

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

**WOMEN'S ECONOMIC SECURITY ACT (WESA)**

**Minnesota Women and High-Wage, High-Demand, Nontraditional Jobs Grant Program**

**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 **BOARD OF TRUSTEES OF THE MINNESOTA STATE COLLEGES AND UNIVERSITIES** on behalf of **LAKE SUPERIOR COLLEGE**, (the "Grantee").

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

**WHEREAS**, under the Master Grant Agreement, in coo

peration with Grantee, the City applied to and received approval for funds in the amount of One-Hundred-Forty-One Thousand Four Hundred Ninety-Nine Dollars and no/100 (\$141,499) from DEED under its Women's Economic Security Act (WESA) - Minnesota Women and High-Wage, High-Demand, Nontraditional Jobs Grant Program (the "Program Grant") to support women and girls of color, women over age 50, and low-income women's workforce needs and address employment disparities in Duluth and northeast Minnesota. This program will relieve economic disparities for women and girls by increasing awareness, exposure, and access to occupations in the skilled trades ("the Project"). The Project Specific Plan ("PSP) is attached as *Exhibit A* and the grant award letter is attached as *Exhibit B*; and

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

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

1. **AWARD**. The City awards a Subgrant to Grantee in the amount of Twenty-Two Thousand, Five-Hundred Dollars and no/100 (\$22,500) for Grantee's performance of its obligations under the Program Grant including:
  - A. Perform the duties specified in the Work Plan, which is attached as *Exhibit C* and incorporated into this Agreement.
  - B. Provide requested information to support a mid-grant report, and end-of grant report two weeks prior to the reporting due date and/or any other reporting required by DEED, including Workforce One (WF1) reporting.

- C. Submit invoices outlining services provided with supportive documentation to City Manager at a mid-point and at the conclusion of the training. Examples of documentation for services include detailed receipts and timesheets.
- D. Coordinate with City staff on scheduling for services and/or workshops.
- E. If applicable and as requested, provide evaluations, attendance and completion information for services, trainings or workshops.
- F. Develop and maintain ongoing communication with City staff.

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

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

**3. TIME OF PERFORMANCE.** Grantee must start the Program upon execution of this Agreement and complete the Program on or before June 30, 2019. The City is not obligated to pay for any Program costs incurred after that date or any earlier termination, whichever occurs first.

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

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

**5. DISBURSEMENT.** It is expressly agreed and understood that the City will pay Grantee under this Agreement \$11,250 in the SFY 2018 and \$11,250 in SFY 2019 with the total amount not to exceed \$22,500. City will pay Grantee for all services performed under this Agreement as specified in the Budget Narrative, attached hereto as *Exhibit D*. Grantee's proposed budget is attached as *Exhibit E*. Invoices must be submitted at a mid-point and at the conclusion of the training. Payment for services will be sent within 45 days of receipt of invoice.

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

**City:** City of Duluth  
 Manager, Workforce Development  
 402 W. 1<sup>st</sup> Street  
 Duluth, MN 55802

218-730-5244  
Attn: Carol Turner

**GRANTEE:** Lake Superior College  
Attn: Tamara Arnott, Executive Director of Workforce Development  
2101 Trinity Road  
Duluth, MN 55811  
218-733-5923

**7. GENERAL CONDITIONS.**

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

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

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

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

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

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

**E. Indemnification.** Grantee will 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 an constituting either party as an agent, representative or employee of the other for any purpose or in any manner whatsoever.

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

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

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

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

**CITY OF DULUTH**

**LAKE SUPERIOR COLLEGE**

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

By \_\_\_\_\_

Attest:

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

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

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

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

Countersigned:

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

As to form:

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

**ATTACHMENTS**

**Exhibit A:** Project Specific Plan

**Exhibit B:** Award Letter

**Exhibit C:** Work Plan

**Exhibit D:** Budget Narrative

**Exhibit E:** Grantee's Budget

## EXHIBIT A – Project Specific Plan

Master Contract #: DULUTH2019M  
 Term of Master Contract: 7/20/2016 – 6/30/2021  
 Master Supplier Contract #: 109704  
 Contract ID #: 8041400

**STATE OF MINNESOTA  
 PROJECT SPECIFIC PLAN  
 ORIGINAL CONTRACT**

GRANTOR / STATE	GRANTEE
MN Department of Employment and Economic Development Employment & Training Programs (ETP) Division 1 <sup>st</sup> National Bank Building 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	City of Duluth Workforce Development Division 402 West 1 <sup>st</sup> Street Duluth, MN 55802
AUTHORIZED REPRESENTATIVE	AUTHORIZED REPRESENTATIVE
Name: Taryn Galehdari Title: Employment & Training Program Coordinator Telephone Number: 651-259-7540 Email: taryn.galehdari@state.mn.us	Name: Carol Turner Title: Operations Administrator/Interim Director Telephone Number: 218-730-5241 Email: cturner@duluthmn.gov

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

**SUBMITTED BY GRANTEE:**

*I certify that the information contained in the attached Work Plan and Budget, labeled attachment 1 and Attachment 2 respectively, is true and accurate to the best of my knowledge and that I submit this Project Specific Plan on behalf of the Grantee.*  
 (Signature) Carol Turner Date: 04-10-18

