

**SUB-RECIPIENT FUNDING AGREEMENT BETWEEN  
SOAR CAREER SOLUTIONS  
AND  
CITY OF DULUTH  
FOR THE  
STATE OF MINNESOTA  
DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT  
WORKFORCE DEVELOPMENT DIVISION  
  
PATHWAYS TO PROSPERITY  
ON-RAMP TO CAREER PATHWAYS  
BRIDGE – INTRODUCTION TO HEALTHCARE CAREERS  
BRIDGE – BUILDING STRONG COMMUNITIES**

**THIS AGREEMENT**, effective as of the date of attestation by the City Clerk (“Effective Date”), by and between the **CITY OF DULUTH**, (the "City"), and **SOAR CAREER SOLUTIONS**, (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 Department; and

**WHEREAS**, under the Master Grant Agreement, in cooperation with Grantee, the City applied to and received approval for four grant funds in the amount totaling One Million One Hundred Sixty-One Thousand Seven Hundred Ninety-Seven Dollars and 10/100 (\$1,161,797.10) from DEED under its Pathways to Prosperity Program (the "Program Grant") to support workforce needs in key industries and address employment disparities in Duluth and southern St. Louis County. This program will prepare individuals with the skills needed to enter into employment in high demand occupations and/or access additional education (“the Project”). The Project Specific Plan (“PSP)/Work Plan/Budget are attached as *Exhibit A, Exhibit B, and Exhibit C*; 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 totaling Three Hundred Fifty Thousand Five Hundred Six Dollars and no/100th (\$350,506) for Grantee’s performance of its obligations under the Program Grants including:

- State Fiscal Year 22 (SFY22), On-Ramp to Career Pathways, \$52,174.00
- State Fiscal Year 23 (SFY23), On-Ramp to Career Pathways, \$52,174.00
- State Fiscal Year 22 (SFY22), Bridge - Introduction to Healthcare Careers, \$38,916.00
- State Fiscal Year 23 (SFY23), Bridge - Introduction to Healthcare Careers, \$34,596.00
- State Fiscal Year 22 (SFY22), Bridge - Building Strong Communities, \$86,323.00

- State Fiscal Year 23 (SFY23), Bridge - Building Strong Communities, \$86,323.00
- A. Perform the duties specified in the PSP/Work Plan/Budget for each of the three P2P grants: On-Ramp to Career Pathways attached as **Exhibit A**; Bridge - Introduction to Healthcare Careers attached as **Exhibit B**; and Bridge - Introduction to Healthcare Careers attached as **Exhibit C**, and incorporated into this Agreement.
  - B. Achieve the specific enrollment, training completion, and placement targets for each grant outlined in the P2P Work Plan Summary, attached as **Exhibit E**.
  - C. Fulfill the roles and responsibilities as outline in the P2P Partner Roles and Responsibilities Summary, **Exhibit F**.
  - D. Follow all DEED policies and procedures including participating in Workforce One training provided by DEED, and entering all program data into Workforce One within the required timeframes.
  - E. Provide quarterly reports two weeks prior to the reporting due date and/or any other reporting required by DEED, including Workforce One reporting and the On-Ramp to Career Pathways, Bridge - Introduction to Healthcare Careers, and Bridge - Building Strong Communities Project data.
  - F. Submit invoices outlining services provided with supportive documentation to City Director as described in section 5. Examples of documentation for services include detailed receipts and timesheets.
  - G. Coordinate with City staff on scheduling for services and/or workshops.
  - H. If applicable and as requested, provide evaluations, attendance and completion information for services, trainings or workshops.
  - I. Facilitate City's Fiscal and Program Monitoring as outlined in the P2P Sub-Recipient Monitoring Schedule, as attached as **Exhibit G**; and assist in the completion of the DEED Pathways to Prosperity Monitoring Guide, attached hereto as **Exhibit H- Example**. Fiscal sub-recipient monitoring will be conducted once per state fiscal year ("SFY"). Program monitoring will be conducted once per quarter.
  - J. Submit the completed Grantee Obligation Acknowledgement Checklist, attached as **Exhibit I**.
  - K. Develop and maintain ongoing communication with City staff.
  - L. Participate in outreach and recruitment efforts.
  - M. Complete work at the direction of the Duluth Workforce Development Director.
  - N. Contract directly with the construction-training providers for an amount not to exceed the following for work outlined in the partnership chart of the Bridge – Building Strong Communities Work Plan.

MN Building Trades Council - MC3 curriculum \$45,000

Ironworkers Local Union #512 - OSHA 10 & hands on exposure \$23,000

IUOE Local 49 - OSHA 10 & hands on exposure \$20,000

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. The City reserves the right to cancel or postpone training class start dates due to lack of enrolled participants or other circumstances.

**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 for SFY22 on or before September 30, 2022, and for SFY23 on or before June 30, 2023. The City is not obligated to pay for any Program costs incurred after that date or any earlier termination, whichever occurs first. The term of this agreement may be extended as approved by DEED on substantially the same terms as set forth herein by mutual written consent of the authorized representatives of the parties. Nothing herein guarantees any such renewal.

**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 \$177,413 in the SFY 2022, and upon receipt of SFY23 funding, \$173,093 in SFY 2023 with the total amount not to exceed \$350,506. Grantee's proposed budget is outlined in the Reimbursement Payment Request and Performance Outcomes form, attached as ***Exhibit J***. If the total funding allocation remains unchanged, Grantee may change how funds are allocated within the budget categories listed in ***Exhibit J*** with the prior written approval of the Workforce Development Director. Invoices must be submitted on a monthly basis or other timeframe approved in writing by the Workforce Development Director. For SFY 2022, a final invoice must be received by October 31, 2022; for SFY 2023 a final invoice must be received by July 30, 2023. 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  
Elena Foshay, Director  
Workforce Development Department  
402 W. 1<sup>st</sup> Street  
Duluth, MN 55802  
218-730-5241  
[efoshay@duluthmn.gov](mailto:efoshay@duluthmn.gov)

**GRANTEE:** SOAR Career Solutions

Emily Edison, Executive Director  
205 West 2nd Street, Suite 101  
Duluth, MN 55802  
218-722-3126  
[eedison@soarcareers.org](mailto:eedison@soarcareers.org)

## 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. Grantee and its employees shall not be considered employees of the City and any and all claims that may or might arise under the Workers' Compensation Act of the State of Minnesota on behalf of Grantee's employees or agents while so engaged, and any and all claims whatsoever on behalf of Grantee's employees and agents arising out of employment shall in no way be the responsibility of the City. Grantee's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from the City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Workers' Compensation, Unemployment Insurance, disability or severance pay, and PERA.
- 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 indemnify, defend, and hold harmless the City, its officers, agents, and employees, from any claims or causes of action, including attorney's fees incurred by Grantee arising from the performance of this Agreement by Grantee, or its officers, agents or employees
- 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 (\$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 Million Five Hundred Thousand and No/100s (\$1,500,000.00) Dollars per person and be for the same coverages. 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 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 shall be deemed to be an original as against any party whose signature appears thereon, but all of which together shall constitute but one and the same instrument. Signatures to this Agreement transmitted by facsimile, by electronic mail in "portable

document format” (“.pdf”), or by any other electronic means which preserves the original graphic and pictorial appearance of the Agreement, shall have the same effect as physical delivery of the paper document bearing the original signature.

**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**

**SOAR CAREER SOLUTIONS**

By \_\_\_\_\_  
Mayor

By \_\_\_\_\_

Attest:

Its: \_\_\_\_\_

\_\_\_\_\_  
City Clerk  
Date Attested: \_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_

Countersigned:

\_\_\_\_\_  
City Auditor

As to form:

\_\_\_\_\_  
City Attorney

**ATTACHMENTS**

**Exhibit A:** Project Specific Plan/Work Plan/Budget - P2P - On Ramp to Career Pathways Program SFY22 & SFY23 proposal and DEED contract

**Exhibit B:** Project Specific Plan/Work Plan/Budget - P2P - Bridge – Introduction to Healthcare Careers Program SFY22 & SFY23 proposal and DEED contract

**Exhibit C:** Project Specific Plan/Work Plan/Budget - P2P - Bridge - Building Strong Communities Program SFY22 & SFY23 proposal and DEED contract

**Exhibit E:** P2P Work Plan Summary

**Exhibit F:** P2P Partner Roles and Responsibilities Summary

**Exhibit G:** Fiscal and Program Monitoring Schedule

**Exhibit H:** DEED Pathways to Prosperity Monitoring Guide - Example

**Exhibit I:** Grantee Obligations Acknowledgement Checklist

**Exhibit J:** Sub-recipient Budgets (Reimbursement Payment Request and Performance Outcomes) Forms



STATE OF MINNESOTA  
**PROJECT SPECIFIC PLAN (PSP)**  
ORIGINAL

**Exhibit A**  
Master Contract Number: DULUTH2020M  
Term of Master Contract: 4/1/20 - 3/31/25  
Master SWIFT Contract Number: 172729  
Grant ID Number: 2047800

GRANTOR / STATE	GRANTEE
Employment and Training Programs (ETP) Division MN Department of Employment and Economic Development 1st National Bank Building, 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	City of Duluth Workforce Development 402 W. First St Duluth, MN 55802
GRANT MANAGER CONTACT	GRANTEE CONTACT
Name and Title: Jenilee Drilling, ACP Grant Coordinator Phone: 651-259-7530 Email: jenilee.drilling@state.mn.us	Name and Title: Elena Foshay; Director Phone: 218-730-5241 Email: efoshay@duluth.mn.gov

**Required Attachments:** Attachment 1: Work Plan  
Attachment 2: Budget  
Attachment 3: Partnership Chart  
Attachment 4: Terms & Conditions

**COMPLETED BY DEED:**

Program Name: SFY 22 City of Duluth P2P On-Ramp			
Start Date <sup>1</sup> :	Date all parties sign	SWIFT Contract Number:	206329
End Date:	9/30/2022	SWIFT PO Number:	3000459425
Total Amount:	\$103,212.50	SWIFT Vendor Number + Location:	0000197681.001
Match / Leverage Required:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Procure-It Number:	67431
		NGA Number:	21-12
AFS Signature: <i>Robin Culbertson</i>		Encumbrance Date:                      1/13/22	

**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 I agree that this PSP is subject to all provisions of the Master Grant Contract Agreement which is incorporated by reference. I further certify that I am authorized to submit this PSP on behalf of the Grantee.	
Signature: <i>Elena Foshay</i>	Date: 01/14/22
Printed Name and Title of Grantee's Authorized Representative: Elena Foshay, Director City of Duluth	

**APPROVED BY (GRANTOR / STATE):**

I have reviewed and approved the attached PSP which is referenced in and incorporated into the Master Grant Contract Agreement indicated herein.	
Signature: <i>Marc Majors</i>	Date: 1/14/22
Printed Name and Title of State's Authorized Representative: Marc Majors, Director, Employment and Training Programs Division	

<sup>1</sup> Or the date the State obtains all required signatures under [Minn. Stat. §16B.98](#), Subd. 5, whichever is later.

## SFY22 On-Ramp to Career Pathways P2P Grant Summary Sheet

<b>Grantee: City of Duluth</b>		<b>Grant: 2047800</b>	
1. Organization Name:	City of Duluth Workforce Development		
2. Director Name:	Elena Foshay	3. Program Contact Name:	Betsy Hill
4. Telephone:	218-730-5241	5. Telephone:	218-730-5228
6. Email:	<a href="mailto:efoshay@duluthmn.gov">efoshay@duluthmn.gov</a>	7. Email:	<a href="mailto:bhill@duluthmn.gov">bhill@duluthmn.gov</a>
8. Swift Vendor ID#	0000197681-001	9. DUNS#	077627883
10. Organization Address: 402 W 1 <sup>st</sup> St., Duluth, MN 55802			
<b>Program Information:</b>			
11. Program Name:	On-Ramp Career Pathway Program		
12. Program Summary:	Provide work readiness preparation and contextualized career exploration to help those with the greatest barriers to employment begin a path to a living wage career.		
13. Geographic Area Served by Program:	Southern St. Louis County		
14. Target Population Served:	Individuals who lack a GED, score below 6 <sup>th</sup> grade in reading/math, or need additional focus on work readiness		
15. Amount of Award:	SFY 22: \$ 103,212.50		
16. SFY 22 Projected Enrollments:	40		
17. SFY 22 Participants Carried over to SFY 23 Grant:	19		
18. Cost Per Participant Served: <i>amount awarded ÷ # of participants enrolled</i>	SFY 22: \$2,580		
19. Cost per Certificate/Credential attained: <i>amount awarded ÷ # certificate/credential attained</i>	SFY 22: \$3,970		
20. Cost per exit to employment: <i>amount awarded ÷ # exit to employment</i>	SFY 22: \$14,745		
21. Name of Certificate(s) to be awarded: <i>if applicable</i>	Mind Over Matters and Career Quest Certificates of Completion		
22. Name of Credential(s) to be awarded: <b>Required for Bridge to Career Pathways</b>	N/A		
23. Training Providers:	SOAR Career Solutions		
24. Compensated Partners:	SOAR Career Solutions, Duluth Adult Education, Community Action Duluth		
25. Adult Basic Education Partner (If applicable*):	Duluth Adult Education		
26. SNAP E&T Reimbursement Program: <i>(Indicate interest in applying for this program)</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

\* Required for On-Ramp and Bridge to Career Pathways Programs

## Attachment 1. Work Plan

### Narrative

Duluth Workforce Development (DWD), SOAR Career Solutions, Duluth Adult Education, and our many partners have built a community-wide career pathway model that offers a range of training options that lead to industry-recognized credentials and offer strong connection to employment, with multiple entry and exit points and wraparound supports. DWD seeks P2P On-ramp to Career Pathways will support work readiness and contextualized skill development for individuals who lack a GED, score below a 6<sup>th</sup> grade level in reading and/or math or need additional focus on developing work readiness skills. We will train a total of 75 individuals over two years, with exposure to career pathways in construction, manufacturing, and healthcare. Participants will earn an industry-specific work readiness certificate and move on to either employment or career pathway training through our Bridge projects. All participants will receive academic support from Duluth Adult Education (ABE), and wraparound case management through SOAR Career Solutions.

On-ramp to Career Pathways is implemented by a strong partnership that has been working together to provide career pathway training for over 10 years. Our focus is to increase the number of working age adults, especially those who are BIPOC or experience barriers to employment, to post-secondary training leading to industry-recognized credentials. Each partner brings their own strengths and contributions to ensure students get high-quality training and support to successfully enter employment and/or further education. Employers also play a key role in determining which pathways to focus on, developing curriculum, and connecting graduates to employment and further training.

### Section 2: Equity Analysis

Duluth Workforce Development helps individuals build economic self-sufficiency and achieve their potential, while helping our community build a resilient economy, through investment in our current and future workforce. We apply an equity lens to all parts of our work, seeking out voices of those historically excluded to challenge systemic inequities through our day-to-day work. SOAR has over 35 years of experience helping

no-to-low-to-moderate income individuals increase their work readiness skills, obtain a degree, certification and/or credential, and gain and maintain sustainable employment. SOAR is committed to cultivating inclusion and honoring the inherent dignity of all individuals.

**Racial Equity:** Duluth Workforce Development and its partners have collectively offered programs and services to Eligible Populations for more than 30 years. Whereas Duluth's population is about 10% people of color, over one third of the people DWD serves each year are from communities of color, particularly from the African Heritage and Indigenous communities, and just under one third have a disability. Last year, SOAR served 424 individuals with their employment needs. Of those individuals, 41% were Black, Indigenous, or People of Color. Additionally, SOAR serves those with the greatest barriers to employment. Fifteen percent of participants had no high school diploma, 51% had criminal record, 4% living with a disability, and 17% homeless/unstable housing.

Both DWD and SOAR staff and boards reflect the populations we serve. Twelve percent of DWD staff and 7% of board members identify as BIPOC, and 6% of DWD staff self-identify as having a disability. More than half of DWD staff and a third of board members are previous DWD clients, the majority as MFIP recipients or dislocated workers. Seven percent of SOAR's staff self-identify as BIPOC, and 21% identify as genderqueer. Two SOAR board members are from the low-income communities served by the organization. Both organizations actively work to recruit diverse staff and board members through a variety of proactive strategies, including partnering with BIPOC-led organizations and including a broader range of community members and partners on various workforce board committees. Both DWD and SOAR also serve on the Wealth, Entrepreneurship, and Economic Sustainability (WEES) working group, which brings community voices to the table to influence design of career pathway training programs and workforce services and played a key role in the design of this proposal. WEES members will continue working together to ensure those who are historically excluded are accessing workforce programs and services.

### Section 3: Proposed Services

On-ramp to Career Pathways is a **new** project that focuses on skilling up and preparing individuals who are interested in accessing living-wage, sustainable employment in the Construction & Skilled Trades, Manufacturing, and Healthcare industry sectors. Roughly 15% of On-ramp participants will not have a high school diploma/GED and for 1%, English is their second language.

On-ramp to Career Pathways includes all seven required components. Training is contextualized within three primary **industry sectors** – construction, manufacturing, and healthcare. All three offer multiple pathways to wage increases and career advancement. With an option to exit to employment or continue training through integration Bridge or Individualized programs, this project offers **multiple entry and exit points**. Programs are offered in **partnership** with other organizations, and will be offered with **significant involvement of employers**, as well as ABE and Community Action Duluth. Participants moving on to Bridge or Individualized training will earn **industry-recognized credentials**. All participants will be provided **comprehensive support and navigation services** throughout. All training will be **contextualized**, with curriculum components designed with employer input to ensure skills match those needed for employment.

Client services will be provided primarily by SOAR staff, who will hold responsibility for WF1 data entry. DWD will oversee performance and compliance and will be responsible for fiscal and program monitoring of subgrantees. Training will be delivered primarily in person. SOAR will provide work readiness training, ABE will provide contextualized reading and math, and CAD will teach financial literacy. Employers will provide industry and career pathway overviews. All staff involved in the program have participated in cultural competency training, including completing the Intercultural Development Inventory and participating in training workshops on diversity/inclusion, equity, and privilege.

**Expected Outcomes** Over the two-year grant period, 75 participants will be enrolled into the project, 48 will obtain their work readiness certificate in at least one of the three industry areas and/or complete their GED

and show a measurable increase in math and reading skills. Twenty-six participants will exit into employment with six entering directly into the field related to their training. Thirty-one participants will be prepared to exit into the Bridge or Individualized programs.

