CAREER SOLUTIONS JOINT POWERS BOARD & WORKFORCE DEVELOPMENT BOARD MEETING

Thursday, August 20, 2026, at 3:00pm

Career Solutions Guest Wi-Fi: Welcome2CareerSolutions!

Physical Location:	CareerForce St. Cloud 1542 Northway Drive, St. Cloud, MN 56303 – Door #2 No parking permit required for this event. Please park in Lot B.
Zoom Option:	Zoom link can be found in your calendar invite or by emailing Kari.Court@csjobs.org

1. **Call the Meeting to Order**
   A. Joint Powers Board (JPB) — Bertram
   B. Local Workforce Development Board (LWDB) — Magelssen

2. **Approval of the Agenda**
   A. JPB — Action: JPB & LWDB
   B. LWDB-Exec

3. **Consent Agenda: JPB & LWDB** — Action: JPB & LWDB
   A. 06/2026 Statement of Revenue and Expenditures ~ Preliminary (Attachment 3.A.)
   B. 2026-2027 Client Waiver Overages – as of 08/17/2026 (Attachment 3.B)
   C. Credit Card (Bill) Program Agreement (Attachment 3.C.)
   D. MN Department of Children, Youth, and Families Grant Contract (Attachment 3.D.)
   E. Minnesota State/SCTCC Contract for Drive for 5 (D45) Welding Discovery Day Agreement (Attachment 3.E.)
   F. Minnesota State/SCTCC Contract for OSHA 10 Construction Agreement (Attachment 3.F.)
   G. Twin Cities Rise Memorandum of Understanding Agreement (Attachment 3.G.)
   H. PY26/SFY27 DEED EO ADA Annual Assessment (Attachment 3.H.)
   I. PY26/SFY27 DEED Fiscal Monitoring Guide (Attachment 3.I.)
   J. PY26/SFY27 Unified Local Youth Plan WIOA/MYP (Attachment 3.J.)
   K. Insurance Broker Transition – From OneDigital to Gallagher (Attachment 3.K.)

4. **MN Association of Workforce Boards (MAWB) Presentation** – Cate Duin, Director of MAWB — Duin

5. **Business Items/Updates** — Stark
   A. CareerONE Recap
   B. DEED Required Documents (Attachments 5.B.):
      - Local and Regional Plans – Open for Public Comment 09/01/2026
         - Local Plan Assurances & Certifications
      - Cash Advance Payment (CAPR's) Issues
   C. Project/Grant Updates

Note: If you are unable to attend this meeting, please contact Kari Court at 320.380.4938 or email at Kari.Court@CSJobs.org. Upon request, this material can be made available in alternate formats.

D. Upcoming Events/Recap (Attachments 5.D.):
   - CDL Discovery Day – 07/22/26 Recap
   - MAWB Summer Conference
   - Employer Action Guide
   - Employer Fair Chance Training: 09/17/2026
   - 2026 Benton County Fair Recap
   - Open House Coming Soon
   - 2025-2026 Financial Auditors Onsite Visit Coming Soon
   - Manufacturing Month: October

6. Other

A. Executive Director Updates
B. From the Floor/Announcements

7. Adjourn Bertram Magelssen

Note: If you are unable to attend this meeting, please contact Kari Court at 320.380.4938 or email at Kari.Court@CSJobs.org. Upon request, this material can be made available in alternate formats.

Career Solutions
Statements of Revenues and Expenditures
Current Fiscal Year to Date Periods Ended June 30, 2026 and Prior Fiscal Year

	Year To Date 06/30/26				Prior Year Actual 06/30/25	FY26 Year Ending Original
Description	**Actual**	**Budget**	**Budget Diff**	**Budget % Var**	**Actual**	**Fiscal Budget**
Revenues over Expenditures						
Revenues						
Contributions	$ 3,565	$ -	$ 3,565	0%	$ -	$ -
Grant Revenues	$ 2,999,142	$ 3,709,375	$ (710,233)	-19%	$ 3,708,171	$ 3,709,375
Program Service Revenue	$ 3,000	$ 38,505	$ (35,505)	0%	$ 38,763	$ 38,505
Investment Income	$ 4,518	$ -	$ 4,518	0%	$ 5,419	$ -
Other Revenue	$ 40,728	$ -	$ 40,728	0%	$ 56,888	$ -
Total Revenues	**$ 3,050,952**	**$ 3,747,880**	**$ (696,928)**	**-19%**	**$ 3,809,240**	**$ 3,747,880**
Expenditures						
Direct	$ 850,691	$ 1,208,960	$ (358,269)	-30%	$ 1,272,861	$ 1,208,960
Personnel	$ 2,000,289	$ 2,039,375	$ (39,086)	-2%	$ 1,945,713	$ 2,039,375
Occupancy - Rent / Lease Expense	$ 96,180	$ 119,000	$ (22,820)	-19%	$ 9,575	$ 119,000
Professional Fees	$ 143,311	$ 129,200	$ 14,111	11%	$ 131,119	$ 129,200
General and Administrative Expenses						
Advertising, Marketing & Website	$ 17,590	$ 15,300	$ 2,290	15%	$ 14,426	$ 15,300
Conferences, Conventions, and Meetings	$ 7,435	$ 8,500	$ (1,065)	-13%	$ 6,273	$ 8,500
Depreciation	$ -	$ 73,000	$ (73,000)	-100%	$ 63,677	$ 73,000
Dues, Subscriptions & Memberships	$ 12,235	$ 9,000	$ 3,235	36%	$ 21,264	$ 9,000
Furniture, Computer, & Equipment	$ 49,377	$ 15,000	$ 34,377	229%	$ 74,504	$ 15,000
Bank Fees & Service Charges	$ 1,291	$ 750	$ 541	72%	$ 747	$ 750
Insurance	$ 15,314	$ 17,500	$ (2,186)	-12%	$ 16,147	$ 17,500
Miscellaneous	$ 1,056	$ 800	$ 256	32%	$ 771	$ 800
Office, Janitorial, & Other Supplies	$ 21,291	$ 16,000	$ 5,291	33%	$ 13,571	$ 16,000
Printing, Publications & Copier	$ 5,889	$ 5,500	$ 389	7%	$ 5,475	$ 5,500
Postage and Delivery	$ 501	$ 750	$ (249)	-33%	$ 615	$ 750
Telephone	$ 21,678	$ 14,000	$ 7,678	55%	$ 13,085	$ 14,000
Staff Travel	$ 4,268	$ 7,000	$ (2,732)	-39%	$ 6,748	$ 7,000
Staff Training	$ 6,049	$ 15,000	$ (8,951)	-60%	$ 23,928	$ 15,000
Total General and Administrative Expenses	**$ 163,974**	**$ 198,100**	**$ (34,126)**	**-17%**	**$ 261,233**	**$ 198,100**
Total Expenditures	**$ 3,254,446**	**$ 3,694,635**	**$ (440,188)**	**-12%**	**$ 3,620,502**	**$ 3,694,635**
Total Revenues over Expenditures	**$ (203,494)**	**$ 53,245**	**$ (256,739)**	**-482%**	**$ 188,738**	**$ 53,245**

Career Solutions
Statements of Financial Position
As of June 30, 2026 and Prior Fiscal Year

	Year To Date 06/30/26 Current Year Balance	Year Ending 06/30/25 Prior Year
Assets		
Current Assets		
Cash and Cash Equivalents		
Checking Account	51,349.25	(115,021.98)
Reserve Account	40,163.83	40,067.44
Certificate of Deposit	0.00	83,848.97
Falcon N. Bank - IntraFi - ICS - Career Solutions	233,473.82	278,370.47
Total Cash and Cash Equivalents	324,986.90	287,264.90
Accounts Receivable		
Accounts Receivable	125,521.73	196,579.41
Grants Receivable - State	0.00	95,269.73
Grants Receivable - Federal	0.00	64,805.25
Total Accounts Receivable	125,521.73	356,654.39
Total Current Assets	450,508.63	643,919.29
Other Assets		
Deposits & Other Assets		
Prepaid Expense	3,760.00	0.00
Prepaid Insurance	6,813.00	7,989.21
Prepaid Insurance - Health, Dental & Vision	18,525.70	12,050.64
Prepaid Bus Passes	50.00	50.00
PrePaid Gas Cards	5,400.00	4,042.32
Deferred Outflows of Resources	63,504.00	63,504.00
Due To/From Other Grants	0.00	695.00
Right of Use Asset	306,026.00	306,026.00
Furniture & Fixtures	224,124.28	224,124.28
Accumulated Depreciation	(202,057.43)	(202,057.43)
Accumulated Depreciation - Right of Use Asset	(36,908.00)	(36,908.00)
Total Deposits & Other Assets	389,237.55	379,516.02
Total Other Assets	389,237.55	379,516.02
Total Assets	**839,746.18**	**1,023,435.31**
Liabilities and Net Assets		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable - Vendors	71,918.88	26,993.66
Accounts Payable - Other	14,148.93	22,573.79
Divvy Credit Card - CS	6,336.09	6,947.97
Total Accounts Payable	92,403.90	56,515.42
Accrued Payroll		
Accrued Wages, Taxes, Fringe Benefits & Fees	106,267.02	105,459.68
PTO Payable	118,354.55	135,179.36
Net Pension Liability	609,531.00	609,531.00
Total Accrued Payroll	834,152.57	850,170.04
Deferred Liabilities		
Deferred Inflows of	509,724.83	509,724.83
Total Deferred Liabilities	509,724.83	509,724.83
Other Current Liabilities		
Entity 100 due to Entity 200	0.00	66.35
Lease Liability-Due in One Year	54,691.00	54,691.00
Total Other Current Liabilities	54,691.00	54,757.35
Total Current Liabilities	1,490,972.30	1,471,167.64
Long Term Liabilities		
Long Term Debt & Other		
Lease Liability - Due in More than One Year	217,102.00	217,102.00
Total Long Term Debt & Other	217,102.00	217,102.00
Total Long Term Liabilities	217,102.00	217,102.00
Total Liabilities	1,708,074.30	1,688,269.64

Career Solutions Waivers **Period:** **7/1/2026** **to** **6/30/2027**

#	CLIENT WF1 ID#	PROGRAM NAME	DATE	DESCRIPTION	CODE *	$ OVER LIMIT	BOARD APPROVAL DATE
1	2022243445	FDC	8/5/2026	Car Payment	05	1 month over waiver	

Agenda Cover Sheet:
Credit Card Program Agreement

Agenda Items:

Career Solutions has company credit cards through Bill.com. They are offering a higher rate on the rewards program from 0.5% to 1.5%. This does require signing a new agreement which is included on the following pages as reference.

Financial Impact:

N/A.

Action Requested:

Request the board to approve the credit card (Bill.com) rewards program agreement.

REWARDS PROGRAM AGREEMENT

This Rewards Program Agreement ("Rewards Agreement") is entered into by and between DivvyPay, LLC, an affiliate of BILL.com, LLC (together, "BILL" or "we") and Company (together, "Company", "you", and "your"), dated as of latest date set forth in the signature lines below ("Effective Date"). These rewards terms are incorporated into and made a part of the terms of service between you and BILL governing your use of your BILL Account.

RECITALS

WHEREAS, Company previously entered into that certain Rewards Program Agreement with BILL, located at https://www.bill.com/legal/bill-rewards-program ("Prior Rewards Agreement").

WHEREAS, Company and BILL mutually agree that the Prior Rewards Agreement is hereby terminated in its entirety as of the Effective Date of this Agreement;

NOW THEREFORE, in consideration of the foregoing and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Company agrees as follows:

AGREEMENT

1. BILL Rewards: You shall be eligible to receive cashback from BILL for all purchases made with the BILL Divvy Card ("Card"), excluding any (i) cash advances, (ii) Reversed Transactions (defined below), (iii) purchases that incur a (a) Foreign Currency Transaction Fee or (b) Cross Border Transaction Fee, (iv) bill payment transactions submitted through third parties (e.g. Melio or Plastiq transactions) and (v) Declined Transactions (defined below) ("Net Purchase(s)"), subject to and according to the details outlined herein ("BILL Rewards"). A Declined Transaction means a transaction where a payment is submitted, but not successfully completed. This may occur for one of the following reasons: i) a recipient does not accept Card payment, ii) an account or Card has insufficient budget or credit limit, or iii) a transaction is rejected. A Reversed Transaction means merchant reversals, chargebacks, or credits.

2. Cashback Calculation: For all Net Purchases completed by Company during an applicable month, BILL shall pay Company cashback in an amount equal Net Purchases Completed in such month multiplied by the applicable Cashback Percentage as outlined in the below Rewards Table ("Cashback"). By way of example, if Company is on a Weekly Billing Cycle, BILL shall pay Company in amount equal to all Net Purchases completed by Company during such month, multiplied by 1.70%. Company's Billing Cycle, as of the first day of the month subsequent to the month in which Cashback is payable to Company, shall be the applicable Billing Cycle for such month's Cashback calculation. By way of example, Company's Billing Cycle on the first business day of month 2 shall determine the applicable Cashback Percentage payable to Company for month 1.

Rewards Table

BILLING CYCLE	CASHBACK PERCENTAGE
PREPAID	1.90%
WEEKLY	1.70%
SEMI-MONTHLY	1.65%
MONTHLY	1.50%

3. Cashback Payment and Timing: Any applicable Cashback shall be paid monthly, within thirty (30) days after the end of each applicable month.

4. Effect of Billing Cycle Selection: You have the option to select a billing cycle, which is the periodicity of sweeping the accounts ("Billing Cycle"). Billing Cycle options include (i) Prepaid, (ii) Weekly, (iii) Semi-monthly, or (iv) Monthly. Your selection of Billing Cycle will dictate your Cashback Percentage, as outlined in the above Rewards Table, subject to the terms and restrictions found herein.

5. BILL Rewards Eligibility and Other Restrictions.

- To be eligible for the Rewards Program, your BILL account must be continuously in good standing, you must maintain a linked account, and all user spend must be on behalf of Company and affiliated and authorized by Company. If your BILL account is not in good standing for any reason, or we determine in our sole discretion that you are abusing or misusing the Rewards Program, or have otherwise violated our Services or any other applicable BILL terms, you may be ineligible to earn Cashback and may forfeit any or all Cashback previously earned. We may condition, restrict, limit or revoke Cashback in our sole discretion.
- If you are (i) delinquent in your account or (ii) in default at any time, we reserve the right to revoke and remove all Cashback from your account.

6. BILL Solely Responsible: BILL is solely responsible for the administration of the BILL Rewards program described herein and the payment of all amounts or benefits due to you under this section. The issuing bank is not a party to this Rewards Agreement and this Rewards Agreement does not affect, modify, or amend any terms and conditions, including the Card terms and conditions, or any other agreement you have with the issuing bank. You agree to look exclusively to BILL in the event of any dispute arising out of or relating to the Rewards Agreement described herein or the amounts paid or payable to you hereunder.

7. Miscellaneous Provisions:

- **Severability**: Whenever possible, each portion of this Rewards Agreement will be interpreted in such a manner as to be effective and valid under applicable law, but if any portion of this Rewards Agreement is held to be prohibited by or invalid under applicable law, such portion will be deemed restated to reflect the original intentions of the parties as nearly as possible in accordance with applicable law, and, if capable of substantial performance, the remaining portions of this Rewards Agreement will be enforced as if this Rewards Agreement was entered into without the invalid portion.
- **Assignment**: You may not assign this Rewards Agreement to any other entity without the express prior written consent of BILL or its successor in interest, as applicable. BILL may, in its sole discretion, assign this Rewards Agreement and its obligations, transfer any right or delegate any duty of performance under this Rewards Agreement without further notice. The person or entity(ies) to whom BILL makes any such assignment is entitled to all of BILL's rights under this Rewards Agreement, to the extent that those rights were assigned.
- **Modification; Waiver**: We may change the terms of this Rewards Agreement from time to time, which may include adding, modifying or deleting any term to this Rewards Agreement. If required by law, we will give you advance written notice of the change(s). No delay or omission by either party to exercise any right or power hereunder will impair such right or power or be construed to be a waiver thereof. A waiver by either Party of any of the obligations to be performed by the other or any breach thereof will not be construed to be a waiver of any succeeding breach thereof or of any other obligations herein contained.
- **Governing Law and Venue**: The laws of the State of Utah, without reference to any conflict of law provisions or decisions, shall govern all questions concerning the construction, validity and interpretation of this Rewards Agreement and the performance of the obligations imposed by this Rewards Agreement. The exclusive venue for any dispute relating to this Rewards Agreement shall be in the state courts located in Utah or the federal courts located in the District of Utah.
- **Term and Termination**: This Rewards Agreement shall remain in effect until terminated upon delivery of written notice of termination by either party, which notice may be delivered at any time. Notice of termination shall in no way affect Company's obligation to pay any amounts owed under the Account Application. In the event of the termination of this Rewards Agreement by either party, the parties hereby mutually agree to have entered into the Prior Rewards Agreement, effective as of the date in which the Rewards Agreement is terminated, and such Prior Rewards Agreement shall be deemed to govern and control your BILL Rewards.
- **Effects Termination by BILL**: If BILL chooses to terminate the Rewards Agreement, any accrued cashback will be paid to Cardholder within thirty (30) days of termination by BILL.

- **Counterparts**: This Rewards Agreement may be executed in one or more counterparts, all of which taken together will constitute one and the same instrument.

IN WITNESS WHEREOF, Divvy and Company have entered into this Rewards Agreement as of the Effective Date.

DivvyPay, LLC

By: Joseph Newcomb

Name: Joe Newcomb

Title: Financial Manager

Date: 7/27/2026

Company: Stearns Benton Employ

Authorized Representative: Signed by: Tammy Stark ED5D65E62FF94FD...

Name: Tammy Stark

Title: Executive Director

Date: 7/27/2026

Minnesota Department of Children, Youth, and Families Grant Contract

This Grant Contract, and all amendments and supplements to the contract (“CONTRACT”), is between the State of Minnesota, acting through its Department of Children, Youth, and Families, Economic Assistance and Employment Supports Division (“STATE”) and Click here to enter Grantee Name, an independent grantee, not an employee of the State of Minnesota, located at Click here to enter physical street address, city, state, zip code (“GRANTEE”).

RECITALS

STATE, pursuant to Minnesota Statutes, section 256.01, subdivision 2(a)(6), has authority to enter into contracts for the following services: SNAP E&T providers that will implement SNAP E&T as part of the state’s workforce and human service system, who offer services including education, training, and work based learning opportunities.

Providers will provide SNAP recipients with strong case management, SNAP E&T activity progression that leads to career pathways, and the ability to transition off public assistance.

STATE, in accordance with Minnesota Statutes, section 13.46, is permitted to share information with GRANTEE.

GRANTEE represents that it is duly qualified and willing to perform the services set forth in this CONTRACT to the satisfaction of STATE.

THEREFORE, the parties agree as follows:

CONTRACT

1. CONTRACT TERM AND SURVIVAL OF TERMS.

1.1. Effective date. This CONTRACT is effective on **October 1, 2026**, or the date that STATE obtains all required signatures under Minnesota Statutes, section 16B.98, subdivision 5, whichever is later.

1.2. Expiration date. This CONTRACT is valid through **September 30, 2027** or until all obligations set forth in this CONTRACT have been satisfactorily fulfilled, whichever occurs first.

1.3. No performance before notification by STATE. GRANTEE may not begin work under this CONTRACT, nor will any payments or reimbursements be made, until all required signatures have been obtained per Minn. Stat. § 16B.98, subd. 7, and GRANTEE is notified to begin work by STATE's Authorized Representative.

1.4. Survival of terms. GRANTEE shall have a continuing obligation after the expiration or termination of CONTRACT to comply with the following provisions of CONTRACT: Indemnification; Information Privacy and Security; Intellectual Property Rights; Publicity; Ownership of Equipment; Data Disclosure; State audit; and Jurisdiction and Venue.

1.5. Time is of the essence. GRANTEE will perform its duties within the time limits established in CONTRACT unless it receives written approval from STATE. In performance of CONTRACT, time is of the essence.

2. DUTIES.

2.1. Grantee's Duties. GRANTEE shall perform duties in accordance with **Attachment A**, Work Plan and as follows, which is attached and incorporated into this CONTRACT.

a. Agree to work collaboratively with STATE, Counties and SNAP E&T providers towards fulfilling the goals of SNAP E&T. Notify STATE of staff changes within 10 business days of staff departure.

- i. GRANTEE will ensure a strong program start up and onboarding process.
- ii. GRANTEE will provide SNAP E&T services and a comprehensive case management system delivering individualized support to SNAP recipients that supports successfully transitioning off public assistance.
- iii. GRANTEE will collaborate with workforce agencies, employers, community-based organizations and the STATE to ensure coordinated service and participant support.
- iv. GRANTEE will implement an effective data management and reporting system to ensure timely, accurate, and complete reporting of participant activities, expenditures and outcomes.

b. Agree to collect and report data in the Workforce One (WF1) system as detailed under the Data Collection and Reporting Responsibilities in Attachment **A, Work Plan.**

c. Meet the following requirements for access to STATE's MAXIS system.

- **i.** GRANTEE must ensure that all employment services workers ("job counselors") will be properly trained and certified prior to accessing MAXIS Inquiry. Employment services job counselors should access MAXIS Inquiry in a manner consistent with, and for the sole purpose of, SNAP E&T.
- **ii.** GRANTEE is responsible for all technical assistance necessary to maintain all software and hardware used under this CONTRACT, including, computer & network security, virus protection and firewalls.
- iii. GRANTEE must designate one staff member as an Employment Services security liaison who will coordinate with STATE MAXIS security liaison to request approval or termination of inquiry access to the MAXIS system.
- **iv.** GRANTEE must assure that all staff or agents with access to state-operated computer systems have completed necessary STATE's privacy and security trainings, and signed a Confidentiality Agreement as stated under subclause H. of this section, above.

v. GRANTEE must notify STATE concerning any staff turnover specified in this section within five (5) business days of the turnover to ensure access to state-operated systems is terminated.

vi. STATE reserves the right to limit GRANTEE's MAXIS access based on frequency of password reset requests and/or caseload size.

c. Comply with program reporting and evaluation requirements, including but not limited to site visits, file reviews, surveys, fiscal reconciliations, program reviews and attend all required meetings and training identified and provided by STATE.

d. Adhere to all federal civil rights requirements for SNAP E&T, including completing annual civil rights training for all staff with direct program contact and posting civil rights information as directed by STATE.

2.2. STATE's Duties.

The STATE shall perform duties as follows:

a. Coordinate SNAP E&T implementation and facilitate service coordination among Grantee, counties, and other SNAP E&T providers, including requesting county referrals and encouraging alignment of supportive services.

b. Provide the Grantee, at no cost, web-based access to MAXIS Inquiry and WF1, and grant access to statewide data systems upon successful completion of required training.

c. Provide standard bulletins, manuals, policy guidance, and electronic copies of required State forms.

d. Monitor and evaluate SNAP E&T services and keep the Grantee informed of implementation activities.

e. Provide data to assist the Grantee in determining SNAP participant eligibility and identifying appropriate referrals.

f. Provide training and instructions on data entry requirements (including WF1 or other agreed-upon formats) and SNAP E&T civil rights compliance.

