

SUB-RECIPIENT FUNDING AGREEMENT BETWEEN
BOARD OF TRUSTEES OF THE MINNESOTA
STATE COLLEGES AND UNIVERSITIES
ON BEHALF OF
LAKE SUPERIOR COLLEGE
AND
CITY OF DULUTH
FOR THE
STATE OF MINNESOTA
DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT
WORKFORCE DEVELOPMENT DIVISION

HEALTH CAREER PATHWAYS

THIS AGREEMENT, effective as of the date of attestation by the City Clerk ("Effective Date"), by and between CITY OF DULUTH, (the "City"), and the BOARD OF TRUSTEES OF THE MINNESOTA STATE COLLEGES AND UNIVERSITIES on behalf of LAKE SUPERIOR COLLEGE, (the "Grantee").

WHEREAS, the City has entered into a Master Grant Agreement with the State of Minnesota, acting by and through its Department of Employment and Economic Development, Workforce Development Division ("DEED") to apply for and receive funds to provide employment and training services offered through the City's Workforce Development Center; and

WHEREAS, under the Master Grant Agreement, in cooperation with Grantee, the City applied to and received approval for funds in the amount of Seventy-Two Thousand Four Hundred Twenty-Seven Dollars and no/100 (\$72,427.00) from DEED under its Pathways to Prosperity Program (the "Program Grant") to support healthcare industries' workforce needs and address employment disparities in Duluth and northeast Minnesota. This program will prepare individuals with the skills needed to enter into employment in the healthcare field and/or access additional education ("the Project"). The Project Specific Plan ("PSP") is attached as *Exhibit A* and the grant award letter is attached as *Exhibit B*; and

WHEREAS, the City desires to award a portion of the Program Grant (the "Subgrant") to Grantee, and Grantee agrees to accept and utilize such proceeds for the Project.

NOW, THEREFORE, the parties agree to the following terms:

1. AWARD. The City awards a Subgrant to Grantee in the amount of Nineteen Thousand Dollars and no/100th (\$19,000.00) for Grantee's performance of its obligations under the Program Grant including:

- A. Perform the duties specified in the Work Plan, which is attached as *Exhibit C* and incorporated into this Agreement.
- B. Provide quarterly reports two weeks prior to the reporting due date and/or any other reporting required by DEED, including Workforce 1 reporting and the Healthcare Careers Healthcare Project data.
- C. Submit invoice outlining services provided with supportive documentation to City Manager on a quarterly basis. Examples of documentation for services include detailed receipts and timesheets.

- D. Coordinate with City staff on scheduling for services and/or workshops.
- E. If applicable and as requested, provide evaluations, attendance and completion information for services, trainings or workshops.
- F. Develop and maintain ongoing communication with City staff.

Notwithstanding anything to the contrary, the Grantee understands and agrees that any reduction or termination of the Program Grant may result in a like reduction or termination of the Subgrant, and that any material change in the timeline or scope of the Program must be approved in writing by the City and DEED.

2. PERFORMANCE. The Grantee must comply with all requirements applicable to the City in the Master Grant Agreement and/or Project Specific Plan. Grantee's default under the Project Specific Plan will constitute noncompliance with this Agreement. If the City finds that there has been a failure to comply with the provisions of this Agreement or that reasonable progress on the Program has not been or will not be made, the City may take action to protect its interests, including refusal to disburse additional funds and requiring the return of all or part of the funds already disbursed. If action to correct substandard performance is not taken by the Grantee within 60 calendar days (or such longer period specified by the City) after written notice by the City, the City may terminate this Agreement.

3. TIME OF PERFORMANCE. Grantee must start the Program upon execution of this Agreement and complete the Program on or before December 31, 2017. The City is not obligated to pay for any Program costs incurred after that date or any earlier termination, whichever occurs first.

4. CONDITIONS PRECEDENT TO DISBURSEMENT. The following requirements are conditions precedent to the City's disbursement of any of the Subgrant proceeds.

- A. The Grantee must have provided the City with evidence of compliance with the insurance requirements of Section 7(G) herein.
- B. The Grantee must have provided to the City such evidence of compliance with all of the provisions of this Agreement as the City may reasonably request.

5. DISBURSEMENT. It is expressly agreed and understood that the City will pay Grantee under this Agreement \$9,500 in the SFY 2016 and \$9,500 in SFY 2017 with the total amount not to exceed \$19,000.00. City will pay Grantee for all services performed under this Agreement as specified in the Budget Narrative, attached hereto as Exhibit D. Grantee's proposed budget is attached as Exhibit E. Invoices can be submitted on a monthly basis, but must be submitted quarterly. Quarterly due dates are as follows:

- September 15, 2016
- February 15, 2017
- June 15, 2017
- October 15, 2017

Payment for services will be sent within 45 days of receipt of invoice.

6. NOTICES. Communication and details concerning this Agreement must be directed to the following Agreement representatives:

City: City of Duluth
Manager, Workforce Development
402 W. 1st Street
Duluth, MN 55802
218-730-5241
Attn: Paula Reed

GRANTEE: Lake Superior College
Attn: Don Ness, Executive Director of Workforce Training & Community Development
2101 Trinity Road
Duluth, MN 55811
218-733-5934

7. GENERAL CONDITIONS.

A. General Compliance. The Grantee agrees to comply with all applicable federal, state and local laws and regulations governing the project and funds provided under this Agreement.

B. Civil Rights Assurances. Grantee and City, and their respective officers, agents, servants and employees, as part of the consideration under this Agreement, do hereby covenant and agree that:

1. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, marital status, status with respect to public assistance, sexual orientation and/or disability shall be excluded from any participation in, denied any benefits of or otherwise subjected to discrimination with regard to the services provided under this Agreement.
2. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code and any regulations and executive orders which may be affected with regard thereto.

C. Independent Contractor. Nothing contained in this Agreement is intended to, or may be construed in any manner, as creating or establishing the relationship of employer/employee between the parties. The Grantee will at all times remain an independent contractor with respect to the services to be performed under this Agreement. The City is exempt from payment of all unemployment compensation, FICA, retirement, life and/or medical insurance and workers' compensation insurance because the Grantee is an independent contractor.

D. Liability. Each party hereto agrees that it will be solely liable for any liability arising out of any acts or omissions of itself or its officers, agents, servants, employees or subcontractors in the performance of its respective obligations under this Agreement.

Nothing herein shall be deemed to create any liability on behalf of either party not otherwise existing as to such party under the provision of the Minnesota Municipality Limitation of Liability Statute, Minnesota Statute Section 466 *et. seq.*, or to extend the amount of liability of either party to amounts in excess of that specified in said Chapter.