***Geographical Location*** This project will serve individuals living in southern St. Louis County, particularly Duluth and surrounding communities. In our target area, there are 18,451 individuals over the age of 25 with no post-secondary education, and an additional 14,290 who started but did not finish a post-secondary degree. Additionally, more than 1500 individuals who lost their jobs during the pandemic remain unemployed, with the highest long-term unemployment among African Heritage and Indigenous community members. Twenty percent of households live in poverty and need access to living wage jobs - and likely higher now due to the impacts of the pandemic.

***Labor Market Demand*** In the Northeast region, healthcare represents 25% of employment, and most living wage healthcare jobs require some sort of post-secondary training. There is a projected annual demand of 321 C.N.A.s, 282 Registered Nurses, 102 Medical Assistants, and 91 LPNs over the next decade. Construction represents 4.8% of employment, and along with manufacturing represents the next largest share of living wage jobs in our area. Manufacturing represents 6.4% of employment and expects to need almost 3,000 replacement workers over the next decade. Additionally, both Cirrus and ST Paper, two of our largest manufacturing employers, are planning significant expansion over the next two years. In the construction sector, roughly 35% of current workers will reach retirement age in the next decade, and the pipeline of young people entering the trades is nowhere near enough to replace these workers. Simultaneously, Duluth is seeing a long-term construction boom, with one major highway construction project underway, substantial housing and road construction projects, and a new major hospital project. All projects have workforce goals that promote employment of women, people of color, and disadvantaged workers in the construction industry.

## Section 4: Partnerships and Collaborations

Duluth's Community Career Pathways model builds integrated partnerships between the City, community organizations, education/training providers, and employers. This model creates an accessible, 'no wrong door' approach where individuals seeking workforce and training services can enter through a network of organizations, be assessed for skills, interests, and barriers, and then matched with the right pathway and program for their needs. This network includes BIPOC-led organizations like Family Freedom Center, Family Rise Together, AICHO, and others. Our overall goal is to engage/re-engage more people in the labor force, and to provide training and connection to in-demand, living-wage careers.

**Partner Roles** For On-ramp to Career Pathways, Duluth Workforce Development will provide overall project and partner coordination, assistance with recruitment, and connection to Bridge and Individualized programs. SOAR's Career Specialists will provide 1:1 comprehensive case management and navigation support, implement intake and assessments, input Workforce One data, develop and instruct work readiness curriculum development and instruction and job search and retention support. Duluth Adult Education, our ABE partner, will conduct CASAS testing to assess math/reading skills, and offer contextualized reading and math instruction that aligns with industry skills and individual needs. Employers are key partners throughout this project. Employer partners inform the occupations in highest demand, offer worksite visits, conduct mock interviews, and give priority to graduates when hiring. Our partners for this project include ME Global and Altec (Manufacturing), Northland Construction, Ames, and Kramer North America (Construction & Skilled Trades), IUOE Local 49 and Ironworkers Local Union 512 (Building Trades), and Essentia and St. Luke's (Healthcare). Employer and building trades partners will provide input for the development of work readiness curriculum for their respective industries, present industry relevant information to participants, provide workplace tours and mock interviews, and prioritize for open positions, internships, and on-the-job training opportunities.

## Section 5: Participant Recruitment, Intake, and Retention Strategy

SOAR has over 35 years of experience helping no-to-low-to-moderate income individuals increase their work readiness skills, obtain a degree, certification and/or credential, and gain and maintain sustainable employment. Last year, SOAR served 424 individuals with their employment needs. FY20 client outcomes include: 93% enrolled in training increased work readiness skills, 55% enrolled in skills training obtained a credential, certification or degree, and 76% job searchers obtained employment at an average of \$14.44/hour.

**Outreach and Recruitment** In partnership with DWD, SOAR will recruit through outreach to community partners, including BIPOC-led organizations like AICHO, Thunderbird/Wren House, NAACP, Family Freedom Center, and Family Rise Together, as well as Community Action Duluth, Life House, and TERO offices. Community Liaisons with strong connections to target communities will also assist with outreach and recruitment, and initial navigation. DWD will also assist with earned and social media outreach, and referrals from MFIP, SNAP, and our youth program.

**Intake** Navigators collect demographic information, education and work history, and potential barriers to employment. Participants take the Employability Measure (EM), an assessment used to identify areas that may affect their ability to obtain & retain employment. Navigators support participants to address barriers identified in the EM to find safe & stable housing, address job search with a criminal background, help line up daycare options, secure reliable transportation, and secure identification documents.

Prior to enrollment, participants will complete the **CASAS** assessment administered by ABE.

Participants scoring at 6th grade level or below in math and/or reading will enroll in On-ramp to Career Pathways. Post-testing will demonstrate grade level increase of each participant. Participants will complete the **Holland Code assessment** to help identify career fields that best fit their personality & interests. Assessment results will inform participants' **Individualized Employment Plan**, leading them to a career pathway that meets their skills, interests, and abilities. Participants demonstrating employability and interest



will enroll into one of three work readiness courses - ***Intro to Healthcare, Intro to Construction, and Intro to Manufacturing***. Each course is 45 hours and will be provided 6 times over the course of the grant period.

Course curriculum/content will be ***contextualized*** for each industry and include the following topics: Math and reading comprehension, effective communication styles, reducing internal barriers with cognitive thinking patterns, digital literacy, teamwork, critical thinking, career pathways, workplace culture, wages and benefits, financial literacy, and industry requirements/eligibility. Participants will also develop a resume and job search plan, and engage with industry employers through mock interviews, presentations, and work site tours. Successful participants will demonstrate work readiness skills through assessment scores and certificate obtainment.

Participants will then work with their Navigator to enter into employment, Bridge, or Individualized training. Upon placement, Career Specialists maintain contact at least monthly for at least three months to assist participants in addressing any new barriers that may threaten long-term employment and ensure employment retention. To support retention, participants will receive incentives in the form of gas-only or retail cards at one (\$25), two (\$25), and three (\$75) months of employment. Incentives are provided with proof of employment (pay stub) and proper internal documentation.

#### **Budget/Fiscal Capacity**

This proposal offers an effective and productive way to use Pathways to Prosperity funds. The On-ramp to Career Pathways utilizes the expertise of SOAR in serving those with the greatest barriers to employment, and of Duluth Adult Education in providing contextualized and individualized instruction. Through these integrated partnerships, we create a comprehensive model that offers training linked to employment opportunities, access to further education, academic support, and wraparound services that continue through at least 90 days post-placement.

**Direct Services** will support outreach and recruitment, assessment, orientation, case management, job placement, and retention support. **Direct Services-ABE** will support the assessment and instruction provided by Duluth Adult Education. **Direct Customer Training** is not included in this project, as training results in a certificate rather than an industry-recognized credential. **Support Services** includes participant support in alignment with DWD and SOAR policy. **Administrative** costs support grant administration and partner oversight, and do not exceed 10% of total costs.

The City of Duluth has been providing workforce services since 1968. With a total annual budget of \$3.2 million and a staff of 17, the Workforce Development Department is the lead implementer of workforce services for Local Area 4. In addition to convening the Duluth Workforce Development Board, we also co-chair the Regional Leadership Team implementing workforce initiatives for Region 2. The work of the department is overseen by the Director, who is part of the Mayor's leadership team and has more than a decade of leadership experience and a long career in youth and workforce development. Both DWD and SOAR are staffed by full time Navigators with many years of experience in employment services and program implementation. Their work is supported by an Operations Manager who is responsible for contract, budget, and program oversight, and a .25 FTE dedicated staff member in the auditor's office who is responsible for fiscal management. SOAR has been a 501(c)3 for 38 years with an annual budget of over \$1 million this fiscal year. Fiscal policies are updated annually, and the organization is fully insured and audited every year.

**Leveraged Funds** This project will effectively and efficiently utilize a mix of P2P and leveraged funds to serve participants not being adequately served by traditional college degree and certificate programs. By structuring training using a cohort model, we are able to provide concentrated, wraparound support to ensure participants can successfully complete training and move on to employment. Additional funds to provide continuity of services will be leveraged by co-enrolling participants with WIOA Youth and Adult, CDBG, and

MFIP Employment Services. All partners are tapping into other resources to provide in-kind administrative and program support. Employer time engaging in training is also in-kind.

## Attachment 1. Work Plan

### Table

Complete the Work Plan as applicable to your proposal. Use additional pages as necessary. Data entered must be numeric and must be cumulative (“snowball”) from quarter to quarter. “Average Increase in Wage/Earnings” is the difference between the average enrollment wage and average exit wage, as documented in the *Demographic Summary Report* in Workforce One-this is an average of all enrolled participants.

	Period 1: Grant Start Date through 12/31/21	Period 2: Grant Start Date through 03/31/22	Period 3: Grant Start Date through 06/30/22	Period 4: Grant Start Date through 09/30/2022
Total Participant Enrollments	0	10	30	40
Total participants enrolled in training	0	8	24	32
Total participants completing training	0	6	19	26
Total On-Ramp Certificates attained	0	6	19	26
Exits to Employment ( <i>job placement</i> )	0	3	5	7
<ul style="list-style-type: none"> <li>Exits to Employment related to training industry sector(s)</li> </ul>	0	0	1	3
Average increase in wage per hour ( <i>indicated by \$/hour increase</i> )	\$0	\$8.69	\$8.69	\$8.69
Participants exited to Bridge or Post-Secondary programs	0	4	4	5
Participants transferred to second year funding	N/A	N/A	N/A	19
All other exits	0	0	0	9
All exits-Total	0	7	9	40

## Attachment 2: Budget

Please complete budget form in **cumulative manner**. Leveraged funds are not required, however grantees are encouraged to leverage federal, private, or other funds. You are also not required to use all cost categories. Please see “[Fiscal – Guidance on Cost Category Definitions](#)” to determine how to categorize expenditures.

**TOTAL COST PER PARTICIPANT \$2,580** (Total award divided by the total number of participants)

Total DEED Funds Requested							
Office Use Only	Cost Category	Period 1: Grant Start Date through 12/31/2021	Period 2: Grant Start Date through 03/31/2022	Period 3: Grant Start Date through 06/30/2022	Period 4: Grant Start Date through 09/30/2022	Total Leveraged Funds <sup>1</sup> (if applicable)	Total Project Funds
833	Administrative Costs <sup>2</sup>	\$ -	\$ 3,440.33	\$ 6,880.67	\$ 10,321	\$ 5,161	\$ 15,482
885	Direct Services	\$ -	\$ 21,935.50	\$ 43,871.00	\$ 65,806.50	\$ 32,903	\$ 98,709.50
886	Direct Services-WR-GED-ABE	\$ -	\$ 6,470	\$ 12,940	\$ 19,410	\$ 9,705	\$ 29,115
838	Direct Customer Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
828	Support Services Costs	\$ -	\$ 2,558.33	\$ 5,116.67	\$ 7,675	\$ 3,838	\$ 11,513
	Total:	\$ -	\$ 34,404.16	\$ 68,808.34	\$ 103,212.50	\$ 51,607	\$ 154,819.50

<sup>1</sup> Leveraged funds are non-DEED funds (e.g., cash, in-kind contributions, or other state, federal, or private funds).

<sup>2</sup> Administrative costs cannot exceed 10% of total funds requested.

### Attachment 3. Partnership Chart

List all partner organizations that will contribute to the proposed services with/without compensation. Add additional lines as necessary. Signed letters of intent/support to contract(s) from partners explaining what they will contribute and their responsibility in operations **are required for each partner.**

*If a partner has a potential conflict of interest, such as providing donations to the applicant or sitting on the applicant's board of directors, attach a letter of disclosure explaining the relationship of the partner to the grantee organization*

Type of Organization (e.g. employer, educational institution, non-profit, etc.)	Name and Address of Organization	Type of Commitment: (Case Mgmt., Training, Accounting time, Staff, Resources, Space, Referrals, etc.)	Key Contact Person and Telephone Number	Letter of Support or Intent Enclosed as required	Conflict of Interest Disclosure Letter Required?	Anticipated total amount of compensation from Grant <sup>3</sup>	Responsible for Workforce for One Data Entry
Non-Profit, Community Based Organization	SOAR Career Solutions 205 W. 2 <sup>nd</sup> Street, Suite 101, Duluth, MN 55802	Case management/navigation support, intake and assessments, work readiness curriculum development and instruction, job search and retention support.	Emily Edison 218.722.3126	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$52,174	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MDE ABE/Education Institution	Duluth Adult Education	CASAS assessments curriculum development, implementation of contextualized math and reading instruction, computer/technology, teamwork, problem solving, critical thinking and effective communication style instruction.	Angie Frank 218.336.8790	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$19,035	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Non-Profit, Community Based Organization	Community Action Duluth 2424 W. 5 <sup>th</sup> St. #102, Duluth, MN 55806	Development and delivery of financial literacy training, C.N.A training	Jeff Longenecker 218.726.1665	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$1,000	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<sup>3</sup> Subrecipients receiving over \$50,000 must be monitored by your organization. All subrecipient monitoring and contract documents must be made available to DEED upon request.

Employer	Northland Construction 4843 Rice Lake Road, Duluth, MN 55803	Provide input for the development of work readiness curriculum for Construction & Skilled Trades, present industry relevant information to participants, provide workplace tours (pending COVID/Delta), implement mock interviews and prioritize graduates of the On-ramp for open positions, internships and on-the-job training opportunities.	Craig Ploetz 218.722.8170	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Employer	ME Global Inc 200 E. Carterett St. Duluth, MN 55808	Provide input for the development of work readiness curriculum for Manufacturing industry, present industry relevant information to participants, provide workplace tours (pending COVID/Delta), implement mock interviews and prioritize graduates of the On-ramp for open positions, internships and on-the-job training opportunities.	Matt Christensen, HR Manager 218-213-9557	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Employer	Altec 1255 Port Terminal Dr. Duluth, MN 55816	Provide input for the development of work readiness curriculum for Manufacturing industry, present industry relevant information to participants, provide workplace tours (pending COVID/Delta), implement mock interviews and prioritize graduates of the On-ramp for open positions, internships and on-the-job training opportunities.	Deanna Oswald Human Resources 218-733-1275	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Employer	Essentia Health 502 E 2 <sup>nd</sup> St Duluth, MN 55805	Input on Intro to Healthcare training curriculum, class visits Potential employment after graduation	Shawn Herhusky, Manager, Workforce Strategy 218-786-4824	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

# TERMS & CONDITIONS

## DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED) – EMPLOYMENT & TRAINING PROGRAMS (ETP) DIVISION

This exhibit provides the 1) Contacts, 2) Funding Information and Limitations, 3) Items required during the Grant Period, 4) Special Administrative Provisions Required and 5) Annual Items, sent on First Award of Fiscal Year.

### 1) CONTACTS:

Marc Majors  
Director, Employment & Training Programs  
(651) 259-7595  
[Marc.Majors@state.mn.us](mailto:Marc.Majors@state.mn.us)

Enock Kakuuku  
Adult Career Pathways Program Coordinator  
(651) 259-7581  
[Enock.Kakuuku@state.mn.us](mailto:Enock.Kakuuku@state.mn.us)

Nancy Omondi  
Director of Adult Programs  
(651) 259-7525  
[Nancy.Omondi@state.mn.us](mailto:Nancy.Omondi@state.mn.us)

Jenilee Drilling  
Adult Career Pathways Program Coordinator  
(651) 259-7530  
[Jenilee.Drilling@state.mn.us](mailto:Jenilee.Drilling@state.mn.us)

Ann Meyers  
Supervisor, Adult Career Pathways  
(651) 259-7174  
[Ann.Meyers@state.mn.us](mailto:Ann.Meyers@state.mn.us)

Vanessa Roman  
Adult Career Pathways Program Coordinator  
(651) 259-7578  
[Vanessa.Roman@state.mn.us](mailto:Vanessa.Roman@state.mn.us)

**Fiscal/Monitoring Contacts**  
Supervisor/Monitoring  
(651) 259-7574  
[Shannon.Rolf@state.mn.us](mailto:Shannon.Rolf@state.mn.us)

Colleen Schwab  
Fiscal/ Finance Activities  
(651) 259-7589  
[Colleen.Schwab@state.mn.us](mailto:Colleen.Schwab@state.mn.us)

#### Reimbursement Payment Request (RPR) Submittal Address:

[DEED.FSR@state.mn.us](mailto:DEED.FSR@state.mn.us)

#### Workforce One website for submitting service desk ticket:

<https://apps.deed.state.mn.us/survey/ticket.shtml>

### 2) FUNDING INFORMATION AND LIMITATIONS:

**DUNs Number:** Grantee must be registered and current with <https://www.sam.gov/portal/SAM/#1>

**Cost Category Definitions:** See Planning Instructions

**Administration Limit:** No more than ten percent (10%) may be expended for administration



### 3) ITEMS REQUIRED DURING THE GRANT PERIOD:

**Grant Program Monitoring Guide**— Complete and return to program monitor when instructed to do so.

**As applicable, Monthly Reimbursement Payment Request (RPR) – Template (for completion)** – Due no later than the 20th of the month following the preceding month end (i.e. July, 2018 RPR is due August 20, 2018). Report accrued monthly expenditures.

**Progress Report Format** – Completed Quarterly

### 4) SPECIAL ADMINISTRATIVE PROVISION REQUIRED:

Grantees must conduct at least one monitoring visit and complete a financial reconciliation of expenditures for their subrecipients receiving over \$50,000 in State funds. The monitoring and financial reconciliation must be completed before final payment is made ([Policy Number: 08-10, Policy on Grant Monitoring, Rev. 2016](#)). The Code of Federal Regulations (CFR) outlines monitoring and auditing requirements for subrecipients of federal awards ([2CFR 200.311](#)). Grantees are responsible for review, interpretation, and application of these regulations.