2.3. Grant Progress Reports.

GRANTEE shall submit bi-annual grant progress reports to the STATE. Grant progress reports shall summarize activities and outcomes for the given period, and may include, but are not limited to goals, objectives, activities, outcomes, challenges, lessons learned and financial information. GRANTEE shall submit progress reports to the STATE according to the following schedule and in a mutually agreed upon format:

Due Date:	For service period:
January 15, 2027	October – December
July 15, 2027	April - June

2.4. Accessibility. Any information systems, tools, content, and work products produced under this CONTRACT, including but not limited to software applications, web sites, video, learning modules, webinars, presentations, etc., whether commercial, off-the-shelf (COTS) or custom, purchased or developed, must comply with the State of Minnesota Accessibility Standard,[1] as updated on July 1, 2024. This standard requires, in part, compliance with the Web Content Accessibility Guidelines (WCAG) 2.1 (Level AA) and Section 508 of the Rehabilitation Act of 1973.

Information technology deliverables and services offered must comply with the State of Minnesota Accessibility Standard and any documents, reports, communications, etc. contained in an electronic format that GRANTEE delivers to or disseminates for the STATE must be accessible. (The relevant requirements are contained under the "Standards" tab at the link above.) Information technology deliverables or services that do not meet the required number of standards or the specific standards required may be rejected and STATE may withhold payment pursuant to clause 3.2(a) of CONTRACT.

3. CONSIDERATION AND TERMS OF PAYMENT.

3.1. Consideration. STATE will pay for all services satisfactorily provided by GRANTEE under this CONTRACT.

a. Compensation.

1. GRANTEE will be paid in accordance with **Attachment B**, Budget, which is attached and incorporated into this CONTRACT.
2. Budget Modification.
   a. GRANTEE must obtain STATE written approval before changing any part of the budget.
   b. Notwithstanding Clause 19.1 of CONTRACT, shifting of funds between budget line items does not require an amendment if the amount shifted does not exceed 10% of that budget year total and does not change the total obligation amount.
   c. If GRANTEE's approved budget changes proceed without an amendment pursuant to this clause, GRANTEE must record the budget change in EGMS or on a form provided by STATE.
3. All services provided by GRANTEE under this CONTRACT shall be performed to STATE's satisfaction, as determined at the sole discretion of STATE and in accordance with all applicable federal, state, and local laws, ordinances, rules, and regulations. GRANTEE shall not receive payment for work found by STATE to be unsatisfactory or performed in violation of federal, state, or local law.
4. STATE shall reimburse GRANTEE fifty percent (50%) of its earned financial federal participation (FFP) nonfederal share of the SNAP E&T 50-50 funds not to exceed the budget(s) in the Attachments as set forth in section 3.1.a. and the total as stated in section 3.1.d. of this CONTRACT, subject to SNAP E&T 50-50 federal funding restrictions and approvals.

[1] https://mn.gov/mnit/about-mnit/accessibility/

5. If at any time funds allocated for GRANTEE's SNAP E&T program become unavailable, this CONTRACT shall be terminated immediately upon written notice of such fact by STATE to GRANTEE. In the event of such termination, GRANTEE shall be entitled to payments as specified above, determined on a pro-rated basis, for services satisfactorily performed prior to the termination of the CONTRACT.

6. GRANTEE may not use funds for services or activities prohibited by Title 2 C.F.R. Part 200 Uniform Administrative Requirements and Uniform Administrative Requirements, Cost Principles, and Audit Requirement for the United States Department of Health and Human Services Awards, 45 C.F.R. Part 75. All provisions in the Uniform Administrative Requirements, costs principles, and audit requirements for federal awards are applicable to GRANTEE's SNAP E&T program.

7. Release of funding under this CONTRACT to GRANTEE is subject to actual receipt of appropriated funds from any source by STATE and FNS and approval by STATE of GRANTEE's Work Plan and any revised Work Plan.

8. STATE shall not reimburse GRANTEE for payments or liabilities to the Unemployment Compensation Fund, which is incurred as a reimbursing employer after termination of GRANTEE's participation in SNAP E&T program, or for any liability accrued thereunder before the effective date of this CONTRACT.

9. STATE shall not reimburse GRANTEE for any costs determined by STATE to be unallowable, as defined by FNS SNAP E&T rules and regulations and SNAP E&T Handbook, and any subsequent updates to these rules, regulations and guidelines during the period of this CONTRACT.

b. **GRANTEE financial participation**

1. GRANTEE shall ensure there is no duplication of benefits and/or services provided to SNAP recipients through STATE's SNAP E&T funds; and that GRANTEE's funds are expended on allowable activities for SNAP eligible individuals.

2. GRANTEE's fifty percent (50%) FFP funding source requirement must be from nonfederal sources and funds. GRANTEE must indicate the FFP amount and source in order for STATE to appropriately reimburse the federal share of SNAP E&T 50-50 funds.

3. GRANTEE shall be reimbursed according to Attachment B set forth in section 3.1.a. of this CONTRACT. Attachment B must identify the nonfederal sources and funds GRANTEE will use as a reimbursement funding source.

b. Travel and subsistence expenses. Reimbursement for travel and subsistence expenses actually and necessarily incurred as a result of GRANTEE's performance under this CONTRACT shall be no greater an amount than provided in the most current Commissioner's Plan, Chapter 15.[2] GRANTEE shall not be reimbursed for travel and subsistence expenses incurred outside the

[2] https://mn.gov/mmb/employee-relations/labor-relations/labor/commissioners-plan.jsp

geographical boundaries of Minnesota unless it has received prior written approval from STATE. Minnesota shall be considered the home state for determining whether travel is out of state.

c. **Total obligation.** The total obligation of STATE for all compensation and reimbursements to GRANTEE shall not exceed **Click here to enter amount in words dollars ($Click here to enter amount in numerals).**

d. **Withholding.** For compensation payable under this CONTRACT, which is subject to withholding under state or federal law, appropriate amounts will be deducted and withheld by STATE as required.

e. **Administrative Costs.** Pursuant to Minn. Stat. § 16B.98, subd. 1(a), GRANTEE administrative costs must be necessary and reasonable, in accordance with **Attachment B** and all terms and conditions of this CONTRACT.

3.2. Terms of payment.

a. **Invoices.** Payments shall be made by STATE promptly after GRANTEE submits an invoice for services performed and the services have been determined acceptable by STATE's authorized representative pursuant to Clause 4.1.

b. **Invoice Submission:** Invoices shall be submitted in a form prescribed by STATE, if applicable, and according to the following schedule: **by the twentieth (20th) day of each month for the previous month**. Grantee must complete and submit a monthly SNAP E&T Grantee Expense Spreadsheet with invoices requests. Grantee must keep all supporting documentation, receipts, general ledgers and documents related to the grant for six years and have available upon request by STATE. SNAP E&T expense spreadsheet should be submitted to the grant manager at the time of invoice submission.

c. Final Invoice: GRANTEE agrees to submit the final invoice by October 30,2027. Failure to submit a final invoice within this period may result in disallowance of payment for any expenditure not previously submitted. GRANTEE agrees to submit a revised final invoice to STATE if any additional funds must be returned to STATE after grant CONTRACT closeout

b. **Federal funds.** Payments are to be made from federal funds. If at any time such funds become unavailable, this CONTRACT shall be terminated immediately upon written notice of such fact by STATE to GRANTEE. In the event of such termination, GRANTEE shall be entitled to payment, determined on a pro rata basis, for services satisfactorily performed. An amendment must be executed any time any of the data elements listed in 2 C.F.R. 200.332 and this clause, including the Assistance Listing number, are changed, such as additional funds from the same federal award or additional funds from a different federal award.

***Pass-through requirements*.** GRANTEE acknowledges that, if it is a subrecipient of federal funds under this CONTRACT, GRANTEE may be subject to certain compliance obligations. GRANTEE can view these obligations in the Health and Human Services Grants Policy

Statement,[3] in addition to specific public policy requirements related to the federal funds here. To the degree federal funds are used in this CONTRACT, STATE and GRANTEE agree to comply with all pass-through requirements, including each party's auditing requirements as stated in 2 C.F.R. § 200.332 (Requirements for pass-through entities)[4] and 2 C.F.R. §§ 200.501-521 (Subpart F – Audit Requirements).[5]

1. *GRANTEE's Name*: Click here to enter Grantee Name (Must match the name associated with the Unique Entity Identifier.)
2. *GRANTEE's Unique Entity Identifier*: Click here to enter. Effective April 4, 2022, the Unique Entity Identifier is the 12-character alphanumeric identifier established and assigned at SAM.gov to uniquely identify business entities and must match GRANTEE's name.
3. *Federal Award Identification Number (FAIN)*: Click here to enter number
4. *Federal Award Date*: Click here to enter date (The date of the award to the MN Dept. of Children Youth Familes.)
5. *CONTRACT (subaward) Period of Performance*: Start date: **See section 1.1 above.** End date: **See section 1.2 above.**
6. *CONTRACT (subaward) Budget Period Start and End Date*: Click here to enter date.
7. *Amount of federal funds obligated to GRANTEE (subrecipient) in this CONTRACT*: **$**Click here to enter amount
8. *Total amount of federal funds committed to the GRANTEE (subrecipient), including this CONTRACT:* **$**Click here to enter amount
9. *Total Amount of the Federal Award from which the funds to the GRANTEE (subrecipient) are drawn:* **$**Click here to enter amount
10. *Federal Award Project description:* Click here to enter text.
11. *Name*:
    A. Federal Awarding Agency: USDA Food and Nutrition Service
    B. Pass through entity: MN Dept. of Children Youth Families (DCYF)
    C. Name and Contact information of DCYFs awarding official: Jovon Perry, Phone : 651-539-8202, Email: jovon.perry@state.mn.us
12. *Assistance Listings Number & Name* (formerly known as CFDA No.)*:* **10.561 SNAP E&T 50% OPER**, ,
13. *Is this federal award related to research and development?* ☐ Yes ☒ No

[3] https://www.hhs.gov/sites/default/files/hhs-grants-policy-statement-october-2024.pdf
[4] https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-D/subject-group-ECFR031321e29ac5bbd/section-200.332
[5] https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-F/subject-group-ECFRfd0932e473d10ba?toc=1

14. *Indirect Cost Rate for the GRANTEE is:* 15% (including if the *de minimis* rate is charged.)

4. CONDITIONS OF PAYMENT.

4.1. Satisfaction of STATE. All services provided by GRANTEE pursuant to this CONTRACT shall be performed to the satisfaction of STATE, as determined at the sole discretion of its authorized representative, and in accord with all applicable federal, state, and local laws, ordinances, rules, and regulations including business registration requirements of the Office of the Secretary of State. GRANTEE shall not receive payment for work found by STATE to be unsatisfactory, or performed in violation of federal, state, or local law, ordinance, rule, or regulation, or if GRANTEE has failed to provide Grant Progress Reports pursuant to Clause 2.2, or if the Progress Reports are determined to be unsatisfactory.

4.2. Payments to subcontractors. (If applicable) As required by Minn. Stat. § 16A.1245, GRANTEE must pay all subcontractors, within ten (10) calendar days of GRANTEE's receipt of payment from STATE for undisputed services provided by the subcontractor(s) and must pay interest at the rate of 1-1/2 percent per month or any part of a month to the subcontractor(s) on any undisputed amount not paid on time to the subcontractor(s).

4.3. Actual costs and reimbursable expenses. GRANTEE shall ensure that costs claimed for reimbursement shall be actual costs, to be determined in accordance with 2 C.F.R. § 200, et seq. if applicable. GRANTEE must maintain adequate documentation to support all costs submitted for reimbursement, ensuring they align with the terms of the award. GRANTEE shall not invoice STATE for services that are reimbursable via a public or private health insurance plan. If GRANTEE receives funds from a source other than STATE in exchange for services, then GRANTEE may not receive payment from STATE for those same services. GRANTEE shall seek reimbursement from all sources before seeking reimbursement pursuant to this CONTRACT.

4.4. Unexpended Funds.

GRANTEE must promptly return to the STATE any unexpended funds that have not been accounted for annually in a financial report to the STATE due at grant closeout.

5. PAYMENT RECOUPMENT.

GRANTEE must reimburse STATE upon demand or STATE may deduct from future payments under this CONTRACT or future CONTRACTS the following:

- **a.** Any amounts received by GRANTEE from the STATE for contract services that have been inaccurately reported or are found to be unsubstantiated;
- **b.** Any amounts paid by GRANTEE to a subcontractor not authorized in writing by STATE;
- **c.** Any amount paid by STATE for services which either duplicate services covered by other specific grants or contracts, or amounts determined by STATE as non-allowable under the line-item budget, clause 3.1.a.;

d. Any amounts paid by STATE for which GRANTEE'S books, records and other documents are not sufficient to clearly substantiate that those amounts were used by GRANTEE to perform contract services, in accordance with clause 2, GRANTEE's Duties; and/or

e. Any amount identified as a financial audit exception.

6. TERMINATION.

6.1. Termination by the State.

a. Without cause. STATE may terminate this CONTRACT without cause, upon 30 days' written notice to GRANTEE. Upon termination, GRANTEE will be entitled to payment, determined on a pro rata basis, for services satisfactorily performed.

b. Termination for Cause. STATE may immediately terminate this CONTRACT if the STATE finds that there has been a failure to comply with the provisions of the CONTRACT, that reasonable progress has not been made or that the purposes for which the funds were granted have not been or will not be fulfilled. STATE may take action to protect the interests of the State of Minnesota, including the refusal to disburse additional funds and requiring the return of all or part of the funds already disbursed.

6.2. Termination by the Commissioner of Administration.

In accord with Minn. Stat. § 16B.991, subd. 2, the Commissioner of Administration may unilaterally terminate this CONTRACT if further performance under the CONTRACT would not serve agency purposes or is not in the best interest of the STATE.

6.3. Insufficient funds. STATE may immediately terminate this CONTRACT if it does not obtain funding from the Minnesota Legislature or other funding source; or if funding cannot be continued at a level sufficient to allow for the payment of the services covered here. Termination will be by written notice to GRANTEE. STATE is not obligated to pay for any services that are provided after the effective date of termination. GRANTEE will be entitled to payment, determined on a pro rata basis, for services satisfactorily performed to the extent that funds are available.

In the event of temporary lack of funding or appropriation, STATE may pause its obligations under this CONTRACT without terminating it. This pause will be for the duration of the lack of funding or appropriation and shall not be considered a termination of the CONTRACT. GRANTEE will be notified in writing of the temporary pause, and GRANTEE's ability to provide services may be temporarily suspended during this period. STATE will provide reasonable notice to GRANTEE of the lack of funding or appropriation and shall notify GRANTEE once funding is restored or appropriated, at which point the provision of services under the CONTRACT may resume.

STATE will not be assessed any penalty if the CONTRACT is terminated because of the decision of the Minnesota Legislature, or other funding source, not to appropriate funds. STATE must provide GRANTEE notice of the lack of funding within a reasonable time of STATE's receiving that notice.

6.4. Breach. Notwithstanding clause 6.1, upon STATE's knowledge of a curable material breach of the CONTRACT by GRANTEE, STATE shall provide GRANTEE written notice of the breach and ten (10) days to cure the breach. If GRANTEE does not cure the breach within the time allowed, GRANTEE will be in default of this CONTRACT and STATE may terminate the CONTRACT immediately thereafter. If GRANTEE has breached a material term of this CONTRACT and cure is not possible, STATE may immediately terminate this CONTRACT.

6.5. Conviction relating to a state grant. In accord with Minn. Stat. § 16B.991, subd. 1, this CONTRACT will immediately be terminated if the recipient is convicted of a criminal offense relating to a state grant agreement.

7. AUTHORIZED REPRESENTATIVES, RESPONSIBLE AUTHORITY, and PROJECT MANAGER.

7.1. State. STATE's authorized representative for the purposes of administration of this CONTRACT is **April Hornemann** or successor. Phone and email: **Phone: 651-539-7762** and **Email: april.hornemann@state.mn.us**. This representative shall have final authority for acceptance of GRANTEE's services and if such services are accepted as satisfactory, shall so certify on each invoice submitted pursuant to Clause 3.2.

7.2. Grantee.

a. GRANTEE’s Authorized Representative is **Click here to enter name** or successor. Phone and email: **Click here to enter phone** and **Click here to enter email**. If GRANTEE’s Authorized Representative changes at any time during this CONTRACT, GRANTEE must immediately notify STATE.

b. GRANTEE must clearly post on GRANTEE’s website the names of, and contact information for, the GRANTEE’s leadership and the employee or other person who directly manages and oversees this CONTRACT on behalf of GRANTEE.

7.3. Information Privacy and Security. (If applicable) GRANTEE’s responsible authority for the purposes of complying with data privacy and security for this CONTRACT is **Click here to enter name** or successor. Phone and email: **Click here to enter phone** and **Click here to enter email.**

8. INSURANCE REQUIREMENTS.

GRANTEE shall not begin work under the CONTRACT until it has obtained all the insurance described below and STATE has approved such insurance. GRANTEE shall maintain the insurance in force and effect throughout the term of the contract. GRANTEE is required to maintain and furnish satisfactory evidence of the following insurance policies.

8.1. Worker’s Compensation. The GRANTEE certifies that it is in compliance with Minn. Stat. § 176.181, subd. 2, pertaining to workers’ compensation insurance coverage. The GRANTEE’s employees and agents will not be considered employees of the STATE. Any claims that may arise under the Minnesota Workers’ Compensation Act on behalf of these employees or agents and any claims made by any third party as a consequence of any act or omission on the part of these employees or agents are in no way the STATE’s obligation or responsibility. Minimum insurance limits are as follows:

- $100,000 – Bodily Injury by Disease per employee
- $500,000 – Bodily Injury by Disease aggregate
- $100,000 – Bodily Injury by Accident

If Minn. Stat. § 176.041 exempts GRANTEE from Workers' Compensation insurance mandates, including if GRANTEE has no employees in the State of Minnesota, GRANTEE must provide a written statement, signed by an authorized representative, indicating the qualifying exemption that excludes GRANTEE from the Minnesota Workers' Compensation requirements.

8.2. General Commercial Liability Insurance. GRANTEE agrees that it will at all times during the term of the grant contract keep in force a commercial general liability insurance policy with the following minimum insurance limits:

- $2,000,000 per occurrence
- $2,000,000 annual aggregate

Such insurance will protect it from claims for damages for bodily injury, including sickness or disease, death, and for care and loss of services as well as from claims for property damage, including loss of use which may arise from operations under the grant contract whether the operations are by GRANTEE or by a subcontractor or by anyone directly or indirectly employed by GRANTEE under the grant contract. STATE will be named as both an additional insured and a certificate holder on the general commercial liability policy.

8.3. Employee Theft & Dishonesty Policy. GRANTEE agrees to keep in force a blanket employee theft & employee dishonesty policy in at least the total amount of the first year's grant award as an addendum on its property insurance policy. If it is not feasible to include a blanket employee theft & employee dishonesty policy as an addendum to a property insurance policy, then GRANTEE must keep in force a stand-alone employee theft/employee dishonesty policy.

STATE will be named as both a joint payee and a certificate holder on the employee theft/employee dishonesty policy. Only in cases in which the first year's grant award exceeds the available employee theft/employee dishonesty coverage may grantees provide blanket employee theft/employee dishonesty insurance in an amount equal to either 25% of the yearly grant amount, or the first quarterly advance amount, whichever is greater.

Upon execution of this grant contract, GRANTEE shall furnish STATE with a certificate of employee theft/employee dishonesty insurance.

8.4. Commercial Automobile Liability Insurance. GRANTEE is required to maintain insurance protecting it from claims for damages for bodily injury as well as from claims for property damage resulting from the ownership, operation, maintenance or use of all owned, hired, and non-owned autos which may arise from operations under this CONTRACT. In the case that any work is subcontracted, GRANTEE will require the subcontractor to maintain Commercial Automobile Liability insurance that conforms to this section. Minimum insurance limits are as follows:

- $2,000,000 – per occurrence Combined Single limit for Bodily Injury and Property Damage

In addition, the following coverages should be included: Owned, Hired, and Non-owned Automobile.

8.5. Professional Liability Insurance.

This policy will provide coverage for all claims the GRANTEE may become legally obligated to pay resulting from any actual or alleged negligent act, error, or omission related to GRANTEE's professional services required under the CONTRACT. GRANTEE is required to carry the following **minimum** insurance limits:

- $2,000,000 – per claim or event
- $2,000,000 – annual aggregate

Any deductible will be the sole responsibility of the GRANTEE and may not exceed $50,000 without the written approval of the STATE. If the GRANTEE desires authority from the STATE to have a deductible in a higher amount, the GRANTEE shall so request in writing, specifying the amount of the desired deductible and providing financial documentation by submitting the most current audited financial statements so that the STATE can ascertain the ability of the GRANTEE to cover the deductible from its own resources.

The retroactive or prior acts date of such coverage shall not be after the effective date of this CONTRACT and GRANTEE shall maintain such insurance for a period of at least three (3) years, following completion of the work. If such insurance is discontinued, extended reporting period coverage must be obtained by GRANTEE to fulfill this requirement.

8.6. Additional Insurance Conditions:

a. GRANTEE's policies shall be primary insurance to any other valid and collectible insurance available to STATE with respect to any claim arising out of GRANTEE's performance under this CONTRACT.

b. If GRANTEE receives a cancellation notice from an insurance carrier providing coverage, GRANTEE agrees to notify STATE within five (5) business days with a copy of the cancellation notice, unless GRANTEE's policies contain a provision that coverage afforded under the policies will not be cancelled without at least thirty (30) days advance written notice to STATE.

c. GRANTEE is responsible for payment of CONTRACT related insurance premiums and deductibles.

d. STATE shall be named as a certificate holder on applicable policies.

e. An Umbrella or Excess Liability insurance policy may be used to supplement GRANTEE's policy limits to satisfy the full policy limits required by CONTRACT.

9. INDEMNIFICATION.

In the performance of this CONTRACT by GRANTEE, or GRANTEE's agents or employees, GRANTEE must indemnify, save, and hold harmless the STATE, its agents and employees, from any claims or causes of action, including attorney's fees incurred by STATE, to the extent they are caused by GRANTEE's:

a. Intentional, willful, or negligent acts or omissions;

b. Actions that give rise to strict liability; or

c. Breach of contract or warranty.

The indemnification obligations of this clause do not apply in the event the claim or cause of action is the result of STATE's sole negligence. This clause will not be construed to bar any legal remedies GRANTEE may have for STATE's failure to fulfill its obligation under this CONTRACT.

10. [OPTION 2]INFORMATION PRIVACY AND SECURITY.

Information privacy and security shall be governed by the Data Sharing Agreement Terms and Conditions, which is attached and incorporated into this Contract as **Attachment C**, except that the parties further agree to comply with any agreed-upon amendments to the Data Sharing Agreement.

11. INTELLECTUAL PROPERTY RIGHTS.

11.1. Definitions. Works means all inventions, improvements, discoveries (whether or not patentable or copyrightable), databases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, specifications, materials, tapes, and disks conceived, reduced to practice, created or originated by GRANTEE, its employees, agents, and subcontractors, either individually or jointly with others in the performance of the CONTRACT. Works includes "Documents." Documents are the originals of any data bases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, specifications, materials, tapes, disks, or other materials, whether in tangible or electronic forms, prepared by GRANTEE, its employees, agents, or subcontractors, in the performance of this CONTRACT.

11.2. Ownership. STATE owns all rights, title, and interest in all of the intellectual property, including copyrights, patents, trade secrets, trademarks, and service marks in the Works and Documents created and paid for under this CONTRACT. The Works and Documents will be the exclusive property of STATE, and all such Works and Documents must be immediately returned to STATE by GRANTEE upon expiration or termination of this CONTRACT. To the extent possible, those Works eligible for copyright protection under the United States Copyright Act will be deemed to be "works made for hire." If using STATE data, GRANTEE must cite the data or make clear by referencing that STATE as the source.

