

CONDITION OF AWARD

The primary point of contact with ETA will be the grantee's Federal Project Officer (FPO) specified in Term 7. In addition, grantees have additional resources for Apprenticeship-specific questions and concerns. The FPO and the Office of Apprenticeship will work in collaboration to provide support. The Office of Apprenticeship point of contact for this award is:

Name: Mary Harrington

Telephone: (608) 267-2355

E-mail: Harrington.Mary@dol.gov

For additional information on Regional and State Apprenticeship offices please visit:

<http://www.doleta.gov/OA/regdirlist.cfm>

<http://www.doleta.gov/oa/stateoffices.cfm#AL>

The Office of Apprenticeship is not authorized to change any of the terms or conditions of the award or approve prior approval requests. Any changes to the terms or conditions or prior approvals must be approved by the Grant Officer through the use of a formally executed award modification.

1. Order of Precedence

The terms and conditions of this Notice of Award and other requirements have the following order of precedence if there is any conflict in what they require: (1) American Competitiveness and Workforce Improvement Act of 1998 (ACWIA), as amended (codified at 29 U.S.C. 2916a); (2) other applicable Federal statutes and their implementing regulations; (4) terms and conditions of award.

2. Funding Opportunity Announcement

The Funding Opportunity Announcement and any amendments <http://www.doleta.gov/grants/pdf/FOA-ETA-15-02.pdf>, http://www.doleta.gov/grants/pdf/FOA-ETA-15-02_Amendment_One.pdf, http://www.doleta.gov/grants/pdf/FOA-ETA-15-02_amendment2.pdf, and http://www.doleta.gov/grants/pdf/FOA-ETA-15-02_amendment_three.pdf are hereby incorporated into this Grant Agreement. Recipients are bound by the authorizations, restrictions, and requirements contained in the Funding Opportunity Announcement.

3. Approved Statement of Work

The award recipient's project narrative is taken as the Statement of Work. It has been included as Attachment D. If there is any inconsistency between items in this project narrative and any Department of Labor (DOL) regulation, guidance or OMB cost principle, the DOL regulation, guidance or cost principle will prevail.

4. Approved Budget

The recipient's budget documents are attached in this Notice of Award Package. The documents are: 1) the SF-424, included at Attachment A; 2) the SF-424 A, included at Attachment B; and 3) the Budget Narrative, included at Attachment C. The recipient must confirm that all costs are allowable before expenditure. Pursuant 2 CFR 2900.1, approval of the budget as awarded does not constitute prior approval of those items specified in the 2 CFR 200 or this grant award as requiring prior approval. The Grant Officer is the only official with the authority to provide such approval.

5. Evaluation, Data, and Implementation

The recipient must cooperate with the DOL in the conduct of a third-party evaluation, including providing DOL or its authorized contractor with appropriate data and access to program operating personnel and participants in a timely manner.

6: Indirect Cost Rate and Cost Allocation Plan

A. A **current** federally approved Negotiated Indirect Cost Rate Agreement (NICRA) or current federally approved Cost Allocation Plan (CAP) has been provided – copy attached. Regarding only the NICRA:

- (1) Indirect Rate approved: _____%
- (2) Type of Indirect Cost Rate: _____ (i.e. Provisional/Predetermined/Fixed)
- (3) Allocation Base: _____
- (4) Current period applicable to rate: _____

Estimated Indirect Costs are shown on the SF-424A budget form. If a new NICRA is issued during the life of the grant, it must be provided to DOL within 30 days of issuance. Funds may be re-budgeted as necessary between direct and indirect costs consistent with institutional requirements and DOL regulations for prior approval, however the total amount of grant award funding will not be increased. Any budget changes impacting the Statement of Work and agreed upon outcomes or deliverables require a request for modification and prior approval from the Grant Officer.

- B. (1) Latest NICRA or CAP approved by the Federal Cognizant Agency¹ (FCA) is not current, or
- (2) _____ No NICRA or CAP has ever been approved by an FCA.

URGENT NOTICE: Estimated indirect costs have been specified on the SF-424A, Section B, Object Class Category “j”, however only **\$43,269.50** will be released to support indirect costs in the absence of a NICRA or CAP approved by the cognizant agency. The remaining funds which have been awarded for Indirect Costs are restricted and may not be used for any purpose until the awardee provides a signed copy of the NICRA or CAP and the restriction is lifted by the Grant Officer. Upon receipt of the NICRA or CAP, ETA will issue a grant modification to the award to remove the restriction on those funds.

The awardee must submit an indirect cost rate proposal or CAP. These documents should be submitted to DOL’s Division of Cost Determination (DCD), or to the awardee’s Federal Cognizant Agency. In addition, the awardee must notify the Federal Project Officer that the documents have been sent. Contact information for the DCD is available at <http://www.dol.gov/oasam/boc/dcd/>. If this proposal is not submitted **within 90 days of the effective date of the award**, no funds will be approved for the reimbursement of indirect costs. Failure to submit an indirect cost proposal by the above date means the grantee will not receive further reimbursement for indirect costs until a signed copy of the federally approved NICRA or CAP is provided and the restriction is lifted by the Grant Officer. All indirect charges must be returned through the Payment Management System and no indirect

¹ The Federal agency providing the organization the preponderance of direct Federal funds.

charges will be reimbursed.

The total amount of DOL's financial obligation under this grant award **will not** be increased to reimburse the awardee for higher negotiated indirect costs.

- ___ C. The organization elected to exclude indirect costs from the proposed budget. Please be aware that incurred indirect costs (such as top management salaries, financial oversight, human resources, payroll, personnel, auditing costs, accounting and legal, etc. used for the general oversight and administration of the organization) must not be classified as direct costs; these types of costs are indirect costs. Only direct costs, as defined by the applicable cost principles, will be charged. Audit disallowances may occur if indirect costs are misclassified as direct.

- ___ D. The organization has never received a negotiated indirect cost rate and, pursuant to the exceptions noted at 2 CFR 200.414(f) in the Cost Principles, has elected to charge a de minimis rate of 10% of modified total direct costs (see 2 CFR 200.68 for definition) which may be used indefinitely. This methodology must be used consistently for all Federal awards until such time as you choose to negotiate for an indirect cost rate, which you may apply to do at any time. (See 2 CFR 200.414(f) for more information on use of the de minimis rate.)

If DOL is your FCA, grantees should work with DOL's DCD, which has delegated authority to negotiate and issue a NICRA or CAP on behalf of the Federal Government. More information about DOL's DCD is available at <http://www.dol.gov/oasam/boc/dcd/> . This website has guidelines to develop indirect cost rates, links to the applicable cost principles, and contact information. The DCD also has Frequently Asked Questions providing general information about the indirect cost rate approval process and due dates for provisional and final indirect cost rate proposals at <http://www.dol.gov/oasam/faqs/FAQ-dcd.htm> .

7. Federal Project Officer

The DOL/ETA Federal Project Officer (FPO) for this award is:

Name: Domonique Bell

Telephone: 312-596-5430

E-mail: [Bell.domonique.i@dol.gov](mailto:bell.domonique.i@dol.gov)

The FPO is not authorized to change any of the terms or conditions of the award or approve prior approval requests. Any changes to the terms or conditions or prior approvals must be approved by the Grant Officer through the use of a formally executed award modification.

8. Funding Restrictions

a. Consultants

For the purposes of this award, fees paid to a consultant shall be limited to \$585 per day without additional Grant Officer approval. Regulations regarding the determining of a consultant's rate of pay are located at 5 CFR 304.104 with the calculation for a maximum amount located at 5 CFR 304.105.

b. Budget Flexibility

As directed in 2 CFR 200.308(e), the transfer of funds among direct cost categories or programs, functions and activities is restricted such that if the cumulative amount of such transfers exceeds or is expected to exceed 10 percent of the total budget as last approved by the Federal awarding agency, the recipient must receive prior approval from the Grant Officer.

c. Mileage Reimbursement Rates

Pursuant to 2 CFR 200.474(a), recipients must have policies and procedures in place related to travel costs; however, for reimbursement on a mileage basis, this federal award cannot be charged more than the maximum allowable Mileage Reimbursement Rates for Federal employees. The 2015 Mileage Reimbursement Rates are:

Modes of Transportation	Effective/Applicability Date	Rate per mile
Privately owned automobile	January 1, 2015	\$0.575
Privately owned motorcycle	January 1, 2015	\$0.545

Mileage rates must be checked annually at www.gsa.gov/mileage to ensure compliance.

9. Administrative Requirements

a. System for Award Management and Universal Identifier Requirements

1. Requirement for System of Award Management

Unless you are exempted from this requirement under 2 CFR 25.110, you as the recipient must maintain the currency of your information in the SAM until you submit the final financial report required under this award or receive the final payment, whichever is later. This requires that you review and update the information at least annually after the initial registration, and more frequently if required by changes in your information or another award term.

2. Requirement for unique entity identifier

If you are authorized to make subawards under this award, you:

- i. Must notify potential subrecipients that no entity (see definition in paragraph [3] of this award term) may receive a subaward from you unless the entity has provided its unique entity identifier to you.
- ii. May not make a subaward to an entity unless the entity has provided its unique entity identifier to you.

3. Definitions

For purposes of this award term:

- i. *System of Award Management (SAM)* means the Federal repository into which an entity must provide information required for the conduct of business as a recipient.

Additional information about registration procedures may be found at the SAM Internet site (currently at <http://www.sam.gov>).

- ii. *Unique entity identifier* means the identifier required for SAM registration to uniquely identify business entities.

- iii. *Entity*, as it is used in this award term, means all of the following, as defined at 2 CFR part 25, subpart C:

- a. A Governmental organization, which is a State, local government, or Indian Tribe;
- b. A foreign public entity;
- c. A domestic or foreign nonprofit organization;
- d. A domestic or foreign for-profit organization; and
- e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

- iv. *Subaward*:

- a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
- b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see 2 CFR 200.330).
- c. A subaward may be provided through any legal agreement, including an agreement that you consider a contract.

- v. *Subrecipient* means an entity that:

- a. Receives a subaward from you under this award; and
- b. Is accountable to you for the use of the Federal funds provided by the subaward.

b. Federal Funding Accountability and Transparency Act

1. Reporting of first-tier subawards.

- i. *Applicability*. Unless you are exempt as provided in paragraph [4.] of this award term, you must report each action that obligates \$25,000 or more in Federal funds that does not include Recovery funds (as defined in section 1512(a)(2) of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5) for a subaward to an entity (see definitions in paragraph [5.] of this award term).

- ii. *Where and when to report*.

- a. You must report each obligating action described in paragraph [1.i.] of this award term to <http://www.fsrc.gov>.

- b. For subaward information, report no later than the end of the month following the month in which the obligation was made. (For example, if the obligation was made on November 7, 2010, the obligation must be reported by no later than December 31, 2010.)
 - iii. *What to report.* You must report the information about each obligating action that the submission instructions posted at <http://www.fsr.gov> specify.
- 2. *Reporting Total Compensation of Recipient Executives.*
 - i. *Applicability and what to report.* You must report total compensation for each of your five most highly compensated executives for the preceding completed fiscal year, if—
 - a. the total Federal funding authorized to date under this award is \$25,000 or more;
 - b. in the preceding fiscal year, you received—
 - (A) 80 percent or more of your annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - c. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
 - ii. *Where and when to report.* You must report executive total compensation described in paragraph [2.i.] of this award term:
 - a. As part of your registration profile at <http://www.sam.gov>.
 - b. By the end of the month following the month in which this award is made, and annually thereafter.
- 3. *Reporting of Total Compensation of Subrecipient Executives.*
 - i. *Applicability and what to report.* Unless you are exempt as provided in paragraph [4.] of this award term, for each first-tier subrecipient under this award, you shall report the names and total compensation of each of the subrecipient's five most highly compensated executives for the subrecipient's preceding completed fiscal year, if—
 - a. in the subrecipient's preceding fiscal year, the subrecipient received—
 - (A) 80 percent or more of its annual gross revenues from Federal procurement contracts (and subcontracts) and Federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
 - (B) \$25,000,000 or more in annual gross revenues from Federal procurement contracts (and subcontracts), and Federal financial assistance subject to the Transparency Act (and subawards); and

- b. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/execomp.htm>.)
- ii. *Where and when to report.* You must report subrecipient executive total compensation described in paragraph [3.i] of this award term:
 - a. To the recipient.
 - b. By the end of the month following the month during which you make the subaward. For example, if a subaward is obligated on any date during the month of October of a given year (i.e., between October 1 and 31), you must report any required compensation information of the subrecipient by November 30 of that year.

4. *Exemptions*

If, in the previous tax year, you had gross income, from all sources, under \$300,000, you are exempt from the requirements to report:

- i. Subawards, and
- ii. The total compensation of the five most highly compensated executives of any subrecipient.

5. *Definitions.* For purposes of this award term:

- i. *Entity* means all of the following, as defined in 2 CFR part 25:
 - a. A Governmental organization, which is a State, local government, or Indian tribe;
 - b. A foreign public entity;
 - c. A domestic or foreign nonprofit organization;
 - d. A domestic or foreign for-profit organization;
 - e. A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.
- ii. *Executive* means officers, managing partners, or any other employees in management positions.
- iii. *Subaward*:
 - a. This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that you as the recipient award to an eligible subrecipient.
 - b. The term does not include your procurement of property and services needed to carry out the project or program (for further explanation, see [2 CFR 200.330]).
 - c. A subaward may be provided through any legal agreement, including an agreement that you or a subrecipient considers a contract.
- iv. *Subrecipient* means an entity that:
 - a. Receives a subaward from you (the recipient) under this award; and
 - b. Is accountable to you for the use of the Federal funds provided by the subaward.

- v. *Total compensation* means the cash and noncash dollar value earned by the executive during the recipient's or subrecipient's preceding fiscal year and includes the following (for more information see 17 CFR 229.402(c)(2)):
 - a. *Salary and bonus.*
 - b. *Awards of stock, stock options, and stock appreciation rights.* Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
 - c. *Earnings for services under non-equity incentive plans.* This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
 - d. *Change in pension value.* This is the change in present value of defined benefit and actuarial pension plans.
 - e. *Above-market earnings on deferred compensation which is not tax-qualified.*
 - f. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.

c. Personally Identifiable Information

Recipients must recognize and safeguard personally identifiable information (PII) except where disclosure is allowed by prior written approval of the Grant Officer or by court order. Recipients must meet the requirements in Training and Employment Guidance letter (TEGL 39-11, Guidance on the Handling and Protection of Personally Identifiable Information (PII)), (located at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872)

d. Audits

Organization-wide or program-specific audits shall be performed in accordance with the Single Audit Act Amendments of 1996. Recipients that expend \$750,000 or more in a year in Federal awards shall have an audit conducted for that year in accordance with the requirements contained in 2 CFR 200.501. The provisions of 2 CFR Subpart F, Audit Requirements, will apply to audits of non-Federal entity fiscal years beginning on or after December 26, 2014. The revised audit requirements are not applicable to fiscal years beginning prior to that date.

e. Equipment

Recipients must receive **prior approval** from the DOL/ETA Grant Officer 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. This includes the purchases of Automated Data Processing (ADP) equipment. Equipment purchases must be made in accordance with 2 CFR 200.313 or 2 CFR 200.439.

This grant award **does not** give approval for equipment specified in a recipient's budget or statement of work unless specifically approved above. To obtain approval, the grantee must submit a detailed equipment purchase list with descriptions to the FPO for review. The equipment purchase list must include the item name as well as a description of the item, item cost (actual or estimated), estimated useful life of the equipment, and the purpose of the acquisition. We strongly encourage grantees to submit equipment purchase requests as early as possible in the grant's period of performance with as many planned pieces of equipment as

possible.

Recipients may not purchase equipment in the last year of performance. If any approved acquisition has not occurred prior to the last year of performance, approval for that item(s) is rescinded.

f. Program Income

The recipient is required to utilize the addition method if any Program Income is generated throughout the duration of this award. The recipient is allowed to deduct costs incidental to generating Program Income to arrive at a Program Income. Additional information about program income is located in 2 CFR 200.307(b).

g. Pre-Award

All costs incurred by the recipient prior to the start date specified in the award issued by the Department are ***incurred at the recipient's own expense.***

h. Reports

All ETA recipients are required to submit quarterly financial and narrative progress reports for each grant award.

- A. **Quarterly Financial Reports.** All ETA recipients are required to report quarterly financial data on the ETA 9130. ETA 9130 reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31. A final financial closeout report is required to be submitted no later than 90 calendar days after the grant period of performance ends. For guidance on ETA's financial reporting, reference Training and Employment Guidance Letter (TEGL) 13-12.

ETA requires all grant recipients to submit the 9130 form electronically through an on-line reporting system. Expenditures are required to be reported on an accrual basis, cumulative from the beginning of the life of a grant, through the end of each reporting period.

The instructions for accessing both the on-line financial reporting system and the HHS Payment Management System can be found in the transmittal memo accompanying this Notice of Award. To gain access to the online financial reporting system, a request for a password and pin must be submitted via e-mail to ETApasword.pin@dol.gov. The Financial Report Access Document, copies of the ETA 9130, and detailed reporting instructions are available at www.doleta.gov/grants/financial_reporting.cfm.

- B. **Quarterly Narrative Progress Reports.** Recipients are required to submit a narrative quarterly and final report to the designated Federal Project Officer (FPO) on grant activities funded under this award. All reports are due no later than 45 calendar days after the end of each specified reporting quarter. Reporting quarter end dates are June 30, September 30, December 31, and March 31.

1. The last quarterly progress report that recipients submit will serve as the grant's Final Performance Report. This report should provide both **quarterly and cumulative** information on the grant's activities. It must summarize project activities, employment outcomes and other deliverables, and related results of the project.
2. The recipient shall use any standard forms and instructions to report on training and employment outcomes and other data relating to the progress reports as provided by ETA.
3. The recipient shall utilize standard reporting processes and electronic reporting systems to submit their quarterly progress reports as provided by ETA.

i. Managing Subawards

Subaward means an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

The provisions of the Terms and Conditions of this award will be applied to any subrecipient under this award. The recipient is responsible for the monitoring of the subrecipient, ensuring that the Terms and Conditions are in all subaward packages and that the subrecipient is in compliance with all applicable regulations and the terms and conditions of this award (2 CFR 200.101(b)(1)).

j. Final Year/Closeout Requirements

At the end of the grant period, the recipient will be required to close the grant with ETA. The recipient will be notified approximately 15 days prior to the end of the period of performance that the initiation of closeout will begin at the end of the grant. Information concerning the recipient's responsibilities at closeout may be found in 2 CFR 200.343.

k. Publicity

No funds provided under this grant shall be used for publicity or propaganda purposes, for the preparation, 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 or local legislature or legislative body, except in presentation to the Congress or any state or 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, except in presentation to the executive branch of any state or local government itself. 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.

I. Public Announcements

When issuing statements, press releases, requests for proposals, bid solicitation, and other documents describing project or programs funded in whole or in part with Federal money, all recipients receiving Federal funds, shall clearly state (1) the percentage of the total cost of the program or project which will be financed with Federal money, (2) the dollar amount of Federal funds for the project or program, and (3) the percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

m. Procurement

The Uniform Administrative Requirements (2 CFR 200.317-36) require all recipient procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition. If the statement of work identifies a specific entity to provide goods or services, the DOL ETA's award does not provide the justification or basis to sole-source the procurement, i.e., avoid competition.

n. Vendor/Contractor

The term "contractor", sometimes referred to as a vendor, is a dealer, distributor, merchant or other seller providing goods or services that are required for the conduct of a Federal program. (2 CFR 200.23) These goods or services may be for an organization's own use or for the use of beneficiaries of the Federal program. Additional guidance on distinguishing between a subrecipient and a contractor (vendor) is provided in 2 CFR 200.330. When procuring contractor provided goods and services, DOL ETA recipients and subrecipients must follow the procurement requirements 2 CFR 200.319, which call for free and open competition.

o. Intellectual Property Rights

The Federal Government reserves a paid-up, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use for federal purposes: i) the copyright in all products developed under the grant, including a subgrant or contract under the grant or subgrant; and ii) any rights of copyright to which the recipient, subrecipient or a contractor purchases ownership under an award (including but not limited to curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise. Federal funds may not be used to pay any royalty or license fee for use of a copyrighted work, or the cost of acquiring by purchase a copyright in a work, where the Department has a license or rights of free use in such work, although they may be used to pay costs for obtaining a copy which is limited to the developer/seller costs of copying and shipping. If revenues are generated through selling products developed with grant funds, including intellectual property, these revenues are program income. Program income must be used in accordance with the provisions of this grant award and 2 CFR 200.307.

If applicable, the following needs to be on all products developed in whole or in part with grant funds:

"This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official

position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it”

p. Creative Commons License Requirement

Pursuant to 2 CFR 2900.13, to ensure that the Federal investment of DOL funds has as broad an impact as possible and to encourage innovation in the development of new learning materials the recipient will be required to license to the public all work created with the support of this grant under a Creative Commons Attribution 4.0 (CC BY) license. Work that must be licensed under the CC BY includes both new content created with the grant funds and modifications made to pre-existing, recipient-owned content using grant funds.

This license allows subsequent users to copy, distribute, transmit, and adapt the copyrighted Work and requires such users to attribute the Work in the manner specified by the recipient. Notice of the license shall be affixed to the Work. For general information on CC BY, please visit <http://creativecommons.org/licenses/by/4.0>.

Instructions for marking your work with CC BY can be found at http://wiki.creativecommons.org/Marking_your_work_with_a_CC_license.