### 5) ANNUAL ITEMS, SENT ON FIRST AWARD OF FISCAL YEAR:

*If you have multiple grants with DEED Employment and Training, these items are only required to be submitted by the organization once per fiscal year, regardless of the number of grants.*

**Fiscal Monitoring Guide** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**Annual Assessment** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**EO ADA Annual Assessment** – Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**Exhibit B**

Master Contract Number: DULUTH2020M

Term of Master Contract: 4/1/20 - 3/31/25

Master SWIFT Contract Number: 172729

Grant ID Number: 2047801

STATE OF MINNESOTA

**PROJECT SPECIFIC PLAN (PSP)**

ORIGINAL

GRANTOR / STATE	GRANTEE
Employment and Training Programs (ETP) Division MN Department of Employment and Economic Development 1st National Bank Building, 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	City of Duluth Workforce Development 402 W. First St Duluth, MN 55802
GRANT MANAGER CONTACT	GRANTEE CONTACT
Name and Title: Jenilee Drilling, ACP Grant Coordinator Phone: 651-259-7530 Email: jenilee.drilling@state.mn.us	Name and Title: Elena Foshay; Director Phone: 218-730-5241 Email: efoshay@duluth.mn.gov

**Required Attachments:** Attachment 1: Work Plan  
Attachment 2: Budget  
Attachment 3: Partnership Chart  
Attachment 4: Terms & Conditions

**COMPLETED BY DEED:**

Program Name: SFY 22 City of Duluth P2P Bridge (Healthcare)			
Start Date <sup>1</sup> :	Date all parties sign	SWIFT Contract Number:	206179
End Date:	9/30/2022	SWIFT PO Number:	3000459056
Total Amount:	\$200,000	SWIFT Vendor Number + Location:	0000197681-001
Match / Leverage Required:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Procure-It Number:	67335
		NGA Number:	21-10
AFS Signature: <i>Robin Culbertson</i>		Encumbrance Date: 1/11/22	

**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 I agree that this PSP is subject to all provisions of the Master Grant Contract Agreement which is incorporated by reference. I further certify that I am authorized to submit this PSP on behalf of the Grantee.

Signature: *Elena Foshay* Date: 01/12/22

Printed Name and Title of Grantee's Authorized Representative: Elena Foshay, Director City of Duluth

**APPROVED BY (GRANTOR / STATE):**

I have reviewed and approved the attached PSP which is referenced in and incorporated into the Master Grant Contract Agreement indicated herein.

Signature: *Marc Majors* Date: 1/13/22

Printed Name and Title of State's Authorized Representative: Marc Majors, Director, Employment and Training Programs Division

<sup>1</sup> Or the date the State obtains all required signatures under [Minn. Stat. §16B.98](#), Subd. 5, whichever is later.

## SFY22 Bridge to Career Pathways P2P Grant Summary Sheet

<b>Grantee: City of Duluth</b>		<b>Grant #: 2047801</b>	
1. Organization Name:	City of Duluth Workforce Development		
2. Director Name:	Elena Foshay	3. Program Contact Name:	Betsy Hill
4. Telephone:	218-730-5241	5. Telephone:	218-730-5228
6. Email:	<a href="mailto:efoshay@duluthmn.gov">efoshay@duluthmn.gov</a>	7. Email:	<a href="mailto:bhill@duluthmn.gov">bhill@duluthmn.gov</a>
8. Swift Vendor ID#	0000197681-001	9. DUNS#	077627883
10. Organization Address: 402 W 1 <sup>st</sup> St., Duluth, MN 55802			
<b>Program Information:</b>			
11. Program Name:	Bridge to Healthcare Careers		
12. Program Summary:	Provide training for entry level, in-demand occupations in the healthcare industry with strong connection to employment and further training opportunities.		
13. Geographic Area Served by Program:	Southern St. Louis County		
14. Target Population Served:	Individuals eligible under P2P guidelines		
15. Amount of Award:	SFY 22: \$200,000		
16. SFY 22 Projected Enrollments:	37		
17. SFY 22 Participants Carried over to SFY 23 Grant:	13		
18. Cost Per Participant Served: <i>amount awarded ÷ # of participants enrolled</i>	SFY 22: \$ 5,405		
19. Cost per Certificate/Credential attained: <i>amount awarded ÷ # certificate/credential attained</i>	SFY 22: \$7,407		
20. Cost per exit to employment: <i>amount awarded ÷ # exit to employment</i>	SFY 22: \$ 11,765		
21. Name of Certificate(s) to be awarded: <i>if applicable</i>	N/A		
22. Name of Credential(s) to be awarded: <b>Required for Bridge to Career Pathways</b>	Certified Nursing Assistant, Trained Medication Aide, Health Services Certificate		
23. Training Providers:	Lake Superior College		
24. Compensated Partners:	SOAR Career Solutions, Duluth Adult Education, Lake Superior College, Community Action Duluth		
25. Adult Basic Education Partner (If applicable*):	Duluth Adult Education		
26. SNAP E&T Reimbursement Program: <i>(Indicate interest in applying for this program)</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

\* Required for On-Ramp and Bridge to Career Pathways Programs

## Attachment 1. Work Plan

### Narrative

Duluth Workforce Development (DWD) and our partners have built a community-wide career pathway model that offers a range of training options that lead to industry-recognized credentials and offer strong connection to employment, with multiple entry and exit points and wraparound supports. DWD seeks P2P Bridge funding to support career pathway training in the healthcare sector. We will train a total of 86 individuals over two years for occupations that offer an entry point into healthcare with multiple opportunities for career advancement. Certified Nursing Assistant (C.N.A.) participants will have the option to continue to earn their Trained Medication Aide certificate. Both C.N.A. and Health Services participants will also have the option to earn college credit and be able to continue on to additional post-secondary training at Lake Superior College. All participants will receive academic support from Duluth Adult Education (ABE), and wraparound case management through DWD and SOAR Career Solutions.

Bridge to Healthcare Careers is implemented by a strong partnership that has been working together to provide career pathway training for over 10 years. Our focus is to increase the number of working age adults, especially those who are BIPOC or experience barriers to employment, to post-secondary training leading to industry-recognized credentials. Each partner brings their own strengths and contributions to ensure students get high-quality training and support to successfully enter employment and/or further education. Employers also play a key role in determining which pathways to focus on, developing curriculum, and connecting graduates to employment and further training.

### Section 2: Equity Analysis

Duluth Workforce Development helps individuals build economic self-sufficiency and achieve their potential, while helping our community build a resilient economy, through investment in our current and future workforce. We do this by recognizing everyone's potential and using a person-centered approach to provide individualized coaching and support, personal and career-focused skill development, and connection to

training and other resources. We apply an equity lens to all parts of our work, seeking out voices of those historically excluded to challenge systemic inequities through our day-to-day work. We also take a Trauma Informed Care approach, which acknowledges and addresses both immediate and historical trauma that might impact our clients and their ability to achieve employment and educational goals.

**Racial Equity** Duluth Workforce Development and its partners have collectively offered programs and services to Eligible Populations for more than 30 years. Whereas Duluth’s population is about 10% people of color, over one third of the people DWD serves each year are from communities of color, particularly from the African Heritage and Indigenous communities, and just under one third have a disability. SOAR Career Solutions, our key partner in this project, has a specific focus on those with the greatest barriers – including the long term unemployed and those who are low-income, homeless, or have a criminal background. Both DWD staff and boards reflect the populations we serve. Twelve percent of DWD staff and 7% of board members identify as BIPOC, and 6% of DWD staff self-identify as having a disability. More than half of DWD staff and a third of board members are previous DWD clients, the majority as MFIP recipients or dislocated workers. We continue to actively work to recruit diverse staff and board members through a variety of proactive strategies, including partnering with BIPOC-led organizations and including a broader range of community members and partners on various workforce board committees. Both DWD, SOAR, and CAD also serve on the Wealth, Entrepreneurship, and Economic Sustainability (WEES) working group, which brings community voices to the table to influence design of career pathway training programs and workforce services and played a key role in the design of this proposal. WEES members will continue working together to ensure those who are historically excluded are accessing workforce programs and services.

### **Section 3: Proposed Services**

Duluth Workforce Development’s Bridge to Healthcare Careers builds on close to a decade of success offering employer-driven career pathway training to Eligible Populations, focused on a variety of occupations and with

active engagement of a range of partners. As the population in Duluth and surrounding communities includes a very small number of foreign-born residents, it is unlikely that participants receiving services will be immigrants or individuals for whom English is a second language. Additionally, a high school diploma or GED is a prerequisite for employment in the occupations targeted by this project, so it will be required for entry into the Bridge program.

This project builds on an existing program, with new innovations to better connect participants to living wage jobs and career advancement. Our C.N.A. training adds a Trained Medication Aide component for participants who earn an additional credential and offers a class option through a new partner that provides evening hours and childcare. The Health Services curriculum has been adapted to more directly respond to skill needs identified by employers, and to include college credit that can apply toward a Medical Assistant degree.

The Bridge to Healthcare Careers program includes all seven required components. Training focuses on our most in-demand **industry sector** – healthcare, preparing participants for high growth occupations. Through integration with On-ramp and Individualized programs, this project offers **multiple entry and exit points**, with strong connection to additional post-secondary training. Both C.N.A. and Health Services pathways offer a college credit option, and fulfill prerequisites for LPN, RN, and Medical Assistant programs. Programs are offered in **partnership** with other organizations, and were designed with **significant involvement of employers**, as well as ABE, Lake Superior College, and community organizations. Participants completing Bridge training will earn **industry-recognized credentials**. C.N.A. participants will earn their credential and complete all steps to be added to the registry and will have the option to complete their Trained Medication Aide certification. Health Services participants will earn an industry-recognized credential and complete two required prerequisites for the Medical Assistant program – Medical Terminology and Microsoft Office. All participants will be provided **comprehensive support and navigation services**

throughout. All training will be **contextualized**, with curriculum components designed with employer input to ensure skills match those needed for employment.

Client services will be provided by DWD and SOAR staff, who will hold responsibility for WF1 data entry. DWD will oversee performance and compliance and will be responsible for fiscal and program monitoring of subgrantees. Training will be delivered on-site at Lake Superior College and Community Action Duluth. All staff involved in the program have participated in cultural competency training, including completing the Intercultural Development Inventory and participating in training workshops on diversity/inclusion, equity, and privilege.

### ***Expected Outcomes***

Of the 86 individuals enrolled in this grant for both years of the grant, 76 will enroll in training and 85% will graduate. Of those who earn their credential, 90% will exit to employment or further post-secondary education with a 100% goal of 90-day retention.

***Geographical Location*** This project will serve individuals living in southern St. Louis County, particularly Duluth and surrounding communities. In our target area, there are 18,451 individuals over the age of 25 with no post-secondary education, and an additional 14,290 who started but did not finish a post-secondary degree. Additionally, more than 1500 individuals who lost their jobs during the pandemic remain unemployed, with the highest long-term unemployment among African Heritage and Indigenous community members. Twenty percent of households live in poverty and need access to living wage jobs - and likely higher now due to the impacts of the pandemic.

***Labor Market Demand*** In the Northeast region, healthcare represents 25% of employment, and most living wage healthcare jobs require some sort of post-secondary training. There is a projected annual demand of 321 C.N.A.s, 282 Registered Nurses, 102 Medical Assistants, and 91 LPNs over the next decade. At last count, Essentia Health, our largest hospital system, had more than 1200 job openings. Long term care facilities

everyone in the region struggle to find staff, with C.N.A.s as the highest need. All healthcare employers have lost staff due to the strain of the pandemic and are in desperate need of staff at all levels. To help attract and retain staff, Essentia Health has begun offering a tuition assistance to support training in high-demand occupations that are difficult to fill. C.N.A.s are one of the prime targets of these programs, which offer multiple opportunities for advancement.

### **Partnerships and Collaborations**

Duluth's Community Career Pathways model builds integrated partnerships between the City, community organizations, education/training providers, and employers. This model creates an accessible, 'no wrong door' approach where individuals seeking workforce and training services can enter through a network of organizations, be assessed for skills, interests, and barriers, and then matched with the right pathway and program for their needs. This network includes BIPOC-led organizations like Family Freedom Center, Family Rise Together, AICHO, and others. Our overall goal is to engage/re-engage more people in the labor force, and to provide training and connection to in-demand, living-wage careers.

**Partner Roles** For the Bridge to Healthcare Careers program, SOAR Career Solutions and Duluth Workforce Development will share responsibility for recruitment, enrollment, intake, and navigation services. Both share a decade of experience providing career pathway training. Duluth Adult Education, our ABE partner, will conduct CASAS testing to assess math/reading skills, and offer academic support before and during training classes. For the C.N.A., TMA, and Health Services classes, Lake Superior College will provide technical instruction and ABE will teach study skills and digital literacy and offer structured lab time to supplement technical instruction. We will also offer one C.N.A. class through Community Action Duluth, which will be taught in the evening and include child care during class time.

Employers are key partners throughout this project. The pathways were selected based on employer input about workforce needs, as well as their accessibility as entry points with strong connections to



additional post-secondary training. Employer partners inform the curriculum, visit classes, offer worksite visits, conduct mock interviews, and give priority to graduates when hiring. Our partners include several long-term care providers – Ecumen, Chris Jensen, Franciscan, and Viewcrest, as well as Essentia Health and St. Luke’s, our two large hospital systems.

### **Participant Recruitment, Intake, and Retention Strategy**

The Bridge to Healthcare Careers program will serve a total of 86 individuals over two years, through enrollment in one of two career pathway options. Participants will be supported by navigators who will follow them through intake, training, graduation, and placement into employment or further education. To recruit participants, we will utilize two innovative strategies that have will help both expand and deepen our impact. The first is an Intro to Healthcare workshop, a four-hour evening workshop that provides an overview of the range of healthcare career options in our community. This workshop will be offered several times per year in a variety of locations and co-hosted by partner organizations. It will serve as an initial entry point, with pre-screening to determine the best training pathway for the individual. The second strategy is outreach conducted by Community Liaisons. DWD has a team of four liaisons who are deeply connected to the BIPOC community. They assist with outreach and recruitment and serve as trusted advisors to help with navigating barriers to employment. The liaison team meets regularly with DWD Navigators to communicate and collaborate on recruitment and retention. In addition, many participants will come through On-ramp.

After applying, all participants will be assessed to determine whether On-ramp, Bridge, or Individualized is the best path, based on math/reading skills and career interests and goals. Once it is determined that a Bridge to Healthcare Careers training class is the right path, the Navigator conducts a comprehensive intake that assesses work and educational history, skills and strengths, and any barriers to employment. The participant and Navigator collaborate to write an Individual Employment Plan, which is revisited at least once per year. Supportive services needs are identified and made available, including

transportation assistance and work clothes/shoes. During training, Navigators visit the class at least one per week to check in on participants and instructors. After training is completed, Navigators remain in frequent contact to focus on job placement, continued education, and additional support needs. Once placed in education or employment, Navigators continue to check in at least once per month for the first 90 days to ensure placement is successful. Participants who choose may stay in touch longer, and often continue to provide updates or return for additional services.

We have demonstrated success providing job training and placement for hard-to-train individuals. Through our 2018-2019 P2P, we served 83 individuals (65 trained bridge/integrated classes), with a 74% graduation rate. Of those who graduated, 88% were placed in employment. In 2020-2021, years which were significantly impacted by the pandemic, we have served 75 individuals to date (61 trained through bridge/integrated classes). Of those who completed training, 21 have so far been placed in employment, with the remaining participants still enrolled and working toward their education/employment goals. To support retention, participants will receive incentives in the form of gas-only or retail cards at one (\$25), two (\$25), and three (\$50) months of employment/apprenticeship. Incentives are provided with proof of employment (pay stub) and/or apprenticeship (state-issued apprenticeship agreement) and proper internal documentation.

### **Budget/Fiscal Capacity**

This proposal offers an effective and productive way to use Pathways to Prosperity funds. The Bridge to Healthcare Careers project brings multiple partners under one comprehensive program that actively integrates with both On-ramp and Individualized pathways. Through these integrated partnerships and programs, we create a comprehensive model that offers training linked to employment opportunities, access to further education, academic support, and wraparound services that continue through at least 90 days post-placement.

**Direct Services** will support outreach and recruitment, assessment, orientation, case management, job placement, and retention support. **Direct Services-ABE** will support the assessment and academic support provided by Duluth Adult Education. **Direct Customer Training** will support technical instruction leading to industry-recognized credentials. Fees for required background checks are also included here. **Support Services** includes participant support in alignment with DWD policy. **Administrative** costs support grant administration and partner oversight, and do not exceed 10% of total costs.

The City of Duluth has been providing workforce services since 1968. With a total annual budget of \$3.2 million and a staff of 17, the Workforce Development Department is the lead implementer of workforce services for Local Area 4. In addition to convening the Duluth Workforce Development Board, we also co-chair the Regional Leadership Team implementing workforce initiatives for Region 2. The work of the department is overseen by the Director, who is part of the Mayor's leadership team and has more than a decade of leadership experience and a long career in youth and workforce development. Both DWD and SOAR are staffed by full time Navigators with many years of experience in employment services and program implementation. Their work is supported by an Operations Manager who is responsible for contract, budget, and program oversight, and a .25 FTE dedicated staff member in the auditor's office who is responsible for fiscal management.

**Leveraged Funds** This project will effectively and efficiently utilize a mix of P2P and leveraged funds to serve participants not being adequately served by traditional college degree and certificate programs. By structuring training using a cohort model, we are able to provide concentrated, wraparound support to ensure participants can successfully complete training and move on to employment.

Additional funds to provide continuity of services before and after participation in the Bridge program will be leveraged by co-enrolling participants with WIOA Youth and Adult, CDBG, and MFIP Employment Services. All partners are tapping into other resources to provide in-kind administrative and program

management support. ABE will provide in-kind support for curriculum design and program administration. Lake Superior College is providing additional in-kind support in the form of classroom space, on-campus office space, materials and equipment, and curriculum development. Employer time engaging in training is also in-kind. Leveraged funds will allow us to sustain some level of services to eligible populations beyond the grant period, and we will continue to seek out other resources to sustain our community career pathways model in the long-term.

## Attachment 1. Work Plan

### Table

Complete the Work Plan as applicable to your proposal. Use additional pages as necessary. Data entered must be numeric and must be cumulative ("snowball") from quarter to quarter. "Average Increase in Wage/Earnings" is the difference between the average enrollment wage and average exit wage, as documented in the *Demographic Summary Report* in Workforce One-this is an average of all enrolled participants.