11.3. Responsibilities.

a. **Notification.** Whenever any Works or Documents (whether or not patentable) are made or conceived for the first time or actually or constructively reduced to practice by GRANTEE, including its employees and subcontractors, and are created and paid for under this CONTRACT, GRANTEE will immediately give STATE's Authorized Representative written notice thereof, and must promptly furnish the Authorized Representative with complete information and/or disclosure thereon. GRANTEE will assign all right, title, and interest it may have in the Works and the Documents to STATE.

b. **Filing and recording of ownership interests.** GRANTEE must, at the request of STATE, execute all papers and perform all other acts necessary to transfer or record STATE's ownership interest in the Works and Documents created and paid for under this CONTRACT. GRANTEE must perform all acts and take all steps necessary to ensure that all intellectual property rights in these Works and Documents are the sole property of STATE, and that neither GRANTEE nor its employees, agents, or subcontractors retain any interest in and to these Works and Documents.

c. **Duty not to infringe on intellectual property rights of others.** GRANTEE represents and warrants that the Works and Documents created and paid for under this CONTRACT do not and will not infringe upon any intellectual property rights of other persons or entities. Notwithstanding Clause 9, GRANTEE will indemnify; defend, to the extent permitted by the Attorney General; and hold harmless STATE, at GRANTEE's expense, from any action or claim brought against STATE to the extent that it is based on a claim that all or part of these Works or Documents infringe upon the intellectual property rights of others. GRANTEE will be responsible for payment of any and all such claims, demands, obligations, liabilities, costs, and damages, including but not limited to, attorney's fees. If such a claim or action arises, or in GRANTEE's or STATE's opinion is likely to arise, GRANTEE must, at STATE's discretion, either procure for STATE the right or license to use the intellectual property rights at issue or replace or modify the allegedly infringing Works or Documents as necessary and appropriate to obviate the infringement claim. This remedy of STATE will be in addition to and not exclusive of other remedies provided by law.

d. **Federal license granted.** If federal funds are used in the payment of this CONTRACT, pursuant to 45 C.F.R. § 75.322, the U.S. Department of Health and Human Services is granted a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use the work for federal purposes and authorize others to do so.

12. PUBLICITY.

12.1. General publicity. Any publicity regarding the subject matter of this CONTRACT must identify STATE as the sponsoring agency and must not be released without prior written approval from the STATE's authorized representative. For purposes of this provision, publicity includes notices, informational pamphlets, press releases, research, reports, signs, websites, social media, and similar public notices prepared by or for the GRANTEE individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this CONTRACT. All projects primarily funded by state grant appropriation must publicly credit the State of Minnesota, including on the GRANTEE's website when practicable.

12.2. Endorsement. GRANTEE must not claim that STATE endorses its products or services.

13. VOTER REGISTRATION REQUIREMENT.

GRANTEE certifies that it will comply with Minn. Stat. § 201.162 by providing voter registration services for its employees and for the public served by GRANTEE. Voter Registration materials can be found at the Secretary of State's website.[6]

14. OWNERSHIP OF EQUIPMENT.

[6] https://www.sos.state.mn.us/elections-voting/get-involved/voter-outreach-materials/

The STATE shall have the right to require transfer of all equipment purchased with grant funds (including title) to STATE or to an eligible non-STATE party named by the STATE. If federal funds are granted by the STATE, then disposition of all equipment purchased under this grant contract shall be in accordance with OMB Uniform Grant Guidance, 2 C.F.R. § 200.313. For all equipment having a current per unit fair market value of $10,000 or more, STATE shall have the right to require transfer of the equipment (including title) to the federal government. These rights will normally be exercised by STATE only if the project or program for which the equipment was acquired is transferred from one grantee to another.

15. AUDIT REQUIREMENTS AND GRANTEE DEBARMENT INFORMATION.

15.1. State audit. Under Minn. Stat. § 16B.98, subd. 8, the books, records, documents, and accounting procedures and practices of the GRANTEE or other party that are relevant to the CONTRACT are subject to examination by STATE and either the legislative auditor or the state auditor, as appropriate, for a minimum of six years from the CONTRACT end date, receipt and approval of all final reports, or the required period of time to satisfy all state and program retention requirements, whichever is later.

15.2. Independent audit. If GRANTEE conducts or undergoes an independent audit during the term of this CONTRACT, notice of the audit must be submitted to STATE within thirty (30) days of the audit's completion and a copy provided, if requested.

15.3. Federal audit requirements. GRANTEE certifies it will comply with 2 C.F.R. § 200.501 et seq., as applicable. To the extent federal funds are used for this CONTRACT, GRANTEE acknowledges that GRANTEE and STATE shall comply with the requirements of 2 C.F.R. § 200.332. Non-federal entities expending $1,000,000 or more of federal funding in a fiscal year must obtain a single or program-specific audit conducted for that year in accordance with 2 C.F.R. § 200.501. Failure to comply with these requirements could result in forfeiture of federal funds.

15.4. Debarment by the State of Minnesota or the federal government.

GRANTEE certifies that neither it nor its principals are presently debarred or suspended by the State of Minnesota or any of its departments, commissions, agencies, or political subdivisions, as shown on the Suspended and Debarred Vendors List[7], or by the federal government at SAM.gov | Search.[8] GRANTEE's certification is a material representation upon which the CONTRACT award was based. GRANTEE shall provide immediate written notice to STATE's authorized representative if at any time it learns that this certification was erroneous when submitted or becomes erroneous by reason of changed circumstances.

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[7] https://mn.gov/admin/osp/government/suspended-debarred/

[8] https://sam.gov/search/?index=ex&page=1&pageSize=25&sort=-relevance&sfm%5Bstatus%5D%5Bis_active%5D=true&sfm%5BsimpleSearch%5D%5BkeywordRadio%5D=ALL

15.5. Certification regarding debarment, suspension, ineligibility, and voluntary exclusion – lower tier covered transactions.

GRANTEE's certification is a material representation upon which CONTRACT award was based. Federal money will be used or may potentially be used to pay for all or part of the work under CONTRACT, therefore GRANTEE must certify the following, as required by 2 C.F.R. § 180, or its regulatory equivalent.

a. Instructions for Certification

1. By signing and submitting this CONTRACT, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person to which this CONTRACT is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.
4. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverages sections of rules implementing Executive Order 12549. You may contact the person to which this CONTRACT is submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this response that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 C.F.R. part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this CONTRACT that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 C.F.R. part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each

participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 C.F.R. part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

b. Lower Tier Covered Transactions.

1. The prospective lower tier participant certifies, by submission of this CONTRACT, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this CONTRACT.

16. GRANTEE DATA DISCLOSURE.

Consistent with Minn. Stat. §§ 270B.09, 270C.65, subd. 3, and 270C.66, and other applicable law, GRANTEE understands that disclosure of its social security number, federal employer tax identification number, and/or Minnesota tax identification number, already provided to the STATE, may be provided to federal and state tax agencies and state personnel involved in the payment of state obligations. These identification numbers may be used in the enforcement of federal and state tax laws which could result in action requiring GRANTEE to file state tax returns and pay delinquent state tax liabilities, if any.

17. JURISDICTION AND VENUE.

This CONTRACT, and amendments and supplements, are governed by the laws of the State of Minnesota. Venue for all legal proceedings arising out of this CONTRACT, or breach of the CONTRACT, shall be in the state or federal court with competent jurisdiction in Ramsey County, Minnesota.

18. CLERICAL ERRORS AND NON-WAIVER.

18.1. Clerical error. Notwithstanding Clause 19.1, STATE reserves the right to unilaterally fix clerical errors contained in the CONTRACT without executing an amendment. GRANTEE will be informed of errors that have been fixed pursuant to this paragraph.

18.2. Non-waiver. If STATE fails to enforce any provision of this CONTRACT, that failure does not waive the provision or STATE's right to enforce it.

19. AMENDMENT, ASSIGNMENT, SEVERABILITY, ENTIRE AGREEMENT, AND DRAFTING PARTY.

19.1. Amendments. Any amendments to this CONTRACT shall be in writing and shall be executed by the same parties who executed the original CONTRACT, or their successors in office.

19.2. Assignment. GRANTEE shall neither assign nor transfer any rights or obligations under this CONTRACT without the prior written consent of STATE.

19.3. Entire Agreement.

a. If any provision of this CONTRACT is held to be invalid or unenforceable in any respect, the validity and enforceability of the remaining terms and provisions of this CONTRACT shall not in any way be affected or impaired. The parties will attempt in good faith to agree upon a valid and enforceable provision that is a reasonable substitute and will incorporate the substitute provision in this CONTRACT according to clause 19.1.

b. This CONTRACT contains all negotiations and agreements between STATE and GRANTEE. No other understanding regarding this CONTRACT, whether written or oral may be used to bind either party.

19.4. Drafting party. The parties agree that each party has individually had an opportunity to review with a legal representative, negotiate and draft this CONTRACT, and that, in the event of a dispute, the CONTRACT shall not be construed against either party.

20. PROCURING GOODS AND CONTRACTED SERVICES.

20.1. Contracting and bidding requirements.

a. Any services and/or materials that are expected to cost $100,000 or more must undergo a formal notice and bidding process.

b. Services and/or materials that are expected to cost between $25,000 and $99,999 must be competitively awarded based on a minimum of three (3) verbal quotes or bids.

c. Services and/or materials that are expected to cost between $10,000 and $24,999 must be competitively awarded based on a minimum of two (2) verbal quotes or bids or awarded to a targeted vendor.

d. GRANTEE must take all necessary affirmative steps to assure that targeted vendors from businesses with active certifications through these entities are used when possible:

i. State Department of Administration's Certified Targeted Group, Economically Disadvantaged and Veteran-Owned Vendor List.

ii. Metropolitan Council Underutilized Business Program: MCUB: Metropolitan Council Underutilized Business Program.

iii. Small Business Certification Program through Hennepin County, Ramsey County, and City of St. Paul: Central Certification Directory.

e. GRANTEE must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts.

f. GRANTEE must maintain support documentation of the purchasing or bidding process used to contract services in their financial records, including support documentation justifying a single/sole source bid, if applicable.

g. Notwithstanding the other terms of this subclause, the STATE may waive bidding process requirements when:

i. Vendors/subgrantees included in response to competitive grant request for proposal process were approved and incorporated as an approved work plan for the grant; or

ii. It is determined there is only one legitimate or practical source for such materials or services and that the vendor/subgrantee has established a fair and reasonable price.

20.2. Prevailing wage. For projects that include construction work of $25,000 or more, prevailing wage rules apply per Minn. Stat. §§ 177.41 through 177.50; consequently, the bid request must state the project is subject to *prevailing wage*. These rules require that the wages of laborers and workers should be comparable to wages paid for similar work in the community as a whole. Vendors should submit a prevailing wage form along with their bids.

20.3. Debarred vendors. In the provision of goods or services under this CONTRACT, GRANTEE must not contract with vendors or subgrantees (as defined in clause 21.2) who are suspended or debarred in Minnesota or under federal law. Before entering into a subcontract, GRANTEE must check if vendors are suspended or debarred by referencing the web page link in subclause 15.4 of this CONTRACT. A link to vendors debarred by federal agencies is provided at the bottom of the web page.

21. SUBCONTRACTS AND SUBCONTRACT PAYMENT.

21.1. GRANTEE, as an awardee organization, is legally and financially responsible for all aspects of this award that are subcontracted, including funds provided to subgrantees (as defined in clause 21.2). GRANTEE shall ensure that the material obligations, borne by the GRANTEE in this CONTRACT, apply as between GRANTEE and subgrantees, in all subcontracts, to the same extent that the material obligations apply as between the STATE and GRANTEE.

21.2. Subgrantee. A subgrantee is a person or entity that has been awarded a portion of the work authorized by this CONTRACT by GRANTEE. GRANTEE must document any subaward through a formal legal agreement. GRANTEE must provide timely notice to the STATE of any subgrantee(s) prior to the subgrantee(s) performing work under this CONTRACT.

21.3. Subgrantee Monitoring. GRANTEE must monitor the activities of subgrantee(s) to ensure the subaward is used for authorized purposes and is in compliance with:

a. The terms and conditions of this CONTRACT and the subaward;

b. Required Grants Management Policies and procedures as specified in Minn. Stat. § 16B.97, subd. 4(a)(1) and other relevant statutes and regulations; and

c. Subaward performance goals.

21.4. Subgrantee performance. If a subgrantee is determined to be performing unsatisfactorily by the State's Authorized Representative, the GRANTEE will receive written notification that the subgrantee can no longer be used for this CONTRACT.

21.5. GRANTEE responsibility. No subaward shall serve to terminate or in any way affect the primary legal responsibility of the GRANTEE for timely and satisfactory performances of the obligations contemplated by this CONTRACT.

21.6. Payment. GRANTEE must pay any subgrantee in accordance with subclause 4.2 of this CONTRACT.

22. LEGAL COMPLIANCE.

22.1. General compliance. All performance under this CONTRACT must be in compliance with state and federal law and regulations, and local ordinances. Allegations that STATE deems reasonable, in its sole discretion, of violations of state or federal law or regulations, or of local ordinances, may result in CONTRACT termination and/or reporting to local authorities by STATE.

22.2. Nondiscrimination. GRANTEE will not discriminate against any person on the basis of the person's race, color, creed, religion, national origin, sex, marital status, gender identity or expression, disability, public assistance status, sexual orientation, age, familial status, membership or activity in a local commission, or status as a member of the uniformed services. GRANTEE must refrain from such discrimination as a matter of its contract with STATE. "Person" includes, without limitation, a STATE employee, GRANTEE's employee, a program participant, and a member of the public. "Discriminate" means, without limitation, to fail or refuse to hire, discharge, or otherwise discriminate against any person with respect to the compensation, terms, conditions, or privileges of employment, or exclude from participation in, deny the benefits of, or subject to discrimination under any GRANTEE program or activity.

GRANTEE will ensure that all of its employees and agents comply with Minnesota Management and Budget Policy #1329 (Sexual Harassment Prohibited) and #1436 (Harassment and Discrimination Prohibited).

22.3. Grants management policies. GRANTEE must comply with required Grants Management Policies and procedures as specified in Minn. Stat. § 16B.97, subd. 4(a)(1). Compliance under this paragraph includes, but is not limited to, participating in monitoring and financial reconciliation as required by the Office of Grants Management (OGM) Policy 08-10.

22.4. Conflict of interest. GRANTEE certifies that it does not have any conflicts of interest related to this CONTRACT, as defined by OGM Policy 08-01. GRANTEE shall immediately notify STATE if a conflict of interest arises.

23. OTHER PROVISIONS

23.1. No Religious Based Counseling. GRANTEE agrees that no religious based counseling shall take place under the auspices of this CONTRACT.

23.2. Contingency Planning. This section applies if GRANTEE will be fulfilling Priority 1 or Priority 2 functions under this contract. A *Priority 1* function is a function that, for purposes of planning business continuity during an emergency or disaster, must continue 24 hours per day and 7 days per week, or be recovered within hours. A *Priority 2* function is a function that, for purposes of planning business continuity during an emergency or disaster, must be resumed within 25 hours to 5 days. Within 90 days of the execution of this CONTRACT, GRANTEE and any subcontractor will have a contingency plan. The contingency plan shall:

- **a.** Ensure fulfillment of Priority 1 or Priority 2 obligations under this CONTRACT;
- **b.** Outline procedures for the activation of the contingency plan upon the occurrence of a governor or commissioner of the Minnesota Department of Health declared health emergency;
- **c.** Identify an individual as its Emergency Preparedness Response Coordinator (EPRC), the EPRC shall serve as the contact for STATE with regard to emergency preparedness and response issues, the EPRC shall provide updates to STATE as the health emergency unfolds;
- **d.** Outline roles, command structure, decision making processes, and emergency action procedures that will be implemented upon the occurrence of a health emergency;
- **e.** Provide alternative operating plans for Priority 1 or Priority 2 functions;
- **f.** Include a procedure for returning to normal operations; and
- **g.** Be available for inspection upon request.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

Signature Page Follows

By signing below, the parties agree to the terms and conditions contained in this CONTRACT.

APPROVED:

1. **STATE ENCUMBRANCE VERIFICATION**

Individual certifies that funds have been encumbered as required by Minnesota Statutes, chapter 16A and section 16C.05 or Department of Administration Policy 21-01.

By: ___________________________________

Date: _________________________________

Contract No: ___________________________

2. **GRANTEE**

Signatory certifies that GRANTEE's articles of incorporation, by-laws, or corporate resolutions authorize Signatory both to sign on behalf of and bind GRANTEE to the terms of this CONTRACT. GRANTEE and Signatory agree that the State Agency relies on the Signatory's certification herein.

By: ___________________________________

Title: _________________________________

Date: ________________________________

3. **STATE AGENCY**

With delegated authority

By: ___________________________________

Title: _________________________________

Date: _________________________________

Distribution (fully executed to each):

Office of Grants and Contracts
GRANTEE
STATE's Authorized Representative

Agenda Cover Sheet:
Twin Cities Rise Memorandum of Understanding Agreement

Agenda Items:

Career Solutions contracted with Twin Cities Rise to offer a training on Emotional Intelligence to the CareerONE Youth. Included in our agenda packet is the Memorandum of Understanding which outlined the services performed.

Financial Impact:

$2,333 which was included in the CareerONE budget.

Action Requested:

Request the board to approve CareerONE training contract with Twin Cities Rise.

EMPLOYMENT AND ECONOMIC DEVELOPMENT

ANNUAL EQUAL OPPORTUNITY AND AMERICANS WITH DISABILITIES (ADA) ASSESSMENT

To Be Completed by DEED Employment and Training Program Grantees
State Fiscal Year (FY) 2027
Program Year (PY) 2026

When completed return to WSCD.Notifications@state.mn.us

This assessment is available in alternative formats by contacting the Office of Diversity & Equal Opportunity (ODEO) at 651- 259-7094 or DEED.ODEO@state.mn.us.

Minnesota Department of Employment and Economic Development
Office of Diversity and Equal Opportunity
180 E 5th Street, Suite 1200, St. Paul, MN 55101 Phone 651-259-7089
or 1-800-657-3858
mn.gov/deed

Introduction

This assessment is used to determine whether the Minnesota Department of Employment and Economic Development (DEED) providers/grantees have developed and implemented strategies, policies, and procedures to ensure the provider/grantee has the administrative and operational capacity to carry out activities required to serve grant participants. Providers/grantees have legal obligations under various equal opportunity and nondiscrimination laws. Providers/grantees must complete this guide on an annual basis. Providers/grantees are responsible for ensuring their sub-recipients also follow the obligations outlined in this assessment.

Authority

Section 188 of the Workforce Innovation and Opportunity Act (WIOA)
Americans with Disabilities Act, as amended (ADA), Title I and Title II, as amended
Minnesota Human Rights Act (MHRA)

Organization Information

Name of Organization: Stearns-Benton Employment & Training Council (DBA Career Solutions), LWDB #17

Location(s) St. Cloud

Hours of Operation 8:00-4:30pm M-F, CareerForce Lobby Open 8:00-4:00pm M-F

Name of Equal Opportunity Officer Tammy Stark

Name of Person Completing the Review Tammy Stark

Date 08/03/2026

Equal Opportunity Assessment

Does the EO Officer or designee:

1. Develop, publish, and ensure that an equal opportunity/nondiscrimination policy and complaint procedure is in place for employees and customers. Yes ▣ No ☐
2. Provide notice to employees and customers on how to file a complaint. Yes ▣ No ☐

3. Process program and discrimination complaints from employees and customers? Yes ■ No ☐
4. Maintain the program and discrimination complaint log. Yes ■ No ☐
5. Review organizational policies to make sure they are nondiscriminatory. Yes ■ No ☐
6. Ensure the required equal opportunity languages are contained in any contracts with sub-recipients of WIOA funds. Yes ■ No ☐
7. Post the WIOA Notice to the Public and other required posters in areas easily visible to employees and customers. Yes ■ No ☐
8. Ensure there is a signed EO Notice and Tennessen in every participant file. Yes ■ No☐
9. Ensure that when asking for disability information on applications the application states that the disability disclosure is voluntary and that refusal to provide the disability information will not subject the individual to adverse treatment. Yes ■ No☐ Note: Disability information may be required when having a disability is a requirement for a program.
10. Ensure that required taglines are included in all publications available to the public, including brochures, pamphlets, flyers, and the website. Yes ■ No ☐
11. Ensure effective communication by providing auxiliary aids and services; qualified interpreters; and develop, procure, maintain, or use electronic and information technology that is accessible to and usable by individuals with disabilities. Yes ■ No☐
12. Provide reasonable accommodations and reasonable modifications of policies, practices, and procedures for individuals with disabilities. Yes■ No ☐
13. Monitor the website to ensure it is ADA accessible. Yes ■ No ☐

Service to People with Limited English Proficiency

14. Does the organization have a Language Access Plan or policies and procedures in place for the organization? Yes ■ No ☐

Affirmative Outreach

15. Have strategies in place to target individuals in your community to use your resources? Yes ■ No ☐

ADA Assessment

Site accessibility involves arriving at the site, parking a vehicle, or being dropped off, and getting to a building. It also includes the ability to move freely in the building. People with mobility issues who arrive by vehicle need to be able to enter buildings on their own, without assistance from others.
Direct and safe walkways from these areas as well as from street and transportation stops are essential for people with mobility and sight impairments.

This checklist details some of the requirements found in the [ADA Standards for Accessible Design](). Please refer to the checklist for more specific information.

Priority One: Accessible Approach and Entrance

Accessible Route

16. Is there at least one route from site arrival points (parking, passenger loading zones, public sidewalks, and public transportation stops) that does not require the use of stairs?
17. Yes ▣ No ☐
18. Is the route stable, firm, and slip-resistant? Yes▣ No☐
19. Is the route at least 36 inches wide? Yes▣ No☐

Curb Ramps

20. If the accessible route crosses a curb, is there a curb ramp at least 36 inches wide? Yes ▣ No ☐
21. Is the running slope of the curb ramp no steeper than 1:12? (For every inch of height change there are at least 12 inches of curb ramp run?) Yes▣ No ☐

Parking

22. If parking is provided for the public, are there an adequate number of accessible spaces provided? Yes▣ No ☐ N/A ☐
23. Is at least one of the accessible spaces van-accessible? Yes ▣ No ☐
24. Are the accessible spaces at least 8 ft. wide with an access aisle of at least 5 ft. wide? Yes ▣ No ☐
25. Is the van accessible space at least 11 ft. wide with an access aisle of at least 5 ft. wide? Yes ▣ No ☐
26. Are the access aisles marked so discourage parking in them? Yes ▣ No☐
27. Are the accessible spaces marked with the international symbol of accessibility? Yes ▣ No ☐
28. Is the bottom of the sign at least 60 inches above the ground? Yes ▣ No☐
29. Of the total parking spaces, are the accessible spaces located on the closest accessible route to the accessible entrance(s)? Yes ▣ No ☐

Entrance

30. Is the main entrance accessible? Yes ▣ No ☐
31. If the main entrance is not accessible, is there an alternative accessible entrance that can be used independently and during the same hours as the main entrance?
    Yes ▣ No ☐

32. Do all inaccessible entrances have signs indicating the location of the nearest accessible entrance? Yes ☐ No ☐ N/A - X
33. Is the clear opening width of the accessible entrance at least 32 inches, between the face of the door and the stop when the door is open 90 degrees? Yes ■ No ☐
34. Is the door equipped with hardware that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist, OR is it an automatic door?
Yes ■ No ☐
35. Are the operable parts of the door hardware no less than 34 inches and no greater than 48 inches above the floor or ground surface? Yes ■ No ☐
36. If the door has an automatic closer, does it take at least 5 seconds to close from an open position of 90 degrees to a position of 12 degrees from the latch? Yes ■ No ☐
37. If provided at the entrance, are carpets or mats no higher than ½ inches thick and securely attached to minimize tripping hazards? Yes ■ No ☐

Priority 2 - Access to Goods and Services

Interior Accessible Route

38. Are all public spaces on at least one accessible route? Yes ■ No ☐
39. Are the aisles and pathways to services at least 36 inches wide? Yes ■ No ☐
40. Do all objects on circulation paths through public areas, such as fire extinguishers, drinking fountains, signs, etc., protrude no more than 4 inches into the path? Yes ■ No ☐
41. If an object protrudes more than 4 inches, is the bottom leading edge 27 inches or lower above the floor, or is the bottom leading edge 80 inches or higher above the floor? Yes ■ No ☐
42. Are there elevators for all public stories? Yes ■ No ☐
43. Are doormats or carpets 1/2 inches or less and secured at all edges? Yes ■ No ☐

Interior Doors

44. Are the door openings width at least 32 inches between the face of the door and the step, when the doors are open 90 degrees? Yes■ No ☐
45. Are the doors equipped with hardware that is operable with one hand and does not require tight grasping, pinching, or twisting of the wrist? Yes ■ No ☐
46. Are the operable parts of the hardware no less than 34 inches and no greater than 48 inches above the floor? Yes ■ No ☐
47. Can the doors be opened easily? (Five lbs. maximum force) Yes ■ No ☐
Note: You may use a fish scale to measure the force required to open a door. Attach the hook of the scale to the doorknob or handle. Pull on the ring end of the scale until the door opens and read off the weight listed on the scale. If you do not have a fish scale, you will need to judge subjectively whether the door is easy enough to open.