Only work that is developed by the recipient in whole or in part with grant funds is required to be licensed under the CC BY license. Pre-existing copyrighted materials licensed to, or purchased by the recipient from third parties, including modifications of such materials, remains subject to the intellectual property rights the recipient receives under the terms of that particular license or purchase. In addition, works created by the recipient without grant funds do not fall under the CC BY license requirement.

The purpose of the CC BY licensing requirement is to ensure that materials developed with funds provided by this award result in work that can be freely reused and improved by others. When purchasing or licensing consumable or reusable materials, the recipient is required to respect all applicable Federal laws and regulations, including those pertaining to the copyright and accessibility provisions of the Federal Rehabilitation Act.

q. Requirements for Conference and Conference Space

Conferences sponsored in whole or in part by the recipient of Federal awards are allowable if the conference is necessary and reasonable for the successful performance of the Federal Award. Recipients are urged to use discretion and judgment to ensure that all conference costs charged to the grant are appropriate and allowable. For more information on the requirements and allowability of costs associated with conferences, refer to 2 CFR 200.432. Recipients will be held to the requirements in 2 CFR 200.432. Costs that do not comply with 2 CFR 200.432 will be questioned and may be disallowed.

r. **Funding for Travel to and from Meetings with an Executive Branch Agency**

Grant funds may not be used for the purposes of defraying the costs of a conference held by any Executive branch department, agency, board, commission, or office unless it is directly and programmatically related to the purpose for which the grant or contract was awarded.

No funds made available through DOL appropriations may be used for travel and conference activities that are not in compliance with Office of Management and Budget Memorandum M-12-12 dated May 11, 2012. (P.L. 113-6, 3003 (c)(d)(e)).

10. **Program Requirements**

The Funding Opportunity Announcement contains the program requirements for this award.

11. **Public Policy**

a. **Executive Orders**

12928: Pursuant to Executive Order 12928, the recipient is strongly encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions such as Hispanic-Serving Institutions and Tribal Colleges and Universities; and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals.

13043: Pursuant to Executive Order 13043, Increasing Seat Belt Use in the United States, dated April 16, 1997, recipients are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles.

13166: As clarified by Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, dated August 11, 2000, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI, recipients must take reasonable steps to ensure that LEP persons have meaningful access to programs in accordance with DOL's Policy Guidance on the Prohibition of National Origin Discrimination as it Affects Persons with Limited English Proficiency [05/29/2003] Volume 68, Number 103, Page 32289-32305. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. Recipients are encouraged to consider the need for language services for LEP persons served or encountered both in developing budgets and in conducting programs and activities. For assistance and information regarding your LEP obligations, go to <http://www.lep.gov>.

13513: Pursuant to Executive Order 13513, Federal Leadership On Reducing Text Messaging While Driving, dated October 1, 2009, recipients and subrecipients are 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. Recipients and subrecipients are also encouraged to conduct initiatives of the type described in section 3(a) of this order.

b. Veteran's Priority Provisions

38 U.S.C. 4215 requires recipients to provide priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by DOL. The regulations implementing this priority of service can be found at 20 CFR Part 1010. In circumstances where a grant recipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans priority of service provisions require that the grant recipient give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program's eligibility requirements. Recipients must comply with DOL guidance on veterans' priority. ETA's Training and Employment Guidance Letter (TEGL) No. 10-09 (issued November 10, 2009) provides guidance on implementing priority of service for veterans and eligible spouses in all qualified job training programs funded in whole or in part by DOL. TEGL No. 10-09 is available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816.

c. Flood Insurance

The Flood Disaster Protection Act of 1973, as amended, 42 U.S.C. 4001 *et seq.*, 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. The flood insurance purchase requirement applies to both public and private applicants for DOL support. Lists of flood-prone areas that are eligible for flood insurance are published in the Federal Register by FEMA.

d. Architectural Barriers

The Architectural Barriers Act of 1968, 42 U.S.C. 4151 *et seq.*, as amended, the Federal Property Management Regulations (see 41 CFR 102-76), and the Uniform Federal Accessibility Standards issued by GSA (see 36 CFR 1191, Appendixes C and D) set forth requirements to make facilities accessible to, and usable by, the physically handicapped and include minimum design standards. All new facilities designed or constructed with grant support must comply with these requirements.

e. Drug-Free Workplace

The Drug-Free Workplace Act of 1988, 41 U.S.C. 702 *et seq.*, and 2 CFR 182 require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment.

f. Hotel-Motel Fire Safety

Pursuant to 15 U.S.C. 2225a, the recipient must ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part with federal funds complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act (P.L. 101-391, as amended). Recipients may search the Hotel Motel National Master List at

<http://www.usfa.dhs.gov/applications/hotel/> to see if a property is in compliance, or to find other information about the Act.

g. Prohibition on Trafficking in Persons

I. Trafficking in persons.

a. Provisions applicable to a recipient that is a private entity.

1. You as the recipient, your employees, subrecipients under this award, and subrecipients' employees may not—

- i. Engage in severe forms of trafficking in persons during the period of time that the award is in effect;
- ii. Procure a commercial sex act during the period of time that the award is in effect; or
- iii. Use forced labor in the performance of the award or subawards under the award.

2. We as the Federal awarding agency may unilaterally terminate this award, without penalty, if you or a subrecipient that is a private entity —

- i. Is determined to have violated a prohibition in paragraph a.1 of this award term; or
- ii. Has an employee who is determined by the agency official authorized to terminate the award to have violated a prohibition in paragraph a.1 of this award term through conduct that is either—
 - A. Associated with performance under this award; or
 - B. Imputed to you or the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 29 CFR Part 98.

b. Provision applicable to a recipient other than a private entity. We as the Federal awarding agency may unilaterally terminate this award, without penalty, if a subrecipient that is a private entity—

1. Is determined to have violated an applicable prohibition in paragraph a.1 of this award term; or
2. Has an employee who is determined by the agency official authorized to terminate the award to have violated an applicable prohibition in paragraph a.1 of this award term through conduct that is either—
 - i. Associated with performance under this award; or
 - ii. Imputed to the subrecipient using the standards and due process for imputing the conduct of an individual to an organization that are provided in 2 CFR part 180, “OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement),” as implemented by our agency at 29 CFR Part 98.

c. Provisions applicable to any recipient.

1. You must inform us immediately of any information you receive from any source alleging a violation of a prohibition in paragraph a.1 of this award term.
2. Our right to terminate unilaterally that is described in paragraph a.2 or b of this section:

- i. Implements section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), and
 - ii. Is in addition to all other remedies for noncompliance that are available to us under this award.
 - 3. You must include the requirements of paragraph a.1 of this award term in any subaward you make to a private entity.
- d. *Definitions.* For purposes of this award term:
 - 1. “Employee” means either:
 - i. An individual employed by you or a subrecipient who is engaged in the performance of the project or program under this award; or
 - ii. Another person engaged in the performance of the project or program under this award and not compensated by you including, but not limited to, a volunteer or individual whose services are contributed by a third party as an in-kind contribution toward cost sharing or matching requirements.
 - 2. “Forced labor” means labor obtained by any of the following methods: the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.
 - 3. “Private entity”:
 - i. Means any entity other than a State, local government, Indian tribe, or foreign public entity, as those terms are defined in 2 CFR 175.25.
 - ii. Includes:
 - A. A nonprofit organization, including any nonprofit institution of higher education, hospital, or tribal organization other than one included in the definition of Indian tribe at 2 CFR 175.25(b).
 - B. A for-profit organization.
 - 4. “Severe forms of trafficking in persons,” “commercial sex act,” and “coercion” have the meanings given at section 103 of the TVPA, as amended (22 U.S.C. 7102).

h. Buy American Notice Requirement

None of the funds made available under this award may be expended by an entity unless the entity agrees that in expending the funds it will comply with sections 8301 through 8303 of title 41, United States Code (commonly known as the “Buy American Act”).

i. Prohibition on Providing Federal Funds to ACORN

These funds may not be provided to the Association of Community Organizations for Reform now (ACORN), or any of its affiliates, subsidiaries, allied organizations or successors.

j. Prohibition on Contracting with Corporations with Felony Criminal Convictions

The grantee may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that was convicted of a felony criminal violation under any Federal law within the preceding 24 months.

k. Prohibition on Contracting with Corporations with Unpaid Tax Liabilities

The grantee may not knowingly enter into a contract, memorandum of understanding, or cooperative agreement with, make a grant to, or provide a loan or loan guarantee to, any corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

l. Prohibition on Contracting with Inverted Domestic Corporations

No funds made available under a Federal Act may be used for any contract with any foreign incorporated entity which is treated as an inverted domestic corporation under section 835(b) of the Homeland Security Act of 2002 (6 U.S.C. 395(b)) or any subsidiary of such an entity. Waivers to this regulation may be granted by the Secretary of Labor if the Secretary determines that the waiver is required in the interest of national security.

m. Violation of the Privacy Act

These funds cannot be used in contravention of the 5 USC 552a or regulations implementing that section.

12. Attachments

[Attachment A: SF-424](#)

[Attachment B: SF-424A](#)

[Attachment C: Budget Narrative](#)

[Attachment D: Statement of Work](#)

[Attachment E: Negotiated Indirect Cost Rate Agreement \(if applicable\)](#)

Attachment A: SF-424

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="04/30/2015"/>	4. Applicant Identifier: <input type="text"/>
--	--

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
---	---

8. APPLICANT INFORMATION:

* a. Legal Name: <input type="text" value="Minnesota Department of Employment and Economic Development"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="411681137"/>	* c. Organizational DUNS: <input type="text" value="8048326400000"/>

d. Address:

* Street1: <input type="text" value="First National Bank Building"/>
Street2: <input type="text" value="332 Minnesota Street, Suite E200"/>
* City: <input type="text" value="St. Paul"/>
County/Parish: <input type="text"/>
* State: <input type="text" value="MN: Minnesota"/>
Province: <input type="text"/>
* Country: <input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code: <input type="text" value="55101-1314"/>

e. Organizational Unit:

Department Name: <input type="text" value="Employment & Economic Develop."/>	Division Name: <input type="text" value="Workforce Development"/>
--	---

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text" value="Ms."/>	* First Name: <input type="text" value="Annie"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Welch"/>	
Suffix: <input type="text"/>	
Title: <input type="text" value="WDD Policy Director"/>	

Organizational Affiliation: <input type="text" value="Minnesota Department of Employment and Economic Development"/>
--

* Telephone Number: <input type="text" value="651.259.7525"/>	Fax Number: <input type="text" value="651.215.3842"/>
---	---

* Email: <input type="text" value="Annie.Welch@state.mn.us"/>

Application for Federal Assistance SF-424

*** 9. Type of Applicant 1: Select Applicant Type:**

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Employment and Training Administration

11. Catalog of Federal Domestic Assistance Number:

17.268

CFDA Title:

H-1B Job Training Grants

*** 12. Funding Opportunity Number:**

FOA-ETA-15-02

* Title:

American Apprenticeship Initiative

13. Competition Identification Number:

FOA-ETA-15-02

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

*** 15. Descriptive Title of Applicant's Project:**

Minnesota Apprenticeship Initiative

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="5,000,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="5,000,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Attachment B: SF-424A

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 06/30/2014

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. N/A	17.268	\$ 5,000,000.00	\$	\$	\$	\$ 5,000,000.00
2.						
3.						
4.						
5. Totals		\$ 5,000,000.00	\$	\$	\$	\$ 5,000,000.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	N/A				
a. Personnel	\$ 432,695.00	\$	\$	\$	\$ 432,695.00
b. Fringe Benefits	152,780.00				152,780.00
c. Travel	52,209.00				52,209.00
d. Equipment					
e. Supplies	21,509.00				21,509.00
f. Contractual	4,147,635.00				4,147,635.00
g. Construction					
h. Other	84,332.00				84,332.00
i. Total Direct Charges (sum of 6a-6h)	4,891,160.00				\$ 4,891,160.00
j. Indirect Charges	108,840.00				\$ 108,840.00
k. TOTALS (sum of 6i and 6j)	\$ 5,000,000.00	\$	\$	\$	\$ 5,000,000.00
7. Program Income	\$	\$	\$	\$	\$

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SECTION C - NON-FEDERAL RESOURCES

	(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.		\$	\$	\$	\$
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$	\$	\$	\$

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 800,235.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,235.00
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$ 800,235.00	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 200,235.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

	(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
		(b)First	(c) Second	(d) Third	(e) Fourth
16.		\$	\$	\$	\$
17.					
18.					
19.					
20. TOTAL (sum of lines 16 - 19)		\$	\$	\$	\$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges:	743525	22. Indirect Charges:	108840
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23. Remarks: Direct charges only include DEED direct program and administrative staff needs.

Attachment C: Budget Narrative

Minnesota Apprenticeship Initiative Budget Narrative

The following cost analysis/budget narrative provides a concise description of each budget line item from SF-424a, for the proposal. Each line item description will begin with a financial summary table, when appropriate, followed by the narrative.

A. Personnel

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Leveraged Funding
<u>ADMINISTRATIVE:</u>							
DEED Oversight (.05 FTE)	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$30,463	
Fiscal Oversight (.05 FTE)	\$4,992	\$5,192	\$5,399	\$5,615	\$5,840	\$27,038	
Sub-total:	\$10,616	\$11,041	\$11,482	\$11,942	\$12,420	\$57,501	
<u>PROGRAM:</u>							
Project Manager (.5 FTE)	\$39,781	\$41,372	\$43,027	\$44,748	\$46,538	\$215,468	
<i>Program staff from Department of Labor and Industry (3 FTE)</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$1,250,000</i>
Data Manager (.25 FTE)	\$17,133	\$15,080	\$15,080	\$15,683	\$16,311	\$79,286	
Monitoring of partners (.1 FTE)	\$7,571	\$7,874	\$8,189	\$8,517	\$8,857	\$41,008	
Fiscal/Grants Specialist (.1 FTE)	\$7,280	\$7,571	\$7,874	\$8,189	\$8,517	\$39,431	
Sub-total:	\$71,765	\$71,897	\$74,170	\$77,137	\$80,223	\$375,193	
TOTALS	\$82,381	\$82,938	\$85,652	\$89,079	\$92,643	\$432,694	

Note: Italicized figures represent leveraged resources.

The personnel budget represents the anticipated costs for staff employed by the fiscal entity (DEED). There are both administrative and project staff detailed. The following is a brief description of each position's role within the grant.

ADMINISTRATIVE:

DEED - Grant Oversight: (.05 FTE): The Directors of the State Workforce Development and the Adult Workforce Development Programming will provide direct oversight to the grant as the administrative entity. (Annual salary: \$108,160, 5% to project)

Fiscal Oversight: (.05 FTE): The Fiscal Manager and Grant Oversight team at DEED will monitor and review fiscal status of MAI throughout the five year term and assure compliance. They will attend monthly meetings with the Project Manager to track progress and assist with budget modifications as necessary. They are responsible for managing the fiscal process and procedures and financial documentation and assuring reporting conforms to the standards established by the state of Minnesota, as the fiscal agent, and Department of Labor requirements (Annual salary: \$72,800, 5% to project).

PROJECT/PROGRAM:

Project Manager: (0.5 FTE): The Project Manager will be responsible for daily management of the project, including coordination of training and participant services providers, approval of payments, budget oversight, and performance management and reporting. This individual will provide the day-to-day operations including working directly with the partners, team leaders, staff, and stakeholders. In addition, the project manager will coordinate any required outreach for the project and will facilitate, coordinate and/or attend meetings, including team, advisory, executive, and quarterly meetings (to be hired, anticipated salary of \$76,378, 50% of time).

Data/Performance Manager (.25 FTE): The Data/Performance Manager will be responsible for consistent data entry into Workforce One, Minnesota's Management Information System (blended staff, average salary of \$65,894, equivalent of 25% time).

Monitoring of subgrantees (.10 FTE): DEED monitoring staff is responsible for any on-site and desk monitoring required by the activities within the project. Given the wide array of entities involved in this proposal, the monitoring team would draw a sample of payments issued to the partners supporting apprentices, divide by geographic region, and visit the recipient of the reimbursement to ensure responsible fiscal practices (Average salary of \$72,800, combined staff time totaling 10% of an FTE).

Fiscal/Grant Specialist (.10 FTE): In addition to the overall project manager, DEED requires staff time to process payments to the employer, related instruction provider, or apprentice support organization, based on who fronted the initial costs for the apprentice (Average salary of \$72,800, combined staff time totaling 10% of an FTE).

Leveraged Department of Labor and Industry staff time (3.0 FTE): These staff provide support in registering apprenticeships, outreach to additional employer partners, monitoring of the apprenticeship structure, convening of industry competency standard groups, and many additional advocacy-oriented activities (combined total contribution of \$1,250,000, or \$250,000 annually).

B. Fringe Benefits

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fringe @ 35%	\$28,833	\$29,029	\$30,407	\$31,623	\$32,888	\$152,780

The estimated fringe benefits costs over the period of the grant and are subject to change pending employment contract negotiations.

C. Travel

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
In-state travel for monitoring and program coordination	\$8,075	\$8,398	\$8,650	\$8,909	\$9,177	\$43,209
Out of state travel (Five trips total including two to Washington DC for grant convening)	\$3,000	\$3,000		\$3,000		\$9,000
TOTALS	\$11,075	\$11,398	\$8,650	\$11,909	\$9,177	\$52,209

The travel expense includes three trips to DOL/ETA headquarters in Washington, DC for program implementation, deployment and monitoring for two people. This trip is estimated at \$1,500 per person. In-state travel is for mileage (57.5/cents per mile) and occasional per diem (\$36.00 daily rate) and lodging (\$100/daily rate) for project management and monitoring staff using current IRS or State approved rates.

D. Equipment

No equipment will be purchased using these funds.

E. Supplies

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Printed outreach materials, office & meeting supplies	\$3,893	\$4,087	\$4,291	\$4,506	\$4,731	\$21,509

Project supplies @ \$21,509 primarily includes printing and copying of outreach materials, along with any necessary flip charts, notebooks, binders, pens, paper, markers, pencils, paper clips, staples, and notepads. This is approximately 4% of the shared costs for all administrative and program staff.

F. Contractual

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Leveraged Resources
<u>Reimbursements of \$5,000 per apprentice to one of the three partnership entities:</u> Employer (for related instruction costs, on-the-job training) Related Instruction Provider Apprentice Support Provider (community-based entity, non-profit, labor organization)	\$635,000	\$1,220,000	\$1,590,000	\$625,000	\$71,879	\$4,141,897	
<u>Leveraged Resources from Employers</u>	\$9,525,000	\$18,300,000	\$23,850,000	\$9,375,000	-	-	\$61,050,000
<u>MN IT Interagency -Technology</u>	\$2,808	\$2,948	-	-	-	\$5,756	
TOTALS	\$637,808	\$1,222,948	\$1,590,000	\$625,000	\$71,879	\$4,147,635	\$61,050,000

(No contractual reimbursements in the final year because all apprentices will have been engaged in their RA for at least 60 days.)

Minnesota IT – Technology: Technology staff will need to adjust Workforce One, Minnesota’s case management system so that the centralized data/performance manager and apprentice support providers can manage and report on participants. Technology staff will provide project management, business methodologies, and business analysis services.

G. Construction

This is a non-construction grant request. No funds will be used for construction.

H. Other

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Other	\$15,570	\$16,193	\$16,841	\$17,524	\$18,214	\$84,332

Other costs include: Space rent; any additional outreach costs (advertising, etc.); kickoff event planning for apprenticeship partners; shared equipment maintenance and communication costs for administrative and program staff; other miscellaneous costs include meeting room and/or minimal shared costs of staff software updates, etc. for a total of 4% of administrative and program staff costs.

I. Total Direct Charges

The total direct charges for the grant are \$743,525.

J. Indirect Charges

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Indirect Cost (18.59%)	\$20,675	\$20,815	\$21,576	\$22,439	\$23,336	\$108,840

The administrative entity is using an approved indirect cost method for charging expenses to the grant. The rate is 18.59%.

K. Totals

The total charges for the grant are \$5,000,000.

Additional Leveraged Resources from the Workforce Development System

The table below indicates the leveraged resources that have been provided or that may possibly be provided to support Minnesota Apprenticeship Initiative grant activities.