Printed Name: Carol Turner  
 Title: Operations Administrator/Interim Director  
**APPROVED BY (GRANTOR / STATE)**

*I have reviewed and approved the attached Project Specific Plan which is referenced in and incorporated as an amendment to the Master Grant Contract indicated herein.*  
 (Signature) [Signature] Date: 4/13/18

Printed Name: May Thao Schuck  
 Title: Director, Employment & Training Programs (ETP) Division  
 Agency: Minnesota Department of Employment and Economic Development

**FOR DEED OFFICE USE ONLY**

Program Name: Women's Economic Security Act (WESA) SFY 18 – SFY 19

Contract Start Date:	<u>9/31/2018</u>	Total Contract Amount:	<u>\$141,499.00</u>
Contract End Date:	<u>06/30/2019</u>	Available 9/31/2018 – 6/30/2019	<u>\$70,749.50</u>
Match/Leverage Required?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Available 7/01/2018 – 6/30/2019	<u>\$70,749.50</u>
	SWIFT Contract ID	SWIFT PO Number #	
	<u>140281</u>	<u>3000331145</u>	
Program Coordinator	NGA Number	SWIFT Vendor Number + Location	Procure-It #
<u>Taryn Galehdari</u>	<u>17-11</u>	<u>0000197681.001</u>	<u>37465</u>

AFS Signature: [Signature]

Encumbrance Date: 6/9/2018



## EMPLOYMENT AND ECONOMIC DEVELOPMENT

March 16, 2018

Paula Reed  
City of Duluth, LWDA 4  
402 West 1st Street  
Duluth, MN 55802

Dear Paula Reed,

I am pleased to inform you that your application for the Minnesota Women and High Wage, High Demand, Nontraditional Grant Program through the Department of Employment and Economic Development (DEED) has been approved for funding in the amount of \$141,499.00. This funding is contingent upon the successful negotiation and execution of a grant contract pursuant to all applicable law and policy.

DEED staff will provide a mandatory webinar training session on March 22, 2018 from 10:00 – 11:00 a.m. The information for this webinar will be e-mailed to your agency closer to the event. At this time, staff will answer contracting questions, discuss project implementation and reporting requirements, provide information on grant and financial management, and provide updates on DEED program staff contact information. It is very important that those responsible for grant administration and reporting attend this webinar training session.

Taryn Galehdari is the program coordinator assigned to your grant. For additional information, please contact her at [taryn.galehdari@state.mn.us](mailto:taryn.galehdari@state.mn.us) or (651) 259-7540.

Congratulations on your successful proposal. We look forward to working with you to help make Minnesota a state where everyone has an opportunity to succeed.

Regards,

Shawntera M. Hardy  
Commissioner



# EXHIBIT C – Work Plan

Attachment 1 - Work Plan  
 Grant # 8041400

**Executive Summary - Overview:** This application proposes to utilize \$141,499 of funding and other leveraged resources to increase women's participation in high-wage, high-demand occupations within the skilled trades. City of Duluth Workforce Development (DWD) and its partners will engage women in at least one of the following: 1) **Short-Term Training** for cohort of 15 women in Machine Operations; 2) **Carpentry Preparatory Apprenticeship Training** to support 6 women in a cohort of 15; 3) **On-Site, Experiential Tours of Apprenticeship Training Facilities** for 60 to 75 women. At least 90% of women involved in these activities will be low-income; 60% will be women of color over age 18. **Organizational Information:** DWD serves more than 1,300 individuals annually and has decades of experience implementing evidence-based programming for people with multiple barriers to employment. DWD delivers services to individuals on public assistance, as well as those enrolled in WIOA Youth, Adult or Dislocated Worker programs, and the Senior Community Service Employment Program. **Need:** In NE Minnesota, women make up 50.6% of employment in all industries. However, the median wage for a female employee is \$16.05, nearly \$4.00 less an hour than for males in the region. In the construction industry, males make up 90% of the workforce and are paid over \$10.00 an hour more than women in this field, on average (see Table 1). In the Duluth MSA, people of color have substantially less economic security than Whites. The median household income for Black or African Americans is \$17,917, nearly 3 times less than the median household income for Whites, at \$51,079. It is estimated that 56% of the Black population in the Duluth area lives in poverty, compared to 13% of Whites. Lastly, Non-White labor force participation rates are lower and unemployment rates are higher than they are for Whites (see Table 2).

It is estimated that 56% of the Black population in

		% of Employment	Median Wage
Total, All Industries	Male	49.40%	\$19.97
Total, All Industries	Female	50.60%	\$16.05
Construction	Male	90%	\$29.86
Construction	Female	10%	\$19.12

Source: DEED's Quarterly Employment Demographics (QED)

the Duluth area lives in poverty, compared to 13% of Whites. Lastly, Non-White labor force participation rates are lower and unemployment rates are higher than they are for Whites (see Table 2).