Note: Adjustment has been made to the college/CareerForce door.

48. If there is carpet, is it no higher than ½ inches and securely attached along the edges? Yes ◼ No ☐

Signage

49. Do permanent rooms and spaces have signage, with contrasting text characters and backgrounds, designating the room and space? Yes ◼ No ☐
50. Is the signage mounted 48 to 60 inches above the floor? Yes ◼ No ☐
51. Is the sign mounted on the wall on the latch side of the door? Yes ◼ No☐
52. Are the signs in Braille? Yes ◼ No ☐

Seats, Tables, and Counters – In the reception area and/or Career Lab

53. Is there at least one space at least 36 inches wide by at least 48 inches long for a person in a wheelchair to sit? Yes ◼ No ☐
54. Is there a portion of at least one of each type of counter that is no higher than 36 inches above the floor and at least 36 inches long? Yes ☐ No ◼
55. Does the accessible portion of the counter extend the same depth as the countertop? Yes ◼ No ☐
56. Is the lower portion of the counter kept clear of brochures or other papers? Yes ◼ No ☐

For Question 54: Susan from DEED approved the 24 inch counter dimensions in June 2016.

Priority 3 – Toilet Rooms

57. If toilet rooms are available to the public, is at least one toilet room accessible? (Either one for each sex or one unisex?) Yes ◼ No ☐

Signage

58. Are there signs at inaccessible toilet rooms that give directions to accessible toilet rooms? Yes ◼ No☐
59. Is there an accessible route (36 inches) to the accessible toilet room? Yes ◼ No☐
60. Do signs at toilet rooms have raised text characters, with Braille that contrast with their backgrounds? Yes ◼ No☐
61. Is the baseline of the lowest character at least 48 inches above the floor and the baseline of the highest character no more than 60” above the floor? Yes ◼ No ☐
62. Is the sign posted on the latch side of the door? Yes ◼ No ☐

Entrance

63. Are the door openings width at least 32 inches between the face of the door and the step, when the doors are open 90 degrees? Yes ■ No ☐
64. Is the door hardware, including locks, operable with one hand and does not require tight grasping pinching, or twisting of the wrist? Yes ■ No☐

Toilet Room

65. Is there a clear path to at least one of each type of toilet, hand dryer, or sink that is at least 36 inches? Yes ■ No ☐
66. Is there clear floor space for a person in a wheelchair to turn around? Required is either a circle at least 60 inches in diameter or a T-shaped space within a 60 inches square. Yes ■ No ☐
67. Is the height of the toilet between 17 inches and 19 inches above the floor measured to the top of the seat? Yes ■ No ☐
68. In the disability stall is there a grab bar at least 42 inches long on the sidewall, extending at least 54 inches from the rear wall? Yes ■ No ☐
69. Is the rear grab bar at least 36 inches long, mounted between 33 inches and 36 inches from the floor, extending at least 12 inches from the centerline of the toilet on the sidewall, and at least 24 inches on the other side? Yes ■ No ☐

Sinks (Lavatories)

70. Does at least one sink have clear floor space for a forward approach at least 30 inches wide and 48 inches in length? Yes ■ No☐
71. Are pipes below the lavatory insulated or otherwise configured to protect against contact? Yes ■ No ☐
72. Can the faucet be operated without tight grasping, pinching, or twisting of the wrist? Yes ■ No ☐
73. Are soap dispensers no higher than 48 inches? Yes ■ No ☐

Other

Elevators N/A ☐

74. Are there both visible and audible opening/closing and floor indicators? Yes ■ No ☐
75. Are the call buttons in the hallway no higher than 54 inches? Yes ■ No ☐
76. Do the elevator controls have raised and Braille lettering? Yes ■ No ☐
77. Is the emergency intercom usable without voice communication? Yes ■ No☐

Drinking Fountains N/A ☐

78. Is there at least one fountain with a clear floor space of at least 30 by 48 inches in front? If installed before 3/15/2012, a parallel approach is permitted, and the clear floor space is not required to be centered. Yes ▣ No ☐
79. Is the spout at least 15 inches from the rear of the drinking fountain? Yes ▣ No ☐
80. Is the spout outlet between 38 inches and 43 inches above the floor? Yes ▣ No ☐

Fire Alarm Systems

81. If there are fire alarm systems, do they have both flashing lights and audible signals? Yes ▣ No ☐
82. Does the organization maintain an organizational-wide evacuation plan? Yes ▣ No ☐

EMPLOYMENT AND ECONOMIC DEVELOPMENT

Annual

Administrative and Fiscal Monitoring Guide

To be completed by Employment and Training Program Providers/Grantees

Returned to the WSCD.Notifications@state.mn.us e-mail account.

State Fiscal Year (SFY) 2027
Program Year (PY) 2026

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

Updated June 28, 2021

Table of Contents

APPLICANT/GRANTEE INFORMATION

Name of person submitting the form: Tammy Stark

E-mail address: Tammy.Stark@csjobs.org

Agency: Career Solutions

Date Guide Completed: 08/03/2026

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

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, 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: Tammy Stark
   Title: Executive Director
   E-mail Address: Tammy.Stark@csjobs.org
2. Name:
   Title:
   E-mail Address:
3. Name:
   Title:
   E-mail Address:

Comments from the provider/grantee:

Questions for DEED staff:

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 Jill Roberts at jill.roberts@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 (01.01.2022)
- Policy 08-03: Publicizing Grants Notices and Requests for Proposal (rev. 9-2017)
- Policy 08-06: Financial Review of Nongovernmental Organizations (rev.12-2016)
- Policy 08-08: Grant Payments (rev. FY21)
- Policy 08-10: Grant Monitoring (rev. 12-2016)

Conflict of Interest Minnesota Statute 10A.07

Minnesota Data Privacy Practices (rev 7-2010)

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:** 2026

☒Allowable Costs - 2 CFR 200.302(b)(7), **Dated:** 2026

☒Procurement - 2 CFR 200.318, **Dated:** 2026

☐Competition - 2 CFR 200.319, **Dated:**

☒Method of Evaluation and Selection - 2 CFR 200.320, **Dated:** 2026

☒Compensation-Personal Services - 2 CFR 200.430, **Dated:** 2026

☒Compensation-Fringe Benefits - 2 CFR 431, **Dated:** 2026

☐Employee Relocation Costs - 2 CFR 200.464, **Dated:**

☒Travel Costs - 2 CFR 200.474, **Dated:** 2026

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?
   c. How is petty cash safeguarded?
   d. How often is petty cash reconciled or replenished?

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?
4. Are vendor invoices compared and reconciled to purchase orders?
   ☒Yes ☐No
   If no, why not?

5. Are invoices authorized for payment?
   ☒Yes ☐No
   If no, why not?

6. Are vendor account balances reviewed?
   ☒Yes ☐No
   If no, why not?

7. Are your bank account(s) covered by FDIC or FSLIC?
   ☒Yes ☐No
   If yes, for what amount?
   Up to $250,000

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?
   Our bank pledges out funds over $250,000 to other financial institutions.

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.
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?
   Following cost allocations determined by manager directing workload to staff.
5. Is there written evidence, such as timesheets, used to allocate personnel time and costs?
   ☒Yes ☐No
   If no, how is time allocated?
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?
   Each expenditure is reviewed by preparer, signed off by supervisor level or higher, and monthly reports are reviewed to ensure costs are correctly allocated and allowed. Periodic quality control audits are also performed.
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:

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?
Reconciled periodically and when new inventory is purchased.

b. How are these items safeguarded to prevent unauthorized use?
Policies are in place to sign out gas card/bus token, a support service must be used to take a card.

c. How are these items tracked to ensure proper usage?
Whenever possible, we purchase cards that have restricted limited purpose (bus passes, gas cards that can only be used for its intended purpose.

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?
      Portions of youth contracting, and dislocated worker programming.
   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?
      Every three years.
   f. When was the last time an RFP was conducted for program services?
      CareerONE location site, transportation, and teambuilding activities RFP was performed in 2025. Counseling Services RFP was conducted in 2026.

g. Is the review criteria similar to the elements in Office of Grants Management Policy 08-02?
☒Yes ☐No

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?
Every three years.

b. When was the last time an RFP was conducted for audit services?
Financial Audit RFP was conducted in 2026.

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?
Contracts are maintained and monitored by outcome requirements.

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?
   Career Solutions has E&) insurance and conducts background screens prior to start date of new staff.

   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

Unified Local Youth Plan
PY 2026 WIOA Youth Formula Funds
SFY 2027 Minnesota Youth Program (MYP)

Due Friday, April 17, 2026

Minnesota Department of Employment and Economic Development
Employment and Training Programs
Office of Youth Development

PY 2026 WIOA Youth Formula Funds
SFY 2027 Minnesota Youth Program (MYP)
Cover Sheet/Signature Page

APPLICANT AGENCY - Use the legal name and full address of the fiscal agency with whom the grant will be executed.	**Contact Name and Address**
Stearns Benton Employment & Training Council DBA Career Solutions Minnesota CareerForce 1542 Northway Drive St. Cloud, MN 56303	Angela Schmitz Career Solutions MN Career Force 1542 Northway Dr. St. Cloud, MN 56303 320.260.4219
Director Name: Tammy Stark, Executive Director **Telephone Number:** 320.266.5060 **Fax:** 320.308.1717 **E-Mail:**Tammy.stark@csjobs.org	**Contact Name:** Angela Schmitz, Lead Youth Career Planner **Telephone Number:** 320.260.4219 **Fax:** 320.308.1717 **E-Mail:**Angela.schmitz@csjobs.org

Basic Organization Information

Federal Employer ID Number:	**Minnesota Tax Identification Number:**
41-1724832	1718001
Unique Entity ID (UEI) Number:	**SWIFT Vendor ID Number (if known):**
008604746/UCC5T7TT7S65	0000214093001

I certify that the information contained herein is true and accurate to the best of my knowledge and that I submit this application on behalf of the applicant agency.

Signature:	Tammy Stark
Title:	Executive Director
Date:	4/17/26

Checklist of Items to be Included With Your Unified Local Youth Plan Submitted to DEED:

NOTE: Budget forms included in this document are samples only, to demonstrate the format of the WIOA Youth and Minnesota Youth Program budgets. After the unified plan is approved by DEED and final allocations have been released by DOL, a WIOA Youth budget form and instructions will be sent to you to complete and return so your PY26 WIOA Youth Formula Grant funding can be released as quickly as possible. Since SFY27 MYP allocations are final, we encourage you to submit the SFY27 MYP budget with the Unified Local Youth Plan in April or shortly thereafter to ensure that MYP contracts are in place when the new fiscal year begins July 1, 2026. The budget forms are Excel documents that are attached separately from this planning document.

Signed Cover Page:	x
PY26-27 WIOA Youth Performance (submitted after local goals negotiated):	
Current Youth Committee Mission Statement and Workplan (if applicable):	x
List of Youth Committee Members (if applicable):	x
List of Youth Service Providers For PY26 (WIOA) and SFY27 (MYP):	? A5 ?
Copy of the Most Recent Request For Proposal (RFP) Used to Select Service Providers and/or Services **OR** a Copy of LWDB Minutes Affirming LWDA Staff are the Sole Providers of WIOA Youth Services for the WDA:	A4c1,4c2,4c3
Copy of Current ITA Policy for Youth, Plus Related Forms:	NA
Copy of Current Local Youth Incentive Policy:	AC
Copy of Current Local Supportive Services Policy for Youth Participants:	AB
Copy of Current Local Stipend Policy:	AD
Completed “WIOA Youth Program Elements” Chart:	x
Completed “Shared Vision for Youth” Chart:	x
Completed Narrative:	x
(If applicable) Attachment 1H Workplan: Youth Program Service Delivery Design Addendum to Enhance Services to In-School Youth (ISY) Who Are Homeless or in Foster Care	NA

PY24 and PY25 WIOA Youth Approved/Negotiated Levels of Performance - MN

(as of 7/24/2024)

	Program Year 2024 (7/1/24 - 6/30/25)					Program Year 2025 (7/1/25 - 6/30/26)				
	Q2 EET	**Q4 EET**	**Yth Cred**	**Median Earnings**	**MSG**	**Q2 EET**	**Q4 EET**	**Yth Cred**	**Median Earnings**	**MSG**
State	**74.5%**	**74.9%**	**62.0%**	**$ 5,400**	**53.0%**	**74.5%**	**74.9%**	**62.0%**	**$ 5,400**	**53.0%**
WDA 1	74.5%	74.9%	62.0%	$ 5,200	53.0%	74.5%	74.9%	62.0%	$ 5,200	53.0%
WDA 2	74.5%	74.9%	62.0%	$ 5,800	55.0%	76.0%	76.0%	63.0%	$ 5,900	60.0%
WDA 3	74.5%	74.9%	62.0%	$ 4,500	53.0%	74.5%	74.9%	62.0%	$ 5,000	53.0%
WDA 4	74.5%	74.9%	60.0%	$ 5,400	53.0%	74.9%	74.9%	62.0%	$ 5,400	53.0%
WDA 5	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 6	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 7	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 8	75.0%	75.0%	62.0%	$ 4,500	53.0%	75.0%	75.0%	62.0%	$ 4,500	53.0%
WDA 9	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 10	74.5%	74.9%	62.0%	$ 6,272	53.0%	74.5%	74.9%	62.0%	$ 6,272	53.0%
WDA 12	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 14	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 15	72.0%	72.0%	62.0%	$ 6,000	53.0%	72.0%	72.0%	62.0%	$ 6,000	53.0%
WDA 16	74.5%	74.9%	62.0%	$ 5,400	53.0%	74.5%	74.9%	62.0%	$ 5,400	53.0%
WDA 17	76.0%	75.0%	62.0%	$ 5,400	53.0%	76.0%	75.0%	62.0%	$ 5,400	53.0%
WDA 18	74.5%	74.9%	62.0%	$ 5,000	53.0%	74.5%	74.9%	62.0%	$ 5,000	53.0%

denotes WDA-negotiated level of performance which is different from state-negotiated level

PY 2026-2027 WIOA Youth Performance

(Definitions of Each Measure are on the Following Page)

WDA/Contact:	
E-Mail Address/Phone Number:	
Date Submitted (or Modified):	

WIOA Youth Performance Measure	PY 2026 (STATE PLANNED)	PY 2027 (STATE PLANNED)	PY 2026 (WDA PLANNED)	PY 2027 (WDA PLANNED)
Employment/Training 2nd Quarter After Exit:	**TBD**	**TBD**		
Employment/Training 4th Quarter After Exit:	**TBD**	**TBD**		
Credential Attainment:	**TBD**	**TBD**		
Median Earnings:	**TBD**	**TBD**		
Measurable Skills Gain:	**TBD**	**TBD**		

Youth team will negotiate WDA-level performance goals AFTER DEED negotiates state-level performance goals with DOL in May/June 2026. No action is needed by WDAs on this form until after performance goals are negotiated.

WIOA Youth Performance Definitions

Employment/Training 2nd Quarter After Exit: The percentage of Title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.

Employment/Training 4th Quarter After Exit: The percentage of Title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program.

Credential Attainment: The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skills Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

1. Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;
2. Documented attainment of a secondary school diploma or its recognized equivalent;
3. Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards;
4. Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; OR,
5. Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

Median Earnings: The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

DO NOT COMPLETE THIS BUDGET – SAMPLE FORM ONLY

Attachment 2 - 75% OSY Version

PY 2026 Budget Information Summary: WIOA Youth Formula Grant Program

(See attachment for definitions of cost categories)

WDA Number and Contact:	
E-Mail Address/Phone No:	
Date Submitted (or Modified):	

Cost Category	Carryover From PY25 *(Cannot exceed 20% of PY25 amount without waiver)*	New WIOA Funds	Total Funds Available	Estimated Expenditures 4/1/26 to 9/30/26	Estimated Expenditures 4/1/26 to 3/31/27	Estimated Expenditures 4/1/26 to 9/30/27	Estimated Expenditures 4/1/26 to 3/31/28
833 Administration ***(Cannot Exceed 10%)***	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
841 In-School Youth (ISY) Work Experience Wages/Fringe	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
825 Out-of-School Youth (OSY) Work Experience Wages/Fringe	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
872 ISY Work Experience Staff/Support Services Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
855 OSY Work Experience Staff/Support Services Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
874 ISY Direct Services (Non-Work Exp.)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
877 OSY Direct Services (Non-Work Exp.)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
848 ISY Support Services (Non-Work Exp. or Training)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
862 OSY Support Services (Non-Work Exp. or Training)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
860 ISY Other Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
878 OSY Other Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
837 ISY Training and Training-Related Support Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
838 OSY Training and Training-Related Support Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total:	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Planned Percentage of NEW WIOA Funds Expended on Out-of-School Youth (Must be at least 75 percent):	**#DIV/0!**
Planned Percentage of NEW WIOA Funds Expended on Work Experience (Must be at least 20 percent):	**#DIV/0!**
Planned Percentage of NEW WIOA Funds Expended on Administration (Cannot Exceed 10 percent of total):	**#DIV/0!**
Estimated number of youth served with PY26 WIOA funds:	**0**

DO NOT COMPLETE THIS BUDGET – SAMPLE FORM ONLY

Attachment 2

SFY 2027 Budget Information Summary: Minnesota Youth Program

(See attachment for definitions of cost categories)

WDA/Provider Name and Contact:	
E-Mail Address/Phone No:	
Date Submitted (or Modified):	

Cost Category	Total Funds Available	Estimated Expenses 7/1/26 to 9/30/26	Estimated Expenses 7/1/26 to 12/31/26	Estimated Expenses 7/1/26 to 3/31/27	Estimated Expenses 7/1/26 to 6/30/27	Estimated Expenses 7/1/26 to 9/30/27
833 Administration ***(Cannot Exceed 10%)***	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
881 Youth Participant Wages and Fringe Benefits	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
885 Direct Services to Youth	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
863 Outreach to Schools (Direct Services; cannot exceed 20%)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
828 Support Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total:	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Estimated number of MYP Youth Served:	**0**
Outreach to Schools (OTS) Youth and Families Served (Note that OTS is an optional activity):	**0**
Estimated Total Number of MYP + OTS Youth and Families Served:	**0**
Estimated Cost Per MYP Participant:	**#DIV/0!**
Estimated Cost Per OTS Participant/Family:	**#DIV/0!**
Percentage Budgeted for Administration (cannot exceed 10%):	**#DIV/0!**
Percentage Budgeted for Outreach to Schools (cannot exceed 20%):	**#DIV/0!**

If your area is budgeting funds for 860 - Outreach to Schools, please provide a few sentences summarizing planned activities:

Youth Committee Information For PY 2026/SFY 2027

Provide a current Mission Statement and Work Plan for your Youth Committee

"The mission of the Youth Council is to lead and bring together community resources to focus on youth becoming capable and satisfied workers."

Include a Current Youth Committee Membership List (see below for sample format). Add additional rows as needed. Indicate "Yes" or "No" in the right-hand column if the Youth Committee member is a voting member of the LWIB.

YOUTH COMMITTEE MEMBER NAME	ORGANIZATION/REPRESENTING (examples: business, education, community-based organizations, youth, parent, etc.)	Full LWDB Member?
Vice-Chair: *Les Engel* **Phone Number:** 320.253.7968 **E-Mail:** les@engelmet.com	Engel Metallurgical Engineering (Private Sector Business)	X Yes
Member Name: *David Norling* **Phone Number:** 320.256.7836 x4 **E-Mail:** dnorling@wced6026.com	West Central Area Learning Center (Education)	No
Member Name: *Greg Boelter* **Phone Number:** 320.656.3900 **E-Mail:** greg.boelter@co.stearns.mn.us	Stearns County Community Corrections (Juvenile Justice/Law Enforcement)	No
Member Name: *Sarah Ware* **Phone Number:** 320.370.8062 **E-Mail:** sara.ware@isd742.org	ISD #742 St Cloud Area Schools (Education)	No
Member Name: *Jacob Kaduk* **Phone Number:** 320.308.5713 **E-Mail:** jacob.kaduk@csjobs.org	Career Solutions (Youth Servicing Agency)	No
Member Name: *Cindy Belmont* **Phone Number:** 320.308.5806 **E-Mail:** cindy.belmont@state.mn.us	Vocational Rehab Services of St. Cloud (Youth with Disabilities)	No
Member Name: *Ann Matvik* **Phone Number:** 320.258.4517 **E-Mail:** ann@bigdefenders.org	Big Brothers Big Sisters (Private Non-Profit serving youth)	No
Member Name: *Mary Swingle* **Phone Number:** 320.257.5112 **E-Mail:** mswingle@bgcmn.org	Boys & Girls Club of Central MN (Private Non-Profit)	X Yes
Member Name: *Gail Cruikshank* **Phone Number:** 320.260.6775 **E-Mail:** gcruikshank@greaterstcloud.com	Partner for Student Success (United Way/PFSS)	X Yes
Member Name: *Susan Jordahl* **Phone Number:** 320.308.5908 **E-Mail:** susan.jordahl@sctcc.edu	St. Cloud Technical & Community College (Post-Secondary Education)	No
Member Name: *Tammy Stark* **Phone Number:** 320.308.5702 **E-Mail:** tammy.stark@csjobs.org	Career Solutions (CareerForce St. Cloud Staff)	No
Member Name: *Ken Huling* **Phone Number:** 320.252.1412 **E-Mail:** khuling@ncsrcc.org	North Central States Regional Council of Carpenters (Building Trades Professional)	X Yes
Member Name: *Brandon Schauer* **Phone Number:** 612.599.7708 **E-Mail:** Brandon@pipefitters539.com	Pipefitters Local 539 (Building Trades Professional)	X Yes

Member Name: *Melanie Legatt* **Phone Number:** 320.650.1528 **E-Mail:** Melanie.legatt@ccstcloud.org	Catholic Charities (Youth Servicing Agency)	No
Member Name: *Kevin Warzecha* **Phone Number:** 551.580.1341 **E-Mail:** kevin.warzecha@kidsfightinghungar.org	Stearns County (Parent Representative)	No
Member Name: *Christa Martin* **Phone Number:** 320.251.2700 ext. 50539 **E-Mail:** Christa.Martin@centracare.com	CentraCare (Private Sector Business)	No
Member Name: Danelle Montury **Phone Number:** 612.598.3506 **E-Mail:** danelle.montury@isd742.org	Adult Education (Education)	X Yes

Youth Service Provider Information For PY 2026/SFY 2027

Provide an updated list of all current youth service providers (see below for sample format). The information provided in this chart will be posted on the DEED website. Please be sure that the contact person’s name, phone number and e-mail address are entered correctly for each service provider. Add additional rows for additional providers as needed.