Possible Funds/Resources	Partnership Members	Possible Source of Funds Time Period	Contribution to Outcomes of this Proposal
Minnesota Adult Workforce Development Competitive Grant Program		\$3.2 million currently annual – combination state general and workforce development funds	Provide employment and training assistance to potential apprentices
Minnesota Fast TRAC – Adult Career Pathways www.cte.mnscu.edu/perkinsIV/fasttrac2008.htm	DEED, MDE ABE, MnSCU, DJS Partner and additional partners including the Department of Labor and Industry, the Department of Human Services, the Minnesota Workforce Council Association, the Governor’s Workforce Development Council as well as local education and training providers and community based organizations	Minnesota Workforce Development Fund, \$1.5 million currently annual	Skill training blending basic education and occupational training and leading to stackable credentials articulated career ladders and lattices and occupational certificates for apprentices and potential apprentices
Minnesota Job Skills Partnership Program (MJSP), MJSP Lower Income grants, MJSP Healthcare Human Services Training Program	DEED, Minnesota Business and Education providers	Minnesota State Workforce Development Funds Varies, i.e., Low Income Worker Training \$2 million Pilot Workforce Training Incentive, \$600,000, etc.	Skill training designed cooperatively by businesses and post secondary institutions for apprentices
Supportive services resources from local Workforce Service Areas	16 local Workforce Service Areas	WSAs are the service providers who administer WIA/WIOA funding. WSAs also receive funds from local and state government and foundations.	Supportive Services, etc. for apprentices
State Veterans Program – MN Department of Veterans Affairs	The state agency is committed to serving Veterans and their families through programs, services, and care at our Veterans Homes.		Educational support and supportive services for veterans entering apprentices
Minnesota State Dislocated Worker	This program within the same division at DEED and annual allocations are	Approximately \$11 million annually	Recruit and co-enroll – For workers who have been laid off through no

	distributed to the local investment boards and other non-profit providers, etc.		fault of their own – provides counseling and reemployment services.
Minnesota Family Investment Program, Supplemental Nutrition Assistance Program		Approximately \$10 million annually	Many of Minnesota’s WorkForce Centers also have current agreements with county MFIP/SNAP to serve participants who could enter apprentices
Displaced Homemaker Program	This program is within the same division at DEED and annual allocations are distributed to six providers located throughout the state. Through this program we help people who have worked mainly in the home develop the marketable skills you'll need to find and maintain a job.	Approximately \$1.1 annually	Co-enroll – homemakers who have been displaced, often women, could look at apprenticeship as a career pathway
MN Youth Workforce Development	This program is within the same division at DEED and annual allocations for both MN youth programs (including Youthbuild) and WIA youth to many sub-grantees.	\$3.5 million annually for state funds.	Individuals 18 and older could look to apprenticeship for the next career step
TOTAL		\$32.9 million annually in leveraged resources	

DOL MAI Grant: \$5,000,000

Leveraged from DLI salaries: \$1,250,000

Leveraged from Employer contributions: \$61,050,000

Leveraged from Workforce Development System: \$32,900,000 (annually; will use one year for conservative measure)

TOTAL PROJECT: \$1,002,000,000

Attachment D: Statement of Work

MINNESOTA APPRENTICESHIP INITIATIVE

Introduction

Minnesota is proud of its long history of registered apprenticeship and its recent efforts to develop innovative approaches to expand apprenticeship into more industries, sectors, and occupations. This Minnesota Apprenticeship Initiative (MAI) grant builds on our strong registered apprenticeship system and leverages current industry-driven projects like the Minnesota Private Investment, Public Education, Labor and Industry Experience (PIPELINE) Project¹ and other strong workforce development programs to help meet the President's goal of doubling the number of apprentices in the next five years.

Minnesota has a strong economy, low unemployment, high education attainment and an engaged employer community. However, not everyone in Minnesota has benefited equally from the economic recovery. Unacceptably high racial and gender disparities continue to challenge economic growth. Minnesota has identified that employment opportunities in many industries increasingly demand complex knowledge, skills and abilities that can best be attained through alignment of the educational system, specialized technical instruction and registered apprenticeship.

Under this Minnesota Apprenticeship Initiative, a statewide public/private partnership has designed a team-based approach to customize and expand the registered apprenticeship and workforce development infrastructure to develop and support 29 innovative registered apprenticeship programs among 101 committed employers in five high-growth industries: advanced manufacturing, agriculture, health care, information technology, and transportation.

¹ The PIPELINE Project was created by the Minnesota Legislature in 2014. Minnesota Laws, 2014, Chapter 312, Article 3, Sec. 21. For more information: <http://www.dli.mn.gov/pipeline.asp>

During this initiative, 814 workers will begin registered apprenticeship programs as employees of Minnesota businesses that are committed to investing in our workforce.

This project will leverage an estimated \$1 billion dollars over five years. The Department of Employment and Economic Development (DEED) will serve as the fiscal agent of this initiative, aid in the creation of and support for the work of the MAI partnership teams, and facilitate co-enrollment of apprentices with other existing workforce development programs. As one of Minnesota's manufacturing industry leaders, Enterprise Minnesota will promote apprenticeship and provide support to its affiliated employers developing apprenticeships. The Department of Labor and Industry (DLI) has committed its staff, resources, and expertise in developing, registering, and regulating apprenticeship programs toward making the MAI successful. MAI teams include 101 employers and employer associations, 31 public and private related instruction providers including many Minnesota State College and Universities (MnSCU) institutions, and 18 apprentice support organizations which include community-based/non-profit organizations, Workforce Service Areas (WSAs) and labor organizations.

Minnesota currently has over 9,000 registered apprentices successfully participating in apprenticeship programs. This proposal recognizes that Minnesota can leverage its current apprenticeship system and align with other statewide workforce development projects designed to enhance Minnesota's skilled labor force. Through a sustainable project design, we can significantly increase apprenticeship opportunities for all Minnesotans, including underrepresented populations in apprenticeship including women, individuals who identify with minority groups and veterans.

Minnesota is committed to creating sustainable apprenticeship programs in industries that have not historically used the registered apprenticeship model. Through this initiative, the

systems will be in place to make registered apprenticeship opportunities available in Minnesota for a greater number of workers in a wider variety of high-demand, high-wage occupations.

Section 1. Statement of Need

i. Minnesota Apprenticeship Needs Assessment

Four aspects of Minnesota's workforce and economy clearly indicate the need for the expansion of registered apprenticeship: employment disparities, demographic changes, long-term unemployment, and skills mismatch, as demonstrated by the gap between skills attainment and employer demand. Each of these areas can be addressed through sustainable collaboration between employers, the workforce system, educators, and the registered apprenticeship system.

Employment Disparities. Despite business expansions and the state's low pre-recession unemployment rate, Minnesota reports some of the largest racial employment gaps in the country. On average over 2014, White Minnesotans had a 3.3% unemployment rate, while Minnesotans identifying as Hispanic or Latino had a 7% unemployment rate, and Black Minnesotans had an unemployment rate of 11.4% - nearly three and a half times the rate of White Minnesotans.² Wallet Hub analyzed the United States across 21 metrics of financial inequality, and Minnesota ranked at the bottom – 51st out of 50 states and the District of Columbia. Between White and Black Minnesotans, data showed a 51% median household income gap, a 68% homeownership rate gap, and a staggering 297% poverty rate gap; essentially, Black Minnesotans are nearly six times as likely to live in poverty as White Minnesotans.³

² "Employment status of the civilian noninstitutional population, 2014 annual averages." Bureau of Labor Statistics. <http://www.bls.gov/lau/ptable14full2014.pdf> (Minnesota can be found on page 26.)

³ "2015's States with the Highest and Lowest Financial Gaps by Race/Ethnicity." WalletHub. <http://wallethub.com/edu/states-with-the-highest-and-lowest-financial-gaps-by-race/9842/>

Earning disparities are evident in other areas of Minnesota's workforce. In 2013, the reported median annual earnings for Minnesota women were \$30,417, compared to \$42,856 for men.⁴ Put another way, Minnesota working women earned 71% of what Minnesota working men earned during the same time. While some of this disparity can be accounted for by differences in the types of jobs that women are more likely to work (lower-paying service jobs, often requiring less or no formal training or education than the jobs that men hold), not all of the disparity is due to different types of jobs or sectors.

Minnesota's veterans also experience unemployment disparities. From the 2009-2013 American Community Survey, the civilian unemployment rate in Minnesota was 5.3%, but for veterans, it ranged from 7.1% (for veterans in the 35-54 age range) to 11.2% for younger veterans (aged 18-34) – more than double the civilian unemployment rate.⁵ Given that so many employers and workforce partners are prioritizing veterans, apprenticeships could help to close gaps in unemployment, especially among the younger veterans.

Statewide Demographic Changes. Minnesota's workforce is undergoing unprecedented changes. By the end of this decade, 620,000 jobs will have become vacant and need to be filled with employees holding postsecondary credentials.⁶ Since economic growth is generally driven by labor force growth and productivity gains, slowing labor force growth means that economic growth will increasingly rely on productivity gains, much of which come from education and training. Additionally, Minnesota's workforce is becoming increasingly diverse; from 2000 to

⁴ "Earnings in the Past 12 Months in 2013 Inflation-Adjusted Dollars." 2009-2013 American Community Survey. United States Census Bureau. http://factfinder.census.gov/bkmk/table/1.0/en/ACS/13_5YR/S2403/0400000US27

⁵ "Age By Veteran Status By Employment Status for the Civilian Population 18 to 64 Years." 2009-2013 American Community Survey. United States Census Bureau.

http://factfinder.census.gov/bkmk/table/1.0/en/ACS/13_5YR/B21005/0400000US27

⁶ "Help Wanted: Projections of Jobs and Education Requirements through 2018." State-Level Analysis. Georgetown Center on Education and the Workforce. <https://cew.georgetown.edu/report/help-wanted/>

2010, people of color accounted for more than 80% of Minnesota's population growth.⁷ As Minnesota becomes more diverse, the detrimental effects of the achievement gap multiply.

Long-term Unemployed. Minnesota's March 2015 unemployment rate held steady at 3.9%, outpacing the rest of the nation by more than 1.5%.^{8 9} This statistic does not include those who have stopped looking for work and those who may be underemployed. The broadest measure of labor force suggests that nearly 1 in 10 Minnesotans are struggling to secure full-time employment.¹⁰ The share of long-term unemployed among total Minnesotans unemployed remains well above the pre-recessionary level. March 2015 data indicates that 28,900 Minnesotans have been without jobs for 26 weeks or more – nearly 25% of total unemployment.¹¹

Skills Mismatch. In DEED's *Hiring Difficulties Survey* (2012 and 2013) employers in Minnesota reported that 15% of job vacancies are hard to fill exclusively because of skill mismatches, with another 21% of job vacancies hard to fill due to both skill and demand-side issues (e.g. low wages, undesirable hours).¹² Survey findings suggest that skill mismatches in Minnesota are more likely due to inadequate levels of (often specialized) experience, rather than inadequate levels of education.¹³ Minnesota's education and training system are delivering adequate levels of educational attainment, but not enough specific in-demand skills and hands-on

⁷ Smetanka, Mary Jane. "Minnesota's changing face." *Minneapolis Star Tribune*. March 17, 2011. <http://www.startribune.com/local/west/118100959.html>

⁸ "Alternative Measures of Unemployment in Minnesota." State of Minnesota Department of Employment and Economic Development (DEED). <http://www.mn.gov/deed/data/current-econ-highlights/alternative-unemployment.jsp>

⁹ "National Employment Monthly Update." National Conference of State Legislators. April 3, 2015. <http://www.ncsl.org/research/labor-and-employment/national-employment-monthly-update.aspx>

¹⁰ "Alternative Measures of Unemployment in Minnesota." DEED. <http://www.mn.gov/deed/data/current-econ-highlights/alternative-unemployment.jsp>

¹¹ Ibid.

¹² Leibert, Alessia. "Are Skilled Workers Scarce? Evidence from Employer Surveys in Minnesota." DEED. May 6, 2013. <http://mn.gov/deed/images/SecondRoundReportSkillsGap.pdf>

¹³ Ibid.

experiences. Apprenticeships provide that on-the-job training experience in a high-skilled, high-demand occupation.

ii. Industry and Labor Market Information to Support Job-Driven Projects

The MAI focuses on five high-growth industries that employ significant numbers of workers in Minnesota: Advanced Manufacturing, Agriculture, Healthcare, IT, and Transportation. Advanced manufacturing, healthcare and transportation currently have registered apprenticeship programs that can be improved or expanded. All of these industries are currently employing H1-B visa holders.

Table 1. Selected Apprenticeable Occupations and Statewide Employment Projections

Industry	Occupation	Estimated 2012 Employment	Projected 2022 Employment	Percent Change 2012-2022	Median Wage (2014)
Manufacturing	CNC Machine Tool Programmers	811	1,081	33.3%	\$22.90/hr
	Computer-Controlled Machine Tool Operators	3,989	4,691	17.6%	\$17.79/hr
Health Care	RN	55,953	65,430	16.9%	\$34.32/hr
	LPN	17,422	20,661	18.6%	\$19.98/hr
	Medical Assistants	8,591	10,284	19.7%	\$16.10/hr
	CNA	30,184	32,926	9.1%	\$13.00/hr
Transportation	Diesel Mechanic	5,896	6,171	4.7%	\$21.61/hr
	Automotive Service Tech/Mechanic	12,622	13,179	4.4%	\$17.60/hr
IT	Information Security Analysts	1,322	1,583	19.7%	\$43.56/hr
	Software Developers – Applications	12,865	14,244	10.7%	\$35.93/hr
	Computer User Support Specialists	10,872	12,070	11.0%	\$23.02/hr
Agriculture	First-Line Supervisors/Managers of Farming	584	598	2.4%	\$24.11/hr
	Agricultural Equipment Operators	1,320	1,392	5.5%	\$15.96/hr

Source: DEED Labor Market Information Employment Projections and Detailed Occupation Data Tools.

Advanced Manufacturing Industry. Minnesota had nearly 307,200 manufacturing jobs statewide in 2013, which is 13% of all private-sector employment.¹⁴ Manufacturing has the second-largest total payroll of any private-sector industry at \$18.3 billion annually, and manufacturing pays an average annual wage of \$59,565 - 21% higher than the average wage in all other industries.¹⁵ In addition, every manufacturing job also supports another 1.7 jobs in other segments of Minnesota's economy – or about 519,000 additional jobs – meaning in all, manufacturing accounts for about 826,000 jobs, or 31% of all jobs statewide.¹⁶ Minnesota currently has 20 registered apprenticeship programs in manufacturing and 159 current manufacturing apprentices, 22% of whom are people of color and 7% are women.¹⁷ In federal fiscal year 2014, 98 Advanced Manufacturing H1B visa applications were entered by Minnesota companies.¹⁸

Agriculture Industry. A 2010 study by the Minnesota Department of Agriculture estimated the total economic impact of agriculture in the state at \$23.3 billion in 2008, and the agricultural economy has improved greatly since then.¹⁹ The same study shows the total employment impact to be 149,384 jobs, which includes direct employment of 98,006 and the remainder is impact on other economic sectors. Agriculture has several national apprenticeship programs, but no formal registered apprenticeship programs active in Minnesota. Many of the positions within the

¹⁴ "Minnesota Manufacturing Facts." DEED. <http://mn.gov/deed/business/locating-minnesota/industries-sectors/manufacturing/mfgweek/facts.jsp>

¹⁵ Ibid.

¹⁶ "Minnesota Manufacturing Facts." DEED. <http://mn.gov/deed/business/locating-minnesota/industries-sectors/manufacturing/mfgweek/facts.jsp>

¹⁷ Active registered apprentices as of April 26, 2015. DLI.

¹⁸ List of Companies with Certified H-1B Applications, Federal Fiscal Year 2014. Department of Labor. www.foreignlaborcert.doleta.gov/docs/py2014q4/PERM_FY14_Q4.xlsx

¹⁹ "Economic Impact of Minnesota's Agriculture." State of Minnesota Department of Agriculture (MDA). 2010. <http://www.mda.state.mn.us/food/business/~media/Files/food/business/economics/econimpactmnag.ashx>

industry are new, emerging or experiencing significant technological shifts. In federal fiscal year 2014, six Agribusiness H1B visa applications were entered by Minnesota companies.²⁰

Healthcare Industry. With more than 445,000 jobs at more than 14,000 establishments, Healthcare and Social Assistance is the largest employing industry in the state.²¹ Over 15% of all nonagricultural Minnesota jobs are in the healthcare and social assistance sector.²² Healthcare occupations are projected to gain more than 27,500 new jobs in the next ten years, but will also need new workers to fill nearly 34,500 replacement openings due to retirements or other existing workers leaving the labor force.²³ Minnesota will have 62,220 total openings in STEM healthcare occupations from 2012 to 2022.²⁴ Minnesota has one registered apprenticeship healthcare services apprenticeship program, with eight current employer sponsors and 90 active health support specialist apprentices, 30% of whom are minorities, and 70% are female.²⁵ In federal fiscal year 2014, 53 health care H1B visa applications for foreign workers were entered by Minnesota companies.²⁶

Information Technology (IT) Industry. The IT field has grown in importance in Minnesota, now accounting for more than 56,000 jobs, according to employment estimates from DEED.²⁷ IT occupations are projected to gain more than 8,000 net new jobs through 2022, and will also

²⁰ List of Companies with Certified H-1B Applications, Federal Fiscal Year 2014. Department of Labor. www.foreignlaborcert.doleta.gov/docs/py2014q4/PERM_FY14_Q4.xlsx

²¹ Quarterly Census of Employment and Wages Data Tool. Labor Market Information: DEED. 2014. <https://apps.deed.state.mn.us/lmi/qcew/AreaSel.aspx>

²² Current Employment Statistics Data Tool. Labor Market Information. DEED. March 2015. <https://apps.deed.state.mn.us/lmi/ces/Results.aspx>

²³ Macht, Cameron. "A Healthy Dose of STEM Jobs." Labor Market Information. DEED. December 2014. <http://mn.gov/deed/newscenter/publications/trends/december-2014/stem-jobs.jsp>

²⁴ Ibid.

²⁵ Active registered apprentices as of April 26, 2015. Minnesota Department of Labor and Industry.

²⁶ List of Companies with Certified H-1B Applications, Federal Fiscal Year 2014. Department of Labor. www.foreignlaborcert.doleta.gov/docs/py2014q4/PERM_FY14_Q4.xlsx

²⁷ Quarterly Census of Employment and Wages Data Tool. Labor Market Information: DEED. 2014. <https://apps.deed.state.mn.us/lmi/qcew/AreaSel.aspx>

provide 13,810 replacement openings, for 22,140 total openings in the next decade.²⁸ There are currently no registered apprenticeships in IT in Minnesota; however, programs combining formal education and on-the-job training such as internships are common.

Transportation Industry. Transportation in Minnesota is a high-wage, high-demand industry. In the third quarter of 2014, over 93,000 Minnesotans were working in the transportation and warehousing industry, earning average weekly wages of over \$900.²⁹ From 2012 to 2022, transportation and material moving occupations are expected to increase by 4.3%, leading to over 7,000 additional jobs in those occupations.³⁰ There are currently 31 active registered automotive technician apprentices working for 16 employer sponsors. Of these apprentices, three are people of color and none are women.³¹ In federal fiscal year 2014, one Transportation H1B visa application was entered by a Minnesota company.³²

Section 2. Expected Outcomes and Outputs

i. Project Goals, Milestones, Outputs and Outcomes

Goals. The Minnesota Apprenticeship Initiative goals are to:

1. Increase by 29 the number of registered apprenticeship programs statewide in the targeted industries of advanced manufacturing, agriculture, health care, information technology, and transportation;
2. Increase by 814 the number of registered apprentices in the targeted industries; and

²⁸ Employment Outlook Data Tool. Labor Market Information: DEED.
<https://apps.deed.state.mn.us/lmi/projections/Results.aspx?dataset=1&geog=2701000000&code=150000> .

²⁹ Quarterly Census of Employment and Wages Data Tool. Labor Market Information: DEED. 2014.
<https://apps.deed.state.mn.us/lmi/qcew/AreaSel.aspx>

³⁰ Employment Outlook. Labor Market Information. DEED.
<https://apps.deed.state.mn.us/lmi/projections/Results.aspx?dataset=1&geog=2701000000&code=530000>

³¹ Active registered apprentices as of April 26, 2015. Minnesota Department of Labor and Industry.

³² List of Companies with Certified H-1B Applications, Federal Fiscal Year 2014. Department of Labor.
www.foreignlaborcert.doleta.gov/docs/py2014q4/PERM_FY14_Q4.xlsx

3. Focus on eliminating racial and economic disparities through increased participation in registered apprenticeship of underrepresented groups to 32%.

In order to accomplish these goals, the MAI will:

- 1) Expand the state's PIPELINE Project and other initiatives that focus on industry-based demand-side apprenticeship and dual-training program development;
- 2) Develop 38 MAI teams to develop or expand registered apprenticeship programs based on industry, sector, and occupation needs;
- 3) Convene (and continue convening) five Industry Councils to provide a forum for the exchange of best practices and to create and validate occupational competency templates;
- 4) Provide support to apprentices and employers through the state workforce system;
- 5) Implement innovative awareness and recruitment strategies for each industry to better serve underrepresented populations;
- 6) Support high-growth industries and occupations in Minnesota by creating sustainable partnerships and agile enough to adapt to meet changing occupational and regional demands; and
- 7) Begin to address the barriers that prevent employers from investing in registered apprenticeship by providing seed funds of up to \$5,000 per apprentice to be distributed based on needs identified by each MAI team.

Outputs and Outcomes. The MAI outputs related to registered apprentices include: outreach, recruitment, job readiness assessment and training, job placement, registration and support for apprentices, co-enrollment in other appropriate workforce programs, and coordination of registered apprenticeship completion with the attainment of additional industry recognized certificates and degrees. MAI outputs related to employers include: development and registration of registered apprenticeship programs in targeted industries, ensuring compliance with related

training, on-the-job training, and safety training standards and providing seed money to support the employer's investment in registered apprenticeship. Outcome measures are listed in Tables 3-6 in the attachments.

ii. Capacity to Report and Evaluate Outcomes

Performance Tracking Systems and Experience. DEED has the capacity and experience to implement the MAI grant. DEED distributes and oversees \$300 million annually to support Minnesota's workforce development system. This agency will closely partner with its sister agency, DLI, to meet the DOL reporting requirements and provide individual record-level data for evaluation and national reporting purposes. Every registered apprentice will have a record in both Workforce One (Minnesota's Management Information System), and the newly upgraded State Registered Apprentice Information System located at DLI.

Participant Data Collection, Management and Measurement. One of the proposed part-time statewide programmatic staff positions will be dedicated to data management for this initiative. DEED will also assist employers and MAI teams with their required data collection in order to minimize administrative burden or intrusion on the apprentice and/or affected employer staff. The data analyst will review data on an ongoing basis and report quarterly to DOL. As a leveraged contribution, DLI's registered apprenticeship team will conduct program audits for registered apprenticeship programs to ensure the quality, safety, and data accuracy of each program.