	Median HH Income	Below poverty level	% below poverty level	Labor Force Participation Rate	Unemployment Rate
White	\$51,079	33,407	13.4%	63.0%	5.3%
Black or African American	\$17,917	1,943	56.6%	50.8%	17.6%
American Indian and Alaska Native	\$31,224	2,366	38.1%	57.7%	10.9%
Two or more races	\$36,636	2,311	32.8%	61.0%	14.5%

Attachment 1 - Work Plan  
Grant # 8041400

**Service Provision & Results:** DWD will leverage existing partnerships to facilitate service provision and positive participant outcomes. For years, Lake Superior College, Adult Basic Education, DWD, SOAR Career Solutions and the Duluth Workforce Center have partnered and successfully supported clients to obtain industry recognized credentials and employment in the transportation, healthcare and construction fields. These longstanding relationships will be utilized to strengthen existing systems and guarantee efficient use of resources. Additionally, this project leverages \$35,000 in DOL LEAP funding to increase the number of training slots for women, is supported by local employers, and engages new partners at the Apprenticeship Training Centers. These collective efforts will reduce barriers and increase the likelihood clients obtain employment and/or access additional education/training opportunities. **Project Impact:** Activities outlined in this proposal will relieve economic disparities for women in the NE Region and Minnesota by increasing awareness, exposure, and access to occupations in the Skilled Trades including: *Carpenters, Machinists, Plumbers, Pipefitters, Electricians, Sheet Metal Workers, and Iron Workers*. Women who successfully complete training will be able to access well-paying jobs with local employers. Women who participate in tours will increase awareness of various occupations, gain understanding of training programs, and be able to "try out" various skills through hands on activities. Tours will be scheduled prior to apprenticeship program application periods, so interested women can apply, interview for, and potentially be selected as apprentices in 2019.

**Racial Equity Analysis:** DWD's experience serving individuals with significant barriers to employment and/or those who are under-served and under-represented in the workforce includes working with both racially diverse populations and women. Across all programs, more than half of DWD clients are women and the following chart shows the % of people from communities of color served by each program in the specified 12-month period as compared to the % of people from communities of color in Duluth:

PROGRAM (9/1/15 - 8/31/16)	% of people served from communities of color <sup>1</sup>	PROGRAM (9/1/15 - 8/31/16)	% of people served from communities of color <sup>1</sup>
MFP	32.54%	Dislocated Worker Program (WIOA & MN)	8.84%
Diversionary Work Program (DWP)	22.70%	Youth & Young Adult (WIOA & MN)	48.13%
Adult Program (WIOA)	42.00%	Older Worker Program (SCSEP)	29.00%
Percentage of people from communities of color in Duluth population = 9.4% <sup>2</sup>			

<sup>1</sup> Percentage of all participants NOT identifying their race as White/Caucasian / <sup>2</sup> Source: US Census Bureau, 2010-2014 ACS)

Attachment 1 - Work Plan  
Grant # 8041400

The *City of Duluth* continues its efforts to increase the diversity of its staff and ensure DWD reflects the communities we serve by utilizing tools made available through involvement with the Governmental Alliance on Racial Equity (GARE) to review job descriptions, adjust processes, and remove unintended barriers, such as requiring a driver's license for employment. The *Duluth Workforce Development Board*

(DWDB) is also working to diversify its membership by consulting with the City's Human Rights Office to facilitate engagement of

Current Demographics - DWD Staff			
% White	99%	Female	100%
% Non-White	1%	Male	0%
Current Demographics - DWD Board			
% White	95.24%	Female	72%
% Non-White	4.76%	Male	28%

diverse leadership and the DWDB's Diversity & Inclusion Committee is working to engage communities of color in development and implementation of solutions to address disparities. We continue to reach out to build relationships, facilitate connectivity, increase engagement, and garner input for our work. Communities of color and women will be engaged through individual and small group discussion, facilitated focus groups, and participation on an Advisory Committee. Female instructors will facilitate portions of the Carpenter's Preparatory-Apprenticeship training, serving as role models who are currently working in the field; women and/or individuals of color will facilitate tours and hands-on learning at apprenticeship training locations; and community organizations including the Community Action Duluth, American Indian Community Housing Organization, and the City's Human Rights Office will provide referrals, guidance and support.

**Proposed Services:** 1) Short Term Training: Project partners will recruit, prepare and engage women in 200 hours of training (developed with input from employers) to prepare them for occupations in Machining. Prior to the training, ABE will engage all participants in 20 hours of contextualized coursework to prepare them for the training. ABE will also provide 5 hours of classroom support and tutoring per week during the training at LSC's downtown campus. 2) Preparatory Apprenticeship: Project partners will recruit, prepare and engage women to prepare them for residential or commercial carpentry positions and entrance into a full apprenticeship program. Successful completers will be eligible for up to 3 certifications (OHS 10, HILTI PAT, UBC Aerial Life). Nine participants will be