<table>
<tr><th>Youth Service Provider/Contact</th><th>WIOA</th><th>MYP</th></tr>
<tr>
<td>Name of Service Provider:
Stearns Benton Employment & Training Council
DBA Career Solutions
Address:
1542 Northway Drive
City, State, ZIP
St. Cloud, MN, 56303
Contact Person:
Tammy Stark
Contact Person Phone:
320-266-5060
Contact Person E-Mail:
tammy.stark@csjobs.org
Service Provider Website:
careersolutionsjobs.org</td>
<td>
<table>
<tr><th></th><th>Yes</th><th>No</th></tr>
<tr><td>ISY:</td><td>X</td><td></td></tr>
<tr><td>OSY:</td><td>X</td><td></td></tr>
</table>
</td>
<td>
<table>
<tr><th></th><th>Yes</th><th>No</th></tr>
<tr><td>Summer ONLY:</td><td></td><td>X</td></tr>
<tr><td>Year-Round (incl. summer):</td><td>X</td><td></td></tr>
<tr><td>Outreach to Schools:</td><td>X</td><td></td></tr>
</table>
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</tr>
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Attachment 1
Workplan: Youth Program Service Delivery Design
(Includes WIOA Young Adult and MYP)

IMPORTANT NOTE: The narrative section covers PY 2026 WIOA Young Adult and SFY 2027 for MYP. Please provide an answer after each question. This information becomes a part of both grant agreements with DEED.

1. Attach a copy of the most recent Request for Proposal(s) (RFP) issued by the WDA for WIOA Young Adult and the Minnesota Youth Program, as appropriate. **If the LWDB has determined there is an insufficient number of eligible youth service providers based on Section 123(b) of WIOA law, please include a copy of appropriate board minutes and/or resolution stating as such.** Attachments 4c1, 4c2, 4c3

2. Describe outreach and recruitment of:

   Out-of-School Youth ("OSY") *Career Solution's Eligibility & Outreach Specialist and Youth Career Planners are in regular contact with area High Schools and Adult Basic Education staff for identification of youth who could benefit from WIOA services. Stearns and Benton County Community Corrections and Human Services are contacted regularly along with other youth serving agencies such as YouthSet, 180 Degree Homeless Shelter, Luthern Social Services…. Communication occurs with Career Solution's Memorandum of Understanding (MOU) partners and the St. Cloud Area Human Services Council. Marketing materials are made available at local schools, public libraries, and partner agencies. Career Solution's staff will meet one-on-one or connect by phone with interested youth to answer questions about the WIOA program, provide information regarding ability to benefit, and determine if the youth meet eligibility criteria. If so, the youth is referred for an eligibility screening. Career Solutions adheres to the 75% expenditure requirement under WIOA.*

   • For MYP/CareerONE, marketing materials are distributed to promote the summer program to those that meet the eligible criteria. Career solutions staff are also on-site at local schools to meet with students to discuss the offering as well as meeting with school counselors and Principals to help recruit the students. Marketing materials are also distributed to all youth and family servicing agencies and local community partners.

   In-School Youth ("ISY") *Career Solution's Eligibility & Outreach Specialist and Youth Career Planners are in regular contact with area High Schools and Adult Basic Education staff for identification of youth who could benefit from WIOA services. Stearns and Benton County Community Corrections and Human Services are contacted regularly along with other youth-serving agencies such as YouthSet, 180 Degree Homeless Shelter, Luthern Social Services…*
   Communication occurs with Career Solution's Memorandum of Understanding (MOU) partners and the St. Cloud Area Human Services Council. Marketing materials are made available at local schools, public libraries, and partner agencies. Career

Solution's staff will meet one-on-one or connect by phone with interested youth to answer questions about the WIOA program, provide information regarding ability to benefit, and determine if the youth meet eligibility criteria. If so, they are referred for an eligibility screening. Career Solutions adheres to the 75% expenditure requirement under WIOA. For MYP/CareerONE, marketing materials are distributed to promote the summer program to those that meet the eligible criteria. Career solutions staff are also on-site at local schools to meet with students to discuss the offering as well as meeting with school counselors and Principals to help recruit the students. Marketing materials are also distributed to all youth and family servicing agencies and local community partners.

3. Describe eligibility determination process, including the WDA's strategy for use of the "5% window" for all ISY and affected OSY participants whose income exceeds limits (reminder: up to 5% of ISY and OSY participants (who require income eligibility) served by WIOA Young Adult program may be individuals who do not meet the income eligibility requirements, provided they fall within one or more of the categories described in WIOA Sec. 129 (C). See Chapter 2 of the WIOA Youth Administrative Policy).

   Career Solutions provides intake services for eligible youth. Youth who express interest in services through the CareerForce system are encouraged to speak one-on-one with Youth Career Planners. A pre-screen of eligibility is determined and information regarding services is given to youth. Youth are scheduled for an intake session with a Youth Career Planner to complete an initial assessment and submit eligibility documentation; the Eligibility & Outreach Specialist determines formal eligibility.

   The 5% window will be used on a discretionary basis to serve youth who are within the categories described in Section 129(C) of WIOA or are within the defined sixth criteria.

4. Identify the WDA's definition of "An individual who requires additional assistance to complete an education program or to secure and hold employment." The definition must be reasonable, quantifiable, and based on evidence that the specific characteristic of the participant identified objectively requires additional assistance. See Chapter 2 of the WIOA Youth Administrative Policy.
   The LWDB has defined the sixth criteria for youth eligibility under WIOA as "an individual who requires additional assistance to complete an education program or to secure and hold employment and meets one of the following risk factors: performing below peers or needs remedial classes for post-secondary generals; child of a single parent; chemically dependent; child of a drug or alcohol abuser; no parents and /or siblings have successfully completed a post-secondary education; referred to or attends an alternative learning environment; a victim of physical or sexual abuse, homeless in the past 12 months; participated in a diversion program; adopted or non-supported current/former foster child; experienced voluntary or court ordered out-of-home placement; no longer able to reside in the family household due to age, conflict or family decision; previously attempted and was not successful at post-secondary education or referral received from an educator or school

counselor or area non-profit or MOU partner. Career Solutions follows the WIOA law for these guidelines.

5. Per WIOA Law, Section 3(5) and WIOA Final Rules at 20 CFR 681.290, the U.S. Department of Labor defines an individual as ‘‘basic skills deficient’’ if he or she—

    a. has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
    b. is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

    All Minnesota WDAs are required to include the definition of “basic skills deficient” in their local youth plans. Please provide any additional local policy that defines “basic skills deficient” differently from existing federal policy, or indicate if your local policy will mirror existing federal policy as shown above.

    Career Solutions definition of “basic skills deficient” is locally defined as an individual that computes or solves problems, reads, writes, or speaks English at or below the eighth-grade level, or is unable to perform these tasks at a level necessary to function on the job, in the person's family, or in society.

6. Describe the objective assessment process used to identify appropriate services and potential career pathways for young adults. Identify the assessment tools used by the WDA for all in-school and out-of-school participants.

    Each participant meets one-on-one with a Youth Career Planner who explores with them their educational background, prior work experience, employability, motivation, family situation, budget, etc. Basic skills testing results are either obtained from Adult Basic Education partners or administered by Eligibility Specialist or Youth Career Planner Youth is scheduled for a career assessment, when appropriate, to determine general educational development, aptitudes, and interests in twelve (12) areas. Objective assessment is ongoing, and information is gathered and evaluated at each meeting. Basic skills testing (in partnership with ABE) will be given throughout participation for those youth who are basic skills deficient at pre-test. CASAS is administered as needed to determine literacy/numeracy levels. If it is determined that the Youth is basic skills deficient, we will evaluate further through our ABE partners. Youth who demonstrate a need for tutoring may be referred to ABE services, use online learning sites, referrals to academic achievement centers. Additional resources are provided as needed. With CareerONE (MYP), The WorkKeys® Assessment is given at the beginning of CareerONE to determine what math and reading curriculum in KeyTrain should be used for skills gain. Participants complete an assessment packet reviewing their current household, basic needs, educational needs, etc. This information is again reviewed along with their ability to benefit. Objective assessment is ongoing and team leaders will case note weekly on the youth’s accomplishments, etc.

7. Describe process for developing the Individual Service Strategy (ISS) and use of the Individualized Education Plan (IEP), including provision of wraparound support services. If

your WDA/service provider(s) incorporate "Guideposts For Success" with some (or all) of your participants, please discuss when and how it is used.

An Individual Service Strategy (ISS) is developed in cooperation with youth. The ISS focuses on individual skill development toward a career pathway or a specific career/employment goal, including both short-term and long-term goal. The plan is updated as skill attainment goals are met. The youth's file includes information on budget needs and referrals to local resources are documented through case noting. If a need for additional support is indicated in the ISS, the Career Planner will discuss and contact the appropriate agency to provide those supports. Incentives are earned upon the attainment of a benchmark: i.e., good grades, remaining in school, and completing assigned tasks. When Career Planners learn of housing, medical, food or additional needs of youth, referrals are made to Community Based Organizations (CBO) for assistance. Youth are asked to sign a consent so that information can be shared between CBO and Career Planner to address the specific need. In the MYP Program, the ISS is developed around the youth's need for obtaining skills and how the services provided through CareerONE can assist youth in attaining those skills. The youth work toward obtaining employability skills certificates. Examples of these certificates are Youth@Work, Talking Safety, and Money Smart.

8. Describe your strategy for providing integrated experiential learning, work-based learning, and work experience for participants.

Career Solutions will continue to provide opportunities for youth to participate in paid and unpaid on-site work-based experiences. The unpaid work experiences may include job shadowing, internships, business tours, and volunteer opportunities. The paid work experiences may include a youth service team model, individual placement, and workforce preparation. The workforce preparation may include financial literacy, entrepreneurial skills, labor market and employment information about in-demand industry sectors or occupations, and leadership development. The experiences may be coordinated with the participant's secondary or post-secondary school. Work experiences may be in the private or public sector. The placement tends to be in an industry, which is indicated on the youth's career assessment. Career Solutions is aware of the 20% expenditure requirement under WIOA. The experiential learning component in CareerONE is performed in person in a youth service team model. The team is comprised of 8 to 10 youth and an adult team leader. The team is assigned work projects for community organizations and completes them under the supervision of the team leader. These teams are appropriately sized to allow for maximum program effectiveness. Following CareerONE, 14 youth mentors are provided the opportunity to complete 40 hours of mentorship and employability experiences with local employers. Career Solutions continues to coordinate efforts to provide all area youth with experiential learning opportunities through Outreach to Schools (OTS), Youth-at-Work (YAW), Pre-ETS, Youthbuild, and TANF, as well as out-of-school youth opportunities. Collaborative partners in this effort include Career Solutions, YES Network, Islamic Center, CMCEO, District 742 (St. Cloud), District 47 (Sauk Rapids/Rice), and nine rural school districts in Stearns and Benton Counties. We also have a list of agencies and companies that are willing to be work experience sites, in hopes of accommodating a youth's preference.

9. Describe your strategy for introducing Career Pathways for young adults and process for providing current labor market information on high-growth, in-demand occupations in the region.

   Accessing current labor market information for career planning along with teaching youth how to access this independently is the foundation of youth programming. Data from multiple sources are used to ensure youth's employment plan and career paths are using current and projected employer/employment trends including the strategic industries and occupations defined by the LWDB for the workforce service area. Information from community assessments, industry forums, Job Service, and DEED's Regional Labor Market Analyst on locally and regionally targeted economic and employment trends is used to introduce career pathways to youth. YAW, Youthbuild, Pre-ETS, Career Trek, Discovery Days and Outreach to Schools activities provide additional opportunities for youth to have access to career, targeted industry, and labor market information. Career Solutions collaborates with the school districts and employers in the community to offer job and career fairs, mock interviews, work experience/internships tours, etc. Youth Career Planners collaborate one-on-one with participants to locate and explore information on different career choices based on the youth's interests and assessment results. Assessment results are reviewed with the LWDB's identified strategic industries, occupations, and labor market information. It focuses on high-growth, in-demand, and career laddering occupations. Occupational information is available in different formats including computer internet sites (MCIS, ONET, and DEED), career videos, and hard copy. In preparation for employment, LWDB and Career Solutions promote and provide opportunities to develop pre-employment, work maturity, occupational, and retention skills. As part of the process, youth work with a Youth Career Planner to identify and resolve barriers to employment. During CareerONE, youth are exposed to high-growth, in-demand occupations, along with the LWDB's identified strategic industries through a career exploration curriculum.

10. Describe the strategies used to provide financial literacy training to youth participants.
    For WIOA youth this could come from their Career Planner, but recently Stearns Bank has been offering classes to clients. Clients are referred to the financial literacy class as needed. MYP (CareerONE) participants all complete the FDIC Money Smart program within the program. We have partnered with Stearns Bank and they now teach these lessons to the youth participants.

11. If applicable, attach a copy of the WDA's policy for developing Individual Training Accounts (ITAs) and indicate the date approved by the LWDB/Youth Committee. Indicate if your WDA will be using Minnesota's waiver to allow use of ITAs for In-School Youth, ages 16-21. *Not applicable*

12. Describe follow-up strategies (including provision of supportive services) for the WIOA Young Adult program and discuss any policy relating to extending beyond the statutory requirement of offering follow-up for at least 12 months after exit.

    Career Solutions provides follow-up services for at least 12 months after the youth complete the objectives listed on their individual ISS. The strategy for an intensive follow-up is to assist the youth with the transition from their training program, successfully monitor work success *and help them with strategies for remaining successful. A Career Planner will assist with job challenges, and labor market information, and make available appropriate support services as needed. Incentives may be used to reinforce and reward keeping a job, providing information at follow-up, and job promotions.*

13. Describe the Youth Incentive Policy and attach a copy of the most recent version approved by your LWIB/Youth Committee. Refer to 2 CFR 200.438 and Chapter 18 "WIOA Youth Cost Matrix" for additional background.

    Gift cards are not provided for entertainment or food venues. This incentive policy may be utilized with WIOA and MYP participants. ATTACHMENT AC

14. Discuss your policy and practices relating to providing supportive services to participants. (Attach a copy of your WDA's Supportive Service Policy for Youth)

    Career Solutions provides support services through various funding sources. This includes such support services as bus passes, gas cards, clothing allowances, rent or mortgage support and insurance payments. Support Services are based on the youth's budget; a budget worksheet is done with all youth requesting a support service. ATTACHMENT AB

15. Describe the strategies used to address transportation barriers for youth participants.
    WIOA youth may be given gas cards or bus passes. This along with researching bus routes with youth, and even meeting virtually when/if needed is another option. A huge barrier for youth is paying for Drivers Education classes, so helping our youth by support to pay for the classes and behind the wheel to then obtain their permit, which leads to a drivers license is something we are able to do. This takes that transportation barrier out of the way for future employment as well.

16. If applicable, describe how stipends will be used for participants and attach a copy of your WDA's Stipend Policy.

    Career Solutions utilizes stipends primarily for our CareerONE/CareerTWO and Youth at Work programming, participants are compensated for training time, even when they are not engaging in a formal paid work experience. ATTACHMENT AD

17. Describe how co-enrollments will be facilitated for youth, including a summary of all funds that are "braided or blended" with participants beyond WIOA Youth Formula Grant funds and MYP funds.

    The Career Solution's Youth Career Planner will assist the youth in addressing their immediate and future needs to be career successful. This includes obtaining consent to share and initiating meetings with other providers as needed to coordinate efforts and ensure nonduplication of services. Youth enrolled in MYP may also be referred to participate in the WIOA Young Adult and any other youth programs. The WIOA Career Planner will coordinate and oversee this coenrollment. Youth that are co-enrolled may utilize funds from MYP, WIOA young adult, Youth at Work. They may be co-enrolled in adult programs.

18. Describe local partnerships to serve "opportunity youth" who have significant barriers to employment and/or youth who are under-served and under-represented in the workforce, including:

- Dropouts and potential dropouts
- Youth with language and/or cultural barriers to employment
- Youth in foster care and aging out of foster care
- Homeless youth or runaways
- Youth offenders and at-risk of involvement with the juvenile justice system
- Youth with disabilities
- Teen parents
- Youth of color and other under-served, under-represented youth populations

Recruitment of youth for all listed categories is ongoing through area school districts, community corrections, youth serving agencies, post-secondary schools, public libraries, community education programs, county offices, county human services offices, transitional programs, foster placement agencies, treatment programs, CareerForce partners, MOU partners, and St. Cloud Area Human Service Council partners. Career Solution's Career Planners attend listed agency staff meetings at least once a year. These recruitment efforts build the needed connections with other agency staff to help bring youth to CareerForce where they are encouraged to inquire about WIOA services. A Youth Career Planner will meet with the youth and perform an interview/assessment to identify immediate needs. Depending on the immediate needs, referrals to community and area organizations/agencies may occur. Services to youth may be provided through a collaborative effort.
Career Solutions continues to coordinate efforts to provide all area youth with experiential learning opportunities through Outreach to Schools (OTS), Youth-atWork (YAW), Pre-ETS, TANF, Youthbuild, and other in-school and out-of-school youth opportunities and other regional assets. Collaborative partners in this effort include Career Solutions, YES Network, Islamic Center, District 742 (St. Cloud), District 47 (Sauk Rapids/Rice), and nine rural school districts in Stearns and Benton Counties. Other efforts to connect youth include the following: •Youthbuild - Career Solutions has combined our Youthbuild program with our CareerONE program. Youthbuild provides an opportunity for economically disadvantaged and potential high school dropouts to receive hands-on training in Construction/Manufacturing, Public Safety and Health Care careers. They have worked towards OSHA 10/30, and First Aid/CPR and received credits from SCTCC. CareerTWO has been added to Youthbuild for those interested in furthering their careers in Construction, and Health Care. We will continue to work with Habitat for Humanity, Carpenters/Pipefitters/Electrician Unions, and CentraCare Health.
• Outreach to Schools (OTS) - activities are provided to complement the work of existing school counselors and provide youth and families with career exploration and career counseling, college information and current labor market information. Youth Career Planners strive to recruit and place interns in area high schools to assist in providing career exploration, career fairs, job search assistance, college information and current labor market information to youth and families. Interns share information about other Career Solutions youth programs to include the WIOA youth program, and CareerONE. Career Solutions

provides the interns with a stipend. These efforts are assisting schools in attaining college and career readiness under the World's Best Workforce requirements.
• Pre-Employment Transition Services- along with local schools in Stearns and Benton counties and Vocational Rehabilitation Services (VRS) collaborate and develop strategies to recruit and serve students with disabilities, as defined on their IEP or 504 plan. Strategies include collaborating with the counselors and Special Education departments for referral to the program. Career Planners assist with Career Exploration utilizing tools such as the Minnesota Career Inventory System (MCIS) and Recruitment of youth for all listed categories is ongoing through area school districts, community corrections, youth serving agencies, post-secondary schools, public libraries, community education programs, county offices, county human services offices, transitional programs, foster placement agencies, treatment programs, CareerForce partners, MOU partners, and St. Cloud Area Human Service Council partners. Career Solution's Career Planners attend listed agency staff meetings at least once a year. These recruitment efforts build the needed connections with other agency staff to help bring youth to CareerForce where they are encouraged to inquire about WIOA services. A Youth Career Planner will meet with the youth and perform an interview/assessment to identify immediate needs. Depending on the immediate needs, referrals to community and area organizations/agencies may occur. Services to youth may be provided through a collaborative effort.
• Youth at Work (YAW) - Career Solutions recruits students from both Stearns and Benton counties. We coordinate services when needed with area high schools to offer school credit and career/post-secondary guidance. The students are placed at work experience sites with employers in Stearns and Benton Counties, they receive a competitive wage all while receiving a realistic on-the-job experience. Through YAW, Youth Career Planners partner with District Navigators to ensure students receive needed support to accomplish both employment and educational success.
• TANF -Career Solutions collaborates with students from both Stearns and Benton counties. We coordinate services with area high schools and our local MFIP provider AVIVO. The students are placed at work experience sites with employers in Stearns and Benton Counties, to receive a competitive wage all while receiving a realistic onthe-job experience.
• SCRUBS Camp - is a collaborative effort between the business and industries of the St. Cloud region, St. Cloud Technical & Community College. This is an engaging, interactive, and fun day camp open to any student entering grades 7th-12th in the fall. Students will spend three days exploring a variety of healthcare careers like nursing, laboratory science, social work, alternative therapies, and others. Students experience these careers through field trips and hands-on activities facilitated by healthcare professionals and college faculty. Students will be provided their own set of scrubs to wear, and meals are included. Career Solutions receives referrals from and refers youth to SCRUBS Camp.
• Community Outreach – Career Solutions staff members speaking fluent Somali and English assist with job search options, career exploration, financial literacy, and other resource options.
• Immigrant Employment and Connections Group - works to educate employers to overcome real or perceived barriers when hiring the immigrant workforce. The IECG has developed training events and a resource guide for businesses seeking to strengthen their workforce by hiring new Americans, and hosts job fairs specifically tailored to hiring immigrant workers. Special training sessions have been designed and held to ensure immigrant job seekers have a better understanding of the jobsearch process.