Section 3. Project Design

The MAI design is based on three components that work together to expand and support registered apprenticeship:

1. MAI Program Teams. There are 38 program teams participating in the MAI grant application. These teams are made up of employer sponsors, related instruction providers and registered apprentice support service providers. Each of these teams will develop, implement and support registered apprenticeship programs in one or more occupations. MAI grant funds will be distributed to these teams for seed money to help mitigate some of the costs associated with making these apprenticeship programs viable and sustainable. Fourteen program teams are focused on occupations in the advanced manufacturing industry, seven teams are focused on occupations in the agriculture industry, nine teams are focused on healthcare occupations, three teams are focused on IT occupations, and five teams are focused on transportation occupations.

2. MAI Industry Councils. Industry Councils in four of these five industries have already been formed under the Minnesota PIPELINE Project. These Councils are used to ensure that collaboration on registered apprenticeship program development is happening across the entire industry. All MAI teams from that industry will be part of their industry council. This can facilitate mentorship, outreach and recruiting, and development of on-the-job training experiences. Finally, Industry Councils are used to validate the competency standards for each occupation to ensure that registered apprentices are developing transferable skills, knowledge and abilities.

3. Statewide Infrastructure and Support. This support is provided by DEED and DLI. In addition to DEED's larger role of overseeing Minnesota's economic and workforce development system and DLI's role of regulating the safety and labor standards of Minnesota's workplaces, these state agencies recognize that there are many workforce and education programs that currently support registered apprenticeship, but that better alignment is essential. DEED is leveraging the implementation of the new WIOA policies that support regional Workforce

Service Areas (WSAs) and WorkForce Centers (WFCs) throughout the state, and will work to co-enroll participants in the Minnesota Career Pathways model programs ensuring recruitment and apprenticeship readiness of all participants, including underrepresented groups.

DLI will provide the registered apprenticeship infrastructure, coordinate the MAI Industry Councils, assist in the creation of industry specific registered apprenticeship tool-boxes with resources for employers and employees, and lead development of occupational competency templates.

i. Expanding American Apprenticeships in H-1B Industries and Occupations

Expansion Strategies.

Expanding on the Minnesota PIPELINE Project. Minnesota employers in the advanced manufacturing, agriculture, healthcare support services and IT industries have demonstrated that they are ready to change the question from “How do we get workers?” to “How do we invest in workers?”

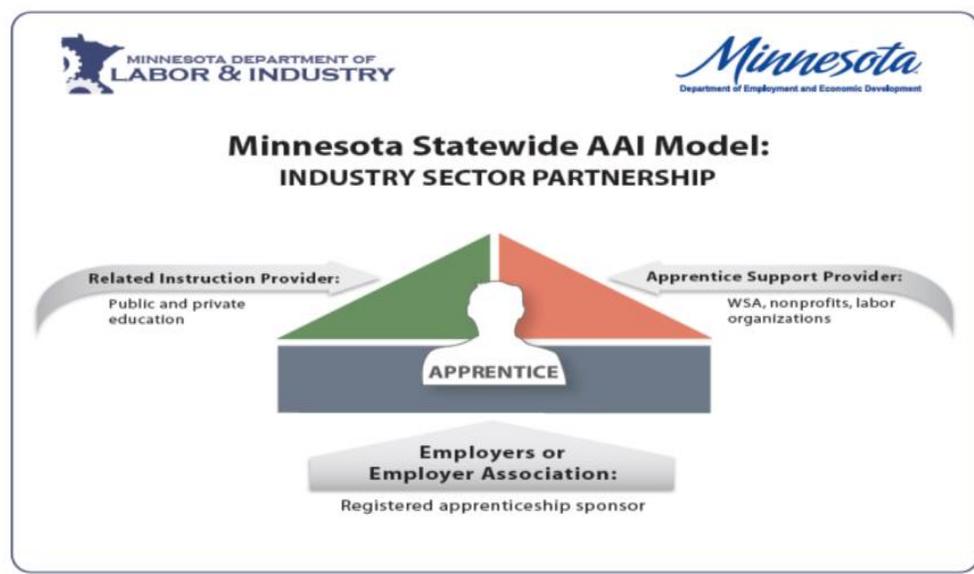
During 2014, the PIPELINE Project was developed to serve as a catalyst for expanding the dual-training/apprenticeship system by engaging industry leaders to:

- Identify in-demand occupations in each industry to develop or expand dual-training/apprenticeship programs.
- Establish and validate occupational competency standards based on the competency models developed by the US Department of Labor.
- Create models for Minnesota educational institutions to engage in providing education and training to meet the competency standards.

This work, already begun in four out of the five MAI targeted industries, is leveraged and significantly expanded in this proposal to develop the registered apprenticeship programs that

will provide the on-the-job training and related instruction to deliver on the competency standards adopted by Minnesota employers. Further, the PIPELINE Project Industry Councils specifically recommended “the state explore possible incentive funds or seed grants for employers and dual-training employees or apprentices to assist in off-setting the initial costs associated with beginning dual training or apprenticeship program.”³³ The MAI would achieve this recommendation by providing up to \$5,000 per registered apprentice for apprenticeship program seed money and apprentice support.

Partners and Role of Partners: The foundation of the MAI is its 38 program team partnerships. Each team is created to develop and support registered apprenticeship programs for an industry, sector, or occupation. The team design focuses on the apprentice by helping employers recruit, assess and hire qualified apprentices, mentoring and supporting on-the-job training, and delivering related instruction.



³³ Minnesota PIPELINE Project 2015 Progress Report to the Minnesota Legislature, http://www.dli.mn.gov/PDF/pipeline/PIPELINE_2015report.pdf

The MAI teams have been identified as part of this grant application process. Employers have selected and outlined their related instruction partners and apprenticeship support providers in the MAI grant letters of commitment. The MAI includes 101 participating employers, representing each WIOA region in the state. Please see Table 6: Participating Employers. The teams also include 31 related instruction providers and 18 participating apprenticeship support service providers.

Industry Sectors and Occupations: The MAI targets five industries: advanced manufacturing, agriculture, health care, information technology, and transportation and will develop and support registered apprenticeship opportunities for 29 occupations. Specialized occupations within each industry have been identified based on employer commitment, regional need and job outlook. All of the selected occupations have one or more companies that are committing to at least five registered apprentices beginning competency-based employer-led industry programs during the grant reporting period. DLI, expanding its work on the PIPELINE project, will work with Industry Councils develop competency templates for each occupation to accelerate the development of on-the-job training work processes and related instruction requirements. Table 2 below highlights the industry and occupational focuses for the MAI grant. Two of the occupations, denoted by an asterisk will be expansion programs and 34 of the occupational competency templates will be in new job titles.

Table 2: Industry Sectors and Occupations

Advanced Manufacturing	Agriculture	Health Care	Information Technology	Transportation
<ul style="list-style-type: none"> • CNC Machinist • Maintenance Technician • Food Quality Safety • Laser 	<ul style="list-style-type: none"> • Sow Farm Managers • Nursery Finish Manager 	<ul style="list-style-type: none"> • Medical Assistance • Health Support Specialist* • Community Health 	<ul style="list-style-type: none"> • Software Developer • Security Analyst • Support Desk Specialist • Network 	<ul style="list-style-type: none"> • Auto Technician • Auto Collision Repair • Diesel Mechanic

<ul style="list-style-type: none"> • Welding • Maskers • Rackers • Platers • Customer Service Engineer • Industrial Specialist for Process Technology* • Mechatronics • Automation Expert • Line Supervisor • Production Manager 		<ul style="list-style-type: none"> Specialist • Certified Nursing Assistant with specialties in Dementia, Advanced, and Assistant Mentor) • LPN to BSN • BSN to Perioperative Nursing Specialty • RN • LPN 	<ul style="list-style-type: none"> Systems Engineer • Voice Systems Engineer • IT Manager 	<ul style="list-style-type: none"> • Ford Asset Mechanic • Maintenance Mechanic
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Awareness and Outreach. There is a high demand for employees in entry, mid- and advanced-level occupations in Advanced Manufacturing, Agriculture, Healthcare, IT, and Transportation. Promoting statewide awareness of occupations within these high-growth, high-demand industries is essential to MAI success. Traditional employer-led outreach and recruitment efforts including referrals by labor unions and related instruction providers will be included in the MAI. However, most new MAI apprentices will be identified through the Minnesota workforce development system. The MAI project teams, with the support of DEED, will utilize the Minnesota Career Pathways model of career exposure, exploration, and readiness. **Expansion of IT occupations.** In federal fiscal year 2014, 113 Information Technology H1B visa applications were entered by Minnesota companies.³⁴ IT careers are the highest users of H-1B visas in Minnesota. Registered Apprenticeship is one of the workforce development models employers

³⁴ List of Companies with Certified H-1B Applications, Federal Fiscal Year 2014. Department of Labor. www.foreignlaborcert.doleta.gov/docs/py2014q4/PERM_FY14_Q4.xlsx

throughout the state are experimenting with to fill their growing employment needs. Prime Digital Academy, Marco Inc., and Nemadji Research Corporation are committed to leading this industry in creating registered apprenticeships in several high-demand IT occupations including software developers, security analysts, network systems engineers, and support desk specialists.

ii. Innovations to Increase the Return on Investment in Apprenticeship

Project Design Costs. The MAI is requesting a total of \$5 million from the US Department of Labor to support MAI development and administration and to provide \$4.1 million in direct support to MAI teams. This direct support is a statewide, industry-led investment in employees of up to \$5,000 per registered apprentice. The direct support funding has been the catalyst to bring the MAI employers, related instruction providers and the workforce system together. While the seed money from this grant will help offset some of the costs and eliminate some barriers to starting registered apprenticeship programs, it is the estimated \$100,000,000 of employer and state investment that will make the MAI successful and sustainable.

Strategies to Leverage Industry Standards and Accelerate Apprenticeship. Traditionally, apprenticeship programs have been developed employer-by-employer, occupation-by-occupation. Many employers who are interested in the benefits of registered apprenticeship have been daunted by the challenge of developing the operational work processes and related instruction components required in registered apprenticeship standards.

To address this, DLI will develop standard competency templates for the operation of registered apprenticeship programs. Further, the MAI leverages the PIPELINE Project approved competency standards for specific occupations to quickly develop the framework for delivery of on-the-job training and related instruction. Finally, the state education system has developed curricula for many of these occupations, and the participation of related instruction providers in

the development of registered apprenticeship programs significantly increases access to these resources. For example, South Central College will leverage their current DOL grant focused on aligning manufacturing occupational standards, institutional curriculum, and industry-recognized credentials to promote registered apprenticeship with the MAI grant.

Benefits of Registered Apprenticeship. The benefits of registered apprenticeship to employers are a highly-skilled workforce, reduced turnover costs, higher productivity, and a more diverse workforce. The benefits to employees include increased skills, higher wages, national credentials, and career advancement. The benefits to the state are a stronger economy and reduction of workforce disparities. The MAI teams are each developing the mechanisms to quantify these benefits for each of the MAI apprenticeship programs.

iii. Innovations to Expand Access to Underrepresented populations.

Outreach and Recruitment Plan. The initial years of the program will concentrate on outreach, assessments, career readiness training, and apprenticeship enrollment. The current combined participation of underrepresented groups in registered apprenticeship is 30%.³⁵ The goal of MAI is to increase this participation rate to at least 32%. Focused outreach and recruitment to underrepresented populations is essential to the MAI. DEED and DLI will create printed marketing materials promoting registered apprenticeship to both employers and potential registered apprentices. DEED will launch a website to highlight MAI partners and programs. DEED effectively utilizes social media as a means of attaching and recruiting participants and disseminating current information; this strategy will be utilized for the MAI grant. DLI has been successful partnering with organizations to provide underrepresented individuals with hands-on

³⁵ Active apprentices as of April 26, 2015. Department of Labor and Industry

experiences to learn more about registered apprenticeship and industry specific occupations. The goal is to create these opportunities in the MAI-targeted industries.

Breaking Down Barriers. A focus of MAI is to target and recruit underrepresented Minnesotans. The US Department of Labor through 29 CFR 30 has long required that every registered apprenticeship sponsor/employer engage in outreach and recruitment of women and people of color. In Minnesota, we have partnered with our registered apprenticeship sponsors to create individualized diversity plans for each Minnesota program to reach specific diversity goals. Since 2011, the participation of people of color in registered apprenticeships has gone from 11% to 18%, and female participation has increased to almost 7 percent.³⁶ Twenty-one percent of the over 3,000 apprentices registered in 2014 were people of color.³⁷ DLI will work with each MAI Team to ensure that every apprenticeship program developed through the MAI also has an individualized diversity plan.

DEED's co-enrollment approach will facilitate successful outreach to underrepresented populations in apprenticeship, as many of DEED's existing workforce development programs and services already target similar populations: women, workers of color, veterans, and workers with disabilities. The Women's Economic Security Act grants specifically recruit and prepare women for high-wage, high-demand, non-traditional occupations, including manufacturing and transportation. Minnesota's Adult Workforce Development Grant program provides employment and training services specifically designed to recruit and enroll into its program Minnesotans with disabilities and Minnesotans receiving public assistance, but whose goal is to return to work. Minnesota administers a grant program based on the Adult Career Pathways

³⁶ Active apprentices as of April 26, 2015. Department of Labor and Industry.

³⁷ Ibid.

model called FastTRAC (TRAC standing for Training, Resources, And Credentialing), and designed to provide basic skills education and career-specific training to educationally underprepared adults. Last year, 48% of FastTRAC participants were Minnesotans of color.³⁸ The FastTRAC model is a series of connected educational and training programs that assures that lower-skilled students advance over time to successively higher levels of education and employment.

DEED also administers a strong Veterans' Services program. DEED's overarching policy of Veterans' Priority Services assures that veterans receive first consideration for programs and services for which they qualify. Based on that policy, DEED staff would actively recruit veterans for this program who are enrolled in other programs. Since veterans' educational benefits can be applied to on-the-job and apprenticeship training, it is likely that veterans who qualify for no additional services or programs will be viable candidates for the MAI.

The Leveraged Resources table in the budget narrative shows some program examples of Minnesota's highly-integrated workforce development system, including multiple project partners and funding sources. DEED plans to co-enroll as many potential apprentices as possible. Eligible participants will receive job readiness assessments, additional relevant training, and support services. DEED will ensure that its WFC counselors have sufficient information on apprenticeship to be able to recommend it effectively to customers, particularly reaching out to customers of underrepresented populations, providing the information and support they need to be able to choose apprenticeship. DEED will leverage these systems to continue to eliminate barriers to participation in registered apprenticeship.

³⁸ DEED Workforce Development Performance Measures. State of Minnesota. <http://mn.gov/deed/about/what-we-do/agency-results/perform-measures/index.jsp>

Retention Strategies in Registered Apprenticeship. Completion rates in registered apprenticeship programs vary significantly based on the size of the program, the selection process for entering the program, the quality of the training received, and how well the program is administered. In Minnesota, the percentage of apprentices of color continues to grow and so do their graduation rates; completion rates for apprentices of color increased from 6.3% in 2011 to 11.1% in 2014.³⁹ DEED and DLI staff will provide the MAI teams with support from DEED during the development of their programs to ensure that the number of apprentices hired is appropriate based on the capacity of the employers and that apprentices have the career readiness skills necessary for success. DLI will provide the program oversight to ensure compliance with the apprenticeship standards so that appropriate training is occurring, wage schedules are being followed, and both employers and apprentices are meeting the terms of the apprenticeship agreement. Finally, the MAI teams all include direct apprenticeship support services providers that can help to remove barriers like transportation and childcare that may impede an apprentice's success.

iv. Partnership and Policy Innovations to Create a Supportive Apprenticeship System

Public/Private Partnerships and Collaboration.

Expanding other state-wide public/private partnerships: The Governor's Workforce Development Council (GWDC) is a strong example of a Minnesota public/private partnership supporting demand-side workforce development and training alignment. The GWDC supports this statewide collaboration and will work with DEED and its WSAs as it implements the new WIOA legislation in Minnesota. DEED is coordinating the Minnesota roll-out of the WIOA legislation with its WFC and non-profit partners. The apprentice support providers include

³⁹ Minnesota Department of Labor and Industry, Division of Apprenticeship.

workforce service areas, non-profits and labor organizations, to serve three primary functions: (1) Promote registered apprenticeship programs and identify individuals currently enrolled in workforce assistance programs, (2) Support and refer individuals interested and qualified to participate in registered apprenticeship programs, and (3) Support apprentices by addressing barriers to apprenticeship success like lack of transportation, childcare, groceries, or work supplies.

Related Instruction Providers and RACC Commitments: There are 31 related instruction providers participating in the MAI. These providers, which include both public and private institutions, will work closely with employer partners to ensure college credit, industry recognized credentials, and credit for prior learning can be applied to registered apprenticeship programs developed through the MAI. Most related instruction providers are planning to become Registered Apprenticeship College Consortium (RACC) institutions as part of their work on the MAI project.

MAI support from DLI, State Apprenticeship Authority: DLI is Minnesota's State Apprenticeship Authority. DLI has committed its staff and resources to developing all necessary systems, templates, and supports to make the MAI successful. This agency will continue to develop, support, and regulate registered apprenticeship programs, ensure compliance with registered apprenticeship agreements, and execute its duties and functions in the best interest of the registered apprentice.

Leveraged Commitments. Employers, industry consortiums, and the Minnesota Workforce System anticipate leveraging at least \$100,000,000 to launch and sustain this project. It is understood that the \$5,000 seed funding attached to each registered apprentice in this initiative will not cover all the expenses associated with implementing this grant. MAI teams are planning

to provide mentors, donate equipment, pay apprentice wages and benefits, and pay for related instruction cost not covered by the seed funds, and infrastructure costs related to establishing a registered apprenticeship program. DEED and DLI, representing the Minnesota Workforce System, estimate leveraging \$15,000,000 in current infrastructure to support this grant in registered apprenticeship awareness and outreach, development of registered apprenticeship program, support of registered apprenticeship program, alignment of current programs to assist pre-work readiness and individuals interested in registered apprenticeship, oversight of registered apprenticeship program, as well as staff implementing these activities and services not funded by the grant.

MAI Project Sustainability. Minnesota is committed to increasing the number of registered apprenticeship programs and the number of registered apprentices. The MAI is specifically designed to be sustainable. The grant is not used to build a large administrative infrastructure or hire a large project staff that would have to be dismantled once the grant cycle ends. Instead, the MAI is the catalyst for the development and investment in a long-term, long-range approach to workforce development in Minnesota. Registered apprenticeship is a long-term commitment, as is the MAI.

v. Sector Focus and Employer Commitments

Statewide Engagement and Commitments. The MAI grant has 38 letters of commitment representing 101 Minnesota employers agreeing to develop or expand registered apprenticeship in 29 high-demand industry occupations throughout the state. These industry project teams led by an employer (or a consortium of employers) have identified their related instruction providers and apprenticeship support providers in their attached letters of commitment, and they agree to

work closely with DLI, Minnesota's State Apprenticeship Agency, to develop apprenticeship standards to register new apprentices.

vi. Innovations in Minnesota Apprenticeship Training

Minnesota Apprenticeship Initiative. There are 29 occupations, spanning five industries, representing 101 employers and an anticipated 814 registered apprentices in the Minnesota Apprenticeship Initiative. The MAI teams will all provide: awareness and recruitment of individuals with employment in a registered apprenticeship program; the development of a registered apprenticeship program that includes at least 144 hours of related instruction and at least 2,000 hours on-the-job training based on occupational competency standards templates; 50 hours of safety training, and a progressive wage schedule that increases as the apprentice meets competency requirements. This will result in the completion of a registered apprenticeship program as well as receiving one or more industry-recognized credentials, college credit, college degree, and/or credit for prior learning.

The currently registered apprenticeship program for health support specialists and a program sponsored by Buhler, Inc. will expand under this grant. Several of the industry partners training programs are currently established as internships, but the MAI will assist the transition to registered apprenticeship programs. Most of the industry projects are new and are being developed to respond to immediate needs to identify and retain skilled workers.

Innovations implemented in MAI-developed apprenticeship programs will include: developing flexible and accelerated learning approaches based on industry and occupational competency requirements; identifying and up-skilling incumbent workers for higher-level career pathways; creating return on investment measurements with both the industry partnership and state workforce system, and aligning resources and processes for each industry through Industry

Councils and competency-based occupational templates. The time to complete an MAI registered apprenticeship program is estimated to be between one to three years.

Strategies to Employ and Train Apprentices. The MAI grant will register 814 apprentices; 244 incumbent workers, and 570 newly hired individuals. The MAI goal is for at least 260 (or 32%) of these apprentices to be from underrepresented groups. In addition to the development of a written plan to ensure that individuals who identify with minority groups, women, and veterans have an equal opportunity for selection as apprentices and thus ensure the prompt achievement of full and equal opportunity in apprenticeship, each MAI team will ensure that the selection of apprentices is in compliance with 29 CFR 30.5. DEED will work with the employers and the WSA to ensure that each program has a diverse, qualified pool of candidates. A pool of eligible applicants will include all candidates that meet the qualifications standards identified through occupation-based aptitude assessment or by educational attainment directly related to job performance. Oral interviews will be conducted once an applicant is placed in the eligibility pool. DEED and DLI will monitor compliance with percentage goals and timetables for admission of targeted populations into pools of eligible candidates.

Related Instruction and On-the-Job Training. The development and approval of the registered apprenticeship program by DLI will ensure the related instruction and on-the-job training components of the program are appropriate and meet industry competency standards. Employers and consortiums will contract and/or coordinate with their related instruction providers for the technical training. The related instruction component of the project may take place at the beginning, middle or throughout the duration of the registered apprenticeship. Each industry partner has listed an employee within their organization that is responsible for coordinating and managing their registered apprenticeship program with DLI. The on-the-job competencies will

be listed in the registered apprenticeship program's work process and will be monitored by the employers and DLI.