**Attachment 1 - Work Plan  
Grant # 8041400**

supported by SOAR's LEAP Grant from DOL, with six additional spots for women supported through this grant. SOAR, North Central Regional Council of Carpenters' representatives and instructors, and ABE will facilitate orientation for all participants who enroll in the program to cover training logistics, rules, regulations, expectations, and to answer questions. Following orientation and prior to training, ABE will engage participants in 20 hours of contextualized coursework. All technical training will be conducted at the Carpenter's Training Center. 3) Employer engagement is a key component of both training opportunities and the following partners will engage with participants at various times throughout the training period: Ravir@crossbows, Loll Designs, Epicurean (*Machining*), McGough Construction, and Gardner Builders (*Carpentry*). 4) Outreach, Education and Tours: DWD and partners will facilitate public education and outreach activities to women through information sessions, distribution of education and other materials for apprenticeships, and on-site tours of five apprenticeship training programs in NE Minnesota - *Iron Workers, Plumbers/Pipefitters, Carpenters, Sheet Metal Workers, and Electricians*. Educational materials aimed at "demystifying" apprenticeships will be developed and distributed through the Workforce Center, partner locations, community-based organizations, and high schools. Each apprenticeship training program will host one "experiential tour" for 12-15 women scheduled at different times throughout the grant period. Partners seek to engage at least 50 unique women. SOAR and DWD will promote all opportunities to individuals accessing services at each agency location, with additional outreach and referrals facilitated through the Workforce Center, Adult Basic Education, local NAACP chapter, and other community-based organizations. At least 3 informational sessions will be conducted during the grant period at various locations in the community - one downtown, one east and one west - to ensure access across neighborhoods.

**Accountability and Reporting:** Project partners frequently work together and have established systems for collectively serving clients, maintaining client confidentiality, and harnessing resources to maximize collective impact. DWD and SOAR have experienced staff working on this project who will maintain

**Attachment 1 - Work Plan  
Grant # 8041400**

caseloads, track data, assess eligibility, facilitate intakes/enrollments, collect documentation, manage files, facilitate supports, develop plans, and monitor participant progress. Both SOAR and DWD utilize the Workforce One client management documentation system for tracking data, outcomes, case notes, support and other relevant information. DWD will have primary responsibility for reporting to DEED.

**Culturally Competent Delivery of Services:** Partners have many years of experience working with individuals from various racial/ethnic groups and utilize a client-centered approach by working with participants to address their individual needs and learning styles to achieve their goals. To ensure culturally competent delivery of services, partners will also: A) Ensure services incorporate and build upon participants' values, beliefs, worldviews, and traditions, many which are rooted in or informed by culture and experience; B) Continue to develop relationships and coordinate services with culturally specific, community-based resources and programs; C) Seek to recruit/hire those who increasingly reflect the range of identities represented in the populations being served; and D) Establish an Advisory Committee of representatives from organizations working with or representing diverse populations to inform staff on project activities, troubleshoot issues, and ensure services are delivered in a manner that is reflective and accommodating of the populations being served.

**Aligning Services with Labor Market Demand:** The short-term training for Machining and Carpenter's Preparatory Apprenticeship Program both prepare individuals for occupations in high-demand in the NE region. Tours of training facilities will also provide exposure and access to apprenticeships for occupations in demand. In NE Minnesota there are nearly 6,000 people employed in construction and extraction occupations, with 1,480 openings projected from 2014-2024 due to growth and replacement of the workforce in the region. The median wage for this occupation group is \$27.26, considerably higher than the \$17.25 median wage for all occupations in NE Minnesota (see Table 2). NE Minnesota also has nearly 300 machinists, and this occupation is projected to grow by more than 25% in the next 10 years with a projected growth of 100 machining jobs added. Along with projected growth, there is

Attachment 1 - Work Plan  
Grant # 8041400

need to replace machinists who may leave the job or retire, providing considerable opportunity for this occupation both regionally and statewide.

SOC Code	Occupation	Employment	Median Wage	% Change 2014 - 2024	Numeric Change 2014 - 2024	2014 - 2024 Replacement Openings	2014 - 2024 Total Openings
470000	Construction and Extraction Occupations	5,950	\$27.26	1.7%	138	1310	1480
514041	Machinists	290	\$23.55	26.4%	101	110	210
514041	Carpenters	1,020	\$24.37	0.9%	13	150	160
472152	Plumbers, Pipefitters, and Steamfitters	410	\$33.66	0.2%	1	50	50
472111	Electricians	510	\$32.12	1.0%	9	130	140
472211	Sheet Metal Workers	170	\$29.85	1.0%	3	60	60

Measurements of Success: Success will be measured by achieving the following:

Short Term Training: Machining	Pre-Apprenticeship Training: Carpentry	Experiential Tours/Information
50 will inquire about program 30 will complete paperwork 18 will engage in prep with ABE 15 will move into training 10 will successfully complete training 8 will move into employment, further education or apprenticeship	50 will inquire about program 30 will complete paperwork 18 will engage in prep with ABE 15 will move into training 10 will successfully complete training 8 will move into employment, further education or apprenticeship	60-75 women will participate in tours of the 5 training site locations  At least 12 of women participating in tours will submit apprenticeship applications  Of those who apply, at least 50% will be accepted.