E. Indemnification. Grantee will be responsible for its own acts and behavior and the results thereof. Grantee's liability is governed by the Minnesota Tort Claims Act, Minn.Stat. § 3.736.

F. Workers' Compensation. The Grantee must provide workers' compensation insurance coverage for all employees involved in the performance of this Agreement.

G. Insurance. Grantee shall procure and maintain continuously in force Public Liability Insurance written on an "occurrence" basis under a Comprehensive General Liability Form in limits of not less than One Million Five Hundred Thousand and ~~No/100s~~ No/100s (\$1,500,000.00) Dollars aggregate per occurrence for personal bodily injury and death, and limits of One Million Five Hundred Thousand and No/100s (\$1,500,000.00) Dollars for damage liability. If person limits are specified, they shall be for not less than One ~~Half~~-Million Five Hundred Thousand and No/100s (\$1,500,000.00) Dollars per person and be for the same coverages ~~for one occurrence~~. The City shall be named as an additional insured therein. Insurance shall cover:

1. Public liability.
2. Independent contractors--protective contingent liability.
3. Personal injury.
4. Contractual liability covering the indemnity obligations set forth herein.

8. ADMINISTRATIVE REQUIREMENTS.

A. Accounting Standards. The Grantee agrees to maintain the necessary source documentation and enforce sufficient internal controls as dictated by generally accepted accounting practices to properly account for expenses incurred under this Agreement.

B. Records.

1. *Retention.* The Grantee must retain all records pertinent to expenditures incurred under this Agreement until conclusion of the latest of (a) six years after the Grantee has completed the Program; (b) six years after the Grantee has expended all proceeds of the Subgrant; or (c) six years after the resolution of all audit findings. Records for nonexpendable property acquired with funds under this Agreement must be retained for six years after final disposition of such property. Records for any displaced person must be kept for six years after he/she has received final payment.

2. *Inspections.* All Grantee records with respect to any matters covered by this Agreement must be made available to the City, DEED or their designees at any time during normal business hours, as often as the City or DEED deems necessary, to audit, examine, and make excerpts or transcripts of all relevant data.

3. *Audits.* If requested by the City, the Grantee must have an annual financial compliance audit conducted in accordance with the City's requirements. The Grantee must submit two copies of such audit report to the City. Any deficiencies noted in such an audit report or an audit/monitoring report issued by the City or its designees must be fully resolved by the Grantee within a reasonable time period after a written request from the City. Failure of the Grantee to comply with the provisions of this paragraph will constitute a violation of this Agreement and may result in the withholding of future payments or the requirement for Grantee to return all or part of the funds already disbursed.

4. *Data Practices Act* The Grantee must comply with the Minnesota Government Data Practices Act, Chapter 13.

5. *Close-Outs*. The Grantee's obligation to the City does not end until all closeout requirements are completed. Activities during this close-out period include: making final payments, disposing of program assets (including the return of all unused materials, equipment, unspent cash advances, program income balances, and receivable accounts to the City), determining the custodianship of records and resolving audit findings.

C. Payments. The City will pay to the Grantee funds available under this Agreement based upon information submitted by the Grantee and consistent with any approved budget and City policy concerning payments. Payments may be adjusted at the option of the City in accordance with advance funds and program income balances available in Grantee accounts. In addition, the City reserves the right to liquidate funds available under this Agreement for costs incurred by the City on behalf of the Grantee.

D. Procurement. The Grantee must maintain an inventory record of all nonexpendable personal property procured with funds provided under this Agreement. All unexpended program income must revert to the City upon termination of this Agreement.

9. MISCELLANEOUS.

A. Assignability. The Grantee may not assign or transfer any interest in this Agreement (whether by assignment or novation) without the prior written consent of the City; provided, however, that claims for money due or to become due to the Grantee from the City under this Agreement may be assigned to a bank, trust company; or other financial institution without such approval. Notice of any such assignment or transfer must be furnished promptly to the City.

B. Copyright. If this Agreement results in any copyrightable material, the author is free to copyright the work, but the City and/or DEED reserves the right to royalty-free, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, the work for government purposes.

C. Relationship of the Parties. It is agreed that nothing herein contained in intended or should be construed in any manner as creating or establishing the relationship of co-partners, joint ventures, or joint enterprise between the parties hereto or an constituting either party as an agent, representative or employee of the other for any purpose or in any manner whatsoever.

D. Governing Law. This Agreement will be governed by, and construed in accordance with, the laws of the State of Minnesota.

E. Counterparts. This Agreement may be executed in two or more counterparts, each of which is deemed an original, but all of which taken together constitute one and the same agreement.

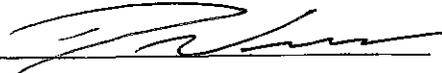
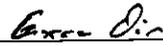
10. ENTIRE AGREEMENT. This Agreement contains all negotiations and agreements between City and Grantee. No other understanding, agreements or understandings regarding the Grant Agreement, or this Agreement, may be used to bind either party

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed intending to be bound thereby.

CITY OF DULUTH

LAKE SUPERIOR COLLEGE

By _____
Mayor

By 
Its: 

Attest:

City Clerk
Date Attested: _____

By: _____

Its: _____

____ Countersigned:

City Auditor

As to form:

City Attorney

ATTACHMENTS

Exhibit A: Project Specific Plan

Exhibit B: Award Letter

Exhibit C: Work Plan

Exhibit D: Budget Narrative

Exhibit E: Grantee's Budget

EXHIBIT A

STATE OF MINNESOTA PROJECT SPECIFIC PLAN ORIGINAL CONTRACT

Master Contract #: DULUTH2013M
 Term of Master Contract: 4/1/2013-3/31/2018
 Master Supplier Contract #: 71585
 Contract ID #: 6047900

GRANTOR / STATE	GRANTEE
MN Department of Employment and Economic Development Workforce Development Division 1 st National Bank Building 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	City of Duluth – WDA 4 Workforce Development Division 411 West 1 st Street Duluth, MN 55802
AUTHORIZED REPRESENTATIVE	AUTHORIZED REPRESENTATIVE
Name: John Vo Title: Adult Career Pathways Coordinator Telephone Number: (651) 259-7571 Email: John.Vo@state.mn.us	Name: Paula Reed Title: Manager, Workforce Development Telephone Number: 218-730-5241 Email: preed@duluthmn.gov

Required Attachments: Attachment 1: Work Plan
 Attachment 2: Budget
 Attachment 3: Terms and Conditions

SUBMITTED BY GRANTEE:

I certify that the information contained in the attached Work Plan and Budget, labeled attachment 1 and Attachment 2 respectively, is true and accurate to the best of my knowledge and that I submit this Project Specific Plan on behalf of the Grantee.