	Period 1: Grant Start Date through 12/31/21	Period 2: Grant Start Date through 03/31/22	Period 3: Grant Start Date through 06/30/22	Period 4: Grant Start Date through 09/30/2022
Total Participant Enrollments	0	10	22	37
Total participants enrolled in training	0	10	21	33
Total participants completing training	0	8	17	27
Industry-recognized Credentials attained	0	8	17	27
Exits to Employment ( <i>job placement</i> )	0	0	10	17
<ul style="list-style-type: none"> <li>Exits to Employment related to training industry sector(s)</li> <li>Exits to Employment at or above \$15/hour</li> </ul>	0	0	9	16
Average increase in wage per hour ( <i>indicated by \$/hour increase</i> )	\$0	\$0	\$5.50	\$5.50
Participants exited to Post-Secondary programs	0	0	0	2
Participants transferred to second year funding	N/A	N/A	N/A	13
All other exits	0	0	3	5
All exits-Total	0	0	13	37

## Attachment 2: Budget

Please complete budget form in **cumulative manner**. Leveraged funds are not required, however grantees are encouraged to leverage federal, private, or other funds. You are also not required to use all cost categories. Please see “[Fiscal – Guidance on Cost Category Definitions](#)” to determine how to categorize expenditures.

**TOTAL COST PER PARTICIPANT \$5,405** (Total award divided by the total number of participants)

Total DEED Funds Requested							
Office Use Only	Cost Category	Period 1: Grant Start Date through 12/31/2021	Period 2: Grant Start Date through 03/31/2022	Period 3: Grant Start Date through 06/30/2022	Period 4: Grant Start Date through 09/30/2022	Total Leveraged Funds¹ (if applicable)	Total Project Funds
833	Administrative Costs²	\$ -	\$ 6,667	\$ 13,333.33	\$ 20,000	\$ 10,000	\$ 30,000
885	Direct Services	\$ -	\$ 32,908	\$ 65,816	\$ 98,724	\$ 34,400	\$ 133,124
886	Direct Services-WR- GED-ABE	\$ -	\$ 4,970	\$ 9,940	\$ 14,910	\$ -	\$ 14,910
838	Direct Customer Training	\$ -	\$ 18,171	\$ 36,342.07	\$ 54,513	\$ 3,000	\$ 57,513
828	Support Services Costs	\$ -	\$ 3,951	\$ 7,901.93	\$ 11,853	\$ 5,600	\$ 17,453
	Total:	\$ -	\$ 66,667	\$ 133,333.33	\$ 200,000	\$ 53,000	\$ 253,000

<sup>1</sup> Leveraged funds are non-DEED funds (e.g., cash, in-kind contributions, or other state, federal, or private funds).

<sup>2</sup> Administrative costs cannot exceed 10% of total funds requested.

### Attachment 3. Partnership Chart

List all partner organizations that will contribute to the proposed services with/without compensation. Add additional lines as necessary. Signed letters of intent/support to contract(s) from partners explaining what they will contribute and their responsibility in operations **are required for each partner**.

*If a partner has a potential conflict of interest, such as providing donations to the applicant or sitting on the applicant's board of directors, attach a letter of disclosure explaining the relationship of the partner to the grantee organization*

Type of Organization (e.g. employer, educational institution, non-profit, etc.)	Name and Address of Organization	Type of Commitment: (Case Mgmt., Training, Accounting time, Staff, Resources, Space, Referrals, etc.)	Key Contact Person and Telephone Number	Letter of Support or Intent Enclosed as required	Conflict of Interest Disclosure Letter Required?	Anticipated total amount of compensation from Grant <sup>3</sup>	Responsible for Workforce One Data Entry
Non-Profit, Community Based Organization	SOAR Career Solutions 205 W. 2 <sup>nd</sup> Street, Suite 101, Duluth, MN 55802	Case management/ navigation support, intake and assessments, job search and retention support.	Emily Edison 218.722.3126	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$38,916.80	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MDE ABE/Education Institution	Duluth Adult Education	CASAS assessments curriculum development, contextualized instruction	Patty Fleege 218.336.8790	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$14,910	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Non-profit Community-based Organization	Community Action Duluth	Development and delivery of financial literacy training, C.N.A training	Jeff Longenecker 218.726.1665	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$10,222	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<sup>3</sup> Subrecipients receiving over \$50,000 must be monitored by your organization. All subrecipient monitoring and contract documents must be made available to DEED upon request.

	2424 W. 5 <sup>th</sup> St. #102, Duluth, MN 55806							
<i>Educational Institution</i>	Lake Superior College 2101 Trinity Rd Duluth, MN 55811	Training	Tom Kriske, Director of Workforce 218-733-1026	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$42,810	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<i>Employer</i>	Essentia Health 502 E 2 <sup>nd</sup> St Duluth, MN 55805	Inform curriculum, engage with training class Special consideration for employment after graduation	Shawn Herhusky, Workforce Strategy and Talent Pipeline 218-786-4824	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<i>Employer</i>	St. Luke's Hospital 915 E 1 <sup>st</sup> St Duluth, MN 55805	Inform curriculum, engage with training class Potential employment after graduation	Megan Hoglund 218-249-6973	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<i>Employer</i>	Chris Jensen 2501 Rice Lake Rd Duluth, MN 55811	Inform curriculum, engage with training class Special consideration for employment after graduation	Julie Fleury, Executive Director 218-625-6400	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<i>Employer</i>	Franciscan Health Center 3910 Minnesota Ave Duluth, MN 55101	Inform curriculum, engage with training class Special consideration for employment after graduation	Brittany Loosbrock 218-727-8933	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<i>Employer</i>	Viewcrest Health Center 3111 Church Pl Duluth, MN 55811	Inform curriculum, engage with training class Special consideration for employment after graduation	Cheri Brouse, HR Director 218-279-4201	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	



Employer	Ecumen 4002 London Rd Duluth, MN 55804	Inform curriculum, engage with training class Special consideration for employment after graduation	Jacob Gilleland 651-346-8940	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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# TERMS & CONDITIONS

## DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED) – EMPLOYMENT & TRAINING PROGRAMS (ETP) DIVISION

This attachment provides the 1.) Contacts, 2.) Funding Information and Limitations, 3.) Items required during the Grant Period, 4.) Special Administrative Provisions Required, and 5.) Annual Items, sent on First Award of Fiscal Year.

### 1.) CONTACTS:

Marc Majors  
Director, Employment & Training Programs  
(651) 259-7595  
[Marc.Majors@state.mn.us](mailto:Marc.Majors@state.mn.us)

Enock Kakuuku  
Adult Career Pathways Program Coordinator  
(651) 259-7581  
[Enock.Kakuuku@state.mn.us](mailto:Enock.Kakuuku@state.mn.us)

Nancy Omondi  
Director of Adult Programs  
(651) 259-7525  
[Nancy.Omondi@state.mn.us](mailto:Nancy.Omondi@state.mn.us)

Jenilee Drilling  
Adult Career Pathways Program Coordinator  
(651) 259-7530  
[Jenilee.Drilling@state.mn.us](mailto:Jenilee.Drilling@state.mn.us)

Ann Meyers  
Supervisor, Adult Career Pathways  
(651) 259-7174  
[Ann.Meyers@state.mn.us](mailto:Ann.Meyers@state.mn.us)

Vanessa Roman  
Adult Career Pathways Program Coordinator  
(651) 259-7578  
[Vanessa.Roman@state.mn.us](mailto:Vanessa.Roman@state.mn.us)

#### Fiscal/ Monitoring Contacts

Shannon Rolf  
Supervisor/Monitoring  
(651) 259-7574  
[Shannon.Rolf@state.mn.us](mailto:Shannon.Rolf@state.mn.us)

Colleen Schwab  
Fiscal/Finance Activities  
(651)-259-7589  
[Colleen.Schwab@state.mn.us](mailto:Colleen.Schwab@state.mn.us)

#### **Reimbursement Payment Request (RPR) Submittal Address:**

[DEED.FSR@State.mn.us](mailto:DEED.FSR@State.mn.us)

#### **Workforce One website for submitting service desk ticket:**

<https://apps.deed.state.mn.us/survey/ticket.shtml>

### 2.) FUNDING INFORMATION AND LIMITATIONS:

**DUNs Number:** Grantee must be registered and current with <https://www.sam.gov/portal/SAM/#1>

**Cost Category Definitions:** See Planning instructions

**Administration Limit:** No more than ten percent (10%) may be expended for administration

### 3.) ITEMS REQUIRED DURING THE GRANT PERIOD:

**Grant Program Monitoring Guide**– Complete and return to program monitor when instructed to do so.

**As applicable, Monthly Reimbursement Payment Request (RPR) – Template (for completion)** – Due no later than the 20th of the month following the preceding month end (i.e. July 2018 RPR is due August 20, 2018). Report accrued monthly expenditures.

**Progress Report Format** – Completed Quarterly

### 4.) SPECIAL ADMINISTRATIVE PROVISION REQUIRED:

Grantees must conduct at least one monitoring visit and complete a financial reconciliation of expenditures for their subrecipients receiving over \$50,000 in State funds. The monitoring and financial reconciliation must be completed before final payment is made ([Policy Number: 08-10, Policy on Grant Monitoring, Rev. 2016](#)). The Code of Federal Regulations (CFR) outlines monitoring and auditing requirements for subrecipients of federal awards ([2CFR 200.311](#)). Grantees are responsible for review, interpretation, and application of these regulations.

### 5.) ANNUAL ITEMS, SENT ON FIRST AWARD OF FISCAL YEAR:

*If you have multiple grants with DEED Employment and Training, these items are only required to be submitted by the organization once per fiscal year, regardless of the number of grants.*

**Fiscal Monitoring Guide** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**Annual Assessment** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**EO ADA Annual Assessment** – Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**Exhibit C**

STATE OF MINNESOTA

**PROJECT SPECIFIC PLAN (PSP)**

ORIGINAL

Master Contract Number: DULUTH2020M

Term of Master Contract: 4/1/20 - 3/31/25

Master SWIFT Contract Number: 172729

Grant ID Number: 2047801-2

GRANTOR / STATE	GRANTEE
Employment and Training Programs (ETP) Division MN Department of Employment and Economic Development 1st National Bank Building, 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	City of Duluth Workforce Development 402 W. First St Duluth, MN 55802
GRANT MANAGER CONTACT	GRANTEE CONTACT
Name and Title: Jenilee Drilling, ACP Grant Coordinator Phone: 651-259-7530 Email: jenilee.drilling@state.mn.us	Name and Title: Elena Foshay; Director Phone: 218-730-5241 Email: efoshay@duluth.mn.gov

**Required Attachments:** Attachment 1: Work Plan  
Attachment 2: Budget  
Attachment 3: Partnership Chart  
Attachment 4: Terms & Conditions

**COMPLETED BY DEED:**

<b>Program Name: SFY22 City of Duluth Bridge to Career Pathways P2P (Construction)</b>			
<b>Start Date<sup>1</sup>:</b>	Date all parties sign	<b>SWIFT Contract Number:</b>	206178
<b>End Date:</b>	9/30/2022	<b>SWIFT PO Number:</b>	3000459055
<b>Total Amount:</b>	\$122,414	<b>SWIFT Vendor Number + Location:</b>	0000197681-001
<b>Match / Leverage Required:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Procure-It Number:</b>	67337
		<b>NGA Number:</b>	21-9
<b>AFS Signature:</b>	<i>Robin Culbertson</i>		
	<b>Encumbrance Date:</b>	1/11/22	

**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 I agree that this PSP is subject to all provisions of the Master Grant Contract Agreement which is incorporated by reference. I further certify that I am authorized to submit this PSP on behalf of the Grantee.

**Signature:** *Elena Foshay* **Date:** 01/12/22

**Printed Name and Title of Grantee's Authorized Representative:** Elena Foshay, Director City of Duluth

**APPROVED BY (GRANTOR / STATE):**

I have reviewed and approved the attached PSP which is referenced in and incorporated into the Master Grant Contract Agreement indicated herein.

**Signature:** *Marc Majors* **Date:** 1/13/22

**Printed Name and Title of State's Authorized Representative:** Marc Majors, Director, Employment and Training Programs Division

<sup>1</sup> Or the date the State obtains all required signatures under [Minn. Stat. §16B.98](#), Subd. 5, whichever is later.

## SFY22 Bridge to Career Pathways P2P Grant Summary Sheet

<b>Grantee: City of Duluth</b>		<b>Grant #: 2047801-2</b>	
1. Organization Name:	City of Duluth Workforce Development		
2. Director Name:	Elena Foshay	3. Program Contact Name:	Betsy Hill
4. Telephone:	218-730-5241	5. Telephone:	218-730-5228
6. Email:	<a href="mailto:efoshay@duluthmn.gov">efoshay@duluthmn.gov</a>	7. Email:	<a href="mailto:bhill@duluthmn.gov">bhill@duluthmn.gov</a>
8. Swift Vendor ID#	0000197681-001	9. DUNS#	077627883
10. Organization Address: 402 W 1 <sup>st</sup> St., Duluth, MN 55802			
<b>Program Information:</b>			
11. Program Name:	Building Strong Communities		
12. Program Summary:	Provide hands-on training to prepare participants for entry into apprenticeships in the building and construction trades		
13. Geographic Area Served by Program:	Southern St. Louis County		
14. Target Population Served:	Populations eligible under P2P grant requirements		
15. Amount of Award:	SFY 22: \$ 122,414		
16. SFY 22 Projected Enrollments:	17		
17. SFY 22 Participants Carried over to SFY 23 Grant:	13		
18. Cost Per Participant Served: <i>amount awarded ÷ # of participants enrolled</i>	SFY 22: \$ 7,201		
19. Cost per Certificate/Credential attained: <i>amount awarded ÷ # certificate/credential attained</i>	SFY 22: \$ 9,416 \$122,414 / 13 =		
20. Cost per exit to employment: <i>amount awarded ÷ # exit to employment</i>	SFY 22: \$61,207		
21. Name of Certificate(s) to be awarded: <i>if applicable</i>	N/A		
22. Name of Credential(s) to be awarded: <b>Required for Bridge to Career Pathways</b>	Multi-Craft Core Curriculum		
23. Training Providers:	Minnesota Building Trades Council, Operating Engineers, Iron Workers		
24. Compensated Partners:	SOAR Career Solutions, Duluth Adult Education, Community Action Duluth, Minnesota Building Trades Council, Iron Workers Local 512, IOUE Local 49		
25. Adult Basic Education Partner (If applicable*):	Duluth Adult Education		
26. SNAP E&T Reimbursement Program: <i>(Indicate interest in applying for this program)</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

\* Required for On-Ramp and Bridge to Career Pathways Programs

## Exhibit/Attachment 1. Work Plan

### Narrative

Duluth Workforce Development (DWD), SOAR Career Solutions, and our many partners seek P2P Bridge funding to support career pathway training in the construction sector. We will train a total of 30 individuals over two years for in-demand careers in the building trades, with direct connection to unions and employers who are actively hiring. Building Strong Communities (BSC) participants will earn the Multi-Craft Core Curriculum (MC3) certification and continue on to registered apprenticeship and employment in the construction industry. All participants will receive academic support from Duluth Adult Education (ABE), and wraparound case management through SOAR Career Solutions.

Building Strong Communities is implemented in Duluth by a strong partnership that has been working together to provide career pathway training for over 10 years. Our focus is to increase the number of working age adults, especially those who are BIPOC or experience barriers to employment, to post-secondary training leading to industry-recognized credentials. Each partner brings their own strengths and contributions to ensure students get high-quality training and support to successfully enter employment and/or further education. Building Strong Communities includes active collaboration from the Minnesota Building Trades Council and local union partners. Contractors also play a key role in determining which skills to focus on, developing curriculum, providing exposure to real-world work, and connecting graduates to employment and apprenticeship. Collectively, our goal is to diversify the construction industry and ensure women and people of color in the Twin Ports have access to well-paid, career-track jobs in the building trades.

### Section 2: Equity Analysis

Duluth Workforce Development helps individuals build economic self-sufficiency and achieve their potential, while helping our community build a resilient economy, through investment in our current and future workforce. We do this by recognizing everyone's potential and using a person-centered approach to provide individualized coaching and support, personal and career-focused skill development, and connection to

training and other resources. We apply an equity lens to all parts of our work, seeking out voices of those historically excluded to challenge systemic inequities through our day-to-day work. SOAR has over 35 years of experience helping no-to-low-to-moderate income individuals increase their work readiness skills, obtain a degree, certification and/or credential, and gain and maintain sustainable employment. SOAR is committed to cultivating inclusion and honoring the inherent dignity of all individuals.

**Racial Equity** Duluth Workforce Development and its partners have collectively offered programs and services to Eligible Populations for more than 30 years. Whereas Duluth's population is about 10% people of color, over one third of the people DWD serves each year are from communities of color, particularly from the African Heritage and Indigenous communities, and just under one third have a disability. Last year, SOAR served 424 individuals with their employment needs. Of those individuals, 41% were Black, Indigenous, or People of Color. Additionally, SOAR serves those with the greatest barriers to employment. Fifteen percent of participants had no high school diploma, 51% had criminal record, 4% living with a disability, and 17% homeless/unstable housing.

Both DWD and SOAR staff and boards reflect the populations we serve. Twelve percent of DWD staff and 7% of board members identify as BIPOC, and 6% of DWD staff self-identify as having a disability. More than half of DWD staff and a third of board members are previous DWD clients, the majority as MFIP recipients or dislocated workers. Seven percent of SOAR's staff self-identify as BIPOC, and 21% identify as genderqueer. Two SOAR board members are from the low-income communities served by the organization. Both organizations actively work to recruit diverse staff and board members through a variety of proactive strategies, including partnering with BIPOC-led organizations and including a broader range of community members and partners on various workforce board committees. Both DWD and SOAR also serve on the Wealth, Entrepreneurship, and Economic Sustainability (WEES) working group, which brings community voices

to the table to influence design of career pathway training programs and workforce services and played a key role in the design of this proposal. WEES members will continue working together to ensure those who are historically excluded are accessing workforce programs and services.

### **Section 3: Proposed Services**

Building Strong Communities builds on close to a decade of success offering employer-driven career pathway training to Eligible Populations, focused on a variety of occupations and with active engagement of a range of partners. As the population in Duluth and surrounding communities includes a very small number of foreign-born residents, it is unlikely that participants receiving services will be immigrants or individuals for whom English is a second language. Additionally, a high school diploma or GED is a prerequisite for employment in the occupations targeted by this project, so it will be required for entry into the Bridge program.