• Partner for Student Success (PFSS) - is a community initiative begun by St. Cloud Area School District 742. Its mission is to unite schools and the greater community to collectively impact and improve educational achievement, post-secondary/career readiness, and civic engagement of our children. This partnership originated from concerns about huge challenges facing children in the greater St. Cloud area including increasing poverty, immigration status, and increasing expectations for success. Career Solutions participates in this community initiative. Key partners include Career Solutions, United Way of Central Minnesota, Initiative Foundation, Central Minnesota Community Foundation, Readiness Pipeline, Center for Service Learning & Social Change, University of MN Extension, Milestones, St. Cloud Area School District, and the Greater St. Cloud Area Development Corporation. This team meets regularly to share services, and new developments, identify cooperative ventures and added resources, and measure impact through common goals.
• Exploring Potential Interests and Careers (EPIC) – the goal is to create high-quality career exploration tools and programs that effectively bridge education and industry for Central Minnesota high school students, contributing to the fulfillment of the economic and workforce needs of the region. Career Solutions refers and staffs this event.
• Big Brothers Big Sisters of Central Minnesota (BBBS) - mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth. Career Solutions staff sit on this agency's Program Committee. Referrals are made to and from this organization. Career Solutions also provides training to BIGS on Campus for this organization.
• Catholic Charities (SAIL, SHY) - Catholic Charities Support and Advocacy for Independent Living Program (SAIL) helps youth, ages 14 to 21, learn and practice essential life skills. This unique program helps teens transition from adolescence to adulthood primarily through group training in a safe, confidential environment. Career Solutions refers and get referrals from these programs.
• Luthern Social Services (formally Pathways for Youth) – provide services and programs for youth experiencing homelessness or at risk of being homeless in one convenient location. The youth resource center provides services including a food pantry, clothing closet, laundry and shower, hot evening meal, and medical help. Caseworkers are available to meet with guests to help them set goals for career employment and housing. The youth resource center offers a variety of programming opportunities. Local agencies such as Career Solutions hold sessions at Pathways to offer help to youth on a variety of topics. Including job search and interviewing skills.
• Yes Network - The Yes Network is dedicated to creating vibrant, loving, prosperous engagement with youth and families in the neighborhoods in which they live. The Yes Network provides a summer food program, neighborhood enrichment activities, arts, and leadership training. Yes Network, provides leadership training to CareerONE mentors and is used as a community worksite for Y@W participants.
• The Ultimate Success Organization (USO)-Islamic Center- The mission of the USO is to promote and empower future youth leaders, equip them with leadership skills, offer economic opportunities, and provide career development and youth counseling to become productive community leaders and global citizens. The center provides homework assistance and team-building activities for youth. In addition, they collaborate with Career Solutions to provide work experience opportunities to youth who are eligible for YAW, TANF, MYP, and WIOA programs.
Youthset- Youthset is more than a youth organization. Founded with a deep commitment to

young people and community, Youthset exists to bridge the distance between youth, school, home life, positive role models, and opportunity. We create spaces where teens are not judged or overlooked, but seen, supported, and empowered. We have youth in Work Experiences here.
At Youthset, young people don't just attend programs — they find purpose, build confidence, and discover who they are becoming
• Central MN ABE Consortium – a partnership between 31 school districts, including St. Cloud Area School District 742 and Sauk Rapids-Rice Public School District 47. Adult learners in these communities are served at numerous learning sites during daytime and evening class hours throughout the year. Central Minnesota ABE welcomes all adults, 17 or over, who are not currently enrolled in a regular school program. The mission of ABE in Minnesota is to provide adults with educational opportunities to acquire and improve the literacy skills needed to become selfsufficient and to participate effectively as productive workers, family members, and citizens. Career Solutions works together with ABE for aging out and OSY students.
• Area School Districts: Albany Public School District / Bertha-Hewitt Public School District / Braham Public School District / Browerville Public School District / Cambridge-Isanti Public School District / Eden Valley-Watkins School District / Holdingford Public School District / Isle Public School District / Kimball Public School District / Little Falls Public School District / Long Prairie-Grey Eagle School District / Menahga Public School District / Milaca Public School District / Mora Public School District / Ogilvie Public School District / Onamia Public School District / Pierz Public School District / Pillager Public School District / Princeton Public School District / Rocori Public School District / Royalton Public School District / Sartell-St. Stephen School District / Sauk Rapids-Rice Public Schools / St. Cloud Public School District / Sebeka Public School District / Staples-Motley School District / Swanville Public School District / Upsala Public School District / Verndale Public School District / Wadena Public School District.
• Boys & Girls Club of Central Minnesota - mission is to do whatever it takes to empower all youth to reach their full potential. Career Solutions receives referrals from the Boys & Girls clubs in Central Minnesota. We are currently planning to teach a career exploration class to teens from the Boys & Girls Club this June.
• St. Cloud Area Family YMCA - believes that everyone deserves a chance to succeed— no matter their background or income—and that can happen only when we unite to nurture the best in all of us. Career Solutions utilizes the YMCA facilities and programming during CareerONE. We also have youth in Work Experiences here.

19. Describe how the Work Readiness Indicator will be implemented for youth participants and whether this is used for WIOA participants, MYP participants, or both. If the WDA uses a standardized form for measuring and documenting work readiness skills, please attach a copy.

    - Approach to assuring work readiness skill attainment for youth participants
    - Approach to assuring that the worksite supervisor evaluates work readiness skills of youth participants, including a process for documenting the employer's evaluation of the youth participant's work readiness skills.

At the time of the youth's evaluation of work readiness skills, goals will be set and if the youth need additional skill development; if so, they are evaluated again during the next pay period. If there is a goal set by the supervisor, the Youth Career Planner will review this information and inquire as to what coaching has taken place to enable the youth to achieve and demonstrate the needed skills. If required, corrective feedback will be given. The Site Supervisor submits the evaluation worksheet to the Youth Career Planner. The Youth Career Planner reviews the worksheet. The Site Supervisor's evaluation worksheets are completed in the first week to set a baseline and with the first pay period. Youth are evaluated at six weeks, twelve weeks and at twenty-four weeks or the conclusion of the placement. The Youth Career Planner and/or Site Supervisor may request additional evaluations. The Site Supervisor submits the evaluation to the Youth Career Planner and the evaluations are kept in the youth's file/EDS. The youth and Site Supervisor keep a copy for their reference. MYP/CareerONE participants all go through an orientation before the CareerONE program begins. The orientation reviews expectations for the participants and how they earn their stipend. Participants get daily evaluations on attendance, punctuality, dress code, cooperation, safety and teamwork, work quality, and work quantity. The daily evaluations that are performed is how the students earn their stipend. Based on the evaluations, the team leaders will set goals with each participant on how to improve for the rest of the program. Team leaders keep a daily journal of these evaluations and give each student a final evaluation before the program is complete. At the time of the youth's evaluation of work readiness skills, goals will be set if the youth need additional skill development; if so, they have evaluated again during the next pay period. If there is a goal set by the supervisor, the Youth Career Planner will review this information and inquire as to what coaching has taken place to enable the youth to achieve and demonstrate the needed skills. If required, corrective feedback will be given.

20. If the WDA is planning to provide Outreach to Schools activities as a component of MYP in SFY 2027, please provide an overview and anticipated goals/objectives.

Career Solutions plans to provide Outreach to Schools activities in SFY 2026 to complement the work of existing school counselors and provide youth and families with career exploration and career counseling, college information and current labor market P a g e | 24 information. Examples of Outreach to Schools activities Youth Career Planners facilitate include the following: • Recruit and place interns in rural school districts within Stearns and Benton Counties to assist in meeting the World's Best Workforce legislation through assisting schools in providing the following services: • Provide information to individual students and/or groups of students regarding in demand occupations, targeted industries, and current labor market information. • Provide individual students and/or groups of students with career exploration activities and counseling including career assessments, interpretation of assessments, looking at appropriate college options, performing career research, resume preparation and job search assistance as needed. • Assist with setting up and/or supervising college visits, military recruiter visits, job shadows, etc. • Assist students with updating their individual career plans utilizing resources such as MCIS. Provide information to individual students and/or groups of students regarding the college application process, financial aid process, applying for scholarships. Online tools such as MCIS, CAREERwise, onetonline.org, mn.gov/deed/data/, minnesotaworks.net, various college sites, etc. are utilized when working with the students. • Build connections to *community and private community resources through regional career fairs, career events, and tours of businesses in strategic industries. • Provide opportunities to directly observe occupations and to interact with local business and industry through job shadowing, tours, and speaker panels.*

21. Describe Youth-Focused Innovations/Best Practices, including (but not limited to):

- Attach the Shared Vision for Youth Blueprint to identify local interagency partnerships which serve the neediest youth and address the "opportunity gap", "achievement gap", and disparities in the workforce. (See chart below.)
- Private sector internships, on-the-job training, mentoring, job shadowing, pre-apprenticeship or apprenticeship training.
- Pre-Employment Transition Services (Pre-ETS) project, if appropriate.
- Strategies implemented during the Disability Employment Initiative including: Integrated Resource Teams (IRTs); expanded collaboration with local partners, including Vocational Rehabilitation Services (VRS); and activities related to the "Guideposts for Success" such as employability skills/work experience, career preparation, leadership development, family engagement, and connecting activities.
- Strategies for coordinating with after-school and out-of-school time programming.
- Connections with MFIP and SNAP partners to assure policy alignment for youth under age 25.

Career Solutions continues to coordinate efforts to provide all area youth with experiential learning opportunities through Outreach to Schools (OTS), Youth-at-Work (YAW), TANF, as well as WIOA In-School and Out-of-School youth opportunities within the region.
Collaborative partners in this effort include Career Solutions, the St. Cloud Area Chamber of Commerce, District 742 (St. Cloud), District 47 (Sauk Rapids/Rice,) and nine rural school districts in Stearns and Benton Counties. Thanks to our Human Resources Networking Group we have a running list of employers, both private and non-profits who are willing to take on a Work Experience participant.
In addition, Career Solutions continues to work with CentraCare Health and United Way to increase the capacity of the CareerONE program. This effort has been extremely successful in expanding services and reaching more youth that need work readiness/employability skills experience.
Career Solutions has combined our Youthbuild program with our CareerONE/TWO program. Youthbuild provides an opportunity for economically disadvantaged and potential high school dropouts to receive hands-on training in Construction/Manufacturing, Public Safety, and Health Care careers. They have worked towards OSHA 10/30, and First Aid/CPR and received credits from SCTCC.
CareerTWO has been added to Youthbuild for those interested in furthering their careers in Construction and Health Care. We will continue to work with Habitat for Humanity, Carpenters/Pipefitters/Electricians Unions, and CentraCare Health Centers.
Best Practices:
Open House: *Career Solutions was recognized recognized by the Minnesota Association of Workforce Boards (MAWB) with a Promising Practices award for creating Open House*

events held at CareerForce St. Cloud. These events showcase the services offered by CareerForce, offer training on job search related topics and LinkedIn profile pictures and act as a recruitment tool for Career Solutions programs.
***Discovery Day**: Career Solutions was recognized by the Minnesota Association of Workforce Boards (MAWB) with a Promising Practices award for their Discovery Days provided to job seekers. Career Solutions has partnered with the St. Cloud Technical & Community College and local businesses to develop four 3-hour, bi-monthly Discovery Day workshops. Discovery days include Health Care, Transportation/CDL, Welding and Construction. Job Seekers can "try a career" for the day and get all their questions answered about their career of interest. Discovery Day workshops are comprised of two parts which include local labor market information from employers and hands-on career activities with program instructors. They have an employer panel so the job seekers can get all their questions answered from those who work in these positions as well as hands-on activities. During these Discovery Day workshops, job seekers can learn about job openings, great wages, company benefits and advice from these local employee/employers. Discovery days are available to current clients and the public.*
***Reverse Job Fair**: Career Solutions was recognized by the Minnesota Association of Workforce Boards (MAWB) with a Promising Practices award for creating a Reverse Job Fair event held at CareerForce St. Cloud. This event was a first for us. Job seekers were invited to register for a table/booth to showcase and "show off". They attended a prep session led by one of our Career Planners to create and print copies of their resume, set up a presentation PPT or board and work on their 90 second elevator pitch prior to the Reverse Job Fair.*

To strengthen school connections, Youth Career Planners are provided with space and access to youth in local high schools. Youth Career Planners provide program information, recruitment, and continue with enrollment processes when appropriate. Youth Career Planners meet with currently enrolled youth to monitor progress, assess needs, and provide ongoing support. Youth Career Planner have a dedicated space at 2 Adult Education sites. Career Solutions along with local schools and VRS are collaborating and developing strategies to recruit and affect students with disabilities. Strategies include collaborating with the counselors and Special Education department utilizing the Minnesota Career Inventory System (MCIS). Career Planners meet with students both in person and by Zoom to discuss Career Exploration strategies. We also include these students in CareerONE and in a special project with SCSU.
As needed, Youth Career Planners will coordinate with local Boys & Girls Clubs, the COP house (Community Outpost), the Islamic Center, YES Network, and other youth serving agencies to connect with interested youth to provide program information, recruitment, and proceed with enrollment processes when appropriate.
Youth Career Planners work with our MFIP/SNAP providers AVIVO to screen applicants and provide services to eligible youth.

22. Describe the WDA's approach to making each of the 14 required youth Program Elements available to participants in WIOA [P.L 113-128, Sec 129(c)(2) and individually defined and discussed in the final rules at 20 CFR 681.460] by completing the WIOA Youth Program Elements Checklist below. Also respond to the following for each of the 14 required elements: *see below in chart*

a. If the element is provided by another agency (or agencies) describe how the WDA ensures participants are receiving appropriate service levels.
b. Summarize whether or not WIOA youth funds are used, and/or other funding sources are braided or blended to offset some (or all) of the cost of delivering that particular service.
c. Summarize how the required program element is delivered to participants and any "best practices" associated with that element.

23. Describe the local WDA approach to monitoring the provision of WIOA Youth services and service providers (as applicable).

Career Solutions monitors the provision of WIOA Youth services through ongoing oversight and formal internal monitoring conducted on a quarterly basis. These internal checks include review of participant case files to ensure eligibility documentation, objective assessments, Individual Service Strategies (ISS), service delivery, case notes, and follow-up activities are completed accurately and in compliance with WIOA and state requirements. Youth participation and outcomes are also reviewed to ensure services align with program goals and participant needs.

In addition, Career Solutions monitors service providers through regular performance review, required reporting, and ongoing communication. Performance data and service activity are reviewed to track enrollment, program element participation, and education or employment outcomes. When monitoring identifies concerns, Career Solutions provides technical assistance and, when necessary, corrective action guidance to support compliance, improve program quality, and ensure effective service delivery to youth.

24. Describe how your WDA incorporates industry-driven strategies in youth programming:
    a. How does your WDA gather feedback from industry leaders to create job and skill development strategies for young people in the WIOA Youth program?
    b. How does your WDA use data to check how effectively the strategies are working to help young people build career pathways?
    c. How does your WDA make sure that the training and job opportunities for WIOA Youth participants fit the needs of local businesses?
    d. What partnerships does your WDA have with local businesses or organizations to help support the sector strategies for the WIOA Youth program?

a.Career Solutions works to gather feedback through discussion at our Youth Council meetings every other month, through our VIP day (at the end of Career ONE) where we invite agencies and community partners to spend a day at CareerONE, and through our monthly Centra Care meetings regarding our Healthcare trek. We also use the HR Networking group that meets monthly here at our office to ensure we are getting information right from the industry recruiters. This diverse group consists of business professionals who come together the first Wednesday of each month to collaborate and connect on all human resources issues/challenges/experiences/trainings/staffings…

b.We recently received great data from St Cloud Tech and Community College regarding the youth that attend CareerONE. We are happy to share that data PPT if you would like. We did present this data to the Youth Council recently. Data from multiple sources are used to ensure youth's employment plan and career paths are using current and projected employer/employment trends including the strategic industries and occupations defined by the LWDB for the workforce service area. Information from community assessments, industry forums, Job Service, and DEED's Regional Labor Market Analyst on locally and regionally targeted economic and employment trends is used to introduce career pathways to youth.

In preparation for employment, LWDB and Career Solutions promote and provide opportunities to develop pre-employment, work maturity, occupational, and retention skills. As part of the process, youth work with a Youth Career Planner to identify and resolve barriers to employment. During CareerONE, youth are exposed to high-growth, in-demand occupations, along with the LWDB's identified strategic industries through a career exploration curriculum.

c.Staff at Career Solutions regularly meet with local businesses through our HR Networking Group, to do outreach for Work Experience partnerships and we also view local LMI data through DEED to prepare youth for In Demand jobs in our area.

d.See attached Partnership chart A5

WIOA Youth Program Elements Checklist

Program Element	How Each Program Element is Offered							How program element is coded and entered in MIS
		Partner Agreement						
	In House	Contract	MOU	Other	Provider Name(s)	Supporting Documentation	Notes	
1. Tutoring, study skills training, instruction, and dropout prevention	X				Career Solutions, ABE, Center for Academic Success, Districts 742,	Case notes, Career Trek, ISS		Training counseling & Guidance
2. Alternative secondary school services or dropout recovery services			X		ABE, Area Learning Center,	Case notes, Document Summary, MOU		ABE/Alternative Secondary School Services/GED, diploma counseling
3. Paid and unpaid work experiences	X				Yes Network, Career Solutions, YMCA, Humane Society	Case notes, ISS, Work Experience paperwork		Work Experiences
4. Occupational skill training			X		SCTCC, SCSU, Rasmussen, CLC,	MSG, credential document summary, ISS, MOU		Occupational Skills Training
5. Education offered concurrently with workforce preparation for a specific occupation	X				Career Solutions-Career One/Two, Discovery Days,	Case notes, ISS, Training Authorization		Training Activity, Work Readiness
6. Leadership development opportunities	X				YMCA, local military, Career Solutions	Case notes, ISS		Career Trek, Leadership, Community
7. Supportive services	X				Career Solutions, TriCap, MFIP,	Case notes, Vouchers, SS tab in WF1, ISS		Support Services and Case notes
8. Adult mentoring	X				Career Solutions staff,	Case notes		Mentoring, Guidance

					Career One staff, District 742			
9. Follow-up services	X				Career Solutions	Case notes, Follow up tab in WF1		Follow Up and Case notes
10. Comprehensive guidance and counseling	X				Career Solutions, Catholic Charities, Tri Cap	Case notes, referral, consent, document summary		Counseling & Guidance
11. Financial literacy education	X				Career One using FDIC Money Smart curriculum	Case notes		Financial Literacy, Money Smart
12. Entrepreneurial skills training				X	Small Business Development Center, Small Business Administration	Case notes, document summary		Small Business training
13. Services that provide labor market information	X				Career Solutions through Career Trek, Job Service, DEED,	Case notes, Job Guidance worksheet using DEED, ISS		LMI from DEED
14. Post-secondary preparation and transition activities	X		X		Career Solutions through Career Trek, SCTCC, ABE, Alex Tech	Case notes, certificates, MOU		Transition, Career Counseling & Guidance

WIOA Youth Program Element Section 129 (c)(2)	Is the element further described in Final Rule? If so, application citations	Relates to or overlaps with other program element?	Applicable PIRL Data Element Number(s)
1. Tutoring, study skills training, instruction and dropout prevention	No	Program elements 2 and 4	1402
2. Alternative secondary school services or dropout recovery services	No	Program element 1	1403
3. Paid and unpaid work experiences	Yes, 681.600, 681.590, 681.480		

4. Occupational skills training	Yes, 681.540, 681.550	Program element 1	1300, 1302, 1303, 1306, 1307, 1308
5. Education offered concurrently with workforce preparation and training for a specific occupation	Yes, 681.630	Program elements 2, 3, and 4	1407
6. Leadership development opportunities	Yes, 681.520, 681.530		1408
7. Supportive services	Yes, 681.570		1409
8. Adult mentoring	Yes, 681.490		1410
9. Follow-up services	Yes, 681.580	Program elements 7, 8, 11, 13, and 14	1412
10. Comprehensive guidance and counseling	Yes, 681.580		1411
11. Financial literacy education	Yes, 681.500		1206
12. Entrepreneurial skills training	Yes, 681.560		1413
13. Services that provide labor market information	Yes, 651.10		1414
14. Postsecondary preparation and transition activities	No		1415

Attachment 1H
Workplan: Youth Program Service Delivery Design Addendum to Enhance Services to In-School Youth (ISY) Who Are Homeless or in Foster Care (Applies to WIOA Youth funded programs ONLY)

IMPORTANT NOTE: The waiver granted by the U.S. Department of Labor to the State of Minnesota allows WDAs the option to enhance services to homeless, in-school youth and foster care youth who are in school and reduce the statutory requirement for OSY expenditures from 75 percent to 60 percent. If your WDA plans to implement this waiver please complete the following questions.

Questions to be completed:

1. Please describe your WDA's strategies for outreach and recruitment of homeless in-school youth and/or in-school youth in foster care.
2. Identify school district(s) you would anticipate working with to recruit homeless, in-school youth and in-school foster care youth.
3. What services would you anticipate may need to be provided above and beyond what you are already offering?

MINNESOTA BLUEPRINT FOR SHARED VISION FOR YOUTH
Interagency Projects Supporting Positive Outcomes for At-Risk Youth

Vision: "By age 25, Minnesota's young people will be ready for the responsibilities and rewards of economic self-sufficiency, healthy family and social relationships, community involvement, stable housing and life-long learning."

MISSION STATEMENT: State and local agencies will collaborate to assure that Minnesota's neediest youth will acquire the talents, skills, and knowledge necessary to ensure their healthy transition to successful adult roles and responsibilities.

Outcomes				
Improve Transition Outcomes for Juvenile Offenders	**Improve Transition Outcomes for Youth Aging Out of Foster Care**	**Improve Transition Outcomes for Youth with Disabilities**	**Prevent and End Homelessness**	**Reduce High School Dropout Rates**
Strategies				
Career Solutions collaborates with Stearns and Benton County Community Corrections for CareerONE and WIOA recruitment, program referrals and client transition planning.	*Career Solutions works with other non-profit agencies such as Partners for Student Success to improve transition programs for youth. We also collaborate with Stearns and Benton County public supported foster care*	*Career Solutions works to modify our services to youth with disabilities based on the client's needs. We work with other non-profit agencies such as Partners for Student success and the network of agencies that works to improve educational opportunities for youth with disabilities.*	*Career Solutions works with the following organizations to provide resources and referrals: MFIP. SNAP, WIOA Young Adult, Pathways for Youth, 180 Degrees Homeless Shelter, YouthSet, United Way, and Catholic Charities to help young adults find stable housing, employment and/or access to higher education.*	*Career Solutions works with other non-profit agencies such as Partners for Student success to provide paths for students to stay in school and support students with the Cradle to Career model and improve educational outcomes.*
We work with the Re-Entry Program to refer clients for programs and services and collaboration in finding felony friendly employers.	*In working with Catholic Charities we do get referrals for foster youth and fosters that have aged out of foster care as well. We then help young adults find stable housing, employment and/or access to higher*	*Career Solutions works with the following organizations to provide resources and referrals: WIOA Youth, CTIC (Community Transition Interagency Committee), Vocational Rehabilitation Services, State*	*Project Connect is a FREE event hosted at the Rivers Edge Convention Center in St. Cloud every October. Career Solutions youth team attends/has a booth. We specifically try to reach those*	*Programs that directly impact students and support their efforts to remain in school are the WIOA youth programming, MYP's CareerONE/TWO summer camp,*

Outcomes				
Improve Transition Outcomes for Juvenile Offenders	**Improve Transition Outcomes for Youth Aging Out of Foster Care**	**Improve Transition Outcomes for Youth with Disabilities**	**Prevent and End Homelessness**	**Reduce High School Dropout Rates**
Strategies				
	education.	*Services for the Blind , local school districts (see below), Goodwill Easter Seals and Independent Lifestyles.*	*experiencing poverty and/or homelessness. Having so many agencies and resources in one spot is the goal for anyone who is struggling.*	*Youth at Work, Pre-ETS, TANF, and Youthbuild.* *We provide outreach to area high schools and work with the Career Readiness and Exploration classes/teachers.* *We partner with ABE (at Hillside and Quarryview) and weekly meet with youth about other options to obtain their high school diploma or GED.*
Career Solutions will refer youth to: appropriate online training such as New Leaf, mental health counseling through our partner Catholic Charities and any housing resources (Pathways 4 Youth, 180 Degrees Homeless Shelter)		*Career solutions works with the following school districts to support students with disabilities (Pre-ETs program):* *District 47* *District 51* *District 738* *District 740* *District 741* *District 742*		*Career Solutions work with the following school districts:* *District 47* *District 51* *District 738* *District 740* *District 741* *District 742*
				The Ultimate Success Insight (USI) - Islamic Center- The mission of the USI is to promote and empower

Outcomes				
Improve Transition Outcomes for Juvenile Offenders	**Improve Transition Outcomes for Youth Aging Out of Foster Care**	**Improve Transition Outcomes for Youth with Disabilities**	**Prevent and End Homelessness**	**Reduce High School Dropout Rates**
Strategies				
				future youth leaders, equip them with leadership skills, offer economic opportunities, provide career development and youth counseling to become productive community leaders and a global citizen. The center provides homework assistance, and team building activities for youth

Agenda Cover Sheet:
Insurance Broker Transition – From OneDigital to Gallagher

Agenda Items:

Career Solutions insurance broker is currently OneDigital, however, we were recently introduced to Gallagher. The Operations Manager met with them to discuss possible opportunities with them. They have a broad scope of services and benefits for both the employer and employee. They have built relationships with various insurance vendors including all the vendors we currently use and can negotiate rates and advocate on our behalf.