Outcomes of Registered Apprenticeship. The MAI ensures that the completion of registered apprenticeship leads to one or more of the following for newly hired and incumbent workers: college credit, job advancement, and/or industry recognized credentials. Additional outcome measures include: average wages earned by MAI apprenticeship program graduates; and employment retention rates for up to nine months after graduation.

vii. Work Plan (see table vii Work Plan in attachments)

4. Organizational, Administrative, and Fiscal Capacity

Organizational Chart. DEED and Enterprise Minnesota request a \$5,000,000 grant to register 814 individuals into apprenticeships in one of five industry sectors. \$852,365 will pay both programmatic and administrative costs to make this program as successful as possible. Funds will employ a joint .5 FTE DEED/DLI Project Manager for the five years of the program and one .25 FTE performance and data specialist. As with all other grants, DEED provides fiscal and monitoring oversight. Given the statewide model, DEED will require .1 FTE monitors to review the reimbursements of apprentices throughout the state, .1 FTE fiscal/grants specialist to support the fiscal reimbursement process, and oversight of all 1.05 FTEs over the course of five years. DLI will leverage the entire cost of one Workforce Development Specialist. The remaining \$4,147,635 will allow for a \$5,000 reimbursement to the partnership for each of the 814 apprentices. Leveraged resources available from program co-enrollment include Dislocated Worker, Adult Program, Rehabilitation Services, Women's Economic Security Act grants, Veterans' Programs, and others. DEED's Workforce One data recording and tracking system

will provide data tracking at no cost to the program, aside from any minor tweaks necessary to adjust for apprenticeship activities in existing funding streams.

Staffing Plan. The Program Manager will be a DEED employee and will understand the policies, practices, cultures and hierarchies of government organizations. This individual will be comfortable working across and with DEED, DLI, and Enterprise Minnesota. This incumbent will balance the interests of all partners, be able to communicate clearly and consistently with individuals, sector partners and groups; and will generate and present regular reports. This individual will handle much of the reimbursement process for apprentice support payments, based on MAI team requests. It is understood that travel to Washington, D.C. may be involved. The .25 FTE data/performance manager will ensure continuous uniform data entry by overseeing data entry and regularly conducting self-audits, thereby negating the need for retro-correction. This position will last the entirety of the project.

Two .2 FTE employees (monitor and fiscal staff) will act as liaisons to MAI Team members, monitor projects for compliance, and track spending. By tracking the day-to-day activities of sector partners and apprentices, these MAI staff will know the detailed activities while assuring that sector partners maintain compliance. These positions may be leveraged in part, will be more intensive in the beginning of the project, and will be phased out before its end.

Administrative Controls and Systems to Manage and Report Federal Funds and Results.

Reimbursing costs, generating support payments, and tracking customer activities at the state level is a key innovation of this project, and provides several advantages: 1) close, day-to-day budget scrutiny, 2) increased likelihood of quickly identifying and correcting problems or irregularities and implementing changes or corrections, 3) assured congruence, continuity of spending and reporting, and 4) eliminated administrative costs at the partnership level by

absorbing them at the state level. Fiscal management, program onsite monitoring and project oversight will be conducted throughout the project within the Workforce Development Division (WDD). DEED's fiscal unit oversees procurement according to Department of Administration (DOA) and Minnesota Management and Budget (MMB) regulations. DEED's fiscal cost accounting system (SWIFT) provides fiscal control and accounting processes to track and maintain the separateness needed for each funding source.

WorkForce One (WF1) is Minnesota's single-point web-based data collection system for employment and training administration and will be used by the data/performance specialist to enter and track the case management of apprentices. Where an individual enters the apprenticeship through the workforce development system (and is already tracked in WF1), the local case manager will track the apprenticeship activity in WF1. This system also allows regular and consistent data reporting. DEED affirms that it will report as required by DOL once guidance is released, and that rigorous performance reporting will be taken into account in staffing and budgeting plans.

Grant Administration Team Process, Plan, and Timeframe

Overall, DEED plans to rely on current grant-funded staff to cover the needs of this effort. The key missing link is the .5 FTE Project Coordinator, for which DEED is setting an aggressive timeframe for hiring; staff are already writing the position description. Assuming a July funding announcement, DEED will release job postings immediately through the State of Minnesota website and would hopefully be able to interview and hire candidates by late August/early September, to ensure that critical staff are in place for an October program launch. Please see the organizational chart for detail with regard to the staffing plan. During this hiring process, DEED and DLI will leverage additional staff resources to ensure that other

components of the initiative are progressing: developing Registered Apprenticeship programs (related-instruction, On-the-Job and safety training), establishing project team work plans and budgets, and engaging in outreach (including particular engagement with DEED's Workforce Center counselors).

Communications Plan for MAI Project

As the development of partnership teams is already underway, DEED is confident that strong communication between partners will be a critical feature of this project. Through the design of this proposal, DEED and DLI staff have established and deepened relationships with employer partners, related instruction providers, and workforce development system providers. DEED's hiring of the Project Coordinator will create a permanent communication liaison to ensure fluid project operations and enhanced development of registered apprenticeship. The 3 FTE staff leveraged by DLI are all in constant communication with these partners as a part of their work; the plan is to streamline this communication with the focus of this project moving forward.

When project teams are developing work plans, the grant administration team will ensure that regular deadlines for check-ins and performance reports are set and followed. Only if grant staff are communicating regularly with employers and other partners will they be aware of any challenges – such as the need for additional specific training or support services - so they can be appropriately addressed by all project partners working together.

Success Working with Multi-Partner Programs

A key example of DEED's experience successfully working with multi-partner programs is Minnesota FastTRAC Adult Career Pathways. DEED often played the convening role with partners from several state agencies, the most significant of whom were MnSCU and Adult Basic Education (ABE). Adults completing the advanced phases of this program showed strong

outcomes in entering and retaining employment, completing credentialed training, and a significant increase in earnings. Partnered agencies served more than 1,200 people through FastTRAC in state fiscal year 2014.⁴⁰

The Minnesota Apprenticeship Initiative is an innovative public-private partnership that will expand Minnesota's tradition of registered apprenticeship into new industries and occupations. By targeting the program to members of underrepresented populations, and focusing our efforts on high-wage, high-demand jobs, we work to address Minnesota's persistent racial disparities in employment that constrain our state's economic potential. This demand-driven model is led by our private partners in industry, and that partnership will enable the programs to be nimble and responsive to employer needs. The program's triangular framework is centered on the apprentice, connecting apprentices not only to on-the-job training but to the provision of related instruction and the support services necessary to ensure their success. This grant opportunity will jumpstart this endeavor. The continued commitment of significant leveraged resources from both employer partners and state agencies will ensure long-term sustainability for this program, as it grows and continues to expand into new partnerships. This opportunity will reshape Registered Apprenticeship in Minnesota, meeting the industry needs of tomorrow and developing a strong career pipeline for Minnesota's workers.

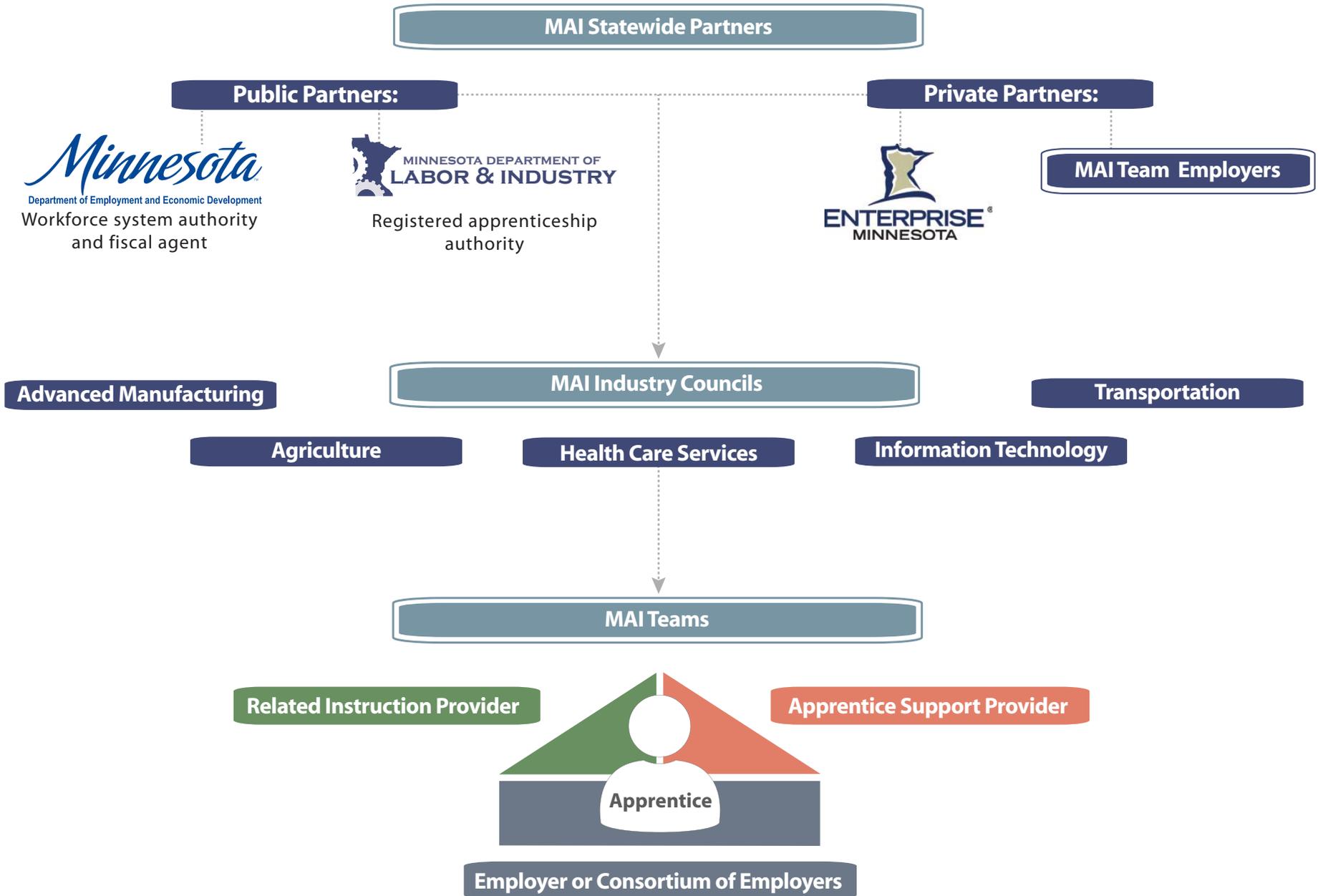
⁴⁰ "Performance Measures." State of Minnesota Department of Employment and Economic Development. <http://mn.gov/deed/about/what-we-do/agency-results/perform-measures/index.jsp>

ABSTRACT: MINNESOTA APPRENTICESHIP INITIATIVE

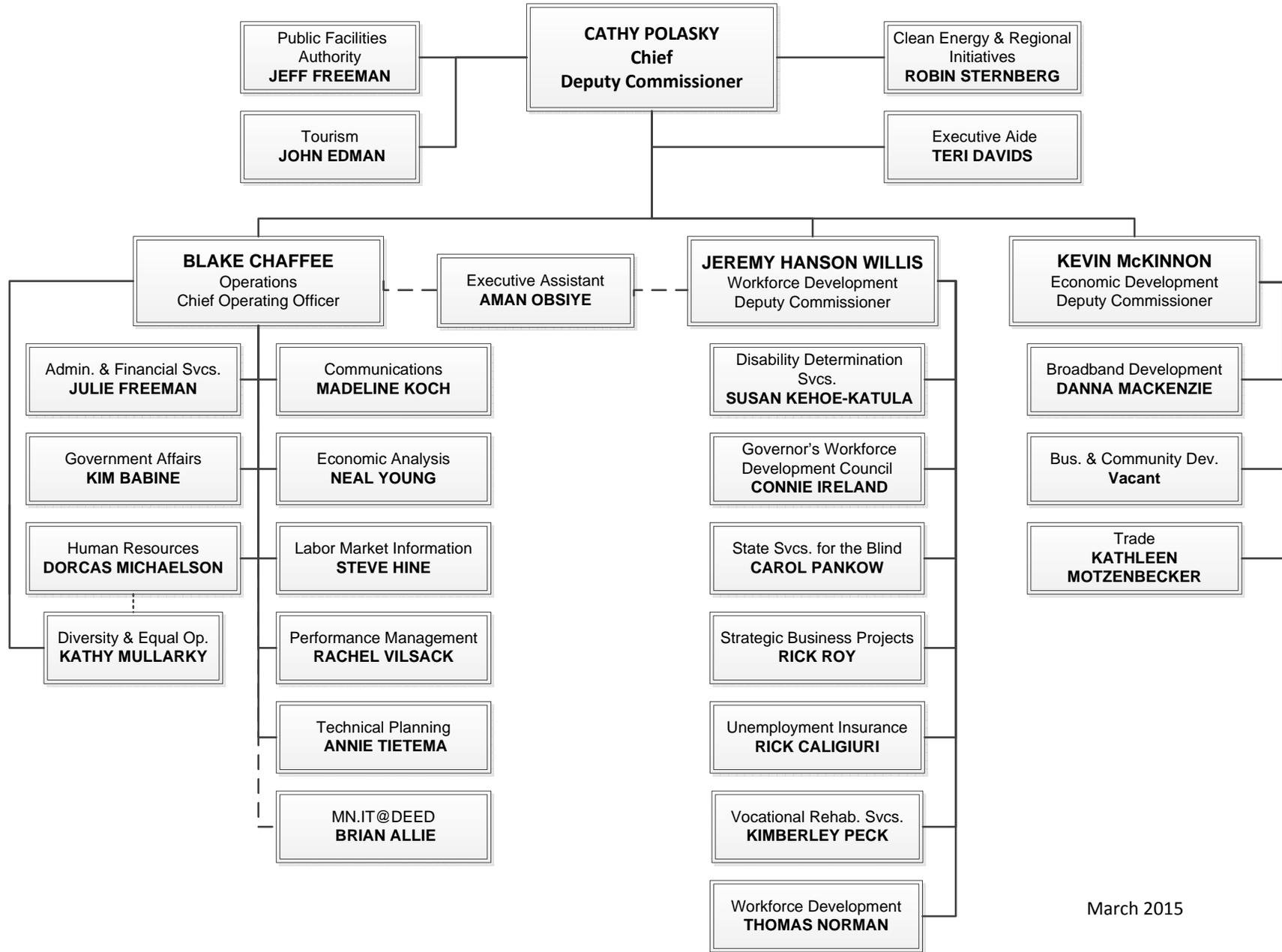
- I. Lead Applicant Name:** Minnesota Department of Employment and Economic Development
- II. Lead Applicant City/State:** St. Paul, Minnesota
- III. Primary Partnership Entities:**
 - a. Private Sector Entity: Enterprise Minnesota, *Business*
 - b. Public Sector Entities: Minnesota Department of Employment and Economic Development and Department of Labor and Industry, *Workforce Investment System State Agency and State Apprenticeship Agency*
- IV. Additional Key Partner(s):** Please see attached spreadsheet, consisting of 101 employers, 31 related instruction providers, and 18 apprenticeship support providers (non-profits, labor organizations, workforce service areas)
- V. Areas Served by Grant (by city, county, and state):** State: Minnesota
- VI. Total Funding Level Requested:** \$5,000,000.00
- VII. Project Name:** Minnesota Apprenticeship Initiative
- VIII. Summary of Program Activities:** This demand-driven model is led by more than 100 employer partners and will bring more than 800 individuals into newly registered apprenticeships in 29 different high-growth occupations spanning five industries. With over 100 employers committed to a sustainable model. Activities include outreach and recruitment, co-enrolled program intake, assessment, adult basic education where necessary, wrap-around support services where needed, and on-the-job and industry-recognized, credentialed training. Incumbent workers who enter apprenticeships will be able to access supportive services, career guidance and life skills coaching and counseling.
- IX. Number of Individuals to be Served:** 814 into apprenticeships
- X. Populations to be Served:** Unemployed individuals and incumbent workers, targeting individuals identifying with minority groups, women, and veterans.
- XI. Targeted (H-1B) Industry(ies)/Occupations:** Agriculture, Advanced Manufacturing, Healthcare; Information Technology (IT), Transportation

- XII. Contact Information for each partner:** Please see attached tables and letters of commitment for contact information the 101 employer partners, 31 related instruction providers, and 18 apprenticeship support providers (Workforce Service Areas, community-based organizations, non-profits, and labor organizations)
- XIII. Public Contact Information:** Annie Welch, Workforce Development Division Manager of Policy and Performance, Minnesota Department of Employment and Economic Development, (651) 259-7525, Annie.Welch@state.mn.us.

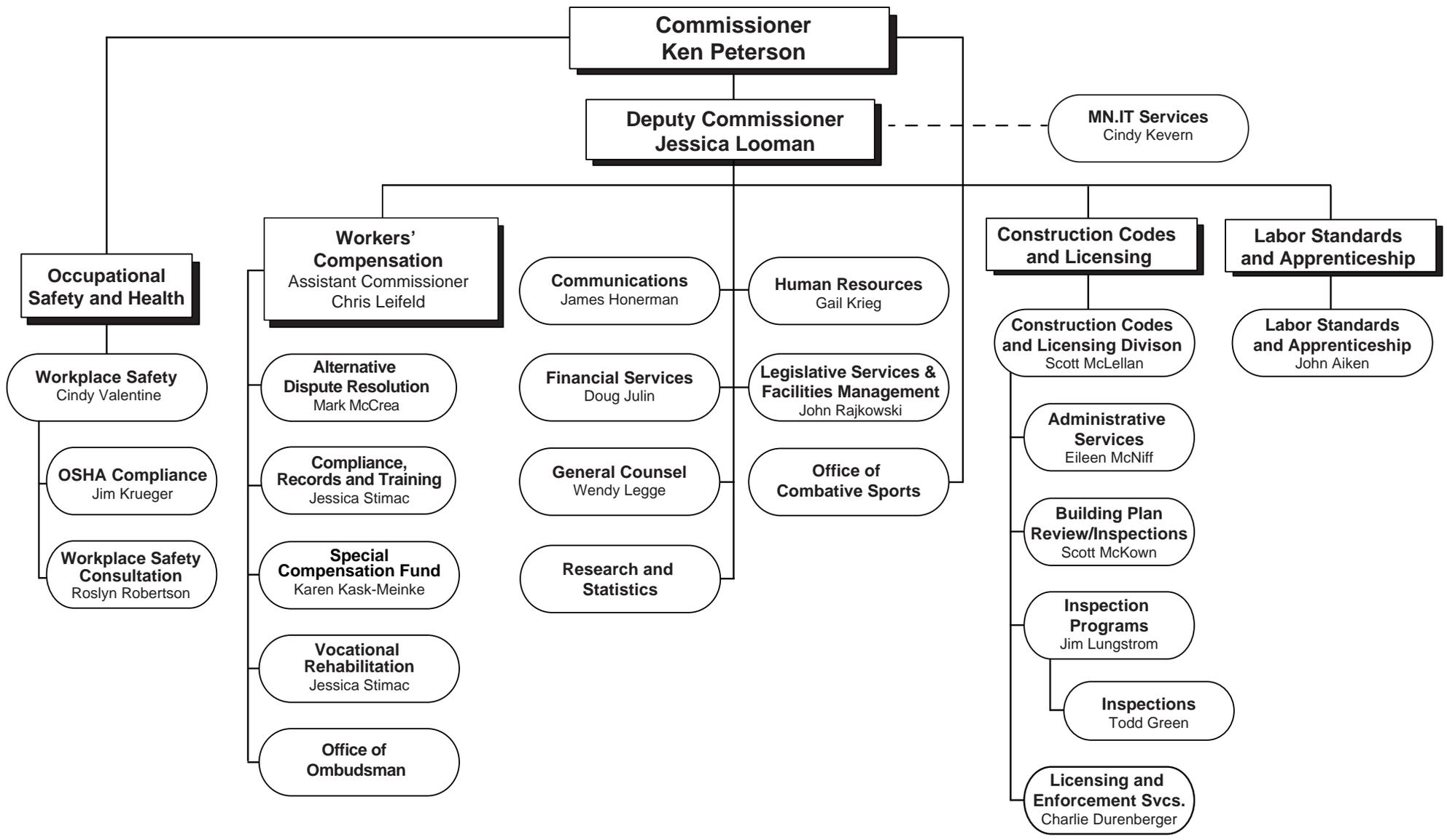
Minnesota Apprenticeship Initiative



MINNESOTA DEPARTMENT OF EMPLOYMENT AND ECONOMIC DEVELOPMENT



March 2015



Organizational Staffing Chart

Agency/Organization	Team Member / Title	Division and Team
MN Department of Employment and Economic Development	Thomas Norman, Director	Workforce Development (WDD)
	Shelley Landgraf	Fiscal/Monitoring
	To be hired, Project Coordinator (.5 FTE), PD attached	WDD
	Combination of staff, Data/performance specialist (.25 FTE) PD attached	WDD
	Combination of staff, Fiscal Staff, .1 FTE PD attached	Fiscal team
	Combination of staff, Program Monitors, .1 FTE PD attached	Monitoring team
<i>MN Department of Labor and Industry</i>	<i>Project Lead, TBD</i>	<i>The efforts of these three key individuals will be leveraged through this project.</i>
	<i>Registered Apprenticeship Coordinator, TBD</i>	
	<i>Registered Apprenticeship Coordinator, TBD</i>	

MAI Proposal Letters of Support

Governments and Boards

- 1. Enterprise Minnesota**
- 2. Minnesota Department of Employment and Economic Development**
- 3. Minnesota Department of Labor and Industry Commissioner**
- 4. Congressional Delegation**
- 5. Governor of Minnesota**
- 6. Minnesota Apprenticeship Advisory Board**
- 7. Governor's Workforce Development Council**
- 8. Minnesota Workforce Council Association**
- 9. National Pork Board**



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April 27, 2015

Attn. Sara Gallagher Williams, Grant Officer
United States Department of Labor
Employment and Training Administration
Office of Grants Management
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

**American Apprenticeship Initiative
(FOA-ETA-15-02)**

Dear Ms. Gallagher Williams:

On behalf of Enterprise Minnesota, I am excited to serve as a primary employer partner for the Minnesota Apprenticeship Initiative (MAI). We are pleased to offer our services as an employer partner representing the needs of the manufacturing industry and related economic sectors targeted through this proposal. This proposal represents an opportunity to expand the use of apprenticeships as an increasingly important avenue for the economic advancement of both individuals and employers.