This project builds on an existing program that was piloted this year and builds on previous construction training classes but with a more intensive focus on apprenticeship readiness and direct involvement from the building trades. Building Strong Communities includes all seven required components. Training focuses on one of our most in-demand **industry sectors** – construction, preparing participants for a lifelong career in the trades. Through integration with the On-ramp program and opportunities to exit to employment/apprenticeship at any point, this project offers **multiple entry and exit points**. Building Strong Communities (BSC) offers classroom-based and hands-on preparation for union apprenticeships. Programs are offered in **partnership** with other organizations and were designed with **significant involvement of building trades unions and employers**, as well as ABE and community organizations. Participants completing BSC will earn the Multi-Craft Core Curriculum certification, an **industry-recognized credential**. All participants will be provided **comprehensive support and navigation services** throughout. All training will be



**contextualized**, with curriculum components designed with employer input to ensure skills match those needed for employment.

Client services will be primarily provided by SOAR staff, who will hold responsibility for WF1 data entry. DWD will provide overall program and employer partner coordination, oversee performance and compliance, and will be responsible for fiscal and program monitoring of subgrantees. DWD will also assist with program recruitment and eligibility assessment. Training will be led by the Minnesota Building Trades Council and delivered on-line, with hands-on training delivered by the Operating Engineers and Iron Workers on-site at apprenticeship training facilities. All staff involved in the program have participated in cultural competency training, including completing the Intercultural Development Inventory and participating in training workshops on diversity/inclusion, equity, and privilege.

### ***Expected Outcomes***

Of the 35 individuals enrolled in this grant for both years of the grant, 30 will enroll in training and 85% will graduate. Of those who earn their credential, 90% will exit to employment and/or apprenticeship with a 100% goal of 90-day retention.

***Geographical Location*** This project will serve individuals living in southern St. Louis County, particularly Duluth and surrounding communities. In our target area, there are 18,451 individuals over the age of 25 with no post-secondary education, and an additional 14,290 who started but did not finish a post-secondary degree. Additionally, more than 1500 individuals who lost their jobs during the pandemic remain unemployed. Twenty percent of households live in poverty and need access to living wage jobs - and likely higher now due to the impacts of the pandemic. ***Labor***

***Market Demand*** In the Northeast region, construction represents 4.8% of employment, and along with manufacturing represents the next largest share of living wage jobs in our area. In the construction sector, roughly 35% of current workers will reach retirement age in the next decade, and the pipeline of young people

entering the trades is nowhere near enough to replace these workers. Simultaneously, Duluth is seeing a long-term construction boom, with one major highway construction project underway and another that will start soon. This is in addition to substantial housing and road construction projects, and a new major hospital project. All of these projects have workforce goals that promote employment of women, people of color, and disadvantaged workers in the construction industry.

### **Partnerships and Collaborations**

Duluth's Community Career Pathways model builds integrated partnerships between the City, community organizations, building trades unions, and employers. This model creates an accessible, 'no wrong door' approach where individuals seeking workforce and training services can enter through a network of organizations, be assessed for skills, interests, and barriers, and then matched with the right pathway and program for their needs. This network includes BIPOC-led organizations like Family Freedom Center, Family Rise Together, AICHO, and others. Our overall goal is to engage/re-engage more people in the labor force, and to provide training and connection to in-demand, living-wage careers.

**Partner Roles** For Building Strong Communities, Duluth Workforce Development will provide overall project and partner coordination, assistance with recruitment, and connection to employment/apprenticeship opportunities. SOAR's Navigators will provide 1:1 comprehensive case management and navigation support, implement intake and assessments, input Workforce One data, develop and instruct work readiness curriculum development and instruction and job search and retention support. Duluth Adult Education, our ABE partner, will conduct CASAS testing to assess math/reading skills, and teach contextualized math skills. The Minnesota Building Trades Council will teach the MC3 curriculum, and the Operating Engineers and Iron Workers will teach OSHA 10 as well as providing hands-on exposure to specific trades. Employers are key partners throughout this project. Employer partners inform the occupations in highest demand, offer

worksite visits, conduct mock interviews, and give priority to graduates when hiring. Our employer partners for construction are Northland Constructors, Kramer North America, and Ames Construction.

### **Participant Recruitment, Intake, and Retention Strategy**

SOAR has over 35 years of experience helping no-to-low-to-moderate income individuals increase their work readiness skills, obtain a degree, certification and/or credential, and gain and maintain sustainable employment. Previous apprenticeship prep training offered in partnership with the Carpenters served 51 individuals, with a 71% graduation rate. Nineteen graduates entered employment, with 13 of those entering registered apprenticeship. Outcomes of SOAR's Building Strong Communities Spring 2021 pilot project include: 60% enrolled in training demonstrated measurable increase in work readiness skills, 60% enrolled in skills training obtained a credential, certification, or degree, and to date 60% have entered apprenticeship and/or obtained employment at an average of \$17.93/hour.

**Outreach and Recruitment** In partnership with DWD, SOAR will recruit through outreach to community partners, including BIPOC-led organizations like AICHO, Thunderbird/Wren House, NAACP, Family Freedom Center, and Family Rise Together, as well as Community Action Duluth, Life House, and TERO offices. DWD will also assist with earned and social media outreach, and referrals from MFIP, SNAP, and our youth program. A key strategy is outreach conducted by Community Liaisons. DWD has a team of four liaisons who are deeply connected to the BIPOC community. They assist with outreach and recruitment and serve as trusted advisors to help with navigating barriers to employment. In addition, On-ramp to Career Pathways will be a key source of potential participants.

**Intake** Navigators collect demographic information, education and work history, and potential barriers to employment. Participants take the Employability Measure (EM), an assessment used to identify areas that may affect their ability to obtain & retain employment. Navigators support participants to address barriers

identified in the EM to find safe & stable housing, address job search with a criminal background, help line up daycare options, secure reliable transportation, and secure identification documents.

Prior to enrollment, participants will complete the **CASAS** assessment administered by ABE.

Participants will complete the **Holland Code assessment** to help identify career fields that best fit their personality & interests. Assessment results will inform participants' **Individualized Employment Plan**, leading them to a career pathway that meets their skills, interests, and abilities. Participants demonstrating employability and interest will enroll and receive curriculum/content will be **contextualized** for the construction industry and include the following topics: Trades-based math, construction industry orientation and awareness, tool and materials of the building trades, OSHA 10 certification and safety, blueprint reading, physical and financial health, the history of labor, diversity awareness and sexual harassment and green instruction techniques and standards. Hands-on training at apprenticeship facilities is a key component, led by the Operating Engineers and Iron Workers. Participants will also interview with union representatives, and engage with industry employers through mock interviews, presentations, and work site tours.

Participants will then work with their Navigator to enter into employment and/or union apprenticeship. Upon placement, Navigators maintain contact at least monthly for at least three months to assist participants in addressing any new barriers that may threaten long-term employment and ensure employment retention. To support retention, participants will receive incentives in the form of gas-only or retail cards at one (\$25), two (\$25), and three (\$50) months of employment/apprenticeship. Incentives are provided with proof of employment (pay stub) and/or apprenticeship (state-issued apprenticeship agreement) and proper internal documentation.

#### **Budget/Fiscal Capacity**

This proposal offers an effective and productive way to use Pathways to Prosperity funds. Building Strong Communities brings multiple partners under one comprehensive program that actively integrates with both On-ramp and Individualized pathways. Through these integrated partnerships and programs, we create a comprehensive model that offers training linked to employment opportunities, access to further education, academic support, and wraparound services that continue through at least 90 days post-placement. **Direct Services** will support outreach and recruitment, assessment, orientation, case management, job placement, and retention support. **Direct Services-ABE** will support the assessment and instruction provided by Duluth Adult Education. **Direct Customer Training** will support technical instruction leading to an industry-recognized credential. **Support Services** includes participant support in alignment with DWD and SOAR policy. **Administrative** costs support grant administration and partner oversight, and do not exceed 10% of total costs.

The City of Duluth has been providing workforce services since 1968. With a total annual budget of \$3.2 million and a staff of 17, the Workforce Development Department is the lead implementer of workforce services for Local Area 4. In addition to convening the Duluth Workforce Development Board, we also co-chair the Regional Leadership Team implementing workforce initiatives for Region 2. The work of the department is overseen by the Director, who is part of the Mayor's leadership team and has more than a decade of leadership experience and a long career in youth and workforce development. Both DWD and SOAR are staffed by full time employment counselors with many years of experience in employment services and program implementation. Their work is supported by an Operations Manager who is responsible for contract, budget, and program oversight, and a .25 FTE dedicated staff member in the auditor's office who is responsible for fiscal management. SOAR has been a 501(c)3 for 38 years with an annual budget of over \$1

million this fiscal year. Fiscal policies are updated annually, and the organization is fully insured and audited every year.

**Leveraged Funds** This project will effectively and efficiently utilize a mix of P2P and leveraged funds to provide high-quality apprenticeship readiness training with strong connections to employment and further training.

By

structuring training using a cohort model, we are able to provide concentrated, wraparound support to ensure participants can successfully complete training and move on to employment. Additional funds to provide continuity of services before and after participation in the Bridge program will be leveraged by co-enrolling participants with WIOA Youth and Adult, CDBG, and other local grants. All partners are tapping into other resources to provide in-kind administrative and program management support. ABE will provide in-kind support for curriculum design and program administration. Union partners will provide in-kind support in the form of classroom space and materials. Employer time engaging in training is also in-kind. Leveraged funds will allow us to sustain some level of services to eligible populations beyond the grant period, and we will continue to seek out other resources to sustain our community career pathways model in the long-term.

## Attachment 1. Work Plan

Complete the Work Plan as applicable to your proposal. Use additional pages as necessary. Data entered must be numeric and must be cumulative ("snowball") from quarter to quarter. "Average Increase in Wage/Earnings" is the difference between the average enrollment wage and average exit wage, as documented in the *Demographic Summary Report* in Workforce One-this is an average of all enrolled participants.

	Period 1: Grant Start Date through 12/31/21	Period 2: Grant Start Date through 03/31/22	Period 3: Grant Start Date through 06/30/22	Period 4: Grant Start Date through 09/30/2022
Total Participant Enrollments	0	10	17	17
Total participants enrolled in training	0	7	15	15
Total participants completing training	0	0	13	13
Industry-recognized Credentials attained	0	0	13	13
Exits to Employment ( <i>job placement</i> )	0	0	2	2
<ul style="list-style-type: none"> <li>Exits to Employment related to training industry sector(s)</li> </ul>	0	0	2	2
<ul style="list-style-type: none"> <li>Exits to Employment at or above \$15/hour</li> </ul>	0	0	2	2
Average increase in wage per hour ( <i>indicated by \$/hour increase</i> )	\$0	\$0	\$6.00	\$6.00
Participants exited to Post-Secondary programs	0	0	0	0
Participants transferred to second year funding	N/A	N/A	N/A	13
All other exits	0	0	1	2
All exits-Total	0	0	3	17

## Attachment 2: Budget

Please complete budget form in **cumulative manner**. Leveraged funds are not required, however grantees are encouraged to leverage federal, private, or other funds. You are also not required to use all cost categories. Please see [“Fiscal – Guidance on Cost Category Definitions”](#) to determine how to categorize expenditures.

**TOTAL COST PER PARTICIPANT \$7,201** (Total award divided by the total number of participants)

Total DEED Funds Requested						
Office Use Only	Cost Category	Period 1: Grant Start Date through 12/31/2021	Period 2: Grant Start Date through 03/31/2022	Period 3: Grant Start Date through 06/30/2022	Period 4: Grant Start Date through 09/30/2022	Total Leveraged Funds <sup>1</sup> (if applicable)
833	Administrative Costs <sup>2</sup>	\$ -	\$ 4,080	\$ 8,160.67	\$ 12,241	\$ 6,121
885	Direct Services	\$ -	\$ 14,871	\$ 29,742	\$ 44,613	\$ 48,605
886	Direct Services-WR-GED-ABE	\$ -	\$ 2,803	\$ 5,606.67	\$ 8,410	\$ 3,000
838	Direct Customer Training	\$ -	\$ 17,917	\$ 35,833.33	\$ 53,750	\$ -
828	Support Services Costs	\$ -	\$ 1,133	\$ 2,266.67	\$ 3,400	\$ 2,000
	<b>Total:</b>	\$ -	\$ 40,804	\$ 81,609.34	\$ 122,414	\$ 59,726
						\$ 182,140

<sup>1</sup> Leveraged funds are non-DEED funds (e.g., cash, in-kind contributions, or other state, federal, or private funds).

<sup>2</sup> Administrative costs cannot exceed 10% of total funds requested.



### Attachment 3. Partnership Chart

List all partner organizations that will contribute to the proposed services with/without compensation. Add additional lines as necessary. Signed letters of intent/support to contract(s) from partners explaining what they will contribute and their responsibility in operations **are required for each partner.**

*If a partner has a potential conflict of interest, such as providing donations to the applicant or sitting on the applicant's board of directors, attach a letter of disclosure explaining the relationship of the partner to the grantee organization*

Type of Organization (e.g. employer, educational institution, non-profit, etc.)	Name and Address of Organization	Type of Commitment: (Case Mgmt., Training, Accounting time, Staff, Resources, Space, Referrals, etc.)	Key Contact Person and Telephone Number	Letter of Support or Intent Enclosed as required	Conflict of Interest Disclosure Letter Required?	Anticipated total amount of compensation from Grant <sup>3</sup>	Responsible for Workforce One Data Entry
Non-Profit, Community Based Organization	SOAR Career Solutions 205 W. 2 <sup>nd</sup> Street, Suite 101, Duluth, MN 55802	Case management/ navigation support, intake and assessments, job search and retention support.	Emily Edison 218.722.3126	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$41,646	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MDE ABE/Education Institution	Duluth Adult Education	CASAS assessments curriculum development, contextualized instruction	Angie Frank 218.336.8790	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$8,410	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Non-profit Community-based Organization	Community Action Duluth 2424 W. 5 <sup>th</sup> St. #102, Duluth, MN 55806	Development and delivery of financial literacy training, C.N.A training	Jeff Longenecker 218.726.1665	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$135	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

<sup>3</sup> Subrecipients receiving over \$50,000 must be monitored by your organization. All subrecipient monitoring and contract documents must be made available to DEED upon request.

Employer	Northland Construction 4843 Rice Lake Road, Duluth, MN 55803	Inform curriculum, engage with training class Special consideration for employment after graduation	Craig Ploetz 218.722.8170	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Employer	Ames Construction 2500 County Road 42 West Burnsville, MN 55337	Inform curriculum, engage with training class Special consideration for employment after graduation	Megan Holland 612-490-1842	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Employer	Kramer North America 1020 Cliff Rd West Burnsville, MN 55337	Inform curriculum, engage with training class Special consideration for employment after graduation	Ashley Shelton 952-495-6130	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$0	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Training Provider/ Building Trades	Minnesota Building Trades Council 353 W. 7 <sup>th</sup> St, Room 105 St Paul, MN 55102	Technical instruction leading to MC3 certification	Tom Dicklich 651-287-9999	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$22,500	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Training Provider/ Building Trades	Ironworkers Local Union #512 851 Pierce Butler Route, St. Paul, MN 55104	Hands-on training, exposure to the trade, assistance with apprenticeship placement	Barry Davies 651.489.1488	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$11,500	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Training Provider/ Building Trades	IUOE Local49 40276 Fishtail Rd., Hinckley, MN 55037	Hands-on training, exposure to the trade, assistance with apprenticeship placement	Jenny Winkelaar 612.368.5933	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	\$10,000	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

# TERMS & CONDITIONS

## DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED) – EMPLOYMENT & TRAINING PROGRAMS (ETP) DIVISION

This attachment provides the 1.) Contacts, 2.) Funding Information and Limitations, 3.) Items required during the Grant Period, 4.) Special Administrative Provisions Required, and 5.) Annual Items, sent on First Award of Fiscal Year.

### 1.) CONTACTS:

Marc Majors  
Director, Employment & Training Programs  
(651) 259-7595  
[Marc.Majors@state.mn.us](mailto:Marc.Majors@state.mn.us)

Enock Kakuuku  
Adult Career Pathways Program Coordinator  
(651) 259-7581  
[Enock.Kakuuku@state.mn.us](mailto:Enock.Kakuuku@state.mn.us)

Nancy Omondi  
Director of Adult Programs  
(651) 259-7525  
[Nancy.Omondi@state.mn.us](mailto:Nancy.Omondi@state.mn.us)

Jenilee Drilling  
Adult Career Pathways Program Coordinator  
(651) 259-7530  
[Jenilee.Drilling@state.mn.us](mailto:Jenilee.Drilling@state.mn.us)

Ann Meyers  
Supervisor, Adult Career Pathways  
(651) 259-7174  
[Ann.Meyers@state.mn.us](mailto:Ann.Meyers@state.mn.us)

Vanessa Roman  
Adult Career Pathways Program Coordinator  
(651) 259-7578  
[Vanessa.Roman@state.mn.us](mailto:Vanessa.Roman@state.mn.us)

#### Fiscal/ Monitoring Contacts

Shannon Rolf  
Supervisor/Monitoring  
(651) 259-7574  
[Shannon.Rolf@state.mn.us](mailto:Shannon.Rolf@state.mn.us)

Colleen Schwab  
Fiscal/Finance Activities  
(651)-259-7589  
[Colleen.Schwab@state.mn.us](mailto:Colleen.Schwab@state.mn.us)

#### **Reimbursement Payment Request (RPR) Submittal Address:**

[DEED.FSR@State.mn.us](mailto:DEED.FSR@State.mn.us)

#### **Workforce One website for submitting service desk ticket:**

<https://apps.deed.state.mn.us/survey/ticket.shtml>

### 2.) FUNDING INFORMATION AND LIMITATIONS:

**DUNs Number:** Grantee must be registered and current with <https://www.sam.gov/portal/SAM/#1>

**Cost Category Definitions:** See Planning instructions

**Administration Limit:** No more than ten percent (10%) may be expended for administration

### 3.) ITEMS REQUIRED DURING THE GRANT PERIOD:

**Grant Program Monitoring Guide**– Complete and return to program monitor when instructed to do so.

**As applicable, Monthly Reimbursement Payment Request (RPR) – Template (for completion)** – Due no later than the 20th of the month following the preceding month end (i.e. July 2018 RPR is due August 20, 2018). Report accrued monthly expenditures.