For broker compensation: Career Solutions is considered a small group. Small group commissions are generally standardized and typically range from 5% to 15% on ancillary coverages (Dental, Vision, Life, Disability, Etc.), depending on the line of coverage, per Gallagher. For medical coverage, compensation is usually provided through a per employee per month (PEPM) fee that is built into the carrier's premium rates. These commissions (for both medical and ancillary) are already included in the rates being charged, so there is no additional cost to Career Solutions to switch or change brokerage firms. As part of our onboarding process, Gallagher would review the existing commission structure and assume the compensation arrangements already in place. For transparency, Gallagher provides a detailed compensation disclosure once plan documents and commission schedules are available and also furnishes an updated disclosure annually for all clients.

Financial Impact:

N/A.

Action Requested:

Request the board to approve the insurance broker transition from OneDigital to Gallagher.

Gallagher

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CLIENT COVERAGE ACKNOWLEDGMENT AND COMPENSATION DISCLOSURE STATEMENT FOR Career Solutions ("Client")

Gallagher Benefit Services, Inc. ("Gallagher") will seek those insurance companies it believes are best suited to meet Client stated objectives. The final decision to choose any insurance company, policy or vendor has been made by Client in its sole discretion. Client understands and agrees that Gallagher does not insure Client's risks, nor guarantee the financial solvency or performance of any insurance company. The Client, or other policy owner, is responsible for immediate payment of premiums for all insurance placed by Gallagher on Client's behalf. If any premium amounts or fees are not paid in full when due, the insurance company may cancel any applicable policies in accordance with the policy terms.

The following is the disclosure of commissions and/or fees payable to Gallagher for brokerage and/or consulting services to Client's Group Health and Welfare Plan(s) and any relationships or agreements Gallagher has with any insurance companies or vendors selected by Client. Gallagher will receive the initial and renewal sale commissions expressed as a percentage of gross premium payments or fees. Client may terminate Gallagher's brokerage and/or consulting services for convenience by providing ninety (90) days written notice to Gallagher (notice by email shall be sufficient for this purpose).

Line of Coverage / Services[1]	Company	Commission[2]	Third Party Compensation	Direct Fees[3]	Effective Date
Medical	MHC/Medica	Assume current commissions	N/A	N/A	9/1/2026
Dental	Delta Dental of MN	Assume current commissions	N/A	N/A	9/1/2026
Vision	VSP	Assume current commissions	N/A	N/A	9/1/2026
Basic Life/ADD	Mutual of Omaha	Assume current commissions	N/A	N/A	9/1/2026
Vol Life/ADD	Mutual of Omaha	Assume current commissions	N/A	N/A	9/1/2026
STD	Mutual of Omaha	Assume current commissions	N/A	N/A	9/1/2026
LTD	Mutual of Omaha	Assume current commissions	N/A	N/A	9/1/2026
Spending Accounts	Wex	0%	N/A	N/A	9/1/2026

- Gallagher is not an affiliate of any of the insurance companies or vendors above. These insurance companies do not directly or indirectly have the power to exercise a controlling influence over the management or policies of Gallagher. Gallagher's ability to recommend other insurance companies or vendors is not limited by an agreement with these insurance companies or vendors.
- Gallagher is providing services to the Plan(s) in the ordinary course of Gallagher's business. The terms being offered to Client are at least as favorable to the Plan(s) as an arm's length transaction with an unrelated party.

[1] Services provided relative to the above lines of coverage include Benefits strategy consulting and design, to include funding evaluation options, financial reporting, as appropriate, based on funding arrangement, and vendor support; Plan management services, to include plan marketing and evaluation services; Renewal support, coordination, and oversight; Annual enrollment support, including drafting assistance for employee communications; Legislative compliance support in the form of updates, materials, and guidance; and Administrative support as mutually agreed to by the parties. Refer to your consulting agreement for further details on services, if applicable.

[2] Commissions include commissions/fees paid to Gallagher that are attributable to a contract or policy between a plan and an insurance company, insurance service, or vendor. This includes indirect fees that are paid to Gallagher paid by a third party, and includes, among other things, the payment of "finders' fees" or other fees to Gallagher for a transaction or service involving the plan.

[3] Direct Fees include compensation to Gallagher paid for directly by the plan sponsor/Client.

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- Gallagher is not a trustee of the Plan(s) and is neither the Plan Administrator of the Plan(s), a named fiduciary of the Plan(s), nor an employer which has employees in the Plan(s). Gallagher shall not exercise discretionary authority or control with respect to plan management, the disposition of plan assets or plan administration.
- Gallagher's liability to Client, or any party claiming by or through Client, on account of or relating to the provision of services by Gallagher shall not exceed the total amount of carrier commissions received by Gallagher during the twelve (12) month[4] period preceding the date upon which the claim arises. Without limiting the foregoing, Gallagher shall only be liable for direct damages incurred by Client, and shall not be liable for any indirect, consequential or punitive damages.
- Gallagher may receive supplemental compensation from insurance carriers and vendors, normally calculated at the end of each calendar year, that are contingent on a number of factors including the overall number of employer plans represented, plan retention rates, and overall premium growth. Historically, supplemental compensation has ranged, on average, between 0-3% based on specific carrier programs. These plans have no effect on premiums. Further, Gallagher may receive non-cash compensation from plan vendors or service providers that are not in connection with any particular client. If you have any questions regarding direct or indirect compensation received by Gallagher, contact your dedicated Gallagher advisor or refer to the Gallagher Global Standards of Business Conduct.

For Employers and Plan Sponsors Subject to ERISA: This Disclosure Statement is being given to the Client (1) to make sure Client knows about Gallagher's and Gallagher affiliates' income before purchasing the insurance product and/or vendor services and (2) for plans subject to ERISA, to comply with the disclosure, acknowledgment and approval requirement of Prohibited Transaction Class Exemption No. 84-24[5], which protects both Client and Gallagher[6], and the disclosure requirements under ERISA §408(b)(2), as amended by Div. BB, Title II, §202 of the Consolidated Appropriations Act, 2021. Disclosure must be made to responsible plan fiduciary for the ERISA Plan(s), and Client acknowledges and confirms that this is a reasonable transaction in the best interest of participants in its ERISA Plan(s).

For more information on Gallagher's compensation arrangements, visit www.ajg.com/us/about-us/disclosures. In the event a Client wishes to register a formal complaint regarding compensation Gallagher receives, please send an email to Compensation_Complaints@ajg.com.

Thank you for your business and continued confidence in the services Gallagher provides to you and your employees. We sincerely appreciate the opportunity to serve Career Solutions. Please contact your Gallagher advisor if you have questions regarding this information or would like more detail.

Accepted by: Career Solutions		**GALLAGHER BENEFIT SERVICES, INC.**	
By	______________________	By	______________________
Name	______________________	Name	______________________
Title	______________________	Title	______________________
Date	______________________	Date	______________________

[4] If Client has executed a consulting, or other services, agreement currently in effect with Gallagher that contains a limitation of liability, the limitation specified herein shall be disregarded and the limitation in the executed agreement shall control for all purposes.
[5] Which allows an exemption from a prohibited transaction under Section 408(a) of the **Employee Retirement Income Security Act of 1974 (ERISA)**.
[6] In making these disclosures, no position is taken, nor is one to be inferred, regarding the use of assets of a plan subject to ERISA to purchase such insurance.

Local Plan & Regional Plan Assurances & Certifications

Career Solutions would like to make you aware of the Local Plan and Regional Plan policies pertaining to Training and Employment guidance along with State Law Compliance as a board member.

Training and Employment Guidance and State Law Compliance

Conflict of Interest, Integrity, Fraud and Abuse:

Indicate below that the local area board affirms and assures that it makes all decisions in accordance with applicable federal and state laws and regulations, including the Workforce Innovation and Opportunity Act (WIOA), the Uniform Guidance at 2 CFR 200, and Minnesota OGM 08-01. The local workforce development board assures that its conflict-of-interest policies comply with these requirements and that the board upholds transparency, ethical conduct, and integrity in all governance and decision-making processes.

The local area board further assures that it maintains policies and procedures for preventing, detecting, and reporting fraud and abuse, consistent with federal requirements under Training and Employment Guidance Letter No. 15-23 and the Minnesota Department of Employment and Economic Development (DEED) Fraud Prevention and Abuse policy. The board confirms that it will immediately contact DEED, the US Department of Labor Employment and Training Administration, and the Office of Inspector General if potential fraud or abuse issues arise and will follow all required reporting, documentation, and corrective-action procedures.

Additionally, the local area board confirms awareness of:

A) the applicable statutes related to government records;

B) requirement to retain documentation for six years.

Assurances

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Innovation and Opportunity Act and any other DEED/Workforce Development Employment and Training funds, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions and other assurances of the following laws:

- **Accessibility** - Section 508 of the Rehabilitation Act of 1973, as amended - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **Audits** – 2 CFR 200.501 organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with USC 41, Section 8301-8303;
- **Data Sharing –** MN Access to Government Data, MN Duties of Responsible Authority; MN Access to Information; MN Administrative Rules Data Practices;
- **Disability** - that there will be compliance with the Architectural Barriers Act of 1968, Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990;
- **Drug-Free Workplace** – Drug-Free Workplace Act of 1988 – requires all organizations to maintain a drug-free workplace;
- **Equal Opportunity** - Section 188 of the Workforce Innovation and Opportunity Act (WIOA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Equal Opportunity** - Section 188 of the Workforce Investment Act of 1998 (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Equal Opportunity** - Title VI of the Civil Rights Act of 1964, as amended – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Equal Opportunity** - Title VII of the Civil Rights Act of 1964, as amended - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Equal Opportunity-** Title II of the Genetic Information Nondiscrimination Act of 2008 - Prohibits discrimination in employment on the basis of genetic information;
- **Equal Opportunity** - Title V of the Older Americans Act of 1965 - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Equal Opportunity** - Title IX of the Education Amendments of 1972, as amended - Requires applying nondiscrimination provisions, based on sex, in educational programs;

- **Equal Opportunity** - Title I (Employment) Americans with Disabilities Act (ADA) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
-
- **Equal Opportunity** - Title II (State and Local Governments) Americans with Disabilities Act (ADA) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
-
- **Equal Opportunity** - Section 504 of the Rehabilitation Act of 1973, as amended - Prohibits discrimination against qualified individuals with disabilities;
- **Equal Opportunity** - Age Discrimination Act of 1975, as amended - Prohibits discrimination on the basis of age;
- **Equal Opportunity** - Title 29 CFR Part 31 Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Equal Opportunity** - Title 29 CFR Part 32 Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Equal Opportunity** - Title 29 CFR Part 33 Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Equal Opportunity** - Title 29 CFR Part 35 Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Equal Opportunity** - Title 29 CFR Part 37 Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Equal Opportunity** - Title 29 CFR Part 38 Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Equal Opportunity** - Executive Order 13160 Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;
- **Equal Opportunity**- Executive Order 13279 - Nondiscrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts, and loans;

- **Equal Opportunity** - The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status (employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);
- Equal Opportunity- that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and WIOA Section 188, as provided in the regulations implementing that section, will be completed; **Equipment** – 2 CFR 200. 313, 200.439 – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of $5,000 or more, and a useful life of more than one year;
- **Fire Safety** – 15 USC 2225a – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fired Safety Act (Public Law 101-391);
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; 20 CFR 667.630; DEED Policy – Fraud Prevention and Abuse;
- **Health Benefits** – Public Law 113-235, Division G, Sections 506 and 507 – ensure use of funds for health benefits coverage complies with the Consolidated and Further Continuing Appropriations Act, 2015;
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations 20 CFR 667.274;
- **Insurance –** Flood Disaster Protection Act of 1973 – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Personally Identifiable Information (PII) –** Training and Guidance Letter 39-11 – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – 2 CFR 200-317-36 – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation

pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;

- **Salary/Bonus** – Public Law 113-235, Division G, Title I, Section 105 – none of the funds appropriated under the heading "Employment and Training" shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II. Further clarification can be found in TEGL 5-06;
- **Seat Belts -** Executive Order 13043 – Increasing Seat Belt Use in the United States;
- **Text Messaging** – Executive Order 13513 – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – 2 CFR 180 – OMB Guidelines to Agencies on Government wide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - Public Law 107-288: Jobs for Veterans Act - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - Public Law 112-56: Vow to Hire Heroes Act of 2011 - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. (38 USC 4215), U.S. Department of Labor, Training and Employment Guidance Letter 10-09 and Minnesota's Executive Order 06-02;

- **Voter Registration** - that the required voter registration procedures described in Minnesota Statutes 201.162 are enacted without the use of federal funds;
- **Voter Registration** – 52 USC 20501 – 20511 – National Voter Registration Act of 1993.

Employer Action Guide

A toolkit to help employers increase and strengthen recruitment, hiring, onboarding, retention, and employee career advancement.

CMJTS
CENTRAL MINNESOTA
Jobs & Training Services

CAREER SOLUTIONS
Explore. Discover. Succeed.

Table of Contents

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Introduction, Statement of Purpose, and Context

All Minnesotans need opportunities for quality, sustainable employment.

Region 3 thanks the Duluth Workforce Development Board for its graciousness and hard work in assembling this action guide and permitting its modifications and use, including the addition of Central Minnesota resources.

Regardless of the industry sector, size, or type of business organization, employers can create better systems to recruit, hire, onboard, retain, and promote employees more effectively. This guide provides concrete tools and resources based on best practices that all types of employers can implement to create a stronger workplace.

Getting Started

Whether you are well on your way or are just getting started, we are glad you are seeking more information on creating a welcoming workplace.

A Note About Job Quality

Recruiting, hiring, and retaining talented staff is challenging if the jobs being offered are not of high quality. It is increasingly important for workers to find not just any job, but one that offers the pay and benefits needed to achieve their personal, financial, and professional goals.

The definition of a quality job can be highly personal and individual. There are, however, common principles that outline characteristics of quality jobs. These principles form the foundation of all the tools and resources included in this guide.

To learn more about job quality, you can visit Jobs for the Future's Quality Jobs Framework. You can also find a variety of job quality tools and resources for employers on the CareerForce website's Job Quality page. More quality jobs in Minnesota means more employees who can support their families and feel a sense of belonging at work, leading to less employee turnover for businesses and organizations.

1. Recruitment

End Result:

Successfully attract and hire a diverse pool of qualified candidates who are aligned with the organization's values and goals.

Suggested Metrics:

To effectively evaluate the recruitment process, it is essential to focus on several key performance indicators. Tracking time to hire is crucial, as it measures the average time from the job posting to candidate acceptance and reflects the efficiency of the hiring process. The offer acceptance rate is an important indicator of an organization's ability to attract top talent. At the same time, candidate satisfaction surveys provide valuable insights into the recruitment experience and highlight areas for improvement. Finally, an analysis of the source of hire is necessary to identify which recruitment channels yield the most successful hires, thereby informing strategic decisions for future recruitment efforts.

Best Practices:

I. Create Inclusive and Equitable Job Descriptions & Postings

- Use language that appeals to everyone.
    - Use plain language at a reading level accessible to all candidates.
    - Avoid jargon and idioms, which can create avoidable language barriers for non-native English speakers and other groups.
    - Use neutral language (i.e., firefighter vs. fireman). You can use this decoder tool to evaluate the language you are using before posting the opening.
    - Define the expectations of the job using ADA Compliance. State essential physical demands in the job description and the frequency expected to fulfill them.
- Explicitly state wage and benefit information in your job posting. Withholding wage/salary ranges in job postings disadvantages women and people of color, who are less likely to succeed in negotiating salary than white male applicants. This is why it is not only a best practice to state wage and benefit information in job postings explicitly, but a legal requirement for certain businesses in Minnesota as of January 1st, 2025.
- Include an Equal Employment Opportunity statement.
- Consider whether it makes sense to include an Indigenous land acknowledgment statement somewhere on the job posting or company website.
    - Deciding whether to include a land acknowledgment is a process that requires self-reflection and research and should not just be done to “check a box.” The Native Governance Center has a Guide to Indigenous Land Acknowledgment with some tips for how to approach the process.

- Assess job requirements for true necessity to the job and clearly state requirements.
  - Commonly listed job requirements that may not be necessary include driver's license, high school diploma/GED, specific degree or field of study, personal vehicle, physical requirements.
  - Consider using the phrase "access to reliable transportation" over "access to personal vehicle."
  - Carefully consider if a high school or college degree is required to fulfill job responsibilities. Whenever possible, allow years of work life or military experience in lieu of a degree.
- State in the job posting whether a drug test, criminal background check, motor vehicle record check, and/or credit check will be conducted as part of the application process.
  - Familiarize yourself with Minnesota's "Ban the Box" law, which states that an employer must wait until the applicant has been selected for an interview or until a conditional job offer has been extended to ask about the applicant's criminal background.
  - Set clear criteria to determine which criminal offenses would exclude someone from employment.
  - Do not consider arrests - they are not proof of guilt.
  - Do not ask about conviction records and/or commit to carefully evaluating the relevance of criminal convictions.
  - Create a waiver process that would allow an applicant with a criminal background to request special consideration based on defined factors, such as enrollment with a community-based partner organization or completion of a recognized program.
  - Consider whether a drug test and/or credit check are necessary to fulfill job responsibilities. Is it a legal or regulatory requirement of someone doing that job? Are drug tests and/or credit checks just being used to screen out certain types of applicants, or because that's what the employer has always done?
  - If a drug test will be required, set clear policies about which types of substances showing up as positive on the test would exclude someone from employment. Also create and clearly communicate an appeal process to allow candidates to contest results or provide verification of medical use.

- Include a cover letter or summary document in postings or employment sites that talks about workplace culture, particularly as it relates to creating a welcoming environment.

II. Expand Job Posting Locations and Strategy

- Broaden your list of where you post jobs to reach diverse audiences.
  - Attend a Job Fair or Networking Event | CareerForce for a targeted reach toward local jobseekers.
  - Host a virtual or in-person hiring event at CareerForce.

- Build relationships with local educational institutions to create a pool of students from which to recruit potential employees. Most of these institutions use Handshake to connect students to job opportunities:
  - Anoka Ramsey Community College Career Services
  - Pine Technical and Community College
  - St. Cloud Technical and Community College Career Services
  - St. Cloud State University Career Center
  - Ridgewater College Career Services
  - Saint John's and Saint Ben's Universities Career Services
- Build a community and following on social media platforms like Facebook, Instagram, TikTok, Snapchat, and/or LinkedIn if it fits your organization.
- Work with local organizations that provide employment support to people with disabilities, such as:
  - Vocational Rehabilitation Services
  - PHASE-Industries
- Build relationships with local community organizations that offer employment programs to cast a wider net. For example:
  - Goodwill Easter Seals
  - Rise
  - Functional Industries
- Accept paper applications and/or provide ways to access and complete applications through publicly accessible computers at libraries or CareerForce.
- Have staff available to support jobseekers in completing their application, or partner with CareerForce to assist in their Career Lab.
- Consider Skills-Based Hiring, an emerging best practice that focuses on individuals' abilities and competencies rather than their education, experience, or interview skills.

III. Create Multiple and Accessible Entry Points

- Create or identify entry-level positions that have fewer requirements and/or eliminate barriers to entry.
  - Market these positions as an entry point for your organization with a clear map of opportunities for advancement.
- Develop "grow your own" programs that integrate on-the-job training into all positions, especially those at the entry level.
- Create internship positions and ensuring adequate training and mentoring is provided to create a meaningful experience.
- Build an apprenticeship program to offer earn-while-you-learn job opportunities and ensure a continuous pipeline of skilled workers.
- Partner with high school Career and Technical Education programs to offer job site tours and connections to real-world experience.
- Partner with career pathway training programs to connect with trained job seekers.

Recruitment Tools/Resources:

[Creating an Inclusive Job Posting - Career Force]

[Territory Acknowledgement – Native Land Digital]

[Honor Native Land: A Guide and Call to Acknowledgement] – US Department of Arts and Culture

2. Hiring

End Result:

To mitigate and prevent bias in screening, interviewing, and hiring candidates and hire the best individual for the job.

Suggested Metrics:

Once the hiring process is over, review applicant demographics and document the number of candidates who applied compared to the number of candidates who were interviewed from diverse backgrounds. Track hiring data over time to assess if diversity efforts are effective.

Best Practices:

I. Hiring Team

- If possible, include staff from different levels of the organization (i.e., representatives from upper management, middle management, and front-line staff).
- Consider implementing Blind Hiring techniques.
  - Remove or code the applicant's name, gender, and address before the hiring team reviews applications. Applicant tracking software can help with blind hiring.

II. Application Review and Interview Process

- Audit the application evaluation/scoring and interview process for potential bias.
- Create a scoring rubric to reduce subjective evaluation of application materials and interviews.
  - Allow interviewers to write comments as to why ratings were chosen to provide additional qualitative information.
  - Develop a threshold for permitting grammar and spelling mistakes on résumés/ applications, when applicable.

> Minimize power imbalances in interviews by using rubric, giving clear expectations, and communicating promptly with applicants.
>
> \- Kayla D. - Director of Administration

- Articulate interview expectations with the interviewee and identify if certain factors will impact hiring decisions. This can include, but is not limited to: Timeliness, expected attire, presentation options, etc.
- Give the candidate a thorough "what to expect" for the interview, including who they will be meeting with, what the process will look like, and how to cancel/change the interview time if needed.
  - Example: "When you come in for an interview, you will be greeted by Andy. He will bring you to the conference room, where you will have time to read over the interview questions and fill out some paperwork. After that, I will bring you on a tour of the shop. You'll return to the conference room for the interview conversation with myself and the supervisor, Andrea. If you need to change or cancel your interview, you can call, email, or text me, or use the original booking link from the email I sent you previously."
- Provide interview questions in advance so candidates can adequately think through and prepare to articulate their responses.

- Online scheduling tools like Calendly make scheduling and rescheduling interviews much easier. You can set up automatic text message reminders for upcoming appointments and post an interview thank-you message.
- Utilize a uniform and standard set of criteria for interviewing methods, including asking all candidates the same questions.
- Determine whether follow-up questions will be allowed. Include interview questions about the applicant's experience working with coworkers and/or customers from diverse backgrounds.
- Do not ask about an applicant's past or current pay. This is not only a best practice, but also the law in Minnesota.
- Adequately plan for time.
  - Ensure enough time is allowed for the candidate to ask questions.
  - Schedule time between each candidate or after all interviews are finished to allow the interview panel time to fully debrief.
  - Allow a candidate to review interview questions and the job description or a summary of key duties before the interview formally begins.
- Be prepared to discuss your company's values, initiatives, and/or goals in the interview.
- If the position requires a focus on skills and aptitude, consider including skills tests/evaluations as part of the interview process. Set clear criteria for how each section will be weighed and scored in the hiring process. This is especially important in roles where the job requires more focus on skill and aptitude and less on people skills.

III. Post-Interview

- Award points for additional factors such as relevant experience/background, addition of skills currently lacking on the work team, or bringing a unique perspective to the organization.
- Avoid evaluating subjective factors like "good fit" or "professionalism," or giving a likeability score in the point system.

- Do not base hiring decisions on hair texture or style. As of February 26, 2025, the Crown Act prohibits discrimination based on race-based natural hair texture and styles such as braids, locs, and twists.
- Solicit candidate feedback on their experience with the interview process.

Ways to Build a More Inclusive Minnesota to Prevent Discrimination

Employers, schools, landlords, and businesses all have a role to play when it comes to creating inclusive spaces that are free from discrimination for Minnesotans. Below are some ways to prevent hair discrimination.