Enterprise Minnesota is one of 60 federal Manufacturing Extension Partnership (**MEP**) organizations nationwide chartered to help medium size and smaller manufacturers compete and grow. This dynamic network enables us to leverage services and resources that contribute to our clients' success. In addition, Enterprise Minnesota is actively involved in helping build Minnesota's talent pipeline on multiple levels.

Enterprise Minnesota also serves as the "voice" of Minnesota's manufacturing industry and is at the center of an important and diverse coalition of interests that all support manufacturing. Colleges and universities, business industry "thought leaders," economic development entities, policy-makers, and granting organizations all work with and through us to help raise the profile of manufacturing as a key driver of Minnesota's economy.

This role places us in a unique position to contribute to the statewide apprenticeship initiative in helping manufacturers and other industries actively participate in Minnesota's growing economy. We have a clear understanding of the importance and the value that advanced employer education offers. Minnesota has been fortunate in developing a diverse and successful economy. However, we are challenged by our success in building the talent pipelines

necessary to fulfill a strong demand for skilled workers. This opportunity will enable Minnesota to address this issue in a fundamentally new and important way. Our goal is to expand the use of apprenticeships in several industries that have traditionally not offered apprenticeships. By building this capacity, we will create a statewide model responsive to the needs of employers, and develop a pipeline of highly-skilled workers in high-demand and highly paid occupations, leading to great careers.

As Minnesota's manufacturing industry leader, Enterprise Minnesota will promote the apprenticeship model to its clients, provide staff support for employers exploring apprenticeships as an option, and provide advice where needed.. We feel we can be very helpful in assisting employers in understanding the need for advanced employer education and the evolving role that apprenticeships can play. Enterprise Minnesota will not receive any grant funding, although its affiliated employer partners may receive some reimbursement of their investment in apprenticeship infrastructure and support, depending on the structure of each particular project team.

On behalf of Enterprise Minnesota we are excited about the growth of apprenticeship as a key driver of advancing our state's talent pipeline. Should you have any questions about the proposal, please feel free to contact me, Deputy Commissioner Jeremy Hanson Willis, or Director of Workforce Development, Thomas Norman. Thank you for your consideration and support.

Sincerely,



Robert H. Kill
President & CEO
Enterprise Minnesota

April 29, 2015

United States Department of Labor
Employment and Training Administration
Office of Grants Management
Attn. Sara Gallagher Williams, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

**American Apprenticeship Initiative
(FOA-ETA-15-02)**

Dear Ms. Gallagher Williams:

On behalf of the Minnesota Department of Employment and Economic Development (DEED), we are writing in support of the Minnesota Apprenticeship Initiative (MAI), submitted in response to the U.S. Department of Labor's American Apprenticeship Initiative. This proposal represents a partnership among DEED, the Minnesota Department of Labor and Industry, Enterprise Minnesota and over one hundred Minnesota companies committed to a new vision of apprenticeships to advance Minnesota's workforce development pipeline.

Minnesota's growing economy has created a strong demand for skilled workers. With it comes a need to more broadly engage employers in the development and training of their workforces. The MAI will enable Minnesota to build and implement a statewide education model that is responsive to the needs of employers by developing a pipeline of highly-skilled workers in high-demand occupations.

As Minnesota's workforce development agency, DEED is well-placed to connect its employer partners to potential apprentice candidates, related-instruction providers and community-based providers who can provide the services to help ensure the apprentices succeed.

DEED offers the capacity and track record to successfully implement this new statewide model. As a primary partner in the Minnesota Apprenticeship Initiative, DEED will devote staff time to build a grant administrative team, including a program manager, industry-sector partnership liaisons, and data and grant support. DEED grants specialists are experienced in fiscal monitoring and reporting for both state- and federally-funded programs. DEED will contribute resources toward outreach through its network of 48 Workforce Centers and its online job bank (MinnesotaWorks.net) to recruit potential apprentices.

DEED Workforce Center counselors will co-enroll apprentices in related programs to the extent possible to give them access to other needed supports such as additional training or emergency financial assistance. DEED will collect and track the data necessary to provide accurate and comprehensive performance reports through the Workforce One data system, and DEED staff will provide technical support to program partners so they can use Workforce One successfully.

DEED also maintains a strong relationship with the Minnesota Department of Labor and Industry (DLI), the state's authorizing apprenticeship agency, which will be critical in building and expanding this new model. DEED will receive grant funding to support the administrative costs of this program, but grant funding will primarily go toward building new career pathways to expand the use of apprenticeships in major industries not typically served by apprenticeships.

We encourage you to give this proposal your fullest consideration. Should you have any questions, please feel free to contact Director of Workforce Development Tom Norman at 651-259-7563 or Thomas.norman@state.mn.us. Annie Welch, DEED's Workforce Development Division Policy Lead, will serve as the partner contact and can be reached at 651-259-7525 or annie.welch@state.mn.us.

Thank you for your consideration.

Sincerely,



Cathy Polasky
Chief Deputy Commissioner



Jeremy Hanson Willis
Deputy Commissioner, Workforce Development



April 28, 2015

United States Department of Labor
Employment and Training Administration
Office of Grants Management
Attn. Sara Gallagher Williams, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Re: American Apprenticeship Initiative (FOA-ETA-15-02)

Dear Ms. Williams:

The Minnesota Department of Labor and Industry (DLI), Minnesota's State Apprenticeship Authority, strongly supports the Minnesota Apprenticeship Initiative (MAI) proposal.

This proposal builds on our state's strong registered apprenticeship system and current industry-driven projects like the Minnesota Private Investment, Public Education, Labor and Industry Experience (PIPELINE). It will both help meet the President's goal of doubling the number of apprentices in the next five years and eventually provide middle class incomes to apprentices in the program.

DLI is committed to providing staff and resources to develop all necessary systems, templates, and supports to ensure this proposal will be successful. This agency will continue to develop and regulate registered apprenticeship programs, ensure compliance with registered apprenticeship agreements, and execute its duties and functions in the best interest of registered apprentices.

Under the MAI, DLI will work closely with the five Industry Councils to develop occupational competency standards to align skills, knowledge and abilities to industry needs. These competency standards will be used by MAI Teams to develop new apprenticeship programs in high-demand/high-growth occupations. This work is an expansion of DLI's current PIPELINE Project and will allow for accelerated apprenticeship program approval and completion.

The Minnesota Department of Labor and Industry looks forward to partnering with the Minnesota Department of Employment and Economic Development, Enterprise Minnesota and MAI employers, instruction providers and apprenticeship support partners to expand registered apprenticeship in Minnesota.

I believe this is a very good proposal and encourage you to award Minnesota an American Apprenticeship Initiative grant.

Sincerely,

A handwritten signature in black ink, appearing to read 'KB Peterson'. The signature is written in a cursive, flowing style.

Ken B. Peterson
Commissioner

Congress of the United States

Washington, DC 20510

April 27, 2015

Attn. Sara Gallagher Williams, Grant Officer
Office of Grants Management
United States Department of Labor
Employment and Training Administration
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

Dear Ms. Williams,

We, the members of the Minnesota Congressional delegation, are writing in support of the Minnesota Statewide Apprenticeship Initiative. This statewide coordinated approach for the American Apprenticeship Initiative grant will honor the goals of the grant program to provide quality and innovative apprenticeship programs in high-demand fields. The \$4 million dollar request will allow for the development of public-private partnerships in growing fields, specifically focusing in high growth jobs such as agricultural, advanced manufacturing, healthcare, information technology (IT) fields, and transportation.

The unique public-private partnership between Minnesota's Department of Employment and Economic Development and the Minnesota Department of Labor and Industry (Apprenticeship Regulatory Authority) and Enterprise Minnesota will form alliances with local employers across the state and both public (Minnesota State Colleges and Universities) and private training institutions to offer an array of apprenticeships and education opportunities to provide 600 individuals across 30 different occupations in five high-demand fields. Focusing on these high-demand industries, the Minnesota Initiative will create career pathways for apprentices, increase underrepresented populations in apprenticeship programs, and establish a sustainable framework for apprenticeship programs so that these programs will continue to have a lasting impact on the lives of Minnesotans and the wider Minnesota economy.

Minnesota continues to face employment challenges with high rates of long-term unemployed individuals. Apprenticeship programs will get more Minnesotans back to work benefiting both businesses and workers alike. In turn, Minnesota will have a stronger workforce in industries where there is currently demand for more workers with industry-specific skills.

We fully support this initiative and encourage you to give this proposal your full consideration.

Sincerely,



Al Franken
U.S. Senator



Amy Klobuchar
U.S. Senator

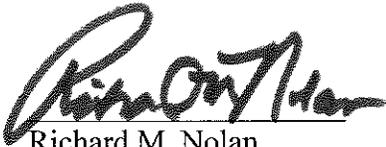
Congress of the United States
Washington, DC 20510



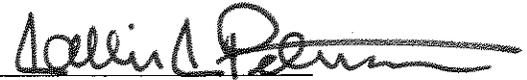
Erik Paulsen
Member of Congress



Keith Ellison
Member of Congress



Richard M. Nolan
Member of Congress



Collin C. Peterson
Member of Congress



Betty McCollum
Member of Congress



STATE OF MINNESOTA

Office of Governor Mark Dayton

116 Veterans Service Building ♦ 20 West 12th Street ♦ Saint Paul, MN 55155

April 23, 2015

The Honorable Thomas E. Perez
Secretary
United States Department of Labor
200 Constitution Avenue North West
Washington, DC 20210

Re: American Apprenticeship Initiative (FOA-ETA-15-02)

Dear Secretary Perez:

A few months ago, you encouraged Minnesota to apply for the U.S. Department of Labor American Apprenticeship Initiative grant. I write today in support of Minnesota's application for this exciting grant opportunity.

Minnesota is a leader in registered apprenticeship programs in the construction trades. Today, over 9,000 registered apprentices in Minnesota are able to earn competitive wages while learning skills that will lead to rewarding careers. If approved, similar "learn-while-you-earn" opportunities will be available to over 600 individuals in non-construction fields over the next five years.

This grant will provide seed funding to support individuals and assist employers in developing and operating quality registered apprenticeships programs. Minnesota plans to create apprenticeships in over thirty occupations from five growing industry sectors: advanced manufacturing, agriculture, health care services, information technology, and transportation. This project will expand efforts currently underway to develop apprenticeship programs in these critical industries. These employer-sponsored apprenticeship programs would be supported by a collaborative of Minnesota's state agencies and community-based organizations, and their aligned educational and service resources.

This initiative to increase and diversify registered apprenticeships will ensure hundreds of Minnesotans have access to good quality, middle class jobs to support their families. I urge you to give this application your support.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Mark Dayton".

Mark Dayton
Governor



Minnesota Apprenticeship Advisory Board

April 24, 2015

United States Department of Labor
Employment and Training Administration
Office of Grants Management
Attn. Sara Gallagher Williams, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

**American Apprenticeship Initiative (FOA-ETA-15-02)
on behalf of the Minnesota Apprenticeship Advisory Board**

Dear Ms. Williams,

I currently serve as Chairman of the Minnesota Apprenticeship Advisory Board. At its meeting on April 9, 2015, the Minnesota Apprenticeship Advisory Board voted to support Minnesota's grant application for the American Apprenticeship Initiative.

Our board is authorized under Minnesota Statute 178.02 and includes three representatives, each from employer and employee organizations, and two representatives from the public. Our role is to advise the Department of Labor and Industry about policies, procedures and rules that effectuate the purposes of the Minnesota Apprenticeship Act. We are also recognized as an advisory State Apprenticeship Council as defined under 29 CFR 29.2.

The Minnesota Apprenticeship Advisory Board believes that the expansion of registered apprenticeship into new industries builds on our state's long and successful history of developing and growing quality registered apprenticeship programs.

The Minnesota Apprenticeship Initiative grant application defines an industry based approach that brings Minnesota employers, education providers, unions and community based organizations together to develop careers in the manufacturing, health care, IT, agriculture and transportation industries. Seed funding provided by the grant will remove some of the barriers that prevent new apprenticeship programs from starting and will help Minnesota promote registered apprenticeship to more students, workers, and employers.

Our Board looks forward to working with the Minnesota Department of Labor and Industry and the Minnesota Department of Employment and Economic Development to support these new registered apprenticeship programs.

We encourage you to give this proposal your fullest consideration.

Sincerely,

A handwritten signature in black ink that reads "Harry Melander". The signature is written in a cursive style with a prominent underline.

Harry Melander, Chair
Minnesota Apprenticeship Advisory Board



Governor's Workforce Development Council

Policy Solutions that Work for Minnesota

April 23, 2015

United States Department of Labor
Employment and Training Administration
Office of Grants Management
Attn. Sara Gallagher Williams, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

American Apprenticeship Initiative (FOA-ETA-15-02)

Greetings Ms. Williams,

On behalf of Minnesota's Governor's Workforce Development Council (GWDC), I am writing in strong support of the Minnesota Apprenticeship Initiative. If awarded this funding, Minnesota will have the seed money to register apprenticeships in over 30 occupations spanning five industries. We believe that Minnesota's agencies, local partners and employers are well-equipped to ramp up offerings to support at least 600 individuals into registered apprenticeship opportunities.

The GWDC is Minnesota's state workforce council with members from the following sectors: business and industry, community-based organizations, education, local government, organized labor, state agencies, and the state legislature. *The GWDC's mission is to analyze and recommend workforce development policies to the governor and legislature toward talent development, resource alignment and system effectiveness is to ensure a globally competitive workforce for Minnesota.*

Despite our relatively low rate of unemployment, Minnesota faces unique challenges with high rates of long-term unemployed individuals and unacceptably high rates of unemployment among communities of color. This funding opportunity would help Minnesota target resources where they matter most, to reduce these disparities, and offer workers employment in occupations that can provide family-sustaining wages.

This public/private partnership is an excellent example of statewide agencies and resources coming together to address the needs of an underserved population and, in doing so, establish a model that could be replicated elsewhere. Leveraging millions of dollars, we believe that Minnesota is in a position to make a sustained impact on the apprenticeship ecosystem in the state.

We encourage you to give this proposal your fullest consideration.

Sincerely,

Laura Beeth
Chair

April 28, 2015



U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attn. Sara Gallagher Williams, Grant Officer
200 Constitution Avenue, NW, Room N4716
Washington, DC 20210

American Apprenticeship Initiative (FOA-ETA-15-02)

Ms. Williams,

On behalf of the Operations Committee of the Minnesota Workforce Council Association (MWCA), consisting of each Workforce Service Area Director from every region in Minnesota. I am pleased to convey our strong support for Minnesota's statewide response to the American Apprenticeship Grant Opportunity. The MWCA represents the cooperative efforts of the sixteen workforce service areas and local boards across the state of Minnesota.

The public workforce system is perfectly poised to partner on this grant initiative, having both the enthusiasm for expanding apprenticeship opportunities and the connections to employers who are eager to partner with us in doing so.

With Minnesota's unemployment rate being relatively low, we face unique challenges in making sure that everyone who can work does work and see employer apprenticeship partnerships as a way to close employment gaps- particularly with people of color, women, veterans, disabled and long-term unemployed jobseekers. We seek federal support to further implement promising models statewide and to put us on the path to a more sustainable system.

As providers of services on the front lines of Minnesota's employment and training system, we stand ready to implement the program should this grant be funded. We urge you and your colleagues to give this application your fullest consideration. Please don't hesitate to contact me or MWCA Director Anne Kilzer (akilzer@mncounties.org; 651.879.4323) with any questions.

Sincerely,

Michelle Ufford
Minnesota Workforce Council Association
Operations Committee Chair



NATIONAL PORK BOARD

1776 NW 114th Street, Clive, Iowa 50325 | pork.org | 800-456-7675 | Ph: 515-223-2600 | Fax: 515-223-2646

William Winkelman
Vice President- Producer & Industry Relations
National Pork Board
1776 NW 114th Street
Des Moines, Iowa 50325

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of support for the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

The National Pork Board seeks to elevate U.S. pork as the global protein of choice by continuously and collaboratively working to do what's right for people, pigs and the planet. In developing its most recent strategic plan with input from producers, packers, trade associations, and retail organizations, the Pork Board reaffirmed its commitment to improving professionalism within the pork production industry. The Professional Swine Manager Education Program is a key component in the delivery on that commitment for the industry over the next 3 years. We have been in partnership with South Central College for several years to deliver the Professional Swine Manager Education Program.

The Pork Board is interested in this statewide initiative for several reasons:

- The initiative will provide seed funding for the development of innovative agriculture industry careers that are in high demand, which will support both employers and employees.
- The initiative will align registered apprentices and sponsors with post-secondary education, and workforce investment system in Minnesota that we believe will serve as a model in the agriculture industry throughout for the United States.
- The initiative will utilize strategies to offer registered apprenticeship to populations currently underrepresented in apprenticeship and agriculture sector.

The Pork Board is committed to promoting apprenticeship opportunities to employers and potential apprentices that become available through this initiative.

VISION: The National Pork Board will elevate U.S. pork as the global protein of choice by continuously and collaboratively working to do what's right for people, pigs and the planet. **MISSION:** The National Pork Board is the catalyst that unites pork producers with key stakeholders focused on building a bright future for the pork industry through research, promotion and education.

People. Pigs. Planet.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



William Winkelman
Vice President- Producer & Industry Relations
National Pork Board
bwinkelman@pork.org

MAI Proposal Letters of Support

Employers

MINNESOTA APPRENTICESHIP INITIATIVE: Industry and Occupation Teams

INDUSTRY: Advanced Manufacturing

1) Occupation: Automation Expert

Employer: Gold'n Plump

Related Instruction Providers: St. Cloud Technical College and St. Cloud State University

Apprenticeship Support Provider: Stearns-Benton Employment & Training

2) Occupation: CNC Machinist

Employers: Lowell Precision Manufacturing and Assemblies, RDM of Minnesota, Rochester Precision Machine, K& G Manufacturing, Potlatch, and ATS

Related Instruction Providers: Hennepin Technical College, Rochester Community & Technical College, Riverland College, South Central College, and Minnesota Innovation Institute

Apprenticeship Support Providers: HIRED, Workforce Development Inc., and Greater Bemidji

3) Occupation: Line Supervisor

Employer: Gold'n Plump

Related Instruction Providers: St. Cloud Technical College and St. Cloud State University

Apprenticeship Support Provider: Stearns-Benton Employment & Training

4) Occupation: Maintenance Repair Mechanic *currently a registered apprenticeship

Employers: Buhler Inc., Owens Corning, Ever-Green Energy, Dalsin Industries, RDM of Minnesota, and Virocon

Related Instruction Providers: Dunwoody College of Technology, Hennepin Technical College, Saint Paul College, Rochester Community & Technical College, Riverland College, and South Central College

Apprenticeship Support Provider: Metro area workforce centers, RESORCE, HIRED, and Workforce Development Inc.

5) Occupation: Maintenance Technician

Employers: The Lindgren Group, Twin City Plating, Wolkestorfer, Gold'n Plump, Ever-Green Energy, Dalsin Industries, Inc., Schuneman Equipment Company, Potlatch, and ATS

Related Instruction Providers: Anoka Technical College, St. Cloud Technical College, St. Cloud State University, Saint Paul College, Minnesota West Community & Technical College, and Minnesota Innovation Institute

Apprenticeship Support Providers: AccessAbility Inc., Stearns-Benton Employment & Training, RESOURCE, Southwest Minnesota Private Industry Council, and Greater Bemidji

6) Occupation: Manufacturing Trainer

Employer: Gold'n Plump

Related Instruction Providers: St. Cloud Technical College and St. Cloud State University

Apprenticeship Support Provider: Stearns-Benton Employment & Training

7) Occupation: Manufacturing Maintenance Food Quality & Safety

Employer: Ornu Ingredient North America

Related Instruction Provider: Rochester Community & Technical College

Apprenticeship Support Provider: Workforce Development Inc.

8) Occupation: Maskers

Employers: The Lindgren Group, Twin City Plating, and Wolkestorfer
Related Instruction Provider: Anoka Technical College
Apprenticeship Support Provider: AccessAbility Inc.

9) **Occupation: Mechatronics**

Employers: Amesbury Truth, Buhler Inc., Daslin Industries, and RDM of Minnesota
Related Instruction Providers: South Central College, Riverland Community College, Rochester Community & Technical College, Dunwoody College of Technology, Saint Paul College
Apprenticeship Support Providers: Workforce Development Inc., RESOURCE, Metro Area Workforce Centers

10) **Occupation: Platers**

Employers: The Lindgren Group, Twin City Plating, and Wolkestorfer
Related Instruction Provider: Anoka Technical College
Apprenticeship Support Provider: AccessAbility Inc.