(Signature)

Paula Reed

Date: 6/22/16

Printed Name: Paula Reed

Title: Manager, Workforce Development

APPROVED BY (GRANTOR / STATE)

I have reviewed and approved the attached Project Specific Plan which is referenced in and incorporated as an amendment to the Master Grant Contract indicated herein.

(Signature)

Richard Calliuri

Date: 6/23/16

Printed Name: Richard Calliuri

Title: Interim Director, Workforce Development Division

Agency: Minnesota Department of Employment and Economic Development

FOR DEED OFFICE USE ONLY

Program Name: Pathways to Prosperity SFY 2016

Contract Start Date: 5/01/2016

Contract End Date: 12/31/2016

Original Contract Amount: \$36,213.00

Match/Leverage Required? Yes No

SWIFT Contract ID

SWIFT PO Number #

110859

3-254998

Program Coordinator

NGA Number

SWIFT Vendor Number + Location

Procure-It #

John Vo

16-4

0000197681-001

19233

AFS Signature: _____

Michael Duff

Encumbrance Date: 06/22/2016

(Not Applicable at this time)

NGA # 16-4

Notice of Grant Action (NGA)

Minnesota Department of Employment and Economic Development

Master Grant Agreement #DULUTH2013M

SC #71585

Effective Master Grant Agreement Date: June 20, 2013 - March 31, 2018

Master Grant Agreement #DULUTH2016M

SC #109704

Effective Master Grant Agreement Date: July 20, 2016 - June 30, 2021

DJNS #077627583

GRANTEE:
City of Duluth
Workforce Development
WDA #4
402 West First Street
Duluth, MN 55802-1102

GRANTOR-STATE: MN Dept of Employment and Economic Development
Workforce Development Division
1st National Bank Building
332 Minnesota Street, Suite E200
Saint Paul, MN 55101-1351

FUNDING SUMMARY

1	2	3	4	5	6	7	8	9	10	DEED USE
Title ID/Name	Performance Period	Grant ID #	Prior Level	Obligation with this Action	New Level	Total Award/Amount	CFDA #	CFDA Name	NGA #	SWIFT P.O. # Contract ID
FEDERAL										
WIOA Youth	04/01/2016 - 03/31/2018	6043600	\$289,831.00	\$0.00	\$289,831.00	\$289,831.00	17.259	WIOA Youth	1	3-248334 108209
OTHER										
MN Youth Program	07/01/2016 - 06/30/2017	7046400	\$120,020.00	\$0.00	\$120,020.00	\$120,020.00	N/A	N/A	2	3-254205 110531
Youth Competitive Grants	07/01/2016 - 06/30/2017	7046801	\$80,000.00	\$0.00	\$80,000.00	\$80,000.00	N/A	N/A	2	3-254163 110431
HECAP	07/01/2016 - 06/30/2017	7046301	\$15,000.00	\$0.00	\$15,000.00	\$15,000.00	N/A	N/A	2	3-253733 110172
State Dislocated Worker Program (DWP)	07/01/2016 - 06/30/2018	6048500	\$146,442.00	\$0.00	\$146,442.00	\$146,442.00	N/A	N/A	3	3-255338 111364
Pathways to Prosperity (P2P)	05/01/2016 - 12/31/2016	6047900	\$0.00	\$36,213.00	\$36,213.00	\$36,213.00	NA	N/A	4	3-254998 110859
SPY 2016 - Round 2, Year 1										
TOTAL			\$651,293.00	\$36,213.00	\$687,506.00	\$687,506.00				

APPROVED BY:

Shelley Landgraf
Shelley Landgraf, Director
Workforce Development Division, Fiscal Planning/Monitoring Activities

DATE ISSUED:

7-26-2016

The approved Project Specific Plan, along with this NGA, and attached workplan is releasing funding under the DULUTH2013M and DULUTH2016M State/Federal Master Grant Agreement with DEED. See Attachment 3 for DEED's Contacts and Additional Terms and Conditions.

For questions, contact Shelley Landgraf at 651-259-7580 or shelley.landgraf@state.mn.us



April 21, 2016

Ms. Paula Reed
Director
City of Duluth
411 W. 1st St.
Duluth, MN 55802

Dear Ms. Paula Reed,

Congratulations! I am writing to inform you that your agency's proposal Health Career Pathways Project has been selected for funding under the MN Pathways to Prosperity (P2P) SFY 2016 Request For Proposals.

Your total grant award is \$72,427. In order to meet diverse needs across the state, we are funding your proposal at a lower level than requested. This was done to better serve disparate communities and to reach across diverse industry sectors. We are very pleased that your proposal will help Minnesota better prepare workers for career pathway opportunities across the state.

DEED received 38 applications from across the state, requesting a total of \$6.6 million, \$4 million more than we had available, reflecting a significant demand for career pathway programs. All applications were reviewed by a diverse, multi-agency team representing the Career Pathway Model. Funding decisions were based on a fair and standard scoring system, reflective of the goals of the initiative. We were especially pleased to see the number of applications that included an emphasis on efforts demonstrating commitment to Pathways to Prosperity including:

- Programs aligned with the skill needs of targeted industries and occupations in demand
- Preparing an individual to be successful in obtaining a secondary and post-secondary education credential through clearly defined partnerships with educational institutions
- Programs targeting populations with barriers to employment, including individuals of color, experiencing housing insecurity, with a criminal record, lacking a high school diploma or equivalent, with disabilities, unemployed for 26 or more consecutive weeks, and possessing inadequate language or math skills
- Programs including contextualized remedial adult education, that include a commitment from an ABE provider
- Organizing education, training, and other services to meet the needs of an individual that accelerates education and career advancement, with clear roles for specified education and training providers
- Helping an individual advance within a specific occupation or occupational cluster, with specified employers committed to hiring individuals into jobs in that industry
- Strong and defined partnerships with key community-based organizations to align services to meet the needs of the people served
- Providing navigation wrap-around supportive services for program participants to break down barriers to employment and progress along a career pathways continuum

As part of an effort to continually improve our processes, your organization will receive a survey seeking your feedback around the competitive grant process. We also intend to provide training and capacity building



Department of Employment and Economic Development

opportunities for Pathways to Prosperity programming, we will keep you informed of these opportunities as they develop.

Staff from the Workforce Development Division Adult Career Pathways Unit will be in contact with you to begin the contracting process. Questions should be directed to Nola Speiser (Nola.Speiser@state.mn.us) and John Vo (John.Vo@state.mn.us).

Lastly, I'm excited to tell you that Governor Dayton has proposed \$4.1 million in additional funds for the Pathways to Prosperity program in his 2016 supplemental budget. As an organization dedicated to this work, I hope you'll join me in supporting the Governor's proposal. I'm certain the legislature would benefit by hearing from organizations like yours about how state resources help to provide services for people facing barriers to employment. Your thoughts and collaboration is very important and valued.