**Employment Outcomes:** The 200 hour machining course was developed in partnership with employers and will provide a cohort of women with foundational skills necessary to gain employment. Employers will engage with participants throughout the training and will interview all successful completers. Those who successfully complete the training and meet employer requirements (i.e. pass drug test), will move into employment. Once hired, skills will continue to develop through on-the-job training. Opportunities for advancement will be available as skills are further developed through OJT and incentives will be provided to participants at hire and quarterly for up to one year to reward job retention. Successful completers of the Carpentry Preparatory Apprenticeship will have skills necessary for residential or commercial carpentry positions and/or entrance into a full apprenticeship program. Those moving into a full apprenticeship will increase their skills and marketability, providing additional opportunities for employment and/or advancement. To support job retention, incentives will be provided for participants at hire, 3-months, 6-months, 9-months, and one year. The first round of Carpentry Preparatory Apprenticeship training in Duluth (mid-2017) resulted in: 78% successfully completed, 67% obtained

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employment; 50% entered into a registered apprenticeship. We expect to achieve similar or better outcomes in this next round of training and will continue to utilize a cohort model to facilitate peer support. Implementation of education, outreach and experiential tours will increase awareness of the apprenticeship training programs (and application processes), while removing key barriers for participants, training programs and employers. We often hear that individuals who enter apprenticeships “do so because of a family member or other acquaintance”. If a person does not have that connection, they are far less likely to pursue these opportunities or even know where/how to access them. Women are even less likely to pursue an occupation in the trades, because they see very few women doing this work and don’t realize it could be an opportunity for them. Training programs want/need to recruit more women and minorities, but are having very limited success. Activities outlined in this proposal will facilitate connectivity between women and the skilled trades, reduce barriers (i.e. stereotypes, lack of awareness, etc.), and provide support for women interested in pursuing these nontraditional careers. Our goal is to increase the number of women who apply for and are accepted into local apprenticeship programs.

**Sustainability:** DWD has worked with individuals to gain and sustain employment for decades and has successfully prepared women (including low-income, women of color, and women over 50 years old) for high-wage, high demand jobs - including nontraditional occupations. Over the years, DWD has helped hundreds of women secure employment in high-demand industries including healthcare, advanced manufacturing, aviation, and carpentry. To sustain efforts outlined in this proposal, DWD will continue to align education/training resources with high-wage, high-demand occupations in the skilled trades and work with partners to secure additional funding beyond the grant period. We will seek investments from local foundations and, as the value of this work is recognized by our employer and apprenticeship partners, we will pursue a “shared investment strategy”, where all partners contribute financially. During this time of limited resources – people and financial – creative solutions supported by cross-

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sector, public/private investment and collaboration will be essential to our community's ability to meet employer demand for workers and individuals' need for employment with family-sustaining wages.

**Partnerships:** See partnership chart

**Participant Recruitment, Intake, and Retention Strategy:** Recruitment: SOAR will facilitate recruitment through agency staff and case managers; DWD will facilitate recruitment through staff, case managers, and Workforce Center partners. Information will be shared with St. Louis County and local DWP/MFIP providers to reach women on public assistance and an established referral network will be utilized to share information with other community-based organizations, service providers, government entities, educational institutions, service organizations, and others so they can identify and refer eligible and interested individuals to participate in project activities. Intentional connections with leaders from communities of color, the YWCA, NAACP, Community Action Duluth, and others will be made to promote project activities and training opportunities, and materials will be provided for easy reference and distribution to those who want to learn more. At least three information sessions will be conducted at locations across the community. Challenges: Connecting with the target population is often the most challenging aspect of any project, making it very important to have a broad referral network and multiple strategies for outreach. As we connect with individuals, we often find they need to work on stabilization factors such as securing safe housing, maintaining mental health and/or chemical dependency issues, or obtaining identification before they are ready to move forward. Support services and collaboration with others in the community help us work with clients to overcome these issues. Work schedules, childcare needs and other factors also create challenges for those we wish to engage, so training and tours are scheduled to provide as much flexibility for accommodating those needs as possible. Intake: A basic application will be used to collect relevant client data to determine eligibility and provide job counselors with other relevant information such as education level, skill competencies, and work experience. To assess the basic reading and math skills of eligible participants, staff utilize



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TABE testing administered by ABE. Other assessments are also utilized to support participants and assist them with making informed decisions regarding their future in the workforce. Participants meet one-on-one with staff to assess any "at risk" factors (i.e. criminal background, disability, negative work history), and discuss how best to address them. Based on client needs, a plan is developed for moving forward. Retention: Job counselors establish a relationship with each client; getting to know them and working to facilitate trust and open communication. The more connected a client feels to their counselor, the more likely they will be to reach out when challenges arise and the more successful they will be. Maintaining frequent contact and communication by phone or in person is critical to ensuring client engagement and retention. Incentives may be used to reward participants who achieve identified milestones (i.e. GED completion, 6 months on the job). Support services for transportation and other unmet needs also help with participant retention by removing barriers that would otherwise impede client success. Monitoring Progress: Staff maintain contact with participants at least monthly once they have exited the program to ensure the individual continues to be successful and provide assistance and/or support if they encounter an obstacle that would inhibit continued progress.

Use of Funds: Cost Effectiveness – A description of how the funds will be used to successfully deliver the proposed services has been included on the budget form. Financial Capacity - DWD has extensive experience effectively administering grant funding and the financial capacity needed to implement this grant project. Each year, DWD manages more than \$3.4 million in state and federal funding with support from the City of Duluth Financial Department which oversees financial management and ensures fiscal integrity. Funds Requested / # Served / Cost per Participant -

All Grant Activities (Trainings, Outreach, Tours)		Short Term Training: Machining Only		Preparatory Apprenticeship Training: Carpentry Only	
Total # Served	102 - 117	# Served	30	# Served (this grant only)	12
Avg. Cost Per Participant	\$1,373 - \$1,197	# Trained	15	# Trained (this grant only)	6
		Cost of Training Per Participant	\$1,500	Cost of Training Per Participant (this grant only)	\$2,245

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By utilizing an infrastructure of strong and proven partnerships, leveraging funding from other sources, establishing new partnerships, utilizing existing facilities, and enhancing efforts with in-kind resources and support, our project utilizes available funds in the most effective and productive way.