11) **Occupation: Production Manager**

Employer: Gold'n Plump
Related Instruction Providers: St. Cloud Technical College and St. Cloud State University
Apprenticeship Support Provider: Stearns-Benton Employment & Training

12) **Occupation: Rackers**

Employers: The Lindgren Group, Twin City Plating, and Wolkestorfer
Related Instruction Provider: Anoka Technical College
Apprenticeship Support Provider: AccessAbility Inc.

INDUSTRY: Agriculture

1) **Occupation: Professional Swine Management**

Employers: Christensen Farm, Holden Farm, New Fashion Pork, Pipestone Systems, Schwartz Farms, Wakefield Pork
Related Instruction Provider: South Central College
Apprenticeship Support Provider: South Central Workforce Center

INDUSTRY: Health Care Services

1) **Occupation: AD RN to BAN/BSN**

Employer: Fairview Health Services
Related Instruction Providers: Multiple local universities and colleges including; Saint Catherine's University, Augsburg College, Minnesota State University – Mankato, Metro State University, Minneapolis Community & Technical College, and Rasmussen College
Apprenticeship Support Providers: City of Minneapolis Jobs and Training, Hennepin Country Workforce Centers, Ramsey County Workforce Centers, Anoka County Workforce Center, RESOURCE, INC., and Minnesota Nursing Association

2) **Occupation: Certified Nursing Assistant and Specialties**

Employers: Walker Methodist and Avera Health Care
Related Instruction Providers: Minneapolis Community & Technical College, Hennepin Technical College, Anoka Technical College, Minnesota West Community & Technical College
Apprenticeship Support Providers: AFSCME Council #5 and Southwest Minnesota Private Industry Council

3) Occupation: Community Health Worker

Employer: CentraCare Health

Related Instruction Provider: St. Cloud Technical College

Apprenticeship Support Provider: Stearns-Benton Employment & Training

4) Occupation: Health Support Specialist *currently a registered apprenticeship

Employers: Caledonia Care and Rehab, Good Shepherd Lutheran Services, Three Links, and Gundersen Harmony Care Center

Related Instruction Providers: Ridegewater College, Southeast Technical College, and Winona State University

Apprenticeship Support Provider: Workforce Development Inc.

5) Occupation: Licensed Practical Nurse

Employer: Avera Health Care

Related Instruction Provider: Minnesota West Community & Technical College

Apprenticeship Support Provider: Southwest Minnesota Private Industry Council

6) Occupation: Medical Assistant

Employer: Hennepin Country Medical Center

Related Instruction Provider: multiple local colleges including: Dakota County Technical College, Hennepin Technical College, and Minneapolis Community & Technical College

Apprenticeship Support Provider: AFSCME Council #5

7) Occupation: Perioperative RN Development

Employer: Fairview Health Services

Related Instruction Provider: Association of perioperative registered Nurses (AORN)

Apprenticeship Support Provider: Minnesota Nursing Association

INDUSTRY: Information Technology

1) Occupation: IT Manager

Employer: Marco

Related Instruction Provider: St. Cloud State University

Apprenticeship Support Provider: Stearns-Benton Employment & Training

2) Occupation: Security Analyst

Employer: Nemadji Research Corporation

Related Instruction Providers: Pine Technical & Community College, Fond du Lac & Community College, Lake Superior College, College of St. Scholastica, and University of Minnesota - Duluth

Apprenticeship Support Provider: Central Minnesota Jobs and Training Services, Inc.

3) Occupation: Security Developer

Employer: Nemadji Research Corporation

Related Instruction Providers: Pine Technical & Community College, Fond du Lac & Community College, Lake Superior College, College of St. Scholastica, and University of Minnesota - Duluth

Apprenticeship Support Provider: Central Minnesota Jobs and Training Services, Inc.

4) Occupation: Software Engineer

Employers: Bluestem Bands, Sports NGIN, and The Nerderly

Related Instruction Provider: Prime Digital Academy

Apprenticeship Support Provider: Jewish Vocational Services, City of Minneapolis Jobs and Training, Suburban Hennepin County Workforce Centers

5) Occupation: Support Desk Specialist

Employer: Marco

Related Instruction Provider: St. Cloud Technical College

Apprenticeship Support Provider: Stearns-Benton Employment & Training

INDUSTRY: Transportation

1) Occupation: Automotive Collision Repair

Employers: Alliance of Automotive Service Providers of Minnesota (20 employers)

Related Instruction Providers: MnSCU Institutions affiliated with Minnesota Transportation Center of Excellence including: South Central College, Central Lakes College, Northland Community and Technical College, Dakota County Technical College

Apprenticeship Support Provider: Minnesota Transportation Center of Excellence, WSAs – South Central, Central Minnesota, Northwestern MN, and metro area

2) Occupation: Automotive Technician

Employers: Minnesota Automobile Dealership Association (30 employers)

Related Instruction Providers: MnSCU Institutions affiliated with Minnesota Transportation Center of Excellence including: South Central College, Central Lakes College, Northland Community and Technical College, Dakota County Technical College

Apprenticeship Support Provider: Minnesota Transportation Center of Excellence, WSAs – South Central, Central Minnesota, Northwestern MN, and metro area

3) Occupation: Diesel Mechanic/ Heavy Truck Repair

Employers: Hennepin Heavy Truck Employer Council (12 employers) and Schuneman Equipment Company

Related Instruction Providers: Hennepin Technical College and Minnesota West Community & Technical College

Apprenticeship Support Provider: HIRED and Southwest Minnesota Private Industry Council

4) Occupation: Ford Asset Mechanic

Employers: Hennepin Heavy Truck Employer Council (12 employers)

Provider: Hennepin Technical College

Apprenticeship Support Provider: HIRED

Letters enclosed represent Employer Commitment

Note: Not every employer will have a unique letter, as many partnerships have multiple employers working together.

Employer/Consortium Lead	Sector	MN Location/URL
Amesbury Truth	Advanced Manufacturing	Cannon Falls http://www.amesbury.com
ATS	Advanced Manufacturing	Bemidji http://www.alwaystherestaffing.com
Buhler Industries	Advanced Manufacturing	Plymouth http://www.buhlerindustries.com
Dalsin Industries Inc.	Advanced Manufacturing	Bloomington http://www.dalsinind.com
Ever-Green Energy	Advanced Manufacturing	St. Paul http://www.districtenergy.com
Gold'n Plump	Advanced Manufacturing	St. Cloud https://www.goldnplump.com
K&G Manufacturing Company	Advanced Manufacturing	Faribault http://kgmfg.com
Lowell Inc.	Advanced Manufacturing	Brooklyn Park http://www.lowellinc.com
Ornua Ingredients of America	Advanced Manufacturing	Byron http://www.ornua.com/our-group/our-businesses/ornua-ingredients-north-america
Owens Corning	Advanced Manufacturing	Minneapolis http://www.owenscorning.com
Potlatch Corporation	Advanced Manufacturing	Bemidji http://www.potlatchcorp.com
RDM of Minnesota	Advanced Manufacturing	Dodge Center http://www.rdmofmn.com
Rochester Precision Machine	Advanced Manufacturing	Rochester http://www.rochcnc.com
The Linden Group	Advanced Manufacturing	St. Louis Park http://www.thelindengroup.us
Twin Cities Plating	Advanced Manufacturing	Minneapolis http://www.twincityplating.com
Viracon	Advanced Manufacturing	Owatonna http://www.viracon.com/page/company
Wolkerstirfer Co., Inc.	Advanced Manufacturing	New Brighton http://www.wolkerstorfer.us
Christensen Farms Inc.	Agriculture	Sleepy Eye http://www.christensenfarms.com
Holden Farms	Agriculture	Northfield http://holdenfarms.com

New Fashion Pork	Agriculture	Jackson http://www.nfpinc.com
Pipestone Systems	Agriculture	Pipestone http://www.pipestonesystem.com
Schwartz Farms, Inc.	Agriculture	Sleepy Eye http://www.schwartzfarms.com
Wakefield Pork, Inc.	Agriculture	Gaylord http://wakefieldpork.com
Avera Health Care	Health Care	Marshall http://www.avera.org/marshall
Caledonia Care and Rehab	Health Care	Caledonia http://www.caledoniacareandrehab.com
CentraCare Health	Health Care	St. Cloud http://www.centracare.com
Fairview Hospital and Clinics	Health Care	Minneapolis (various locations throughout MN) https://www.fairview.org
Good Shepherd Lutheran Services	Health Care	Rushford http://www.goodshep-rushford.org
Gundersen Harmony Care Center	Health Care	Harmony http://www.harmonycommunityhealth.org
Hennepin County Medical Center	Health Care	Minneapolis http://www.hcmc.org
Three Links	Health Care	Northfield http://threelinks.org
Walker Methodist	Health Care	Minneapolis http://www.walkermethodist.org
Bluestem Brands	Information Technology	Eden Prairie http://www.bluestembrands.com
Marco Inc.	Information Technology	St. Cloud http://www.marconet.com
Nemadji Research Corporation	Information Technology	Bruno http://nemadjiresearch.com
Sports NGIN	Information Technology	Minneapolis http://www.sportngin.com
The Nerdery	Information Technology	Bloomington https://nerdery.com
Alliance of Automotive Service Providers of Minnesota (consortium with 20 employers and Minnesota Transportation Center)	Transportation	Roseville http://aaspmn.org/
Hennepin Technical College (2 consortiums of 14 employers total)	Transportation	Brooklyn Park https://www.hennepintech.edu

Minnesota Automobile Dealership Association (30 partners and MnSCU Center of Excellence in Transportation)	Transportation	West St. Paul http://www.mada.org
Schuneman Equipment Co.	Transportation	Marshall http://www.schunemanequipment.com

Related Instruction Training Providers
South Central College
Central Lakes College
Northland Community and Technical College
Dakota County Technical College
Saint Catherine University
Hennepin Technical College
Prime Digital Academy
St. Cloud Technical College
St. Cloud State University
Saint Paul College
Riverland Community College
Rochester Community & Technical College
Minnesota Innovation Institute
Dunwoody College of Technology
Anoka Technical College
Minnesota West Community & Technical College
Ridgewater College
Southeast Technical College
Association of perioperative Registered Nurses (AORN)
Augsburg College
Minnesota State Mankato
Metro State University
Minneapolis Community & Technical College
Rasmussen College
Winona State University
Pine Technical & Community College
Fond du Lac Tribal & Community College
Lake Superior College
College of St. Scholastic
University of Minnesota - Duluth

Apprenticeship Support Providers
(Community-based Organizations, Workforce Service Areas (WSAs), Organized Labor)
AFSCME #5
Accessibility Inc.
WSA 14 – Dakota/Scott County
RESOURCE Inc.
WSA 12 - Anoka County
WSA 15 - Ramsey County
WSA 9 - Hennepin County
WSA 1 - Northwestern MN
WSA 7 - South Workforce Council
WSA 5 - Central Minnesota Jobs & Training
WSA 10 - City of Minneapolis
HIRED
Jewish Vocational Services
WSA 17 - Stearns-Benton Employment & Training Council
WSA 6 - Southwest Minnesota Private Industry Council
WSA 8 - Workforce Development, Inc. (Southeast Minnesota)
WSA 2 – Rural Minnesota Concentrated Employment Program
Minnesota Nurses Association



April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

AmesburyTruth is seeking to develop five (5) registered apprenticeships in Mechatronics throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. AmesburyTruth is a manufacturer of window and door hardware based in Owatonna, MN. We are the second largest manufacturing facility in town with an unemployment rate below 3%. AmesburyTruth celebrated 100 years of business in 2014 and employs approximately 600 employees many of them multi-generational employees. Within our organization we have several skilled trades' areas, Tool and Die, Maintenance as well as a Controls group. Like many employers we continue to look at new ways to attract and retain employees. As our business continues to grow we are investing in more automation but lack a well skilled and diverse team that we would like to have to continue to advance us. With an investment in the skilled trades, specifically Mechatronics, this would allow us to have a defined apprenticeship program which we have lacked in the past. By investing not only in Mechatronics but in our other skilled trades we would be investing in not only AmesburyTruth but in the Owatonna and southern, MN community.

Anni Yule, Manager, Human Resources from AmesburyTruth will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with South Central College, Riverland and Rochester Community Technical College as our related instruction partners.

Workforce Development, Inc. will be our registered apprenticeship support partner.

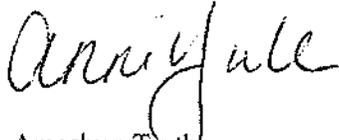
This letter of commitment verifies that AmesburyTruth will leverage resources to create and/or expand registered apprenticeship by:

- Mentors
- Donation of equipment
- Wages and benefits
- \$25,000- Estimated dollar amount

The geographical area AmesburyTruth would like to narrow in on would be Southern Minnesota; specifically towns: Owatonna, Medford, Faribault, Albert Lea, Austin, Mankato, Northfield and Rochester.

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink that reads "Anni Yule". The signature is written in a cursive style with a large, looped initial "A".

AmesburyTruth

Anni Yule

HR Manager

507-444-4652

ayule@amesburytruth.com



U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Direct Dial 763-847-0281
Fax 763-847-9912
E-mail verena.walther@buhlergroup.com
Date Plymouth, April 27, 2015

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Buhler Inc. is seeking to develop and expand the Buhler Apprenticeship Program. Currently Buhler Inc. has 15 apprentices in the registered apprenticeship of a Maintenance and Repair Mechanic. We would like to develop this program further and also register at least one other apprenticeship. Throughout the five years of the grant we would employ a total number of 30 registered apprentices in the field of a) Maintenance and Repair Mechanic (Industrial Specialist for Machine and Process Technology) and b) Mechatronic.

Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Buhler Inc. is a worldwide leader in the engineering and production of plants and machines in mainly the milling and chocolate industry, who provides extensive after sales services to clients in North America. Buhler is therefore in constant need of skilled workers who can install, commission and troubleshoot highly sophisticated systems and product lines. By hiring apprentices and giving them the training we can develop these individuals to exactly our needs. At the same time we give these individuals, who usually are not interested in a 4 year college degree or are not able to attend a 4-year college, an alternative or additional education opportunity besides college, and hereby enable them to support themselves independently and follow a viable career path.

During the apprenticeship the apprentices learn skills that cannot only be applied at Buhler but also industry-wide. With registering our apprenticeship we can market this career path at Buhler as a recognized career alternative, it can be shown to potential candidates that the apprenticeship is accepted and the certificate/journey worker card is acknowledged in the industry.

Bernd Weber, Director of Field Services at Buhler Inc., and Ellen K. Bies, Director of Human Resources will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with Dunwoody College of Technology as our related instruction partner. We started a very successful relationship with Dunwoody more than 3 years ago when we initiated our Buhler Apprenticeship Academy with the Maintenance and Repair Mechanic, and will continue working with Dunwoody on the expansion of the program.

The Minnesota Department of Labor and Industry will be our registered apprenticeship support partner.

Buhler Inc.
P.O. Box 9497
Minneapolis, MN 55440-9497
13105 12th Ave North
Plymouth MN 55441-4509
USA

Phone: 763 847 9900
Fax: 763 847 9911
buhler.minneapolis@buhlergroup.com
www.buhlergroup.com/us



This letter of commitment verifies that Buhler Inc. will leverage resources to create and expand registered apprenticeship by:

- Working together with other Buhler organizations and their apprenticeship programs nationwide and worldwide to develop and expand the Buhler Inc. apprenticeship program;
- Using the Minnesota Workforce Center for recruiting and marketing efforts;
- Getting support and commitment from leaders in other industries to bundle resources in the development of training programs, and building the necessary infrastructure.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

Bernd W. Weber
Director of Field Services
Buhler Inc.
Customer Service
13105 12th Avenue North
Plymouth MN 55441-4509
T 763-847-0489

Ellen K. Bies, SPHR
Director of Human Resources
Buhler Inc.
Management
13105 12th Avenue North
Plymouth MN 55441-4509
T 763-847-0280

Debra (Artymiuk) Kerrigan, BSCE, M.Ed.
Dean
Workforce Training & Continuing Education
ACT Authorized Job Profiler
Dunwoody College of Technology
Celebrating 100 Years
818 Dunwoody Blvd.
Minneapolis, MN 55403
Direct: 612.381.3306

Heather McGannon
Minnesota PIPELINE Project Manager
Minnesota Department of Labor & Industry
443 Lafayette Road N. | St. Paul, MN 55155
P. (651) 284-5130 |

CENTRACARE Health

1406 Sixth Avenue North | St. Cloud, MN 56303-1901
(320) 240-2102 phone | (320) 656-7099 fax
www.centracare.com

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

To Whom it May Concern:

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

CentraCare Health is seeking to develop up to 10 registered apprenticeships for Community Health Workers throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in these hard to fill occupations. Hiring and retaining employees for these positions will greatly add to the economy of Central Minnesota and Stearns and Benton Counties.

I will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within CentraCare Health. We are committed to working with local educational institutions as our related instruction partner(s). Stearns-Benton Employment & Training Council (SBETC) will be our registered apprenticeship support partner.

This letter of commitment verifies that CentraCare Health will leverage resources to create and/or expand registered apprenticeship by:

- Providing an in-kind match of up to \$45,000 per apprentice for a total amount of up to \$450,000 over the 5 year period. This will consist of donation of equipment, wages and benefits, infrastructure costs related to establishing a registered apprenticeship program or other financial contribution to this project.

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,



CentraCare Health
David Waage
Director, Employment
320.251.2700 x-54034
WaageD@centracare.com

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

Marco, Inc. is seeking to develop 10 registered apprenticeships: Support Desk Specialist (Tier II) (5) and Management (5) throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in these hard to fill occupations. Hiring and retaining employees for these positions will greatly add to the economy of Central Minnesota and Stearns and Benton Counties.

Sara Lommel at Marco, Inc. will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with local educational institutions as our related instruction partner(s). Stearns-Benton Employment & Training Council (SBETC) will be our registered apprenticeship support partner.

This letter of commitment verifies that Marco, Inc. will leverage resources to create and/or expand registered apprenticeship by:

- Providing an in-kind match of \$100,000 per year for a total amount of \$500,000 over the 5 year period. This will consist of donation of equipment, wages and benefits, infrastructure costs related to establishing a registered apprenticeship program or other financial contribution to this project.

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink that reads "Sara Lommel". The signature is written in a cursive, flowing style.

Sara Lommel

The logo for Marco, Inc. features the word "marco" in a lowercase, serif font. A thin, curved line arches over the letters, starting under the 'm' and ending under the 'o'.

marco

Marco, Inc.
Human Resources Manager
320.529.1001
sara@marconet.com

Stearns-Benton Employment & Training Council (SBETC)
David Green
Program Manager
320.308.5712
dgreen@sbetc.org

April 27, 2015



U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

GNP Company is seeking to develop 50 (10 each position) registered apprenticeships in Automation Expert, Trainer, Maintenance Level II, Line Supervisor and Production Manager throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in these hard to fill occupations. Hiring and retaining employees for these positions will greatly add to the economy of Central Minnesota and Stearns and Benton Counties.

Janelle Heesch at GNP Company will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with local educational institutions as our related instruction partner(s). Stearns-Benton Employment & Training Council (SBETC) will be our registered apprenticeship support partner.

This letter of commitment verifies that GNP Company will leverage resources to create and/or expand registered apprenticeship by:

- Providing an in-kind match of \$40,000 per apprentice for a total amount of \$2,000,000 over the 5 year period. This will consist of donation of equipment, wages and benefits, infrastructure costs related to establishing a registered apprenticeship program or other financial contribution to this project.

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Janelle Heesch".

Janelle Heesch
GNP Company
Human Resources Manager
320.240.6630
jheesch@gnpcompany.com

Stearns-Benton Employment & Training Council (SBETC)
David Green
Program Manager
320.308.5712
dgreen@sbetc.org



April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative.*

Dalsin Industries is seeking to develop 3 registered apprenticeships in technician facilities maintenance, maintenance mechanic and mechatronics throughout the five years of this grant to engage between one to three new apprentices per year. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. We have identified the following areas for potential apprentice paths:

- 1. Press Brake – Machining*
- 2. Mechatronics*
- 3. Welding*

We have identified there will be one apprentice in each of the areas identified above for the first year of the grant. We will continue to add additional employees in year 2-5.

Melissa Peterson will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with Saint Paul College as our related instruction partner(s). Saint Paul College will join the Registered Apprenticeship College Consortium – RACC as part of their participation in this grant initiative.

This letter of commitment verifies that *Dalsin Industries* will leverage resources to create and/or expand registered apprenticeship by:

- **Registering an apprentice path for each of the areas identified above with the State of Minnesota. Our partnership will rely on Saint Paul College to provide the educational portion of the apprentice track.**

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Dalsin Industries
Key Contact Name Melissa Peterson
Training Specialist
Business Phone 952.283.2492
Business Email Melissa.Peterson@dalsinind.com



Saint Paul College
Frank Braswell
Dean of Business, Career and Technical Education
651-846-1490
frank.braswell@saintpaul.edu



Saint Paul College
Tracy Wilson
Dean of Workforce Development
tracy.wilson@saintpaul.edu
651-403-4118



**EVER-GREEN
ENERGY™**

Affirmative Action Equal Opportunity Employer

1350 Landmark Towers
345 St. Peter Street
Saint Paul, MN 55102 - 1211

Tel: 651.290.2812
Fax: 651.292.9709
www.ever-greenenergy.com

April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative.*

Ever-Green Energy is seeking to develop two registered apprenticeships, one in technician facilities maintenance and one in maintenance mechanics per year throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. The energy field is facing a significant transition over the coming decade, with many of our seasoned operators and technicians retiring from the field. There is an insufficient pipeline of skilled talent available in the current market, and along with our energy sector partners, we are seeking new ways of attracting new talent to the field in order to ensure continuity of labor to support our 24/7 operations.