Congratulations once again on your successful application. Thank you for your commitment to Minnesota's workforce!

My best regards,

Katie Clark Sieben
Commissioner

EXHIBIT C

Date: May 12, 2016

City of Duluth UPDATED

Form 2: Pathways to Prosperity Performance Outcomes Calculator

Fill in the yellow cells below with your best estimate of project participant outcomes. Only count those participants who will be served with the grant funds you're requesting. Double-click on the cell to open the imbedded excel document, and then input your figures. Based on the data you enter in the yellow cells, your outcomes will automatically populate in the gray chart below.

Program Participants	Entire Grant Period
A) How many individuals will you serve through this grant?	18
1) Of these, how many individuals will be unemployed at enrollment into this grant?	13
2) Of these, how many individuals will enter credentialed training through this grant?	13
3) Of these, how many individuals will increase their basic skills acquisition?	16
4) Of these, how many individuals will exit into employment?	14
B) How many individuals (from A2) will earn a credential?	11
C) How many individuals (from A1) will exit into employment?	11
D) How many individuals (from A4) will still be working 6 months after exit?	9
E) What is the average annual salary of exiters into employment?	\$27,040
F) The total amount of DEED funds requesting	\$72,427

View Projected Performance	
DEED Performance Metrics	Projected Performance
Entered Employment Rate (C/A1)	84.62%
Employment Retention (D/A4)	64.29%
Average 6-Month Earnings (E/2)	\$ 13,520.00
Credential Attainment (B/A)	61.11%
Credential Attainment Among Trainees (B/A2)	84.62%
Cost Per Participant (F/A)	\$ 4,023.72
Cost Per Placement (F/A4)	5173.357143
Cost Per Credential (F/B)	\$ 6,584.27

FORM 4: Participant Plan by Quarter
CITY OF DULUTH - UPDATED

Date: May 12, 2016

Quarters:	1	2	3	4	5	6
Qtr start/end:	5/1/16-9/30/16	10/1/16-12/31/16	1/1/17-3/31/17	4/1/17-6/30/17	7/1/17-9/30/17	10/1/17-12/31/17
Total Enrollments	6	13	18	18	18	18
Total Credential Obtained	0	0	0	0	9	12
Entered Employment	0	0	2	4	9	12
Exits to Employment	0	0	0	4	9	12
All other Exits	0	1	2	3	5	7
Total Exits	0	1	2	8	14	18

Date: **January 19, 2016**

FORM 5: Partnership Chart

The information contained in this chart should support the Work Plan as explained in the narrative. Only those organizations which have already committed resources, staff and time (or are prepared to do so) should be listed.

A Letter of Commitment **MUST** be included in the application from each person or organization listed below.

Type of Organization	Name and Address of Organization	Type of Commitment: (time, staff, resources, space, referrals, etc.)	Key Contact Person and Telephone Number	Letter Enclosed (Required)
Local Workforce Development Area	Duluth Workforce Development 402 W 1 st Street Duluth, MN 55802	<p>Staff time to administer and coordinate grant activities, facilitate connectivity among partners, monitor progress, complete and submit reports</p> <p>Staff time to serve on the Integrated Resource Team</p> <p>Staff time to recruit, orientate, screen and enroll participants</p> <p>Staff time and resources to provide Pre-employment, 1:1 Career Navigation and Employment Placement and Retention services to participants as outlined in the narrative</p> <p>Staff time and resources to provide Employment Placement & Retention services to participants</p> <p>Staff time and resources to input and track client data and progress and ensure smooth delivery of services</p>	Paula Reed Manager 218.730.5241	Yes

<p>CBO serving low-income and underserved populations</p>	<p>SOAR Career Solutions 205 W. 2nd Street, # 101 Duluth, MN 55807</p>	<p>Staff time to serve on the Integrated Resource Team Staff time to recruit, orientate, screen and enroll participants Staff time and resources to provide Pre-employment, 1:1 Career Navigation and Employment Placement and Retention services to participants as outlined in the narrative Staff time and resources to provide Employment Placement & Retention services to participants; and Staff time and resources to input and track client data and progress and ensure smooth delivery of services.</p>	<p>Emily Edison Executive Director 218.625.2412</p>	<p>Yes</p>
<p>Adult Basic Education – Public Schools</p>	<p>Adult Basic Education 215 N First Ave E Duluth, MN 55802</p>	<p>Staff time to monitor grant and establish recording structure and data Staff time to assess client pool Staff time to create and modify curriculum Staff time to deliver bridge curriculum and conduct post assessment Staff time to integrate with LSC instructors in delivery of curriculum, open lab support, etc. Staff time to support clients intending to continue to LSC by instructing in Accuplacer prep</p>	<p>Patty Fleege 218.336.8790 ext. 4102</p>	<p>Yes</p>

CBO serving low-income and underserved populations	Community Action Duluth 2424 W 5 th Street, #102 Duluth, MN 55806	<p>Staff time to serve on the Integrated Resource Team</p> <p>Staff time to recruit, orientate, screen and enroll participants</p> <p>Staff time and resources to provide Pre-employment, 1:1 Career Navigation and Employment Placement and Retention services to participants as outlined in the narrative</p> <p>Staff time and resources to provide Employment Placement & Retention services to participants</p> <p>Staff time and resources to input and track client data and progress and ensure smooth delivery of services</p> <p>Staff time and resources to provide the coursework that makes up the 150 hour certificate training.</p> <p>Staff time to provide advising and financial options to participants who want to continue their education beyond the certificate program.</p>	Angie Miller 218.726.1665	Yes
MNSCU -- 2 year community and technical college	Lake Superior College	<p>Staff time to serve on the Integrated Resource Team</p> <p>Staff time to advise participants on available careers in the field of healthcare, with emphasis on those entry points that are supported by the training</p> <p>Staff time to educate participants about the expectations employers have of employees in the field of healthcare</p> <p>Staff time to refer unqualified, eligible Essentia applicants to access training through the Healthcare Careers Healthcare Project.</p> <p>Staff time to conduct Workplace Tours</p>	Rody Bowers 218.733.2002	Yes
Employer	Essentia Health	<p>Staff time to serve on the Integrated Resource Team</p> <p>Staff time to educate participants about the expectations employers have of employees in the field of healthcare</p> <p>Staff time to refer unqualified, eligible Essentia applicants to access training through the Healthcare Careers Healthcare Project.</p> <p>Staff time to conduct Workplace Tours</p>	Meghann Whiting 218.786.2188	Yes

Attachment 1
workplan

Executive Summary

Project Title and Geographic Area: *Healthcare Careers Pathway Project*; Duluth, MN and surrounding area

Overview: This application proposes to utilize \$96,000 of Pathways to Prosperity funding in addition to other leveraged funding sources to support 24 individuals interested in job skills training to enter into employment in the healthcare field and/or access additional education.