**Financial Management Capacity:** Records are maintained and supported by source documentation:

Records are maintained in the City of Duluth's (City) accounting and payroll software. Original invoices are kept by the Auditor's Office to support expenditures recorded; and, payroll records are kept by the Payroll Department to support payroll recorded. Internal controls are in place to assure accountability:

The City has internal controls in place and maintains segregation of duties: (A) Expenditures are approved by authorizing personnel, and forwarded to City's Finance Department; (B) Financial Specialists enter invoices into the accounting system. Financial Analysts print the checks; (C) Bi-weekly payroll timesheets are reviewed & approved by department supervisors. Payroll is entered into payroll software by the Payroll Department. All payroll checks are direct deposited; (D) The Treasurer's Office receipts all revenue; (E) The City has an annual audit performed by the Office of the State Auditor of Minnesota and is considered a low risk auditee. Fund Management: The City, in its 2016 audit (most recent completed) received revenues of \$131,630,842 in its General and Governmental Funds. The revenue was generated by property, sales & other taxes; licenses and permits, intergovernmental revenues (grants), charges for services, fines and forfeits, special assessments, investment income, and miscellaneous revenues. Five Financial Analysts and the City Auditor are assigned funds, and do the accounting for their assigned funds. Financial operations are overseen by the City's Chief Financial Officer and a Budget Manager oversees the City's annual budgets for all City funds.

**Matching/Leveraged Funds -** A) Co-enrollment with other programs will leverage grant funds by supporting eligible portions of the proposed activities; and B) \$35,000 secured by SOAR through a DOL LEAP grant will be leveraged with funds requested in this proposal to deliver the Carpenter's Preparatory Apprenticeship training and ensure designated slots for at least 6 women.

2007 Training Calendar	Period 1 Calendar Week 1-12	Period 2 Calendar Week 13-24	Period 3 Calendar Week 25-36
Total Inquiring:	25	50	50
Total Participants Served:	-	30	30
Total Entering Prep with ABE:	-	18	18
Total Completing Prep and Entering Training:	-	15	15
Total Completing Training and Earning Credential/s:	-	12	12
Total Entered Employment and/or Apprenticeship:	-	9	9
<b>Activity: Community Awareness, Outreach &amp; Recruitment</b> DWD and SOAR will develop shared marketing materials and facilitate information sessions at their locations. At least three additional sessions will be conducted at location in the community (east, west, central). Social media will be used to generate awareness. Information will also be shared through partner networks, including the local NAACP chapter, Indigenous People's Circle, and other CBOs and the local media.	<b>Outcome Measures</b> 50 individuals inquire 30 individuals enroll		
<b>Activity: Intake and Assessments</b> Job counselors will facilitate intake & conduct assessments. All participants will complete TABE testing with ABE, additional support will be provided as needed. Participants will work 1:1 with staff to address barriers, etc.	<b>Outcome Measures</b> 30 individuals complete intake and assessments and TABE testing 18 individuals continue working with staff, develop an individualized employment plan (IEP), and move into prep course with ABE		
<b>Activity: ABE Prep and Machining Training</b> Participants will enroll in & complete 20 hours of ABE Prep with contextualized instruction. Participants will enroll in and complete 200 hours of machining training (including embedded ABE services). Participants will work 1:1 with staff to address barriers and troubleshoot issues to ensure successful completion.	<b>Outcome Measures</b> 18 individuals will enter into the ABE Prep Course 15 individuals will complete and move into classroom training 12 individuals will complete classroom training		
<b>Activity: Employer Engagement &amp; Employment</b> Employer representatives will engage with participants during training to provide information about their business, available jobs, opportunities for growth & advancement, the application process, etc. Jobsite tours and Mock interviews will be conducted prior to class completion.	<b>Outcome Measures</b> 100% of those completing training will be interviewed (12) At least 50% of those interviewed will be hired (6) 50% of those not hired will pursue additional education/training (3)		
<b>Activity: Advisory Committee Meetings</b> A committee of individuals from organizations working with or representing diverse populations will meet at least monthly to inform staff on project activities, troubleshoot issues, and ensure services are delivered in a manner that is reflective and accommodating of the populations being served.			