**Progress Report Format** – Completed Quarterly

### 4.) SPECIAL ADMINISTRATIVE PROVISION REQUIRED:

Grantees must conduct at least one monitoring visit and complete a financial reconciliation of expenditures for their subrecipients receiving over \$50,000 in State funds. The monitoring and financial reconciliation must be completed before final payment is made ([Policy Number: 08-10, Policy on Grant Monitoring, Rev. 2016](#)). The Code of Federal Regulations (CFR) outlines monitoring and auditing requirements for subrecipients of federal awards ([2CFR 200.311](#)). Grantees are responsible for review, interpretation, and application of these regulations.

### 5.) ANNUAL ITEMS, SENT ON FIRST AWARD OF FISCAL YEAR:

*If you have multiple grants with DEED Employment and Training, these items are only required to be submitted by the organization once per fiscal year, regardless of the number of grants.*

**Fiscal Monitoring Guide** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**Annual Assessment** - Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**EO ADA Annual Assessment** – Complete and return to [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) within 30 days from receipt of grant package

**P2P Work Plan Summary**
**SFY22 + SFY 23 Cumulative Totals**
**Exhibit E**

P2P Grant	Program Component	Career Pathway Link	SFY22 & SFY23 Planned Participants Served - Total	SFY22 & SFY23 Planned Participants Enrolled in Training - Total	SFY22 & SFY23 Planned Participants Completing Training - Total	SFY22 & SFY23 Planned Participants Placed in Employment	Agency - Enrollment/ Case Management	Agency - Instruction	Employer Partners
On-Ramp	Certificates: Mind Over Matters/Career Quest	Employment, BSC, healthcare or Individualized	75	60	48	26	SOAR	SOAR	Healthcare: Essentia, St. Luke's
	Contextualized reading/math							ABE	Construction: Northland Constructors, Ames, Kramer NA, IUOE local 49, Ironworkers 512
	Orientation to Career Pathway Options (Tools of the Trades, Intro to Manufacturing, Healthcare)							SOAR	Manufacturing: SCS Interiors, ME Global, Altec
Bridge	Intro to healthcare (4 hrs, 5 workshops per year)	n/a					n/a	DWD/LSC	n/a
	Building Strong Communities (OSHA 30, MC3)	Union apprenticeship	35	30 (2 cohorts)	26	23	SOAR	SOAR/ABE	Northland, KA, Operating Engineers, Ironworkers
	C.N.A. at LSC	LPN/RN	36	30 (3 cohorts)	26	23	30% SOAR/70% DWD	LSC/ABE	
	TMA	LPN/RN	20 (18 from C.N.A. class)	20 (2 cohorts)	18	n/a	30% SOAR/70% DWD	LSC/ABE	Chris Jensen, Ecumen
	C.N.A. at CAD	LPN/RN	20	20 (2 cohorts)	17	15	70% SOAR/30% DWD	CAD/ABE	Benedictine
	Health Services	MA	28	24 (2 cohorts)	20	18	40% SOAR/60% DWD	LSC/ABE	Essentia/St. Lukes
Individualized	CDL A	Employment	24	12	20	20	DWD	LSC	Halvor, MNDoT
	IT	Employment or further education		LSC				CW or Citon	
	Other healthcare degrees	LSC		Essentia/St. Lukes					
	Manufacturing degrees	LSC		Cirrus, Altec					

**P2P Work Plan Summary**
**SFY22 Year One**

			SFY22 Planned Participants Served - Year One	SFY22 Planned Participants Enrolled in Training - Year One	SFY22 Planned Participants Completing Training - Year One	SFY22 Planned Participants Placed in Employment	Agency - Enrollment/ Case Management	Agency - Instruction	
P2P Grant	Program Component	Career Pathway Link							Employer Partners
On-Ramp	Certificates: Mind Over Matters/Career Quest	Employment, BSC, healthcare or Individualized	40	32	26	12	SOAR	SOAR	Healthcare: Essentia, St. Luke's
	Contextualized reading/math Orientation to Career Pathway Options (Tools of the Trades, Intro to Manufacturing, Healthcare)							ABE	Construction: Northland Constructors, Ames, Kramer NA, IUOE local 49, Ironworkers 512
								SOAR	Manufacturing: SCS Interiors, ME Global, Altec
Bridge	Intro to healthcare (4 hrs, 5 workshops per year)	n/a				n/a	n/a	DWD/LSC	n/a
	Building Strong Communities (OSHA 30, MC3)	Union apprenticeship	17	15 (1 cohort)	13	11	SOAR	SOAR/ABE	Northland, KA, Operating Engineers, Ironworkers
	C.N.A. at LSC	LPN/RN	12	10 (1 cohort)	27	24	30% SOAR/70% DWD	LSC/ABE	
	TMA	LPN/RN	10 (9 from C.N.A. class)	1 (1 cohort)			30% SOAR/70% DWD	LSC/ABE	Chris Jensen, Ecumen
	C.N.A. at CAD	LPN/RN	10	10 (1 cohort)			70% SOAR/30% DWD	CAD/ABE	Benedictine
	Health Services	MA	14	12 (1 cohort)			40% SOAR/60% DWD	LSC/ABE	Essentia/St. Lukes
Individualized	CDL A	Employment	12	6	10	8	DWD	LSC	Halvor, MNDoT
	IT	Employment or		LSC				CW or Citon	
	Other healthcare degrees	further		LSC				Essentia/St. Lukes	
	Manufacturing degrees	education		LSC				Cirrus, Altec	

**P2P Work Plan Summary**
**SFY23 Year Two**

P2P Grant	Program Component	Career Pathway Link	SFY23 Planned Participants Served - Year Two	SFY23 Planned Participants Enrolled in Training - Year Two	SFY23 Planned Participants Completing Training - Year Two	SFY23 Planned Participants Placed in Employment	Agency - Enrollment/ Case Management	Agency - Instruction	Employer Partners
On-Ramp	Certificates: Mind Over Matters/Career Quest	Employment, BSC, healthcare or Individualized	35	28	23	14	SOAR	SOAR	Healthcare: Essentia, St. Luke's
	Contextualized reading/math Orientation to Career Pathway Options (Tools of the Trades, Intro to Manufacturing, Healthcare)							ABE	Construction: Northland Constructors, Ames, Kramer NA, IUOE local 49, Ironworkers 512
								SOAR	Manufacturing: SCS Interiors, ME Global, Altec
Bridge	Intro to healthcare (4 hrs, 5 workshops per year)	n/a					n/a	DWD/LSC	n/a
	Building Strong Communities (OSHA 30, MC3)	Union apprenticeship	18	15 (1 cohort)	13	12	SOAR	SOAR/ABE	Northland, KA, Operating Engineers, Ironworkers
	C.N.A. at LSC	LPN/RN	24	20 (2 cohorts)	37	33	30% SOAR/70% DWD	LSC/ABE	
	TMA	LPN/RN	10 (9 from C.N.A. class)	1 (1 cohort)			30% SOAR/70% DWD	LSC/ABE	Chris Jensen, Ecumen
	C.N.A. at CAD	LPN/RN	10	10 (1 cohort)			70% SOAR/30% DWD	CAD/ABE	Benedictine
	Health Services	MA	14	12 (1 cohort)			40% SOAR/60% DWD	LSC/ABE	Essentia/St. Lukes
Individualized	CDL A	Employment	12	6	10	12	DWD	LSC	Halvor, MNDoT
	IT	Employment or further		6				LSC	CW or Citon
	Other healthcare degrees	education						LSC	Essentia/St. Lukes
	Manufacturing degrees	LSC						Cirrus, Altec	

**P2P Partner Roles and Responsibilities Summary  
State Fiscal Year 22 & State Fiscal Year 23**

**Exhibit F**

<b>Role and Responsibility</b>	<b>Duluth Workforce Development</b>	<b>SOAR Career Solutions</b>	<b>Lake Superior College</b>	<b>Adult Basic Education</b>
<b>Recruitment</b>	<p>Conduct outreach and recruitment through a variety of channels</p> <p>Conduct eligibility screening and finalize class participant list</p>	<p>Conduct outreach and recruitment through a variety of channels</p> <p>Conduct eligibility screening and finalize class participant list</p>	<p>Share information about training through available communication channels</p> <p>Refer interested individuals to DWD and/or SOAR for eligibility screening</p> <p>Provide clear guidelines for requirements/prerequisites for LSC component of training</p>	<p>Share information about training through available communication channels</p> <p>Refer interested individuals to DWD and/or SOAR for eligibility screening</p>
<b>Enrollment</b>	<p>Enroll participants in grant through Workforce One, ensuring all required paperwork is complete and prior to incurring any expenses</p> <p>Assist students in completing LSC enrollment steps by deadline</p>	<p>Enroll participants in grant through Workforce One, ensuring all required paperwork is complete and prior to incurring any expenses</p> <p>Assist students in completing LSC enrollment steps by deadline</p>	<p>Clearly communicate all enrollment process steps to partners</p> <p>Ensure all students are enrolled at LSC by the start of class</p> <p>Pro-actively communicate with DWD and SOAR case managers about enrollment problems/barriers to ensure they are resolved before class starts</p>	<p>Administer TABE test prior to enrollment</p> <p>Allow class time to complete LSC enrollment steps if needed</p>

**P2P Partner Roles and Responsibilities Summary  
State Fiscal Year 22 & State Fiscal Year 23**

**Exhibit F**

<b>Role and Responsibility</b>	<b>Duluth Workforce Development</b>	<b>SOAR Career Solutions</b>	<b>Lake Superior College</b>	<b>Adult Basic Education</b>
<b>On-ramp Portion</b>	<p>Refer applicants testing below a 6<sup>th</sup> grade level on reading or math, or requiring basic computer literacy skills, to ABE for skill development</p> <p>Provide basic work readiness skill development through CareerForce workshops</p>	<p>Refer applicants testing below a 6<sup>th</sup> grade level on reading or math, or requiring basic computer literacy skills, to ABE for skill development</p> <p>Provide basic work readiness skill development through Mind Over Matters and CareerQuest</p>	No role during on-ramp	Provide math, reading, and digital literacy instruction to on-ramp participants
<b>Bridge and Integrated Instruction Portion</b>	<p>Regularly check in with students and instructor on progress and support needs</p> <p>Communicate with instructors to help track attendance and follow up with students who are struggling in class</p>	<p>Regularly check in with students and instructor on progress and support needs</p> <p>Communicate with instructors to help track attendance and follow up with students who are struggling in class</p>	<p>Provide ABE instructor with class outline and materials to support pre-training preparation</p> <p>Track student attendance using sign-in sheets</p> <p>Communicate with job counselors to help track attendance and follow up with students who are struggling in class</p> <p>Provide effective and engaging career skills instruction in Health Services, CAN, CDL, carpentry, and machine operating</p> <p>Hire and provide adequate orientation and training on LSC</p>	<p>Communicate with job counselors to help track attendance and follow up with students who are struggling in class</p> <p>Provide bridge instruction as part of each training cohort</p> <p>Participate in curriculum and lesson planning coordination between LSC and ABE instructors</p> <p>Provide open lab and in class support to students to ensure learning objectives are achieved</p> <p>Assist LSC instructor in differentiating instruction to serve different students' needs</p>

**P2P Partner Roles and Responsibilities Summary  
State Fiscal Year 22 & State Fiscal Year 23**

**Exhibit F**

<b>Role and Responsibility</b>	<b>Duluth Workforce Development</b>	<b>SOAR Career Solutions</b>	<b>Lake Superior College</b>	<b>Adult Basic Education</b>
			<p>systems and processes to LSC instructors</p> <p>Participate in planning for curriculum and classroom integration between LSC and ABE instructors</p>	<p>Support individual and group work; Provide technology assistance</p> <p>Support students in developing study and test taking skills</p> <p>Assist students in catching up after an absence</p>
<b>Job Readiness</b>	<p>Provide one-on-one job readiness counseling to participants</p> <p>Assist participants in creating resumes and cover letters and addressing barriers to employment</p>	<p>Provide one-on-one job readiness counseling to participants</p> <p>Assist participants in creating resumes and cover letters and addressing barriers to employment</p>	<p>Ensure training curriculum effectively teaches skills required to succeed on the job</p>	<p>Assist in providing job readiness instruction</p>
<b>Job Placement</b>	<p>Provide one-on-one job placement support to participants</p> <p>Work with LSC instructors to coordinate employer participation during training classes</p>	<p>Provide one-on-one job placement support to participants</p>	<p>Work with DWD to coordinate employer participation during training classes</p>	<p>n/a</p>
<b>Grant Management</b>	<p>Provide overall budget oversight</p> <p>Convene and facilitate partner coordination meetings</p>	<p>Fulfill recruitment, enrollment, and placement goals laid out in sub recipient agreement</p> <p>Participate in partner coordination meetings</p>	<p>Actively participate in partner coordination meetings</p> <p>Assist in problem solving to ensure quality of student experience</p>	<p>Actively participate in partner coordination meetings</p> <p>Assist in problem solving to ensure quality of student experience</p> <p>Designate point person to manage all components of program</p>



**P2P Partner Roles and Responsibilities Summary  
State Fiscal Year 22 & State Fiscal Year 23**

**Exhibit F**

<b>Role and Responsibility</b>	<b>Duluth Workforce Development</b>	<b>SOAR Career Solutions</b>	<b>Lake Superior College</b>	<b>Adult Basic Education</b>
		<p>Designate point person to manage all components of program implementation including tracking timelines and deadlines</p> <p>Assist in problem solving to ensure quality of student experience</p>	<p>Designate point person to manage all components of program implementation including tracking timelines and deadlines</p>	<p>implementation including tracking timelines and deadlines</p>

**P2P Sub-Recipient Monitoring Schedule - SOAR**  
**Grant Dates: start date through June 30, 2023**

**Exhibit G**

	SFY22 - start date through Sept. 30, 2022		SFY23 - July 1, 2022 through June 30, 2023			
Sub-Recipient Monitoring Schedule	Jan-March 2022	April-June 2022	July-Sept 2022	Oct-Dec 2022	Jan-March 2023	April-June 2023
<b>Fiscal Monitoring (Once per SFY)</b>						
On Ramp to Career Pathways Program			planned	planned		
Bridge to Healthcare Careers			planned	planned		
Bridge - Building Strong Communities			planned	planned		
<b>Program Monitoring (Quarterly)</b>						
On Ramp to Career Pathways Program	planned	planned	planned	planned	planned	planned
Bridge to Healthcare Careers	planned	planned	planned	planned	planned	planned
Bridge - Building Strong Communities	planned	planned	planned	planned	planned	planned



## Annual

# Administrative and Fiscal Monitoring Guide

To be completed by Employment and Training Program Providers/Grantees

Returned to the [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us) e-mail account.

State Fiscal Year (SFY) ~~2022~~ **Example**

Program Year (PY) ~~2021~~ **Example**

Minnesota Department of  
Employment and Economic Development  
Employment and Training Programs Division  
Fiscal/Monitoring Unit

Updated June 28, 2021

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## APPLICANT/GRANTEE INFORMATION

Name of person submitting the form: Enter the name of the person submitting this form.

E-mail address: Enter e-mail address.

Agency: Enter name of organization.

Date Guide Completed: Enter the date the guide was completed.

## ALTERNATIVE FORMATS

This guide is available in alternative format(s) upon request. To arrange to receive this guide in an alternative format, please contact:

**Name of Contact:** Karen Lilledahl

**E-mail:** [Karen.lilledahl@state.mn.us](mailto:Karen.lilledahl@state.mn.us)

**Phone Number:** 651-259-7089      **TTY:** 651-296-3900

## INTRODUCTION

This guide is one of the tools used to determine whether the Minnesota Department of Employment and Economic Development's (DEED) providers/grantees (referred to as grantee, moving forward) have developed and implemented sound administrative, financial and accounting strategies, policies, procedures, and systems to ensure the grantee (itself as an entity) and any subgrantees have the administrative and fiscal capacity, and financial health to carry out the activities of the grant, serve grant participants, manage the grant funds, and segregate the multiple funding sources to ensure optimal use of the grant funds. Monitoring is not only to be carried out by DEED at the grantee level, but also by the grantee at the subgrantee level.

The Annual Assessments/Local Unified Plan (as applicable), Equal Opportunity (EO) and Americans with Disabilities Act (ADA) Annual Assessment, and program monitoring reports, etc. will be reviewed as they relate to the various sections of this Guide.

## INSTRUCTIONS

Employment and Training Program (ETP) grantees are required to submit an Annual Administrative Fiscal Monitoring Guide to the Minnesota Department of Employment and Economic Development (DEED) to receive and continue to receive federal, state, and other funding.

The character field to key your answer in is depicted with instructions written in dark blue font, and a gray background will show when you hover over it.

Return this populated guide to: [WSCD.Notifications@state.mn.us](mailto:WSCD.Notifications@state.mn.us), with the following attachments, which are written in red font:

- **Liability Insurance Certificate**
- **Most recent audit report, if not on file with DEED.**
- **Inventory list of equipment and other purchases made with DEED grant funds (over \$5,000 per item).**
- **Organizational chart for the agency.**
- **Chart of accounts related to DEED's grants.**

**All sections of this guide must be completed by the grantee.**

## STAFF, COMMENTS, QUESTIONS

To be completed by the grantee.

Grantee staff completing this guide:

1. Name: Enter grantee name.  
Title: Enter grantee title.  
E-mail Address: Enter grantee e-mail address.
2. Name: Enter grantee name.  
Title: Enter grantee title.  
E-mail Address: Enter grantee e-mail address.
3. Name: Enter grantee name.  
Title: Enter grantee title.  
E-mail Address: Enter grantee e-mail address.

Comments from the provider/grantee: Enter comments.

Questions for DEED staff: Enter questions here.

If you have any questions, comments, or concerns related to this guide, please contact your monitor (as indicated in the grant Terms and Conditions), or Chris Ortega at [Chris.Ortega@state.mn.us](mailto:Chris.Ortega@state.mn.us).