In June 2015, Duluth's Workforce Development Board formed a Career Pathways Committee which, based on data provided by DEED's labor market analyst, chose to focus on occupations in Healthcare. Representatives from multiple healthcare organizations have been engaged and continue to be involved in pathway development, recognizing that preparing individuals for entry-level positions will not only meet needs identified by employers, it will open the door to numerous opportunities for growth, development and wage gain. According to Essentia Health and St. Luke's, Duluth's two largest healthcare employers, local organizations are committed to promoting from within. Once hired into an organization there are multiple opportunities to advance. Individuals will qualify for some opportunities based on their experience and others will require additional education, where company tuition reimbursement dollars can be used.

In consultation with Essentia Health and St. Luke's, Lake Superior College has developed a 150-hour certificate program for entry-level health services occupations. With the *Health Services Certificate*, participants will be qualified to enter into the healthcare field as Patient Access Representatives, Pre-Registration Representatives, Patient Services Assistants, Patient Account Representatives, or Registration Services Representatives, all with starting wages of \$13+/hour.

Target Population: 100% of the individuals involved in this project will be low-income individuals and/or individuals returning to work after receiving public assistance. This includes people with criminal records, disabilities, and underrepresented populations of people of African American and American Indian ethnicities.

Partnerships: The *Healthcare Careers Pathway* project is a collaborative application submitted by the City of Duluth (WSA 4) Workforce Development in partnership with Community Action Duluth, SOAR Career Solutions, Lake Superior College, Adult Basic Education, MN Workforce Center – Duluth (DEED Job Services, Business Services), and employers – St. Luke's and Essentia Health. Project partners will provide career navigation, bridge programming, enhanced academic instruction and employment placement and retention support services to participants. In addition, the Integrated Resource Team model will be utilized to reduce clients' barriers to success and ensure the efficient use of limited resources.

Projected Client Outcomes: Entering Employment 83.33%; employment retention 60%; credential attainment among trainees 83.33%, and average salary of exiters into employment \$27,040. (*Calculation based on wage of \$13/hour for full-time employee*)

Effective Project Design

Need Statement, Labor Market, In-Demand Occupations: Job openings in the NE Minnesota planning region are projected to grow 3.8 percent from 2012 to 2022 (a gain of 5,963 new jobs) and more than 45,000 replacement hires will be needed to fill positions left vacant by retirements and other career changes. Of these, new and replacement jobs in Healthcare and Social Assistance - projected to be the largest and fastest growing industry – will likely account for over 80 percent of total projected growth. Healthcare Practitioners, Healthcare Support, and Personal Care and Service are all projected to grow more than an additional 1,000 jobs each.

The City of Duluth (Local Workforce Development Area 4) stands out in the state for its high concentration of employment in health care. With 17,675 jobs at 339 firms, health care and social assistance is the largest employing industry in the City of Duluth, accounting for 29.6% of total jobs in the city.

Additionally, DEED's 2005-2015 Local Area Unemployment Statistics (LAUS)¹ show the City of Duluth has lower labor force participation rates than the state for all age cohorts and one of the largest unemployment rate disparities for minorities when compared to Whites. Data from the US Census Bureau, ACS 2010-2014² shows the unemployment rate for Black or African Americans in the city was 34.8 percent, 21.5 percent for American Indians, and 26.8 percent for people of Two or More Races. Meanwhile, the unemployment rate for Whites was just 7.4

¹U.S. Bureau of Labor Statistics (2015, December). Local Area Unemployment Statistics (LAUS).

²U.S. Census Bureau, American Community Survey 2010-2014

percent. In sum, unemployment rates were highest for young people, minorities, workers with disabilities, and people with lower educational attainment.

To support healthcare industries' workforce needs and address employment disparities in Duluth and NE MN, City of Duluth Workforce Development (DWD), SOAR Career Solutions (SOAR), Community Action Duluth (CAD), Lake Superior College (LSC), Adult Basic Education (ABE), MN Workforce Center Duluth (WFC) – Job Services, Business Services, and employers – St. Luke's and Essentia Health – are partnering to support implementation of the *Healthcare Careers Pathway Project*. This project will prepare individuals with the skills needed to enter into employment in the healthcare field and/or access additional education.

Target Population: This project will target 24 low-income individuals and/or individuals returning to work after receiving public assistance to obtain training and employment and/or additional education to enter into the healthcare field. This includes people with criminal records, disabilities, and underrepresented populations of people of African American and American Indian ethnicities.

Cost Per Participant: The average cost per participant is estimated to be \$4,000 with \$96,000 covered by grant funds and \$63,454 leveraged through WIOA and other funding sources.

Recruitment Plan/Outreach: Partners will promote this opportunity to individuals accessing services at each agency location, including a broad base of clients on public assistance (MFIP)

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who receive services from DWD and CAD. Additionally, CAD enrolls individuals into SNAP as part of MNSURE enrollment and will inform them of this opportunity as well.

Outreach dollars to support a targeted campaign including dissemination of handbills, strategically placed bus ads, enhanced social media, and placement of posters at locations across the community are also being requested. Additionally, because the City of Duluth has *lower labor force participation rates than the state for all age cohorts and one of the largest unemployment rate disparities for minorities when compared to Whites*, partners seek funding to support a part-time position to be filled by a person of color to conduct direct outreach and recruitment to low income, African American, and American Indian communities.

Information sessions will be conducted at the following partner locations: SOAR, Community Action Duluth, Duluth Workforce Center, ABE office and Lake Superior College. To encourage attendance and reduce barriers, supportive services include funds to provide a light meal and childcare at each session. While most participants will be recruited through these efforts, referrals are also anticipated from community-based organizations that work closely with the target populations. Employer partners, Essentia Health and St. Luke's, have also agreed to refer eligible under-qualified job applicants to agency partners for this training opportunity.

Enrollment and Orientation: To prepare participants for success in the program, barriers and obstacles to success will be identified and addressed by the participant with the help of a career navigator. Each agency has dedicated staff to serve in this capacity and all will utilize a common

intake form at time of enrollment to inform whether or not an individual is a good match for the program. Information collected will also ensure the needs of each individual are met, seamless referrals are made and the individual's ability to succeed is maximized. The form incorporates the collection of basic information such as education and work history, with a short series of questions to assess individual interests and basic skills competencies.