Carpenter Preparatory Apprenticeship Training Funded by DO, LEAP and DEED	Period 1 Grant Start 6/16/19		Period 2 Grant Start 7/1/19		Period 3 Grant Start 8/1/19		Total Project	DEED Portion	Total Project
	DEED Portion	Total Project	DEED Portion	Total Project	DEED Portion	Total Project			
# Inquiring:	20	50	20	50	20	50	50	20	50
# Participants Served:	16	30	16	30	16	30	30	16	30
# Entering Prep with ABE:	8	18	8	18	8	18	18	8	18
# Completing Prep and Entering Training:	6	15	6	15	6	15	15	6	15
# Completing Training and Earning Credential/s:	4	12	4	12	4	12	12	4	12
# Entered Employment and/or Apprenticeship:	2	9	2	9	2	9	9	2	9
<b>Activity: Community Awareness, Outreach &amp; Recruitment</b>	Total Program Outcome Measures: 50 individuals inquire 30 individuals enroll								
- Develop Shared Marketing Materials	Total Program Outcome Measures: Participant Holland Codes are identified Participant Pre-Post Test MOM scores show an increased understanding of curriculum content Participant Pre-Post Test CQ scores show an increased understanding of curriculum content Participants TABE Math and Reading Scores are at an 8 <sup>th</sup> grade level Participants will complete an Individualized Employment Plan (IEP)								
- Disseminate information by conducting information sessions, posting on social media, and distributing to local NAACP chapter, Indigenous People's Circle, other community-based organizations and local media.									
- Activity: Intake and Assessments									
- Participants complete Holland Code Assessment									
- Participants complete Mind over Matters (MOM) Workshop									
- Participants complete Career Quest (CQ) Workshop	Total Program Outcome Measures: 15 individuals will enter into the Preparatory Apprenticeship Program (PAP) 12 individuals will graduate the PAP training - OSHA 10 - HILTI PAT - UBC Aerial Lift								
- Participants complete Test of Adult Basic Education (TABE)									
- Participants meet 1:1 with SOAR Career Specialists									
- Activity: Orientation, ABE Prep and Carpentry Training									
- Participants complete orientation									
- Participants enroll in & complete 20 hours of ABE contextualized instruction	Total Program Outcome Measures: 9 individuals will obtain 3 certifications 2 individuals will gain employment and enter a registered apprentice program through North Central States Regional Council of Carpenters								
- Participants enroll into and complete 160 hours of carpentry training (including embedded ABE services)									
- Employer representatives engage with participant through industry panels, jobsite tours and mock interviews									
- 1:1 support from SOAR program staff to troubleshoot client issues and ensure successful completion									
- Activity: Employer Engagement & Employment									
- Employer representatives engage with participants through industry panels, jobsite tours and mock interviews	Total Program Outcome Measures: 9 individuals will gain employment and enter a registered apprentice program through North Central States Regional Council of Carpenters								
- 1:1 case management to address barriers to employment and provide job search, interview prep and job retention support from SOAR staff									
<b>Activity: Advisory Committee Meetings</b>	Total Program Outcome Measures: 9 individuals will obtain 3 certifications 2 individuals will gain employment and enter a registered apprentice program through North Central States Regional Council of Carpenters								
A committee of individuals from organizations working with or representing diverse populations will meet at least monthly to inform staff on project activities, troubleshoot issues, and ensure services are delivered in a manner that is reflective and accommodating of the populations being served.									

Outreach/Education & Tours	Period 1 Grant Start through 6/30/18	Period 2 Grant Start through 12/31/18	Period 3 Grant Start through 6/30/19
	Up to 75	Up to 75	Up to 75
	-	-	22
	-	-	6
<p><b>Total Tour Participants</b></p> <p>Total Tour Participants Submitting Apprenticeship Application</p> <p>Total Tour Participants Accepted into Apprenticeship</p> <p>Total Tour Participants Accepted to "Demystify" Apprenticeships</p> <p><b>Activity:</b> Development of Materials to "Demystify" Apprenticeships</p> <ul style="list-style-type: none"> <li>- Research existing apprenticeship information</li> <li>- Conduct in-person meetings with representatives of apprenticeship training programs and tour facilities to "fill in gaps" such as process specifics (including when interviews are conducted), selection process, potential for informational interviews, basic skills required, etc.</li> <li>- Use information to develop materials for use by staff, job seekers, students and others who may be interested in apprenticeships.</li> </ul>	<p><b>Outcome Measures</b></p> <p>All research complete, visits made, and materials developed by June 30, 2018.</p>		
<p><b>Activity:</b> Distribution of Materials to "Demystify" Apprenticeships</p> <ul style="list-style-type: none"> <li>- Host event to "kick-off" awareness of apprenticeships and highlight upcoming tours</li> <li>- Ensure all WFC staff and other employment &amp; training providers are aware of apprenticeship opportunities and have access to materials to share with clients</li> <li>- Disseminate brochures, posters and other materials to key locations in the community</li> </ul>	<p><b>Outcome Measures</b></p> <p>Kick-off event; Tour Schedule Released at end of Period 1</p> <p>Information disseminated during Period 2</p> <p>Recruitment for tours will occur Period 1-2</p>		
<p><b>Activity:</b> Coordinated Tours of Training Programs for Women</p> <ul style="list-style-type: none"> <li>- Conduct experiential tours at each of the following locations by end of 2018:                             <ul style="list-style-type: none"> <li>▶ Carpenters Training Ctr. (5238 Miller Trunk Hwy)</li> <li>▶ Plumbers/Pipefitters Training Ctr. (4402 Airport Blvd, Duluth)</li> <li>▶ Sheet Metal Training Ctr. (6279 Industrial Rd, Saginaw)</li> <li>▶ Iron Workers Training Ctr. (3752 Midway Rd, Hermantown)</li> <li>▶ Electrician Training Program (Lake Superior College, Trinity Rd)</li> </ul> </li> <li>- Tours will feature information about occupations, wages, training requirements, application processes, and opportunities for participants to "try out" a few hands-on examples of job-specific tasks.</li> <li>- All attendees will be provided with packets including an apprenticeship application and a detailed overview of the process, pre-application requirements, tips for interviewing, the selection process and timeline, etc.</li> </ul>	<p><b>Outcome Measures</b></p> <p>Tours completed at all sites by 12/31/18</p> <p>Those submitting applications will do so prior to set deadlines</p> <p>Staff will provide coaching and support to those submitting applications</p> <p>Interviews and selection will occur in Period 3</p>		