1. **Create Strong Policies:** Create and distribute a policy that affirms natural hair textures and styles and prohibits racial discrimination. If there are policies based on health and safety, such as requiring hair to be tied up or put in a net, those policies must apply equally to all hair styles and textures.
2. **Provide Meaningful Trainings:** Train employees on policies that prohibit race discrimination, including hair discrimination, and train employees about the importance of intentionally creating inclusive spaces, free from discrimination.
3. **Enforce Policies:** Enforce policies that prohibit race discrimination, including hair discrimination, and hold supervisors and employees accountable for failing to report or address discrimination or harassment.

Preventing Hair Discrimination Fact Sheet, MN Department of Human Rights

IV. Technology

- If conducting virtual interviews, provide candidates with the organization's remote interview protocol or [best practices](#) in advance, addressing camera, microphone, operating system requirements, backgrounds, whether the chat box will be open, etc.
- Provide alternative methods of conducting virtual interviews if technology fails or if the candidate does not have computer/internet access.
    - Whenever possible, include a default phone-in option for virtual interviews.

What Is Blind Hiring? (How to Implement It) - Embroker.com

Hiring Resources:

[Recognizing Hidden Bias in Recruiting and Hiring - CareerForce](#)

[Minnesota Employers' Fair Chance Hiring Guide](#) –

Twin Cities R!se in partnership with Root & Rebound Reentry Advocates

3. Onboarding

End Result:

Establish two-way communication to fulfill the needs of new hires and employers, and ensure new hires feel welcomed into the workplace and prepared to perform at their full potential.

Suggested Metric:

1. Utilize an onboarding survey after the probation period ends to evaluate onboarding effectiveness and identify improvement opportunities. Ask employees to evaluate satisfaction with each orientation component/module, completion rate of each module, organizational culture assessment, and feeling welcomed.
2. Match survey questions to different key components of the onboarding plan.
3. Consider ways to conduct surveys that elicit honest feedback without fear of consequences. For example, consider having a neutral third party from Human Resources or another department to receive and review responses and generate recommendations.

Best Practices:

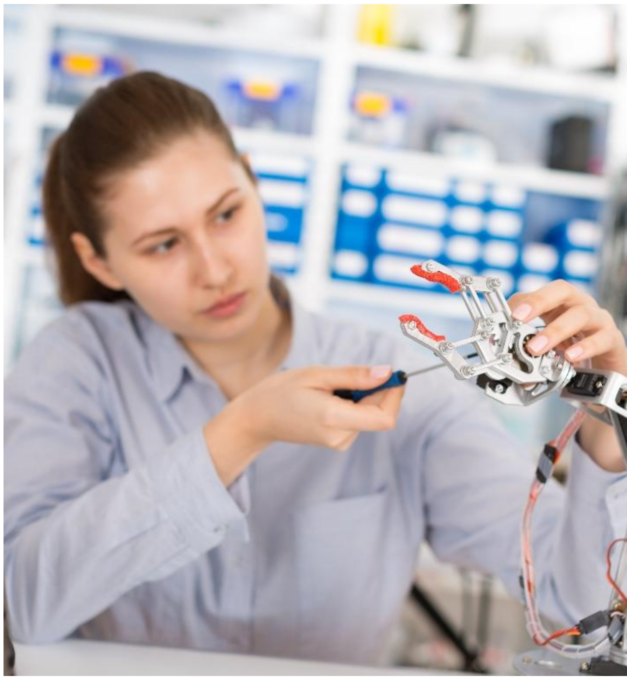
I. Norms and Expectations

- Ensure that the new employee's workspace is completely set up before the first day and that all work-related needs have been assessed and met.
- Provide a Request for Accommodations Form or a similar protocol before the first day and ensure accommodations are in place.
- Provide new hires with training manuals, employee newsletters, reading material, or other relevant information before the employee's first day so they feel prepared to come to work.
    - Also provide time at work during the first days or weeks to review onboarding materials and highlight any questions.
- Provide information before the first day that details dress code, where to park (if applicable), whether to bring lunch, what time to arrive, and where to go, a detailed schedule for the first day, and any other information that would help the person fully prepare.

II. Clear and Comprehensive Onboarding Process/Orientation Plan

- Draft a written orientation guide that includes:
    - Human Resources paperwork
    - Overview of the organization, including review of the organizational chart
    - Building walk-through
    - Face-to-face introduction to key staff
    - One-on-one conversations with peers/primary coworkers integrating training content
    - Connection to other recent hires

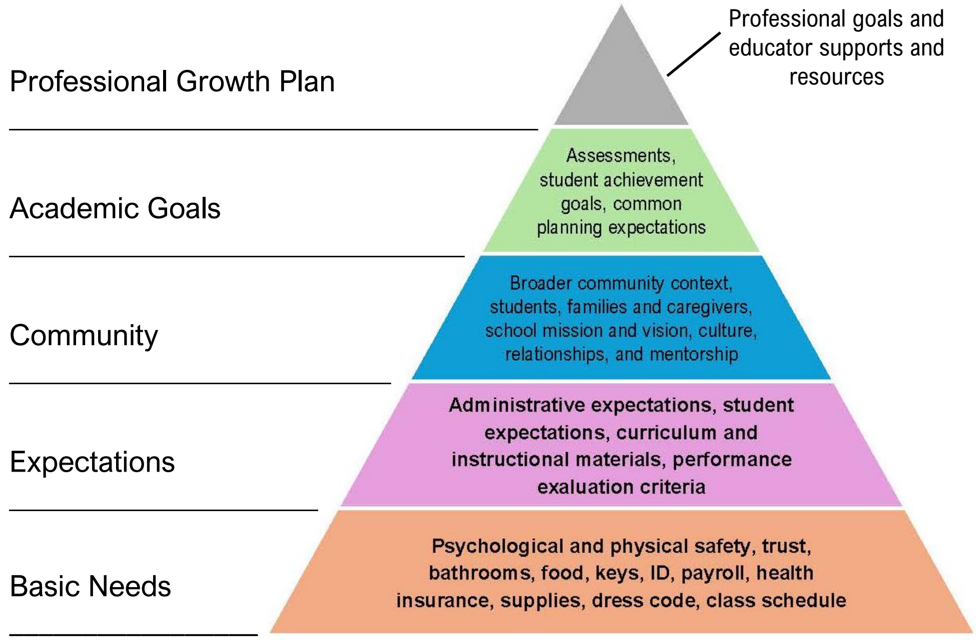
- Designate employees to eat lunch together with the new hire at a specific time and location on the first day
- Set and communicate clear performance expectations, with designated opportunities to evaluate performance (i.e., at three, six, and twelve months on the job).
- Provide a job description that includes details of the employee’s role within the organization and how their job responsibilities fit those of other staff on their team.
- Prioritize a welcome program as part of orientation.
    - Communicate established workplace norms, including ‘unspoken rules.’ Norms often include lunch hour expectations, dress code, tardiness, cell phone usage, perfume use, etc.
    - Send new hires individual welcome communications from leadership.
    - Encourage personal outreach from colleagues during the first week of work.
    - Send an email to all staff with a photo introducing the new hire and sharing information about the person’s role, and where in the organization they will be assigned.
- Clearly define and share the organization’s approach to conflict management.
- Provide and review information on how to report discrimination or harassment.
- Conduct an open conversation during orientation to share communication and learning styles between leadership and new hires.
    - Give everyone the same language for understanding strengths and differences by having employees on a team or in a department complete the same strengths assessment and make this strengths assessment part of orientation.
    - Moving forward after orientation, incorporate regular discussions of team members’ strengths into team meetings and other relevant workplace settings.
- Draft a work plan with a specific schedule of meetings, tasks, and deadlines for the first 2-4 weeks of work.
- Schedule regular check-ins between the new hire and their direct supervisor during the first 3-6 months.



III. Professional Growth Planning

- Establish a culture of continued learning and professional development from day one.
  - Have supervisors and new employees collaborate to create Professional Growth Plans. Review the plans at least once a year to revise and note progress.
  - Set aside a budget for professional development, with specific guidance on how employees can request training support.
- Map out pathways for advancement within your organization, with specific information on skills/ training required to move into higher-level positions.
  - Create opportunities for job shadowing or informational interviews so employees can explore advancement options within the organization.

Leaders can use a hierarchy of needs to prioritize orientation activities and information:



New Teacher Onboarding and Cultivation - TNTP

Onboarding Tools/Resources:

[Virtual Onboarding and Cultivation Guide] – The New Teacher Project

[Onboarding Tools - CareerForce]

[Onboarding Remote Workers] – SHRM

[Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act (ADA)] – Job Accommodation Network

[Top 5 Alternatives to Clifton Strengths: Workplace Personality Tests] – Team Dynamics

4. Retention

End Result:

To reduce employee turnover and retain high-quality staff.

Suggested Metric:

1. Conduct an employee satisfaction survey or Stay Interview to measure qualitative work values like trust, comfort, and feeling valued. Have a protocol in place for following up on responses.
2. Keep data on employee retention and set a goal for the retention rate.
3. Conduct exit interviews with all employees leaving the organization to evaluate areas for improvement. Ideally, these should be completed anonymously or with a neutral third party who can elicit honest feedback.
4. Track and regularly audit employees' wages in relation to demographics to ensure pay equity. DEED Wage Data and the Minnesota Council of Nonprofits Economy Reports are great sources of statewide and national data by job title that help ensure you are paying your employees competitive wages.

Best Practices:

I. Relationships and Welcoming Environment

- Check in and tend to the emotional, personal, and professional needs of coworkers/employees.
- Understand and respect that different people will need various kinds of support.
- At the team level, humanize the workplace with more meaningful one-on-one and team interactions.
- Encourage self-care and work-life balance.
- Facilitate the formation of Employee Resource Groups (e.g., new parents' groups, or other specific employee groups).
- Create opportunities for relationship-building and team building in addition to day-to-day operations.
- Regardless of your organization's size and resources, there are ways to reward and recognize employees who have made positive contributions to the team and organization.
- Recognition does not have to be formal or public. Show appreciation when someone goes above and beyond and acknowledge extra effort.
- Find creative ways to recognize small successes and accomplishments.
- Formalize recognition practices and support supervisors in recognizing the employees they supervise.
- Establish systems to allow employees to submit feedback and report workplace problems without fear of retribution. Follow up on complaints or issues raised and communicate any actions taken to resolve the issue.

II. Professional Development

- Offer training courses at both the staff and leadership levels.
- Conduct Stay Interviews to understand what is important to employees (must establish trusted two-way communication).

III. Create Welcoming Environment

- Be strategic in planning workplace events.
  - Ensure location, time of day, and food and beverage choices are accessible for all staff.
  - Remember that some staff may have family or other commitments that make attending events outside of work hours difficult.
  - Make events that include consumption of alcohol optional and always provide non-alcoholic options.
  - If food is served, provide kosher, halal, and vegetarian options and options for employees with food restrictions such as dairy allergies or gluten sensitivities.
    - Conduct an anonymous staff survey about food preferences before workplace gatherings where food will be present.
    - If possible, avoid scheduling food-centered events during periods of restricted food intake in some religions, such as Ramadan, Lent, and Yom Kippur.
  - Ensure that all employees have a plan for transportation if a meeting or event takes place in a different location.
  - Explicitly invite staff of non-dominant cultures to create and contribute to organizational culture and norms, such as holiday parties, recognized holidays, and social events.
- Have an open-door policy for managers.
- Implement a 360 Review for leadership staff.
- Include frontline staff in decision-making when appropriate.
- Create flexible work schedules and/or remote work policies and allow for varied work schedules if applicable - but take steps to prevent remote or hybrid work from limiting opportunities for women or other groups.

Retention Tools/Resources:

Workplace Belonging Grows From Dignity, Not Diversity – Aida Mariam Davis, Stanford Social Innovation Review (April 26, 2021)

20 Effective Employee Recognition Ideas For Today's Workforce - Insperity

20 Fun & Effective Employee Recognition Ideas For 2024 - People Managing People

5. Advancement

End Result:

To create opportunities at all organizational levels, including leadership roles.

Suggested Metrics:

1. Keep data on gender, race/ethnicity, age, and other forms of diversity in leadership roles at all levels, throughout the organization.
   a. Specifically, compare the demographics of the whole organization to those in leadership positions.
2. To ensure pay equity, compare the starting pay and pace of pay increases of BIPOC employees and women with that of white employees and men across all levels of the organization.

Best Practices:

I. Equity in Promotion & Advancement

- Be transparent and consistent on promotion processes and timelines.
- Base hiring and promotion decisions on skills and competencies, rather than on traditional criteria such as educational credentials, years of experience, and company tenure.
- Prioritize internal advancement by filling job openings from within whenever possible.
- All supervisors should talk with employees about their hopes for advancement and work together to develop a professional development plan (see additional details below).
- Audit the diversity and equity implications of all talent decisions (i.e., promotions, layoffs, furloughs, pay cuts) to ensure no group is unfairly impacted.

“Investing in the growth of your current staff builds loyalty and strengthens the foundation of your organization, unlocking potential that drives long-term success.

- *Kayla D. - Director of Administration*”

II. Workforce in Programs

- Consciously and proactively mentor employees with leadership potential to prepare them for leadership roles within the organization.
- Mentorship does not always have to be internal. Help match employees with mentors within or outside the organization and then support connections with mentors during work time.
- Informational interviews allow employees to speak with someone within or outside the organization to learn about their day-to-day, and what skills are most valuable.
- Job shadowing allows employees to spend all or part of the workday with someone who holds a job the employee hopes to enter. It will enable the employee to see a typical day and observe key leadership skills in action. This is especially helpful when the employee seeks to move into another department or division, where they may not typically interact during the day.
- Offer paid internships as an entry point into the organization, with meaningful opportunities to learn in-demand skills, gain exposure to career pathways, and work on projects that will build the individual's résumé.

- Apprenticeships and On-the-Job Training
    - Create opportunities to gain new skills while working, through an earn-and-learn apprenticeship model or similar structured on-the-job training program.
- Employee Resource Groups (ERGs)
    - ERGs can allow diverse employees to connect with others with similar experiences and provide a less formal option for mentorship.
- Consider including executive sponsors and leaders in the organization who are members of an ERG and can advocate for the ERG's goals at the executive level. This also helps those in leadership positions to be more aware of diverse perspectives and creates more visibility within the organization for ERG members.

III. Professional Development

- Provide training opportunities that lead to locally and/or nationally recognized credentials whenever possible.
- Identify resources to support employee professional development, ideally during work time. This may include training funds, tuition assistance, or on-site workshops. It can also include taking on or assisting with special projects that offer opportunities for skill development outside of the individual's normal job scope.
- Include questions in Stay Interviews about whether the employee has been provided with opportunities for growth and development and whether the employer supports the employee's professional goals.
- Identify and inform staff of internal career pathways.
- Identify not just the career pathway but also the skills needed to advance in it and how employees can develop these skills.
- Regularly and transparently communicate career pathway opportunities to all workers.

- Create opportunities for employees to practice leadership by leading team or department meetings, chairing committees, or serving on boards and commissions.
- Create an Individual Development Plan (IDP) with each employee.
- Evaluate employees on their professional development goals regularly, to ensure ongoing skill development.
- If possible, create varied opportunities for advancement.
  - For example, are there ways to grow within the company that do not involve supervising others?
  - Are staff recognized for becoming more efficient or knowledgeable at their current job?
  - Can there be different levels of that job (e.g., Senior Customer Service Representative, Lead Customer Service Representative, or Customer Service Representatives 1, 2, and 3)?
- Allow entry-level staff to participate in committees, especially beyond their usual responsibilities.

Advancement Tools/Resources:

Apprenticeship Minnesota – Department of Labor and Industry

Minnesota Dual-Training Pipeline Program – Department of Labor and Industry

Minnesota Youth Skills Training Program – Department of Labor and Industry

Career Solutions Incumbent Worker Program

CMJTS Talent Development Program

Additional Resources

Situation Response Resources

Human Rights Office | Home

Employment Practices | Minnesota Department of Labor and Industry (mn.gov)

The Americans with Disabilities Act | ADA.gov

Society for Human Resource Management (SHRM) Resources*

*This is not unlimited free content. You can access one article per month.

New Employee Onboarding Guide

ADA Reasonable Accommodation Request Form

How to Boost Inclusion over a Meal

Food for Thought: Planning Inclusive Menus for Holiday Staff Gatherings

Appendix A

1. Overview of AI in Workforce Practices

- Definition of AI and Its Use in Human Resources:
- Artificial Intelligence (AI) refers to computer systems or software designed to perform tasks that usually require human intelligence. These tasks include learning from data, recognizing patterns, making decisions, and automating processes. In Human Resources (HR), AI is increasingly used to improve workforce practices and boost efficiency. AI-powered tools help automate and streamline hiring tasks, such as screening resumes and applications, scheduling interviews, and conducting initial candidate assessments. These technologies can quickly process large amounts of applications, identify qualified candidates, and decrease manual work for HR staff. Additionally, AI can support onboarding new employees, monitor workplace compliance, and assist with reasonable accommodation requests. When properly designed and overseen, AI can help reduce human bias in decision-making. Still, employers must stay alert to maintain fairness, transparency, and legal compliance in its use (e.g., résumé screening, interview scheduling, employee surveys, career pathing).

2. Benefits of AI

- Increased efficiency and consistency in screening and hiring.
- Ability to analyze large volumes of applications quickly.
- Potential to reduce human bias (when properly designed and monitored).

3. Risks and Considerations

- Bias and Fairness: AI can perpetuate or amplify biases if trained on biased data. Employers must regularly audit AI tools for fairness.
- Transparency: Candidates and employees should be informed when AI is used in decision-making.
- Privacy: Ensure compliance with data protection laws (e.g., GDPR, CCPA) when using AI to process personal data.
- Legal Compliance: Be aware of emerging regulations around AI in employment (e.g., EEOC guidance, Minnesota-specific laws).

4. Best Practices for Employers

- Vendor Selection: Choose AI tools from reputable vendors who provide transparency about their algorithms and data sources.
- Regular Audits: Periodically review AI outcomes for disparate impact on protected groups.
- Human Oversight: Use AI as a support tool, not a sole decision-maker. Final decisions should involve human judgment.
- Inclusive Design: Ensure AI tools are designed to accommodate diverse populations (e.g., language, accessibility)

5. Template Language for Job Postings

- Our organization uses AI-assisted tools in our recruitment and hiring processes. All AI tools are regularly audited for fairness and compliance with applicable laws.

6. Using AI Responsibly in Workforce Practices

Artificial Intelligence (AI) is increasingly used to support recruitment, hiring, onboarding, retention, and advancement. While AI can improve efficiency and consistency, it is essential to use these tools responsibly to prevent bias and comply with legal requirements.

Best Practices:

- Inform candidates when AI is used in decision-making.
- Regularly audit AI tools for fairness and disparate impact.
- Ensure human oversight in all final employment decisions.
- Protect candidate and employee privacy in accordance with applicable laws.

7. Resources and Tools

- EEOC Guidance on AI in Employment
- AI Fairness Checklist for Employers
- How SHRM is Reimagining HR in the AI Era

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Updated 6/23/26

Build a Resilient Workforce with Fair Chance Hiring

Discover effective solutions for today's toughest recruiting and retention challenges

EMPLOYERS:

Are these issues impacting your business?
- Difficulty attracting strong candidates
- High turnover in critical roles
- Fewer dependable, long-term employees
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Imagine being able to say:
- Our hiring process evaluates every candidate on **a Case-By-Case Basis**
- We have standardized metrics for considering the **Severity of the Crime**
- We can document **Compliance** with all **Background Check** and **EEOC** guidelines
- Our processes create a robust protection from **Negligent Hire Claims**

Picture your company achieving:
- An increasingly diverse and engaged workforce
- Higher productivity and exceptional retention
- Strong financial growth as a Fair Chance Employer

Take the next step toward becoming a Fair Chance Employer.
Attend our **1st Fair Chance Employer Training** to gain the strategies, clarity, and confidence needed to strengthen your hiring practices and expand your talent pool.

WHO: *Hiring Decision Makers: HR staff, Owners, Compliance Officers*
WHAT: *Fair Chance Experts, Successful Fair Chance Employers, Background Check Experts*
WHEN: *Thursday, September 17, 2026*
TIME: *Noon–3:00 PM; Feel free to bring your lunch; water and treats will be provided.*
LOCATION: *MINNCOR Industries, 2420 Long Lake Road, Roseville, MN 55113*
REGISTRATION: FREE! *Register by emailing* ***jennifer.gast@state.mn.us***
Registration is encouraged to help us plan effectively; however, walk-ins are welcome.

Training Provided By:

Jennifer Gast ***Fair Chance Job Developer***	***Richard Owen*** ***Founder and Creator***	***Jana Fischer*** ***Founder and CEO***
mn DEPARTMENT OF CORRECTIONS REENTRY WORKFORCE DEVELOPMENT	FAIR CHANCE EMPLOYER.com	FRC FISCHER REENTRY CONSULTING, LLC

October's Manufacturing Month Schedule & Resources

Schedule:

1. Sept 28-Oct 1: Central Minnesota Tour of Manufacturing and Magazine (tours/articles): Central Minnesota Tour of Manufacturing - Midwest Manufacturers Association (will release beginning of Sept with 25+ tours)
2. Sept 28- Nov 19: Career Solutions Fall Manufacturing Training: FREE Welding Training Through Drive for 5 at SCTCC
3. September 30 - October 3: Central Minnesota Manufacturers Association (CMMA) Tours (Schools can sign up for a tour by contacting Carolyn: Carolyn@midwestmanufacturers.com)
4. Oct 1: Greater Mankato Student Manufacturing Tour on: https://greatermankato.com/tour-manufacturing/ (no magazine this year)
5. Oct 7: Career Solutions HR Networking Group Meeting
6. Oct 8: DIMI Minneapolis North Career Force Event
7. Oct 9: IGNITE Your Future - Ridgewater College, Hutchinson IGNITE Your Future - Ridgewater College Hands-on Career Exploration event for high school students
8. Oct 13: St Cloud CareerForce Job Fair from 10am-12pm Contact: kelly.gerads@state.mn.us
9. Oct 20: Chisago County Manufacturing Month Manufacturing Tours and Career Fair at Splitrocks Restaurant, Wyoming
10. Oct 21-23: NE Tour of Manufacturing (Schools can sign up for a tour by contacting Shayla Drake: shayla.drake@state.mn.us)
11. Oct 22: CMMA's Manufacturing Month Meeting with Enterprise MN's Annual Manufacturing Report at Rotochopper in St Martin
12. Oct 23: EPIC: Exploring Potential Interests and Careers | EPIC MN Hands-on Career Exploration event for high school students at SCTCC, St Cloud
13. Oct 28**:** Southeast Service Cooperative coordinates Tour of Manufacturing for employers and schools
14. Oct 29: MPMA Celebration of Manufacturing Event: https://www.mpma.com/events-calendar/2026-mpma-celebration-of-manufacturing
15. October 26th – October 30: Metro Area Tour of Manufacturing
16. Oct 29: Hennepin Tech - West Metro Manufacturing Event
17. Nov 9-10: Made Here Expo in Duluth: https://www.midwestmanufacturers.com/made-here-expo/ (**NEW this year!)**

Resources:

CareerForce Resources (stats and employer/job seeker resources):
https://careerforce.mn.gov/industry/manufacturing

COE Resources (businesses can enter their tour info, and other resources):
https://www.mnmfg.org/wp-content/uploads/comprehensive-tour-guide-2025_v16_web.pdf

CMMA's Educator Guide (anyone can use this):
https://www.midwestmanufacturers.com/assets/pdf/Educator+Tour+Toolkit/

CMMA's Manufacturer Guide (anyone can use this):
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