## REFERENCES

### Uniform Guidance 2CFR 200

#### Subpart D:

- Standards for Financial and Program Management (200.302 to 200.303)
- Payment (200.305)
- Procurement Standards (200.318 to 200.321)
- Performance & Financial Monitoring and Reporting (200.327 to 200.328)
- Uniform Guidance 2 CFR 200 (200.33)

#### Subpart F:

- Management Decision Letters (200.66)
- Sanctions (200.505)
- Audit Findings Follow-up (200.511)
- Audit Reporting (200.515)
- Criteria for a low-risk auditee (200.520)

### Single Audit Act of 1996

### Minnesota Office of Grants Management Policies and Statutes

- Policy 08-01: Grants Conflict of Interest
- Policy 08-03: Publicizing Grants Notices and Requests for Proposal (rev. 2012)
- Policy 08-06: Financial Review of Nongovernmental Organizations (rev.12-2016)
- Policy 08-08: Grant Payments (rev. 10-2013)
- Policy 08-10: Grant Monitoring (rev. 12-2016)

### Conflict of Interest Minnesota Statute 10A.07

### Minnesota Data Privacy Practices

### Salary and Bonus Limitations (if applicable)

### WIOA Part 683-Administrative Provisions Under Title 1 of the Workforce Innovation and Opportunity Act

## INTERNAL CONTROLS

Per Uniform Guidance, below is a list of required written policies and procedures. Please check the box if you have these policies and enter the most recent policy date.

☐ Payments - (2 CFR 200.302(b)(6) and 2 CFR 200.305, **Dated:** Enter the date the policy was most recently updated.

☐ Allowable Costs - 2 CFR 200.302(b)(7), **Dated:** Enter the date the policy was most recently updated.

## Exhibit H - Example

- ☐ Procurement - 2 CFR 200.318, **Dated:** Enter the date the policy was most recently updated.
- ☐ Competition - 2 CFR 200.319, **Dated:** Enter the date the policy was most recently updated.
- ☐ Method of Evaluation and Selection - 2 CFR 200.320, **Dated:** Enter the date the policy was most recently updated.
- ☐ Compensation-Personal Services - 2 CFR 200.430, **Dated:** Enter the date the policy was most recently updated.
- ☐ Compensation-Fringe Benefits - 2 CFR 431, **Dated:** Enter the date the policy was most recently updated.
- ☐ Employee Relocation Costs - 2 CFR 200.464, **Dated:** Enter the date the policy was most recently updated.
- ☐ Travel Costs - 2 CFR 200.474, **Dated:** Enter the date the policy was most recently updated.

1. Does the grantee have the following internal controls in place to provide reasonable assurance that grant operations will achieve the following objectives?

Effectiveness and efficiency of operations? ☐ Yes ☐ No

Reliability of reporting for internal and external use? ☐ Yes ☐ No

Compliance with applicable laws and regulations? ☐ Yes ☐ No

Do the policies and procedures above reflect proper segregation of duties?

☐ Yes ☐ No

2. Are duties for the following tasks segregated?

Recording ☐ Yes ☐ No

Custodian ☐ Yes ☐ No

Authorizing ☐ Yes ☐ No

Reconciliation ☐ Yes ☐ No

If not, do you have compensating controls in place to mitigate the internal control risk?

☐ Yes ☐ No

**Note:** A compensating control is an alternative control that if the primary control fails, there are other controls in place to mitigate any risk.

## ACCOUNTING SYSTEMS

1. Is a chart of accounts or accounting structure maintained?  
☐ Yes ☐ No
2. Are funds adequately segregated for grant fund reporting?  
☐ Yes ☐ No



3. Is an accrual accounting system used?  
☐ Yes ☐ No  
If not, do you report on an accrual basis?  
☐ Yes ☐ No

**Definition of accrual:** method under which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the liability is incurred. Most government accounting follows this method.

## PETTY CASH SYSTEM

1. Does your organization have petty cash?  
☐ Yes ☐ No ☐ N/A  
If yes, please answer the following:
- a. Are the replenishments appropriately allocated to DEED's funds?  
☐ Yes ☐ No
  - b. How much money is kept in petty cash?  
Enter how much money your organizations keeps in petty cash.
  - c. How is petty cash safeguarded?  
Enter how your organization safeguards petty cash.
  - d. How often is petty cash reconciled or replenished?  
Enter how frequently your organization reconciles or replenishes petty cash.

## CASH RECEIPT AND DISBURSEMENT SYSTEM

1. Is there adequate segregation of duties between cash receipts and disbursements?  
☐ Yes ☐ No
2. Is there adequate documentation to support all expenses reported on the general ledger?  
☐ Yes ☐ No
3. Are there policies and procedures in place to identify and recapture improper payments?  
☐ Yes ☐ No  
If no, what process is in place to identify and recapture improper payments?  
If no, enter what process is in place to identify and recapture improper payments.
4. Are vendor invoices compared and reconciled to purchase orders?  
☐ Yes ☐ No  
If no, why not?  
If not, enter in why your organization doesn't compare and reconcile invoices to purchase orders.

5. Are invoices authorized for payment?  
☐Yes ☐No  
If no, why not?  
If not, enter in why your organization doesn't authorize invoices for payment.
6. Are vendor account balances reviewed?  
☐Yes ☐No  
If no, why not?  
If not, enter in why your organization doesn't review vendor account balances.
7. Are your bank account(s) covered by FDIC or FSLIC?  
☐Yes ☐No  
If yes, for what amount?  
If yes, enter in the dollar amount of your organization's FDIC or FSLIC coverage.
8. Does the amount kept in any account exceed the FDIC or FSLIC coverage?  
☐Yes ☐No  
If yes, how are the funds in excess insured from loss?  
If yes, enter how the funds in excess are insured from loss.
9. Are receipts deposited immediately?  
☐Yes ☐No

## REPORTING

1. Which monthly fiscal request is submitted to DEED?  
☐Financial Status Report (FSR)/Cash Advance Payment Request (CAPR)  
☐Reimbursement Payment Request (RPR)
2. Are there policies and procedures in place to ensure accurate financial reporting?  
☐Yes ☐No
3. Are there policies and procedures in place to ensure that the reporting system is safeguarded, and security is limited to the appropriate staff?  
☐Yes ☐No

## PROGRAM INCOME

### (REFERENCE 2 CFR200.80 OF THE OMB UNIFORM GUIDANCE)

Program Income – The grant recipient's written program income policy and procedures describe the allowability of costs in accordance with [Subpart E – Cost Principles](#) and have been issued to key personnel and, if applicable, subgrantees. (U.S. DOL Employment and Training Administration, Core Monitoring Guide).

1. Do you have program income?  
☐Yes ☐No  
If yes, please answer the following questions:

- a. Do you have policies and procedures for program income requirements?  
☐Yes    ☐No
- b. Do you have a system in place to record and expend program income?  
☐Yes    ☐No
- c. Do you expend program income before expending grant funds?  
☐Yes    ☐No

## **COST CLASSIFICATION/PRINCIPALS**

Cost Principals - There is written evidence that costs being allocated to the grant are allowable, being treated consistently over time and within the accounting system, are necessary, reasonable, and allocated to the grant based on benefit received.

- 1. Have written and uniform cost classifications for each cost category been developed?  
☐Yes   ☐No
  - a. If yes, do you verify that these classifications are properly adhered to by subgrantee(s), if applicable?  
☐Yes    ☐No   ☐N/A
  - b. If no, then please explain why the cost classifications haven't been developed.  
[Enter why cost classifications haven't been developed.](#)
- 2. Do you have written policies and procedures for distributing costs, staff time and administrative costs among funding streams, programs, etc.?  
☐Yes   ☐No
- 3. How do you allocate shared costs?  
☐Cost Allocation Plan      ☐Approved Indirect Rate
- 4. How do you allocate staff's time among the various grant programs they work on?  
[Enter how your organization allocates staff's time among the various grant programs they work on.](#)
- 5. Is there written evidence, such as timesheets, used to allocate personnel time and costs?  
☐Yes   ☐No  
If no, how is time allocated?  
[If no, please enter how your organization allocates time.](#)
- 6. How do you ensure that the grant is not charged unallowable costs based on the cost principles and the provisions of the grant agreement?  
[Enter how your organization ensures that the grant is not charged unallowable costs based on the cost principles and provisions of the grant agreement.](#)
- 7. Are you aware that DEED's grant funds cannot pay the cost of other programs?  
☐Yes   ☐No

## ON-THE-JOB TRAINING (OJT)

1. Do you utilize OJT's?

☐ Yes ☐ No

If yes:

- a. Do you have an OJT monitoring process?

☐ Yes ☐ No

- b. Does monitoring include identifying the participant's progress and/or skill attainment during the training period?

☐ Yes ☐ No

- c. Are you aware of the new WIOA regulations when determining the amount of OJT reimbursement to the employer? ([WIOA 680.730](#))

☐ Yes ☐ No ☐ N/A

- d. Do you have a contract with the required assurances?

☐ Yes ☐ No

## AUDIT

1. Does DEED have a copy of your most recent audit report?

☐ Yes ☐ No

2. Has the audit report identified your agency as high risk?

☐ Yes ☐ No

3. Do you review your subgrantee's audit reports?

☐ Yes ☐ No ☐ We don't have subgrantees

## EQUIPMENT PURCHASES/INVENTORY

Equipment is defined by the federal government in [Uniform Guidance 2 CFR 200](#) (200.313) as ".....*tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-Federal entity for financial statement purposes, or \$5,000.*" Purchasing equipment with DEED funds cannot occur within the second year of the grant period (if applicable). The grantee must submit a property/equipment inventory list of items purchased with DEED funds annually.

1. Do you have minimum insurance coverage for real property and equipment acquired with DEED grant funds?

☐ Yes ☐ No ☐ N/A

2. In the past year, has property and/or equipment (over \$5,000 per item) been purchased with DEED grant funds?

☐ Yes ☐ No

If yes, please answer the following questions:

- a. List items, date of purchase, and costs:  
Enter items, date of purchase, and cost
  - b. Was prior approval received from DEED?  
☐Yes ☐No
  - c. Are you aware that purchasing equipment in the second year of the grant is prohibited?  
☐Yes ☐No
3. Do you conduct an inventory of equipment and is it reconciled at least once every two years?  
☐Yes ☐No ☐N/A
4. Do you have a process/policy in place to identify electronic devices and/or equipment that has been lost, damaged, stolen, or disposed of?  
☐Yes ☐No
5. Do you have assets such as bus cards, credit cards, gift cards, etc.  
☐Yes ☐No
- If yes, please answer the following questions:
- a. Is inventory conducted on these assets?  
☐Yes ☐No  
If yes, how often is this conducted and by whom?  
If yes, enter how often inventory is conducted and by whom.
  - b. How are these items safeguarded to prevent unauthorized use?  
If yes, enter in how your organization has safeguarded these items to prevent unauthorized use.
  - c. How are these items tracked to ensure proper usage?  
If yes, enter in how your organization tracks these items to ensure proper usage.
6. Can you attest or confirm that you have made efforts where required or applicable to follow the “Buy American” Act for purchases of products or goods?  
☐Yes ☐No

## LIABILITY INSURANCE

Attach a copy of your liability insurance certificate and answer the following questions.

1. Does your liability insurance include employee dishonesty?  
☐Yes ☐No
2. Does the coverage include participant work-related and/or training activities?  
☐Yes ☐No ☐N/A
3. Has this coverage requirement been included in your subgrantee agreements?  
☐Yes ☐No ☐We don't have subgrantees

Note: This is in addition to paid employment activities (work experience, On-the-Job Training (OJT)) covered by workers compensation.

## PROCUREMENT SYSTEMS

1. Do you conduct procurement activities in a manner that promotes full and open competition?  
☐Yes ☐No
2. Have you correctly identified each third-party as a subgrantee or a contractor?  
☐Yes ☐No ☐N/A
3. Do you understand the two roles (subgrantee or contractor) in accordance with the Uniform Guidance?  
☐Yes ☐No
4. Do you conduct a risk assessment of your subgrantees?  
☐Yes ☐No ☐We don't have subgrantees

## REQUEST FOR PROPOSALS (RFP)

1. Do you contract for administrative services, goods, and/or grant program services (Not including audit services)?  
☐Yes ☐No  
If yes: please answer the following questions.
  - a. For which programs?  
[Enter your organization's contracted programs.](#)
  - b. Do you require the same contract provisions of a subgrantee that is similar to DEED's master contract (PSP) or stand-alone contract?  
☐Yes ☐No ☐We don't have subgrantees
  - c. Do you have a policy or procedure in place to conduct fiscal and program monitoring of subgrantees?  
☐Yes ☐No ☐We don't have subgrantees
  - d. Do you conduct financial reconciliations on all subgrantee agreements over \$50,000?  
☐Yes ☐No ☐We don't have subgrantees
  - e. How often is a solicitation or RFP conducted?  
[Enter how often your organization conducts a solicitation or RFP.](#)
  - f. When was the last time an RFP was conducted for program services?  
[Enter how often your organization conducts a solicitation or RFP.](#)
  - g. Is the review criteria similar to the elements in [Office of Grants Management Policy 08-02?](#)  
☐Yes ☐No

## Exhibit H - Example

- h. Do you maintain a written code of conduct covering conflicts of interest and governing the actions of your employees or Board members engaged in the selection, award, and administration of contract?  
☐Yes ☐No
2. Do you contract for audit services?  
☐Yes ☐No  
If yes, please answer the following questions:
- a. How often is an RFP conducted for audit services?  
Enter how often your organization conducts an RFP for audit services.
- b. When was the last time an RFP was conducted for audit services?  
Enter the last time your organization conducted an RFP for audit services.
3. Do you have noncompetitive (sole source) procedures?  
☐Yes ☐No
4. How do you administer contracts and confirm the terms and conditions of the contracts are being met?  
Enter how your organization administers contracts and confirms the terms and conditions of the contracts are being met.
5. Do you have a process for the closeout of contracts?  
☐Yes ☐No
6. Does the contract closeout policies and procedures address the following issues:
- a. Final Payment?  
☐Yes ☐No
- b. Final deliverable of goods and/or services?  
☐Yes ☐No

## PERSONNEL

1. Is there a current written personnel policy?  
☐Yes ☐No  
If yes, does the policy include the hiring procedures to fill staff vacancies supported by grant funds?  
☐Yes ☐No
2. Are there current vacancies showing on the organizational chart?  
☐Yes ☐No  
If yes, do/does the vacancy(ies) affect the implementation of any DEED-funded grants?  
☐Yes ☐No

3. Are appropriate grant staff properly insured and bonded?  
☐Yes ☐No  
If yes, who is bonded?  
Enter the names of the grant staff who are insured and bonded.  
  
If no, do you conduct background or qualification checks?  
☐Yes ☐No
4. Has the grantee confirmed and disclosed in a timely manner, in writing, to DEED all violations of criminal law involving fraud, bribery, or gratuity violations potentially affecting the grant award?  
☐Yes ☐No ☐N/A
5. Are salary and bonuses reasonable and comparable to the local labor market and within the Executive Level II salary cap? (TEGL 5-06).  
☐Yes ☐No
6. Are bonuses, raises, and leave practices, covered in the written personnel policies?  
☐Yes ☐No
7. Is there sufficient documentation to support the salaries and fringe benefits charged to DEED grants?  
☐Yes ☐No
8. Is payroll certified by management?  
☐Yes ☐No
9. Are leave requests used and signed by employees/participants/supervisors?  
☐Yes ☐No
10. Are employees/participants paid only by check or direct deposit?  
☐Yes ☐No
11. Do you retain payroll withholding forms for employees and participants?  
☐Yes ☐No
12. Do employees directly time charge to grants based on activities conducted for each grant?  
☐Yes ☐No
13. Is there a procedure for cross-training or rotation of duties for accounting personnel?  
☐Yes ☐No



**Pathways to Prosperity  
State Fiscal Year (SFY) 2022 – 2023  
Sub-Recipient**

**Exhibit I**

**Grantee Obligations Acknowledgement Checklist**

Please read and check all items to confirm that you understand all requirements. Sign and return this form with your contracting packet. If you have questions please contact your program coordinator.

**I understand:**

**Eligibility/Enrollment Elements**

- ☐ and have read the “Documentation Needed to Support Participant Eligibility” at <https://mn.gov/deed/programs-services/adult-career-pathways/>. We understand that there are participant eligibility requirements and that we must obtain and retain backup documentation to support a participant’s eligibility.

**Workforce One (WF1) – applicable to SOAR Career Solutions only**

- ☐ that my organization is required to enter all eligible participants into the Workforce One (WF1) database.
- ☐ that all enrollment/eligibility backup documentation must be collected *before* enrolling a participant into WF1.
- ☐ that the participant’s enrollment date must be on or after the date all supporting documentation is received.
- ☐ that we are required to input all activities, support services, credentials, and employment data into WF1.
- ☐ that all data (enrollments, case notes, activities, exits, etc.) must be entered into WF1 within fifteen (15) business days of event date.
- ☐ that monthly one on one contact/engagement is required for all enrolled participants and the contact must be documented in WF1.

**Payment Requests (RPR/FSR) - due monthly, by the 10<sup>th</sup> of the following month**

- ☐ that we are responsible for tracking ACTUAL incurred grant costs.
- ☐ that we are responsible for retaining documentation of these costs and will submit to Duluth Workforce Development monthly along with our Reimbursement Payment Request (RPR).
- ☐ that RPR payments are made on a reimbursement basis and will not be made unless all required reports have been submitted.
- ☐ that we cannot bill Duluth Workforce Development for a participant until he/she/they are entered into WF1; back billing is not permitted.
- ☐ all expenses billed must be within the scope and detail of the approved work plan.
- ☐ all expenses associated with participants lacking enrollment/eligibility backup documentation will be disallowed.

**Quarterly Reports -due April 30, July 30, October 30, and January 30.**

- ☐ that my organization is required to submit a quarterly narrative Performance Outcome reporting that describes the progress of the award. (Due the 30th of the month following the end of the quarter.)

**Modifications to the Grant**

- ☐ that my organization must promptly notify Duluth Workforce Development of any proposed change to the scope of the project, project activities, budget, work plan, grant expenditures or completion date and that any changes must be approved by Duluth Workforce Development.
- ☐ that proposed changes are subject to approval by Duluth Workforce Development and are not effective until all parties have signed a modification/amendment agreement.
- ☐ the project end date, is as stated in the Grant Agreement, and that any requests to extend or modify the contract are subject to approval by Duluth Workforce Development and must be submitted, in writing, at least 30 days prior to the end of the contract.

**Wage Data**

- ☐ I am required to report placement and wage data for all individuals who receive training through the grant project.