Attachment 2: Budget

City of Duluth

Grant #8041400

Office Use Only	Cost Category	Total DEED Funds Requested				Total Matching Funds <sup>2</sup> (if applicable)	Total Project Funds
		Period 1 (Grant Start Date through 6/30/18)	Period 2 (Grant Start Date through 12/31/18)	Period 3 (Grant Start Date through 6/30/19)	Total DEED Funds		
855	Administrative Costs <sup>2</sup>	\$4,000	\$8,500	\$13,000	\$13,000	\$5,000 (including leverage)	\$18,000
885	Direct Services	\$12,500	\$24,500	\$37,000	\$37,000	\$16,000 (including leverage)	\$53,000
838	Direct Customer Training	\$17,500	\$28,000	\$68,229	\$68,229	\$16,415 (including leverage)	\$84,644
828	Support Services Costs	\$4,000	\$10,000	\$16,970	\$16,970	\$6,500 (including leverage)	\$23,470
830	Outreach	\$4,000	\$6,300	\$6,300	\$6,300	\$0	\$6,300
	<b>Total:</b>	<b>\$42,000</b>	<b>\$77,300</b>	<b>\$141,499</b>	<b>\$141,499</b>	<b>\$43,915</b>	<b>\$185,414</b>

- Administrative funds will be used for costs not associated with direct provision of services to program participants, including financial reporting, payment processing, grant administration and oversight.
- Direct Services include staff costs associated with providing direct services to participants including: Intake & Assessment, Case Management, Instruction/Workshops, Pre-Employment Services (Job Search), Post-Employment Services (Job Retention)
- Direct Customer Training includes funding for ABE: Instructor costs for TABE testing, curriculum development, 20 hours contextualized instruction, 20 hours training instruction support, assessment, help with basic education skills – CARPENTRY & MACHINING; Lake Superior College: instructor costs, books/materials, equipment, computer lab - 15 students MACHINING; MCSACC: instructor wages and benefits, curriculum, building materials and supplies for -6 students CARPENTRY; CWD: OIT employer partners – MACHINING; Training Centers: Journey person wages and benefits, materials and supplies to lead/facilitate Experiential Tours with hands-on activities
- Support Services Costs include items/supports that are necessary for participation and success in program activities including, but not limited to: transportation, housing/rental assistance, health/medical costs, needs-based payments, and other expenditures in accordance with appropriate rules and regulations.
- Outreach includes \$1,900 for development of materials for Carpenters Preparatory Apprenticeship Program and Short Term Training in Machining and support for information sessions (i.e. childcare). Remaining \$5,000 is for development of Apprenticeship resources and tours – including costs of transporting a group of 12-15 women to each site.

<sup>1</sup> Matching 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.

**Women Economic Security Act (WESA)**  
**MN Women and High-Wage, High-Demand, Nontraditional Jobs Grant Program**  
**Lake Superior College**

**EXHIBIT E**

Cost Category	TERM ONE (CY 18) 03-31-18 through 06-30-19	TERM TWO (CY 19) 07-01-18 through 06-30-19	TOTAL
Subgrant Administration	\$0	\$0	\$0
Direct Customer Training: Instructor costs, books/materials, equipment, computer lab - 15 students MACHINING - 200 hours - downtown	\$0	\$22,500	\$22,500
Direct Services	\$0	\$0	\$0
Support Services	\$0	\$0	\$0
Outreach	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$22,500</b>	<b>\$22,500</b>

TERM ONE (CY 18) 03-31-18 through 06-30-19 - Cost Category	03-31-18 through 06-30-18	07-01-18 through 09-30-18	10-01-18 through 12-31-18	01-01-18 through 03-31-19	04-01-19 through 06-30-19
Subgrant Administration					\$0
Direct Customer Training: Instructor costs, books/materials, equipment, computer lab - 15 students MACHINING - 200 hours - downtown					\$0
Direct Services					\$0
Support Services					\$0
Outreach					\$0
<b>Total</b>					<b>\$0</b>

TERM TWO (CY 19) 07-01-18 through 06-30-19 - Cost Category	07-01-18 through 09-30-18	10-01-18 through 12-31-18	01-01-18 through 03-31-19	04-01-19 through 06-30-19
Subgrant Administration				\$0
Direct Customer Training: Instructor costs, books/materials, equipment, computer lab - 15 students MACHINING - 200 hours - downtown				\$22,500
Direct Services				\$0
Support Services				\$0
Outreach				\$0
<b>Total</b>				<b>\$22,500</b>