Once enrolled, partners will deliver unique programming to prepare their clients for successful participation in classroom training and employment. Case Managers within each agency will provide 1:1 support to create personalized career and educational action plans, build soft skills and job search skills, develop resumes and applications, and provide job search and retention services. Staff will make appropriate referrals to help participants address barriers to employment such as connections to housing, peer support groups, mental health and chemical dependency services, unresolved legal issues, and other barriers. In addition, a licensed ABE instructor will be available to implement the TABE test and provide brush-up assistance.

Participants will build on their career readiness skills through workshops provided by agency partners. For example, **SOAR** will deliver *Career Quest*, a 12 hour pre-employment class that cultivates self-leadership, identifies career profiles and unrealized potential, as well as behaviors and communication skills that facilitate career and personal goals and *Mind Over Matters*, a 12 hour cognitive change workshop that gives participants the knowledge, skills and strategies to identify areas where they have potential for growth, overcome the barriers

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that keep them from reaching their potential, and establish a new and satisfying vision of their future. **Community Action Duluth** will facilitate its new *Connect Forward Workshop*, a program that incorporates foundational elements of their existing Financial Opportunity Center with individualized intake and assessment, consultation with a job coach, and development and support of the individual's education, training and employment plan.

Duluth Workforce Development will connect participants to the full range of classes and workshops including but not limited to: *Creative Job Search*: a comprehensive day-long class to equip attendees with tools and strategies to seek out and find employment in jobs that are a fit for their skills and interests; *Using Computers in Job Search*: a weekly skill building class which offers attendees the ability to update skills and learn new topics such as: Microsoft Word, LinkedIn, Cloud Computing, Formatting Resumes and Free and Legal Software Options; and *New Leaf*: a workshop for job seekers with a criminal background that covers issues such as avoiding self-sabotage, answering offense related questions and learning the tools to write an effective resume. *Other classes include: Creating Resumes that Work, Interviewing Techniques and Skills, How to Start a Business, Beginning Computer and a weekly Job Club.* All workshops and training will be offered to participants no matter which agency they are working with.

Essentia Health and St. Luke's have committed to meeting with participants prior to ABE bridging to ensure they have a foundational understanding of each organizations' application process, available jobs, organizational culture, and what jobs along the pathway entail. This will increase participants understanding of specific tasks and responsibilities associated with various

positions. Workplace tours are also being planned to expose participants to the healthcare setting.

Lake Superior College and agency partners will also host orientation at the college prior to the start of classroom training where participants will have an opportunity meet the instructor and interact with other program participants. They will also receive student I.D.s and course schedules, be informed about attendance expectations, and receive information about public transportation and other course-specific details.

Finally, to promote connectivity and a centralized focus on program participants, the *Healthcare Careers Pathway Project* will utilize an Integrated Resource Team (IRT) model to prepare and support all individuals in the program. Navigators from each agency will coordinate bi-weekly meetings between partners and other local providers to assess participant needs and determine how resources can be blended or leveraged to remove barriers and meet a participant's employment needs. The IRT model will leverage supports and funding to address identified barriers to employment including, but not limited to, unmet childcare needs, access to reliable transportation, unstable housing, disability and unaddressed physical and mental health issues. Additionally, individuals may be co-enrolled in the *Healthcare Careers Pathway Project*, as well as WIOA Adult, Dislocated Worker or Vocational Rehabilitation programs which could provide on-the-job training or additional training dollars to support those who wish to continue beyond the Patient Services Certificate training. The IRT approach will help partners provide the target population with a variety of supportive services as well as one-on-one

support in developing problem-solving skills, goal setting skills, and self-advocacy needed to complete training successfully.

Structure and Participant Retention Strategy

Participant Retention Strategy: *The Healthcare Careers Pathway Project* will adopt retention strategies as modeled from the Promising Practices Abstracts – Placement and Retention³ report which documents key best practices utilized by grantees of the American Recovery and Reinvestment Act High Growth and Emerging Industries grant programs. These strategies include the following: 1) Adult Basic Education and Lake Superior College will provide contextualized learning opportunities that provide hands on experience. By implementing adult learning techniques such as this, students will remain engaged and feel successful with ABE support in the classroom, increasing the number of graduates. 2) The IRT will ensure a presence of employment and other service providers along the service continuum. Maintaining connections at every point of the continuum will ensure effective connections to placement resources and continued career planning. 3) Workforce and education partners have responded to market needs and developed training for jobs that will be available in the future, specifically within Healthcare & Social Assistance, an industry projected to account for more than 80 percent of total projected growth in the region from 2012 to 2022. 4) Well connected staff work with participants and employers to prepare participants and match them with jobs. Strong business relationships ensure participants will be provided with knowledge of job openings and networking opportunities. 5) Case management and other support services allow participants to address needs in their lives and stay focused on their career development.

³Promising Practices Abstracts, Placement and Retention, September 2011, by the Governor's Association Center for Best Practices, Corporate for a Skilled Workforce, and Collaborative Economics. Retrieved December 2015, from http://www.wtb.wa.gov/Documents/CompendiumofPromisingPracticesAbstracts_Sept2011.pdf

Career Pathway Structure: In consultation with local healthcare employers, Lake Superior College developed a 150-hour program for entry-level patient services occupations which includes the following components: Medical Office Terminology, Medical Office Procedures, Health Insurance and Billing, Microsoft Office and Keyboarding, Personal and Professional Skills, and Telephone, Call Systems and Phone Etiquette. As indicated by our employer partners, this training will ensure participants are qualified and prepared to enter into the healthcare field as Patient Services Assistants, Patient Access Representatives, Pre-Registration Representatives, Patient Account Representatives, or Registration Services Representatives, all which start at \$13+/-hour. From these entry-level positions, employer partners indicate that with experience and time on the job, in-house training or further education (supported by tuition assistance), employees can advance to higher paying positions within their organizations. Credit for Prior Learning credits could also be granted for the 150 hour training so participants could continue in a credit-based program to get a diploma or associates degree. The chart on Page 15 outlines the Pathway supported in this proposal

To support the Career Pathway Structure, the following elements are integrated into the program delivery model:

Career Navigation: Participants in the program will receive career navigation services from SOAR, DWD and CAD. In addition to working with the IRT and creating individual employment plans for each client, partners will provide navigation services that include data management into Workforce One (reports to be centralized through Duluth Workforce Development),

enrollment of participants, teaching job search skills, 1:1 coaching, providing career interest and other assessments, long-term career planning, case management, program management, client advocacy and work readiness training for all participants. In order to make Adult Basic Education assessments easily accessible to participants, each agency partner has an ABE instructor available on-site. Business partners will provide staff time to inform students about available careers, training required for specific positions, job-specific expectations, and industry soft skills to be successful on the job. Additionally, the Duluth Workforce Center Business Services will supply participants and partner agencies with up-to-date job openings and other employment information from industry employers. Participants will also have access to workshops provided by the Duluth Workforce Center such as Making Minnesotaworks.net Work for You, and Creative Job Search.

