV OF HIGHWAYS
R.W. Wilkins, Jr	Div of Motor Vehicles
W.D. CAMPBELL	DOT - DIV OF HIGHWAYS
M. A. Weaver	Dept. of Agriculture
Howard Singletary	Dept. of Agriculture

VISITOR REGISTRATION SHEET

DATE: 9-22-82

Regional State Offices
NAME OF COMMITTEE

VISITORS: Please sign below and return to secretary.

<u>NAME</u>	<u>FIRM OR STATE AGENCY AND ADDRESS</u>
Tom Rancino	NCAE
Bernard O'Brien	NCAE
John R. Nott	Senators
Jimmy C. Benson	Dept. of State Auditor
Raymond L. Sarban	NC Assn. of School Administrators
Jesus S. Huelga	N.C. Instruction of School Administrators
Tom J. Jones	DPI
Bill Pest	DPI
Jan H. H. H.	NE School Boards Assn.
Al V. V.	
J.M. Perry	Dept. of Motor Vehicles
JF EDBERTON	DOT - DIV OF HIGHWAYS
R.W. Wilkins JR	Div of Motor Vehicles
W.D. CAMPBELL	DOT - DIV OF HIGHWAYS
W.D. Campbell	
Howard Singotary	Dept. of Agriculture

APPENDIX D

STATE OF NORTH CAROLINA
LEGISLATIVE RESEARCH COMMISSION

STATE LEGISLATIVE BUILDING

RALEIGH 27611



December 8, 1981

The Legislative Research Commission is authorized by Resolution 61 of the 1981 Session Laws to study regional offices operated by State agencies. The mandate of the study covers "a survey of which agencies operate regional offices, how many regional offices are currently being operated, the growth of regional offices in the last few years, the efficiency of these offices and their utility to the agency and to the citizens of the State." (SJR 519) To this end, we are requesting information from your department and from all other departments which maintain regional offices. It is imperative that we have all requested information by February 1, 1982.

The study committee requests the following information for each division which operated a regional office as of July 1, 1979, July 1, 1980, and July 1, 1981:

- (1) An outline of the regions, indicating the location of each regional office and the name of its director.
- (2) An organizational chart indicating the position of the regional offices in the department.
- (3) A statement of the function and purpose of each regional office specifying the extent to which it is administrative or provides direct services or technical assistance.
- (4) The square footage of each regional office and whether the office space is state-owned or leased.

- (5) A budget for each regional office indicating sources of funding and expenditures for salaries, rent, etc.
- (6) The budgeted number of positions at each regional office, their grade and step, salary, source of funding and position title and number. This item includes all persons working out of their homes and all persons stationed in Raleigh who spend more than 50% of their time in the region, although these categories of persons should be listed separately. Also, vacant positions should be listed separately.

The study committee also requests a list of all regional offices operated by the agency at any time, when they were established, and if and when they were closed.

Sarah Fuerst of the Legislative Drafting staff is committee counsel and will be coordinating this data. of the Fiscal Research Division is available to assist in identifying the information required. will be calling you in this regard in a few days. If you have any questions, do not hesitate to call Miss Fuerst at 733-6660 or at 733-4910.

Thank you for your cooperation in this matter.

Yours truly,

Senator Sam Noble

Representative Margaret Tennille
Co-chairmen, LRC Study on
Regional Offices Operated by
State Agencies

APPENDIX E

PUBLIC SCHOOLS
REGIONAL EDUCATION CENTERS
AS OF 12-31-51

	Number of Employees	Total Salaries		Retirement		Social Security		Hospitalization		Other EXP.*	Travel (St. & Fed.)	Annual Rent	Center Total
		G.F.	Fed.	G.F.	Fed.	G.F.	Fed.	G.F.	Fed.				
Northeast	17.0	352,392	213,438	34,957	21,173	23,610	14,300	8,213	6,522	30,943	45,070	9,600	760,219
Southeast	16.0	322,950	168,816	32,036	16,746	21,637	11,310	7,729	4,589	33,179	41,950	12,400	673,346
Central	20.0	411,658	87,082	40,836	8,638	27,581	5,834	9,662	2,415	30,793	41,870	11,000	677,371
South Central	18.0	364,980	151,552	36,206	15,033	24,453	10,153	8,696	3,864	32,143	44,170	12,000	703,253
North Central	15.0	316,668	176,022	31,413	17,461	21,216	11,793	7,246	4,589	32,543	41,770	12,000	672,724
Southwest	17.0	314,700	161,706	33,896	16,041	22,893	10,834	6,213	4,106	30,604	41,970	12,000	683,965
Northwest	17.0	350,724	159,858	34,791	15,857	23,498	10,710	8,213	4,106	32,443	41,970	12,000	694,173
Western	17.5	370,920	140,502	36,795	13,937	24,851	9,413	8,484	3,623	29,402	41,970	10,000	689,899
Total	137.5	2,831,992	1,258,976	280,933	124,890	189,743	84,350	66,459	33,818	252,050	340,740	91,000	5,554,953

*Includes estimates for postage, rent of equipment, subscriptions, telephone, supplies/materials and office furniture and equipment for all staff.