---

Print the Name of your Organization and Grant program (On-Ramp, Bridge – Introduction to Healthcare, Bridge – Building Strong Communities, Individualized Career Pathways)

---

Print Your Name and Title

---

Date

*This form is intended to ensure that those responsible for managing the grant are aware of grant requirements.  
For more information see <https://mn.gov/deed/programs-services/adult-career-pathways/> This site will be updated regularly.*

## REIMBURSEMENT PAYMENT REQUEST and PERFORMANCE OUTCOMES

Exhibit J

City of Duluth  
Workforce DevelopmentSubmit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month

## SECTION 1:

VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - On-Ramp SFY22</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract #	City of Duluth Contract # <b>2047800</b>
		GRANT PERIOD FROM:	GRANT PERIOD TO: <b>9/30/2022</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <b><a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a></b>

## SECTION 2: City of Duluth PROGRAM USE ONLY

	AMOUNT	FUND	Please complete the yellow cells only, and do not change the formatting within the cells.
TOTAL	<b>\$52,174.00</b>	<b>268-031-6227-P2P2OR</b>	

## SECTION 3: Monthly Reporting

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$36,680.00			\$0.00	\$36,680.00	
885 - Direct Services - Outreach and recruitment - MISC		\$1,000.00			\$0.00	\$1,000.00	
885 - Direct Services - Staff Travel, Training - MISC		\$864.00			\$0.00	\$864.00	
885 - Direct Services - Admin costs - MISC		\$4,705.00			\$0.00	\$4,705.00	
885 - Direct Services - Materials/supplies - MISC		\$1,250.00			\$0.00	\$1,250.00	
828 - Support Services - Participant General - SCXX		\$6,375.00			\$0.00	\$6,375.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,300.00			\$0.00	\$1,300.00	
TOTAL		\$52,174.00	\$0.00	\$0.00	\$0.00	\$52,174.00	

## SECTION 4: Performance Outcomes Reporting

Performance Metrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal	% of Goal
# of Participants Served			0	40	0.00%
# of Participants Enrolled in Training			0	32	0.00%
# of Participants Completing Training			0	26	0.00%
# of Participants Placed in Employment			0	12	0.00%

## SECTION 5: COMMENTS

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

## SECTION 6: ATTESTATION

By submitting this form, I certify that the request is in accordance with the City of Duluth cash management requirements and appropriate contract terms; the data reported is correct and the amount of the request is not in excess of immediate disbursement needs. By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. If submitting this form via email, without signature affixed below, place the statement above in the body of your email. By doing so, the sender of the email designates they are hereby authorized to provide approval of this request. Without a signature and/or statement included in the body of the email the form will be rejected.

Grantee Authorized Signature

Date

City of Duluth Staff Authorized Signature

Date

Carol Turner, Operations Manager

City of Duluth Staff Name and Title

Grantee Typed Name and Title



## REIMBURSEMENT PAYMENT REQUEST and PERFORMANCE OUTCOMES

Exhibit J

City of Duluth  
Workforce DevelopmentSubmit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month

## SECTION 1:

VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - On-Ramp SFY23</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract #	City of Duluth Contract # <b>X047800</b>
		GRANT PERIOD FROM: <b>7/1/2022</b>	GRANT PERIOD TO: <b>6/30/2023</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a>

## SECTION 2: City of Duluth PROGRAM USE ONLY

	AMOUNT	FUND	Please complete the yellow cells only, and do not change the formatting within the cells.
TOTAL	<b>\$52,174.00</b>	<b>268-031-6227-P2P3OR</b>	

## SECTION 3: Monthly Reporting

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$36,680.00			\$0.00	\$36,680.00	
885 - Direct Services - Outreach and recruitment - MISC		\$1,000.00			\$0.00	\$1,000.00	
885 - Direct Services - Staff Travel, Training - MISC		\$864.00			\$0.00	\$864.00	
885 - Direct Services - Admin costs - MISC		\$4,705.00			\$0.00	\$4,705.00	
885 - Direct Services - Materials/supplies - MISC		\$1,250.00			\$0.00	\$1,250.00	
828 - Support Services - Participant General - SCXX		\$6,375.00			\$0.00	\$6,375.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,300.00			\$0.00	\$1,300.00	
TOTAL		\$52,174.00	\$0.00	\$0.00	\$0.00	\$52,174.00	

## SECTION 4: Performance Outcomes Reporting

Performance Metrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal SFY22 + SFY23 Cumulative Total	% of Goal
# of Participants Served			0	75	0.00%
# of Participants Enrolled in Training			0	60	0.00%
# of Participants Completing Training			0	48	0.00%
# of Participants Placed in Employment			0	26	0.00%

## SECTION 5: COMMENTS

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

## SECTION 6: ATTESTATION

By submitting this form, I certify that the request is in accordance with the City of Duluth cash management requirements and appropriate contract terms; the data reported is correct and the amount of the request is not in excess of immediate disbursement needs. By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. If submitting this form via email, without signature affixed below, place the statement above in the body of your email. By doing so, the sender of the email designates they are hereby authorized to provide approval of this request. Without a signature and/or statement included in the body of the email the form will be rejected.

\_\_\_\_\_  
Grantee Authorized Signature Date

\_\_\_\_\_  
Grantee Typed Name and Title

\_\_\_\_\_  
City of Duluth Staff Authorized Signature Date

Carol Turner, Operations Manager  
\_\_\_\_\_  
City of Duluth Staff Name and Title



## REIMBURSEMENT PAYMENT REQUEST and PERFORMANCE OUTCOMES

Exhibit J

City of Duluth  
Workforce DevelopmentSubmit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month

## SECTION 1:

VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - Bridge - Intro to Healthcare SFY22</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract # <b>2047801</b>	City of Duluth Contract # <b>2047801</b>
		GRANT PERIOD FROM:	GRANT PERIOD TO: <b>9/30/2022</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <b><a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a></b>

## SECTION 2: City of Duluth PROGRAM USE ONLY

	AMOUNT	FUND	Please complete the yellow cells only, and do not change the formatting within the cells.
TOTAL	<b>\$38,916.80</b>	<b>268-031-6227-P2P2BH</b>	

## SECTION 3: Monthly Reporting

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$29,505.00			\$0.00	\$29,505.00	
885 - Direct Services - Outreach and recruitment - MISC		\$250.00			\$0.00	\$250.00	
885 - Direct Services - Staff Travel, Training - MISC		\$70.00			\$0.00	\$70.00	
885 - Direct Services - Admin costs - MISC		\$3,168.00			\$0.00	\$3,168.00	
885 - Direct Services - Materials/supplies - MISC		\$750.00			\$0.00	\$750.00	
838 - Direct Customer Training - C.N.A. background studies @ \$29.10 each - DCTG		\$378.30			\$0.00	\$378.30	
838 - Direct Customer Training - Health Services background studies @ \$29.10 each - DCTG		\$145.50			\$0.00	\$145.50	
828 - Support Services - Participant General - Healthcare - \$150 per person - SCXX		\$2,700.00			\$0.00	\$2,700.00	
828 - Support Services - Participant Work Clothes - C.N.A. scrubs - \$50 per person - SCXX		\$650.00			\$0.00	\$650.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,300.00			\$0.00	\$1,300.00	
TOTAL		\$38,916.80	\$0.00	\$0.00	\$0.00	\$38,916.80	

## SECTION 4: Performance Outcomes Reporting

Performance Matrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal	% of Goal
# of Participants Served - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	21	0.00%
# of Participants Enrolled -C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	20	0.00%
# of Participants Completing Training - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	17	0.00%
# of Participants Placed in Employment - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	13	0.00%

## SECTION 5: COMMENTS

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

## SECTION 6: ATTESTATION

By submitting this form, I certify that the request is in accordance with the City of Duluth cash management requirements and appropriate contract terms, the data reported is correct and the amount of the request is not in excess of immediate disbursement needs. By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. If submitting this form via email, without signature affixed below, place the statement above in the body of your email. By doing so, the sender of the email designates they are hereby authorized to provide approval of this request. Without a signature and/or statement included in the body of the email the form will be rejected.

Grantee Authorized Signature

Date

City of Duluth Staff Authorized Signature

Date

Carol Turner, Operations Manager

Grantee Typed Name and Title

City of Duluth Staff Name and Title



## REIMBURSEMENT PAYMENT REQUEST and PERFORMANCE OUTCOMES

Exhibit J

City of Duluth  
Workforce DevelopmentSubmit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month

<b>SECTION 1:</b>			
VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - Bridge - Intro to Healthcare SFY23</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract #	City of Duluth Contract # <b>x047801</b>
		GRANT PERIOD FROM: <b>7/1/2022</b>	GRANT PERIOD TO: <b>6/30/2023</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <b><a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a></b>

**SECTION 2: City of Duluth PROGRAM USE ONLY**

	AMOUNT	FUND	
TOTAL	<b>\$34,595.90</b>	<b>268-031-6227-P2P3BH</b>	<b>Please complete the yellow cells only, and do not change the formatting within the cells.</b>

**SECTION 3: Monthly Reporting**

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$25,005.00			\$0.00	\$25,005.00	
885 - Direct Services - Outreach and recruitment - MISC		\$250.00			\$0.00	\$250.00	
885 - Direct Services - Staff Travel, Training - MISC		\$70.00			\$0.00	\$70.00	
885 - Direct Services - Admin costs - MISC		\$3,168.00			\$0.00	\$3,168.00	
885 - Direct Services - Materials/supplies - MISC		\$750.00			\$0.00	\$750.00	
838 - Direct Customer Training - C.N.A. background studies @ \$29.10 each - DCTG		\$378.30			\$0.00	\$378.30	
838 - Direct Customer Training - Health Services background studies @ \$29.10 each - DCTG		\$174.60			\$0.00	\$174.60	
828 - Support Services - Participant General - Healthcare - \$150 per person - SCXX		\$2,850.00			\$0.00	\$2,850.00	
828 - Support Services - Participant Work Clothes - C.N.A. scrubs - \$50 per person- SCXX		\$650.00			\$0.00	\$650.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,300.00			\$0.00	\$1,300.00	
<b>TOTAL</b>		<b>\$34,595.90</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$34,595.90</b>	

**SECTION 4: Performance Outcomes Reporting**

Performance Matrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal SFY22 + SFY23 Cumulative Total	% of Goal
# of Participants Served - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	42	0.00%
# of Participants Enrolled - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	39	0.00%
# of Participants Completing Training - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	33	0.00%
# of Participants Placed in Employment - C.N.A. at LSC + TMA + C.N.A. at CAD + Health Services			0	25	0.00%

**SECTION 5: COMMENTS**

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

**SECTION 6: ATTESTATION**

By submitting this form, I certify that the request is in accordance with the City of Duluth cash management requirements and appropriate contract terms; the data reported is correct and the amount of the request is not in excess of immediate disbursement needs. By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. If submitting this form via email, without signature affixed below, place the statement above in the body of your email. By doing so, the sender of the email designates they are hereby authorized to provide approval of this request. Without a signature and/or statement included in the body of the email the form will be rejected.

Grantee Authorized Signature

Date

Grantee Typed Name and Title

City of Duluth Staff Authorized Signature

Date

Carol Turner, Operations Manager

City of Duluth Staff Name and Title



Submit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month**SECTION 1:**

VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - Bridge - Building Strong Communities SFY22</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract #	City of Duluth Contract # <b>2047801-2</b>
		GRANT PERIOD FROM:	GRANT PERIOD TO: <b>9/30/2022</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <b><a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a></b>

**SECTION 2: City of Duluth PROGRAM USE ONLY**

	AMOUNT	FUND	Please complete the yellow cells only, and do not change the formatting within the cells.
TOTAL	<b>\$86,323.00</b>	<b>268-031-6227-P2P2BC</b>	

**SECTION 3: Monthly Reporting**

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$22,355.00			\$0.00	\$22,355.00	
885 - Direct Services - Outreach and recruitment - MISC		\$250.00			\$0.00	\$250.00	
885 - Direct Services - Staff Travel, Training - MISC		\$70.00			\$0.00	\$70.00	
885 - Direct Services - Admin costs - MISC		\$5,748.00			\$0.00	\$5,748.00	
885 - Direct Services - Materials/supplies - MISC		\$750.00			\$0.00	\$750.00	
838 - Direct Customer Training - MN Building Trades Council - MC3 curriculum - DCTG		\$22,500.00			\$0.00	\$22,500.00	
838 - Direct Customer Training - Ironworkers Local Union #512 - OSHA 10 & hands on exposure - DCTG		\$11,500.00			\$0.00	\$11,500.00	
838 - Direct Customer Training - IUOE Local 49 Operating Engineers - OSHA 10 & hands on exposure - DCTG		\$10,000.00			\$0.00	\$10,000.00	
838 - Direct Customer Training - required Tools/PPE/Drug tests - DCTG		\$9,750.00			\$0.00	\$9,750.00	
828 - Support Services - Participant General - BSS, ~ \$150/person SCXX		\$2,250.00			\$0.00	\$2,250.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,150.00			\$0.00	\$1,150.00	
<b>TOTAL</b>		<b>\$86,323.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$86,323.00</b>	

**SECTION 4: Performance Outcomes Reporting**

Performance Metrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal	% of Goal
# of Participants Served			0	18	0.00%
# of Participants Enrolled in Training			0	15	0.00%
# of Participants Completing Training			0	13	0.00%
# of Participants Placed in Employment			0	12	0.00%

**SECTION 5: COMMENTS**

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

**SECTION 6: ATTESTATION**

By submitting this form, I certify that the request is in accordance with the City of Duluth cash management requirements and appropriate contract terms; the data reported is correct and the amount of the request is not in excess of immediate disbursement needs. By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. If submitting this form via email, without signature affixed below, place the statement above in the body of your email. By doing so, the sender of the email designates they are hereby authorized to provide approval of this request. Without a signature and/or statement included in the body of the email the form will be rejected.

Grantee Authorized Signature

Date

City of Duluth Staff Authorized Signature

Date

Carol Turner, Operations Manager

Grantee Typed Name and Title

City of Duluth Staff Name and Title



## REIMBURSEMENT PAYMENT REQUEST and PERFORMANCE OUTCOMES

Exhibit J

City of Duluth  
Workforce DevelopmentSubmit completed form via email to [cturner@duluthmn.gov](mailto:cturner@duluthmn.gov) on or before the 10th of the month

<b>SECTION 1:</b>			
VENDOR NAME: <b>SOAR Career Solutions</b>		GRANT NAME: <b>Pathways to Prosperity - Bridge - Building Strong Communities SFY23</b>	
REMIT TO ADDRESS: <b>205 W. 2nd Street, Suite 101 Duluth, MN 55802</b>		Sub-recipient Contract #	City of Duluth Contract # <b>x047801-2</b>
		GRANT PERIOD FROM: <b>7/1/2022</b>	GRANT PERIOD TO: <b>6/30/2023</b>
Phone # <b>218-722-3126</b>		REIMBURSEMENT PERIOD FROM:	REIMBURSEMENT PERIOD TO:
FORM PREPARED BY:	PHONE:	INVOICE NUMBER:	FINAL: <b>YES [ ] NO [ ]</b>
EMAIL:		City of Duluth PROGRAM CONTACT NAME: <b>Carol Turner 730-5244</b>	City of Duluth PROGRAM CONTACT EMAIL: <b><a href="mailto:cturner@duluthmn.gov">cturner@duluthmn.gov</a></b>

**SECTION 2: City of Duluth PROGRAM USE ONLY**

	AMOUNT	FUND	Please complete the yellow cells only, and do not change the formatting within the cells.
<b>TOTAL</b>	<b>\$86,323.00</b>	<b>268-031-6227-P2P3BC</b>	

**SECTION 3: Monthly Reporting**

ACTIVITY ID	COST CATEGORY DESCRIPTION (PER APPROVED BUDGET)	A. APPROVED BUDGET	B. PREVIOUS REIMB. REQUEST	C. REIMB. REQUESTED THIS PERIOD	D. (B + C = D) TOTAL REIMB.	E. (A - D = E) AVAILABLE BALANCE	F. UNSPENT OBLIGATIONS
885 - Direct Services - Staff Salaries/Fringe Benefits - Case Management, Intake, Assessment, Orientation, IEP Development, Counseling, Career Planning, Job Development, Pre-Employment Services (Job Search), Post-Employment Services (job retention), IRT - MISC		\$22,355.00			\$0.00	\$22,355.00	
885 - Direct Services - Outreach and recruitment - MISC		\$250.00			\$0.00	\$250.00	
885 - Direct Services - Staff Travel, Training - MISC		\$70.00			\$0.00	\$70.00	
885 - Direct Services - Admin costs - MISC		\$5,748.00			\$0.00	\$5,748.00	
885 - Direct Services - Materials/supplies - MISC		\$750.00			\$0.00	\$750.00	
838 - Direct Customer Training - MN Building Trades Council - MC3 curriculum - DCTG		\$22,500.00			\$0.00	\$22,500.00	
838 - Direct Customer Training - Ironworkers Local Union #512 - OSHA 10 & hands on exposure - DCTG		\$11,500.00			\$0.00	\$11,500.00	
838 - Direct Customer Training - IUOE Local 49 Operating Engineers - OSHA 10 & hands on exposure - DCTG		\$10,000.00			\$0.00	\$10,000.00	
838 - Direct Customer Training - required Tools/PPE/Drug tests - DCTG		\$9,750.00			\$0.00	\$9,750.00	
828 - Support Services - Participant General - BSS, ~ \$150/person SCXX		\$2,250.00			\$0.00	\$2,250.00	
828 - Support Services - Incentives - \$125 per person (\$25 for 1 month, \$25 for 2 months, and \$75 for three months employment) - SCXX		\$1,150.00			\$0.00	\$1,150.00	
<b>TOTAL</b>		<b>\$86,323.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$86,323.00</b>	

**SECTION 4: Performance Outcomes Reporting**

Performance Matrix - Reported at the end of each calendar quarter	# Previously Reported	# This month	Total	Goal SFY22 + SFY23 Cumulative Total	% of Goal
# of Participants Served			0	35	0.00%
# of Participants Enrolled in Training			0	30	0.00%
# of Participants Completing Training			0	26	0.00%
# of Participants Placed in Employment			0	23	0.00%

**SECTION 5: COMMENTS**

THIS IS THE SPACE TO PLACE ANY REMARKS OR ADDITIONAL COMMENTS AS NECESSARY.

**SECTION 6: ATTESTATION**

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Grantee Authorized Signature \_\_\_\_\_ Date \_\_\_\_\_

Grantee Typed Name and Title \_\_\_\_\_

City of Duluth Staff Authorized Signature \_\_\_\_\_ Date \_\_\_\_\_

Carol Turner, Operations Manager

City of Duluth Staff Name and Title \_\_\_\_\_