Bridge Programming: Duluth Adult Basic Education will provide field specific and essential basic skill development in reading, writing, math, study skills, and computer skills in a “just in time” contextualized stand-alone bridge course focused on preparing students to succeed in the 150 hour certification. The bridge skills development will occur as a stand-alone three week cohort designed to meet each student’s needs in reading development, math development, study skill improvement, and computer skill development. The benchmark desired, but not limited, to achieving through the bridge component is 8th grade basic reading and math. All materials utilized to support this bridge component will be carefully selected as contextualized development and curriculum support for the upcoming coursework. Study skills for current and future academic success will be covered throughout the three week intensive bridge

component. Beyond the three week bridge of basic academic skill development, all participants will have the opportunity to develop computer literacy skills necessary for the workforce as well as successful transition to college. The opportunity to assess and become certified in industry recognized and selected North Star Digital Literacy modules will be available.

Enhanced Academic Instruction and Credential Coursework: The 150 hour Patient Services

Certificate includes the following training components:

Medical Office Terminology as it relates to medical transcription

- *Provides students with a working knowledge of basic medical office terminology.*

Medical Office Procedures including billing and data input

- *Provides students with a basic understanding of traditional and computer-related medical office procedures, including billing and data input*

Health Insurance, including types of insurance plans, coding and legal issues

- *Introduces students to definitions and terms related to insurance, procedural terminology, coding and claims processing*

Microsoft Office and Keyboarding, with emphasis on spreadsheets and databases

- *Helps students improve typing skills and gain the necessary expertise to competently use Microsoft applications*

Personal and Professional Development, including communication and interpersonal skills

- *Teaches students vital planning, organization and communication skills that prepare them to make the most of their desired career path*

Telephones, Call Systems and Phone Etiquette

- *Teaches students about basic phone etiquette and the speaking and listening skills necessary to provide quality customer service.*

ABE will provide integrated instruction of the healthcare college curriculum through a co-teaching and study lab framework. ABE will be actively engaged with the college instructor in planning and providing both instruction and support to instruction through the 150 hour certificate program. ABE will utilize "whole" cohort instruction and support, small group instruction and practice, as well as individual academic support to address the unique needs of all students. Study skills will be reviewed, industry specific course vocabulary will be highlighted, reading skills including predicting, chapter previewing, visual analysis (charts, graphs, and pictures), and reading comprehension will be supported. Industry and course specific writing will be instructed and supported. Industry and course specific match skills will be taught and supported as well. Because math skills often need repetition, the opportunity to review basic math skills presented during the bridge and needed for new math skill acquisition will be available.

College Bridging: For students within the cohort who are interested in continuing along the healthcare career pathway upon completion of the certificate program, ABE will provide Accuplacer test preparation and Desire 2 Learn (D2L) instruction. D2L is MnSCU's e-College software for online learning and in-class or on the ground learning. Students who want to continue going to school at LSC to receive a diploma or associates degree can apply for both state and federal grants and loans. LSC Advisors and Financial Aid personnel would help these students figure out if they qualify and what would be their options for financial support when

they are going to school. Educational scholarships are also available through the LSC Foundation.

Employment Placement and Retention: Once participants complete the 150 hour training, they will receive post program support to ensure follow-through of their individual employment and career plans. Post program supports include opportunities for on-the-job training provided by Duluth Workforce Development, and post-secondary enrollment support provided by Lake Superior College. Career Navigators at SOAR, CAD and DWD will provide employment retention services including job counseling, coaching on topics such as probationary or annual reviews, negotiating salary, communication differences, stress management, career planning, defining success within the position, resume updates, further training opportunities, addressing weaknesses that may become barriers to success, identifying strengths that may become a foundation for success. Additionally, participants will have access to job search resources at the Duluth Workforce Center.

Organizational Capacity and Relevant Experience

Duluth Workforce Development has decades of experience and expertise implementing evidence-based programming for people with multiple barriers to employment. Each year, DWD manages over \$3.4 million in state and federal funding to provide employment and training services to more than 1,100 individuals. Services are delivered to individuals on public assistance and those enrolled in WIOA Youth, Adult and Dislocated Worker programs, and the

Senior Community Service Employment Program. Additionally, Duluth Workforce Development has a consistent track record of exceeding performance goals in all programs.

In addition to the roles and responsibilities of all partners as outlined in FORM 5: Partnership Chart, key grant staff responsibilities are as follows. *DWD Manager* is responsible for the day-to-day management of all City of Duluth workforce programs and talent recruitment and services, including personnel management, program administration and budget. The Manager provides strategic direction and oversight of operations and works to foster and maintain partnerships with businesses and community representatives. *DWD Operations Manager* and *City Financial Department* provide financial management, maintain fiscal integrity and maintain oversight of the data collection processes. *DWD Job Developer* (staff for WIOA Adult Program) will serve as lead staff for the project and will be responsible for coordinating partnership meetings, program development, reporting, and project management. *DWD Job Counselors* (all programs) will provide career navigation and employment placement services including recruiting clients and helping them become successful through the Healthcare Careers Pathway process. They will work with clients to identify a career plan; provide case management and follow-up support; workshop facilitation; data collection and serve as an advocate on client's behalf.

Partnerships and Project Sustainability

The *Healthcare Careers Pathway Project* involves all key partners including Adult Basic Education, Lake Superior College, Employers and Workforce Development Partners. For many

years, LSC, ABE, DWD, SOAR and the MN Workforce Center - Duluth have partnered and successfully supported clients to obtain industry recognized credentials and employment in the transportation, healthcare and construction fields. These long standing relationships will be utilized to strengthen our existing systems, guarantee efficient and effective use of resources to ensure client success and sustain the *Healthcare Careers Pathway Project*. This project will also allow for our new partners, Community Action Duluth, Essentia Health and St. Luke's to collectively reduce client barriers and increase the likelihood clients obtain employment and/or access additional education opportunities. Eligible clients will be co-enrolled with other employment and training programs in order to leverage limited support and training dollars.

Assessment and Evaluation

Duluth Workforce Development has extensive experience managing grants, collecting and inputting client and outcomes data into Workforce One (WF1), reporting outcomes and evaluating grants of all sizes. Agency Partners will input data into WF1 and submit monthly reports to DWD for centralized tracking and reporting purposes. Staff will document client demographics, use of participant supports, credentials obtained, types of employment related activities completed, employment and salary obtained, gains in hourly wage and number of hours worked, public benefits at program enrollment and exit and return on investment. Staff and partners will analyze program data on a quarterly basis and make adjustments to programming as needed.

Healthcare Careers Pathway Project

Patient Services

Work Plan Illustration

Intake (SOAR, DWD, CAD)	Information Sessions (SOAR, DWD, CAD, ABE, LSC, Essentia, St. Luke's)	Bridge Programming & Employability Skill Acquisition (SOAR, DWD, CAD, ABE, Essentia, St. Luke's)	Integrated Instruction (LSC & ABE)
<ul style="list-style-type: none"> ✓ Recruitment ✓ Orientation ✓ Enrollment ✓ Employability ✓ Measure/Common Intake 	<ul style="list-style-type: none"> ✓ Patient Services 101 "Where & What the Jobs Are" ✓ Healthcare Careers Pathway Project Overview 	<ul style="list-style-type: none"> ✓ Test for Adult Basic Education (TABE) and Brush-up ✓ Assessment ✓ Career Exploration ✓ Computer Basics Instruction ✓ Workplace Tours 	Patient Services Certificate 150 hours <i>Industry Recognized & Provisionally WIOA Certified by Duluth Workforce Development Board</i>

Pathway Illustration

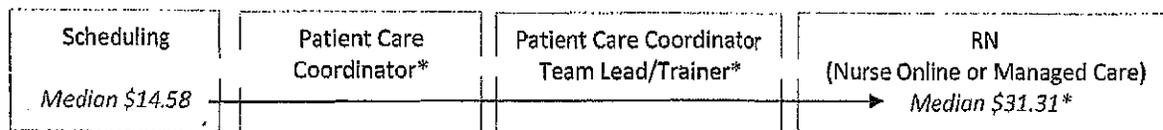
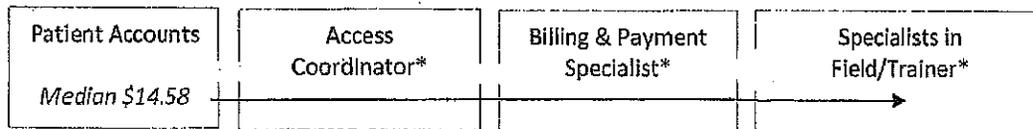
Patient Services Certificate

Patient Services Assistant
Patient Access Representative
Pre-Registration Representative
Patient Account Representative
Registration Services Representative

*Median Wage = \$14.70**
 Above positions all start at \$13.00+

Hospital/Clinic	Clinical Assistant Medical Assistant <i>Median: \$16.39*</i>	LPN <i>Median \$18.84*</i>	RN <i>Median \$31.31*</i>
	Health Unit Coordinator <i>Median \$17.16*</i>	LPN <i>Median \$18.84*</i>	RN <i>Median \$31.31*</i>
	Professional Coding Levels 1, 2, 3 <i>Median \$20.73*</i>	Denials Specialist/Analyst*	Coding Specialist/Educator*

Business Services



*SOURCE: DEED Occupational Employment Statistics, NE MN

*Not all positions tied to SOC code but local employers indicate wages increase with pathway progression

MN Pathways to Prosperity (P2P) SFY 2016 CITY OF DULUTH

ATTACHMENT 2 Budget – Year 1 (Revised & Resubmitted 8.12.16)

Please complete this quarterly budget table by filling in your plan for DEED requested funds only, in cumulative fashion.

Cost Category	Quarter 1 5/1/16 – 9/30/16 (Q1 = Q1)	Quarter 2 10/1/16 – 12/31/16 (Q2 = Q1 + Q2)	Quarter 3 1/1/17 – 3/31/17 (Q3 = Q1 + Q2 + Q3)
Quarter start/end:			
Administration Costs (833) (Cannot exceed 10% of the total amount requested)	\$1,790	\$3,540	\$3,540
Direct Customer Training Costs (838) (Should be at least 50% of the total amount requested)	\$4,973	\$10,562	\$20,062
Service-Related Costs (859) (Cannot exceed 40% of the total amount requested)	\$2,367	\$5,977	\$5,977
Support Services Costs (828) (Cannot exceed 15% of the total amount requested)	\$599	\$2,200	\$2,200
Outreach & Marketing Funding	\$2,217	\$4,434	\$4,434
Total	\$11,946	\$26,713	\$36,213

EXHIBIT D

MN Pathways to Prosperity (P2P) SFY 2017

ATTACHMENT 2 Budget -- Year 2

Please complete this quarterly budget table by filling in your plan for DEED requested funds only, in cumulative fashion.

CITY OF DULUTH

Cost Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarter start/end:	1/1/17 - 3/31/17 (Q1 = Q1)	4/1/17-6/30/17 (Q2 = Q1 + Q2)	7/1/17-9/30/17 (Q3 = Q1 + Q2 + Q3)	10/1/17-12/31/17 (Q4 = Q1 + Q2 + Q3 + Q4)
Administration Costs (833) (Cannot exceed 10% of the total amount requested)	\$1,200	\$2,239	\$3,039	\$3,736
Direct Customer Training Costs (838) (Should be at least 50% of the total amount requested)	\$12,927	\$16,355	\$19,805	\$19,805
Service-Related Costs (859) (Cannot exceed 40% of the total amount requested)	\$2,695	\$5,390	\$8,059	\$8,059
Support Services Costs (828) (Cannot exceed 15% of the total amount requested)	\$1,493	\$2,986	\$4,476	\$4,614
Outreach Funding	\$0	\$0	\$0	\$0
Total	\$18,315	\$26,970	\$35,379	\$36,214

EXHIBIT E

Lake Superior College

YEAR ONE

	5/1/16-9/30/16	10/1/16-12/31/16		1/1/17-3/31/17
Cost Category	Quarter 1	Quarter 2	LSC Total	CARRY IN
Subgrant Administration	0	0	0	
Direct Customer Training	0	0	0	\$9,500
Service Related	0	0	0	
Support Services	0	0	0	
Outreach Funding	0	0	0	
Total	0	0	0	\$9,500

YEAR TWO

	1/1/17-3/31/17	4/1/17-6/30/17	7/1/17-9/30/17	10/1/17-12/31/17	
Cost Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	LSC Total
Subgrant Administration	\$0	\$0	\$0	\$0	\$0
Direct Customer Training	\$9,500	\$0	\$0	\$0	\$19,000
Service Related	\$0	\$0	\$0	\$0	\$0
Support Services	\$0	\$0	\$0	\$0	\$0
Outreach Funding	\$0	\$0	\$0	\$0	\$0
Total	\$9,500	\$0	\$0	\$0	\$9,500

TOTAL P2P Lake Superior College

Cost Category	CARRY IN Year One	Year Two	TOTAL
Subgrant Administration		\$0	\$0
Direct Customer Training	\$9,500	\$9,500	\$19,000
Service Related		\$0	\$0
Support Services		\$0	\$0
Outreach Funding		\$0	\$0
Total	\$9,500	\$9,500	\$19,000