Katherine Ristow, Human Resources Manager, will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with Saint Paul College as our related instruction partner(s). Saint Paul College will join the Registered Apprenticeship College Consortium – RACC as part of their participation in this grant initiative. District Energy St. Paul and several trade unions will be our registered apprenticeship support partner(s).

This letter of commitment verifies that Ever-Green Energy will leverage resources to create and/or expand registered apprenticeship by:

- Operations mentors in our plant and wood yard facilities
- Utilization of facility equipment and machinery throughout training
- Wages and benefits provided to apprentices commensurate with existing programs
- Training materials and educational support within and outside of the organization
- Corporate support resources, e.g. human resources, information technology, administration, environmental health and safety, accounting, legal and other support functions as needed



**EVER-GREEN
ENERGY™**

Alternative Action | Local Government | Energy

1350 Landmark Towers
345 St. Peter Street
Saint Paul, MN 55102 - 1211

Tel: 651.290.2812
Fax: 651.292.9709
www.ever-greenenergy.com

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

Ever-Green Energy
Cathy Hart
Senior Vice President, Administration
651-925-8145
cathy.hart@ever-greenenergy.com

Saint Paul College
Frank Braswell
Dean of Business, Career and Technical Education
651-846-1490
frank.braswell@saintpaul.edu

Saint Paul College
Tracy Wilson
Dean of Workforce Development
tracy.wilson@saintpaul.edu
651-403-4118



K & G MANUFACTURING CO.

226 Park Avenue
P.O. Box 187
Faribault, Minnesota 55021
507-334-5501

April 16, 2015

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

- **Industry:** Precision Machining / manufacturing
- **Occupations:** CNC Machinist
- **Number of registered apprentices expected of (over) the next 5 years:** Estimated is 5 total but could be more depending on business growth / change
- **Person responsible for coordinating registered apprenticeship at your place of business:** Adam Draheim or TBD.
- **Identify the training/educational partner:** South Central College Faribault campus
- **Identify the apprenticeship support partner:** WORKFORCE DEVELOPMENT, INC. (WDI) SDA #8
- **Describe the leveraged resources:** K&G would be utilizing experience staff as mentors, production equipment, as well as paying for the interns wages, benefits.
- **Estimated dollar value of leveraged resources:** Since we don't currently have an internship developed and running it is hard to put an estimated dollar value out there but looking at wages of the intern, wages of the mentor, and slowed production it would be close to \$45,000-\$60,000 a year again this includes the wages of the individuals and since we haven't done this it is an estimate.
- **Geographical area served:** Rice county area. We typically have employees within a 35 mile radius of K&G (226 park Avenue, Faribault MN 55021)

Sincerely,
Adam Draheim

FMS Manager / K&G Manufacturing Company
507-334-5501
Adraheim@kgmfg.com



Minnesota Association of Metal Finishers
AFFILIATED WITH THE NATIONAL ASSN. OF METAL FINISHERS

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Ladies and Gentlemen:

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled:
Minnesota Statewide American Apprenticeship Initiative.

The Minnesota Association of Metal Finishers (MNAME) is seeking to develop 20+ registered apprenticeship positions per year for five years (a total of 102 over 5 years). The registered apprenticeships for this initiative will be developed on behalf of three specific employer partners: The Lindgren Group, Twin City Plating and Wolkerstorfer. It will involve the following occupations over the five years: 55 Rackers; 35 Platers; 5 Maskers; and 7 Maintenance Technicians—a total of 102 registered apprenticeships. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. This project will create non-traditional apprenticeships for high demand positions in the plating/finishing industry. It will leverage the current funding being received by AccessAbility, Inc. from U.S. DOLETA to develop career and educational pathways for ex-offenders and other funding to serve additional populations with barriers to employment in the advanced manufacturing industry. Due to the demand for qualified, skilled workers in the metal finishing industry trending beyond 2020, once these registered apprenticeships are developed, there will be substantial opportunities for growth and sustainability statewide.

Roger Plath will be the key contact for MNAME to help coordinate the registered apprenticeship development on behalf of the total industry. Pete Waldo at The Lindgren Group, Ben Minger at Twin City Plating and Steffen Wolkerstorfer at Wolkerstorfer will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within each of the partnering companies; respectively. MNAME is committed to working with Nick Graff at Anoka Technical College as our related instruction partner and Anoka Technical College is interested in joining the Registered Apprenticeship College Consortium – RACC as part of their participation in this grant initiative. AccessAbility, Inc., a nonprofit and current recipient of MN DEED and U.S. DOLETA funding for career and educational pathway outcomes will be our registered apprenticeship support partner to recruit and qualify individuals,



Minnesota Association of Metal Finishers
AFFILIATED WITH THE NATIONAL ASSN. OF METAL FINISHERS

provide initial assessment and work readiness training, coordinate transportation and other logistics, and follow up contact to ensure long-term registered apprenticeship success.

This letter of commitment verifies that *MNAMEF and its employer partners* will leverage resources to create registered apprenticeships through the provision of mentors, donation of equipment, wages and benefits, related infrastructure costs related to establishment of the registered apprenticeship program and/or other financial contributions to this project as needed.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

MN Association of Metal Finishers
Roger Plath
President
612-991-6442
roger@twinacityplating.com

Duane Dorschner
on behalf of Roger Plath

Anoka Technical College
Nick Graff
Director, Advanced Technology Center
(763) 576-4105
ngraфф@anokatech.edu

AccessAbility, Inc.
Lisa Lundmark
Director, Career and Educational Pathways
(612) 852-1805
llundmark@accessability.org

Lisa Lundmark



PRECISION MANUFACTURING AND ASSEMBLIES

CNC Machinist Apprenticeship

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

The CNC Apprenticeship program at Lowell, Inc. is seeking to develop and expand a successful dual-track learning program into a registered apprenticeship program serving two (2) apprentices throughout the five (5) years of this grant. Lowell is an industry leader in the development and production of technologically advanced implantable medical devices. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in the hard to fill medical device CNC Machinist technician market in Minnesota.

Lowell, Inc. will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training. Learning time is divided between college courses in the classroom and skill development through paid apprenticeship. We are committed to continue working with the Machine Tool Technology program at Hennepin Technical College, Brooklyn Park, Minnesota as our related instruction partner. HIRED, a community-based organization will be our registered apprenticeship support partner providing wrap-around services and support to our apprentices on a need basis.

This letter of commitment verifies that the members of the advisory board will leverage resources to create and expand registered apprenticeship by:

- Providing mentors.
- Paying apprentice's wages and benefits.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

Lowell, Inc.
Jim Stertz
Director of Quality/Technology
(763) 493-6636
jim.stertz@lowellinc.com



Hennepin Technical College
Mike McGee
Academic Dean, Manufacturing Programs
(763) 488-2648
Mike.McGee@HennepinTech.edu



HIRED

Nancy James

Employer Services Director

(952) 303-8314

Nancy.James@HIRED.org

Director of Workforce Services

 Hennepin Technical College™
Ford ASSET

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled:
Minnesota Statewide American Apprenticeship Initiative.

The *Ford ASSET* (Automotive Student Service Educational Training) program at Hennepin Technical College is seeking to develop and expand a successful Automotive Technology internship program into a registered apprenticeship program serving 12 apprentices at 8 locations throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in the hard to fill automotive repair technician market in Minnesota.

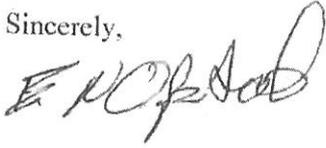
Our Advisory Committee members will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, with in our dealerships. Ford/Lincoln dealers who are active participants in the Ford ASSET program are welcome to serve on this committee. This committee is comprised of a cross section of service personnel including: dealer principals, technicians, students, Ford Motor Company representatives and Hennepin Technical College personnel. Our main purpose is to provide valuable input for program improvements and growth to prepare students for success on the job. We are committed to continue working with the Automotive Technology program at Hennepin Technical College, Brooklyn Park, Minnesota as our related instruction partner. At HTC apprentices will learn to diagnose, determine condition, and repair or replace various components in engines, transmissions, differentials, air conditioners, fuel systems, emission controls, ignition and electrical systems and brakes and suspensions on Ford vehicles. HIRED, a community-based organization will be our registered apprenticeship support partner providing wrap-around services and support to our apprentices on a need basis.

This letter of commitment verifies that the Ford ASSET program and the dealer members of its advisory board will leverage resources to create and expand registered apprenticeship by:

- Providing mentors.
- Donation of equipment.
- Paying apprentices wages and benefits.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Ford Motor Company (retired)
Ed Ofstad
Field Service Engineer/Service Training Instructor
(763) 473-4916
enominn@yahoo.com



Hennepin Technical College
Joy Bodin
Academic Dean, Transportation and Construction Programs
(952) 995-1407
Joy.Bodin@HennepinTech.edu



HIRED

Nancy James

~~Employer Services Director~~

(952) 303-8314

Nancy.James@HIRED.org

Director of Workforce Services

Ford ASSET Advisory Board Members

Select Ford

Jim Mann

202 1st Ave E, Williston, ND 58801

(701) 577-2142

North Country Ford

Tom Glansman

10401 Woodcrest Dr NW, Coon Rapids, MN 55433

(763) 427-1120

Apple Valley Ford

Mark Berggren
7200 150th St W, Apple Valley, MN 55124
(952) 431-5900

Cox Motors
Denny Holm
1400 WI-64, New Richmond, WI 54017
(715) 246-2561

Tenvoorde Ford
Jason Karsh
185 Roosevelt Rd, St Cloud, MN 56301
(888) 273-0540

Morries Minnetonka Ford
Virg Hammack
13400 Wayzata Blvd, Minnetonka, MN 55305
(952) 546-5441

Boyer Ford
Tom Bullerman
2425 Broadway St NE, Minneapolis, MN 55413
(612) 378-6000

Apple Ford of Shakopee
Dean Soderlund
1624 Weston Ct, Shakopee, MN 55379
(952) 445-2420

Hennepin Technical College
Medium/Heavy Truck Technology Apprenticeship

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

The *Medium/Heavy Truck Technology* program at Hennepin Technical College is seeking to develop and expand a successful trucking industry internship program into a registered apprenticeship program serving twelve (12) apprentices at six (6) locations throughout the five (5) years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in the hard to fill diesel truck repair technician market in Minnesota.

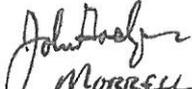
Our Advisory Committee members will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, with in our truck repair companies. Learning time is divided between college courses in the classroom and skill development through paid apprenticeship at truck repair companies. We are committed to continue working with the Medium/Heavy Truck Technology program at Hennepin Technical College, Brooklyn Park, Minnesota as our related instruction partner. At HTC apprentices will learn about electrical and electronic systems, steering and suspension, air and hydraulic ABS brake systems and vehicle maintenance. Plus, you will perform diesel engine troubleshooting; overhaul procedures and tune-ups on both mechanical and electronic engines. Then add in clutch, transmission, and drive axle diagnosis, repair and overhaul along with preventive maintenance procedures. It's a blend of classroom theory, shop demonstrations, and hands-on skill development. HIRED, a community-based organization will be our registered apprenticeship support partner providing wrap-around services and support to our apprentices on a need basis.

This letter of commitment verifies that the members of the advisory board will leverage resources to create and expand registered apprenticeship by:

- Providing mentors.
- Donation of equipment.
- Paying apprentice's wages and benefits.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,


Employer Name *MORRELL COMPANIES*
Key Contact Name *JOHN GOSLINGA*
Position/Title *MANAGER*
Business Phone *763-241-7208*
Business Email *JOHNG@MORRELLCO.COM*



Hennepin Technical College
Joy Bodin
Academic Dean, Transportation and Construction Programs
(952) 995-1407
Joy.Bodin@HennepinTech.edu



HIRED

Nancy James

Employer Services Director *Director of Workforce Services*

(952) 303-8314

Nancy.James@HIRED.org

Medium/Heavy Truck Advisory Board Members

Boyer Trucks
21701 Industrial Blvd.
Rogers, MN 55374

Keith Marthaler, Service Manager
612 676 3802
Email: kmarthaler@boyertrucks.com

Allstate Peterbilt
21800 John Deere Lane
Rogers, MN 55374

Joe Hammer, Service Manager
763 447 6221
Email: johammer@allstatepeterbiltgroup.com

Nuss Truck and Equipment
2195 West County Road C-2
Roseville, MN 55113

Steve Swanstrom, Service Manager
651 633 4810
Email: sswanstrom@nussgrp.com

Morrell Companies
10752 171st Ave. NW
Elk River, MN 55330

John Goslinga, Maintenance Manager
763 241 7208
Email: JohnG@morrellco.com

Blaine Brothers Inc.
10011 Xylite Street
Blaine, MN 55449

Tucker Dally, Shop Manager
763 783 3048
Email: tdally@blainebrothers.com

SouthWest Transit
14405 West 62nd Street
Eden Prairie, MN 55346

Steve LaFrance, Manager
952 974 3194
SLaFrance@swtransit.org

April 15, 2015

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitutions Avenue, NE Room N4716

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

Ornua Ingredients North America, formerly identified as Meadow Ingredients LLC would be seeking registered apprentices in Manufacturing Maintenance and Food Quality and Safety.

We would expect to have an apprentice in each RA, so for the 5 year period, the number of expected apprentices would be 10.

The coordinator for apprentices would be Lucy Schwartz, Director of Operations

Rochester Community Technical College would be the educational partner.

Workforce Development, Inc. (WDI) SDA #8 is the apprenticeship support partner.

Leveraged resources would include Mentors, wages and benefits, related instruction costs, licensing costs for any required licenses.

Geographical area served is South Eastern Minnesota.

Sincerely,

Lucy Schwartz
Director of Operations
507-315-1002
Lucy.Schwartz@Ornua.com

Owens Corning Roofing & Asphalt Plant

1901 N 49th Avenue
Minneapolis, MN 55430
(612) 522-3395



April 26, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled:
Minnesota Statewide American Apprenticeship Initiative.

The Owens Corning Roofing and Asphalt Plant in Minneapolis, MN is seeking to develop a minimum of 5 registered apprenticeships for Maintenance Mechanics throughout the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Our recent recruiting strategy to fill 3 current maintenance roles have included: ads in local newspapers, online postings on Monster.com and Indeed.com, as well as a company job board. All of these methods were minimally effective in producing qualified candidates. This search for one placement took us five months to fill and will cost us \$15000 as a fee from the recruiter to help us find him. If we end up filling the other two openings with a recruiter the additional expenses incurred will be another \$30,000.

From an overtime perspective, when we have a full complement of maintenance technicians, our average overtime percentage for this team is under 10%. Since October, this factor has increased to 25-30% for our maintenance team. This current overtime work costs our plant an additional \$8000 per month. Our plant is focused on providing an injury-free workplace for all employees. If continued at this pace of overtime, we believe the safety of our maintenance team and those who work with them on the operations side can be negatively affected by fatigue, rushing and upset conditions.

We sincerely believe that a registered apprenticeship will significantly reduce the problems described above in placing skilled Maintenance Mechanics when we have an urgent need for this key role in our organization

Cyndi Kaczmarczyk, Human Resources Leader, will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, with in our company. We are committed to working with Rich Kelly, from Hennepin Technical College as our related instruction partner(s) and our Related Instruction Provider(s) are interested in joining the Registered Apprenticeship College Consortium – RACC as part of their participation in this

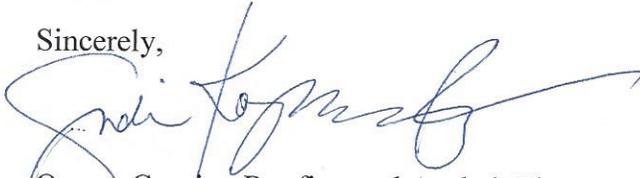
grant initiative. Nancy James, Director of Workforce Services from HIREd will be our registered apprenticeship support partner.

This letter of commitment verifies that Minneapolis *Owens Corning Roofing Plant* will leverage resources to create and/or expand registered apprenticeship by:

- **Providing tuition costs of the instruction related classes for Maintenance Mechanics provided by Hennepin Technical College**
- **Providing mentors (existing Owens Corning management members and 1st Class maintenance mechanics) to support the development of on the job skills for this role.**
- **Networking with other organizations with similar needs for a solid, well-rounded system of skilled Maintenance Mechanics for the Minneapolis area.**

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Owens Corning Roofing and Asphalt Plant
Cyndi Kaczmarczyk
Human Resources Leader
(330) 764-7817
cyndi.kaczmarczyk@owenscorning.com



April 22, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Potlatch Corporation is seeking to develop 25 to 30 registered apprenticeships in Machine Operators, Mechanics/Millwrights and/or Technicians throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. We have several current employees that want to increase their knowledge and abilities to advance their careers at Potlatch Corporation. In addition, we would like to use this program as a way to recruit new long term employees.

Susan Kaplan, Human Resources Manager at Potlatch Corporation, will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with the Minnesota Innovation Institute organization as our related instruction partner(s).

This letter of commitment verifies that Potlatch Corporation will leverage resources to create and/or expand registered apprenticeship by:

- Use of our company's capital equipment
- Payment of wages and benefits during the program
- Human Resource personnel to manage the program
- Internal company associated costs to maintain the program

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Pete Aube", written over a faint, illegible printed name.

Potlatch Corporation
Peter J. Aube
Lumber Mill Manager
218-759-4301
pete.aube@potlatchcorp.com

April 22, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Nortech Systems is seeking to develop 25-30 registered apprenticeships in Assemblers, Machine Operators and/or Technicians for 5 years throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. We have several current employees that want to increase their knowledge and abilities to advance their careers at Nortech Systems. In addition, we would like to use this program as a way to recruit new long term employees.

Eric Adams, Human Resources Generalist at Nortech Systems will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with the Minnesota Innovation Institute (MI2) as our related instruction partner(s).

This letter of commitment verifies that *Nortech Systems* will leverage resources to create and/or expand registered apprenticeship by:

- Use of our company's capital equipment
- Payment of wages and benefits during the program
- Human Resource personal to manage the program
- Internal company trainers and associated costs to maintain the program

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Nortech Systems
Paul Swenson
Plant Manager
218-444-0110
pswenson@nortechsys.com

April 22, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled:
Minnesota Statewide American Apprenticeship Initiative.

ATS is seeking to develop 35 to 40 registered apprenticeships in Operators, Mechanics and/or Technicians throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. We have several current employees that want to increase their knowledge and abilities to advance their careers thru ATS. In addition, we would like to use this program as a way to recruit new long term employees.

Denelle Hilliard at ATS will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company and partner companies. We are committed to working with the Minnesota Innovation Institute organization as our related instruction partner(s).

This letter of commitment verifies that ATS will leverage resources to create and/or expand registered apprenticeship by:

- Use of our company's capital equipment for the On the Job training
- Payment of wages and benefits during the program
- Human Resource Personnel to manage the program
- Internal company associated costs to maintain the program

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Greg Tweed
President/CEO
ATS
2522 Hannah Ave NW

April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210



Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

RDM, Inc. is seeking to develop 25 registered apprenticeships, 15 in CNC Machining, 5 in Mechatronics, and 5 Maintenance Mechanic throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations. RDM and many other metal fabricators in Southeastern Minnesota have struggled to find experienced and qualified candidates in these positions. RDM has been reluctant to hire candidates without experience because of the extensive man hours and cost that it takes to train them. The apprenticeship grant; however, would be a game changer. It gives the employer the resources and the incentive to invest and train willing candidates. Therefore, the American Apprenticeship Grant benefits both the employer and the apprentice with the skill that the apprentice learned.

Dana Gostomczik the HR Manager at RDM will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with Rochester Community College, Riverland Community College, and South Central College as our related instruction partner(s). Workforce Development, Inc. WDI will be our registered apprenticeship support partner(s).

This letter of commitment verifies that *RDM, Inc.* will leverage resources to create and/or expand registered apprenticeship by: wages and benefits \$140,000, mentors \$10,000, related instruction cost \$40,000, and cost related to establishing the apprenticeship program \$10,000.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dana Gostomczik', is written over a light blue horizontal line.

RDM of MN
Dana Gostomczik
HR Manger
507-322-4903
dgostomczik@rdmofmn.com



P.O. Box 669, Dodge Center, MN 55927
Telephone: 1-507-374-2670 Fax: 1-507-633-8112
Web Address: www.rdmofmn.com
Email: quote@rdmofmn.com



1016 Chester Ave SE
Rochester, Minnesota 55904
Phone: 507-289-7381 ext 1
Fax. 507-289-7490



TO: U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

Please describe/identify /address the following:

- *RPM will have Apprenticeship opportunities for CNC Machinists*
- *RPM would have opportunities for 1 Apprentice per year at a minimum*
- *Curt Arcand, RPM, is responsible for coordinating the Apprenticeship program.*
- *RPM would collaborate with RCTC (Rochester Community and Technical College) on this Apprenticeship program.*
- *Apprenticeship support partner: WORKFORCE DEVELOPMENT, INC. (WDI) SDA #8*
- *RPM would provide a mentor and applicable wages to the Apprentice, to help in establishing a registered apprenticeship program*
- *Apprentices should reside within 20 miles of the Rochester Metropolitan Area*

Sincerely,

A handwritten signature in black ink, appearing to read 'Curt Arcand', is written over a large, faint, stylized outline of the signature.

Curt Arcand
President
carcand@rohcnc.com



800 Park Drive
Owatonna, MN 55060

800.533.2080
viracon.com

April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Viracon, Inc is seeking to develop a registered apprenticeships program with maintenance mechanic throughout the five years of this grant. Our goal is to utilized registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Viracon is a progressive manufacturing company. We have supplied glass windows for many of the world's most renowned buildings and are currently fabricating glass for the new Vikings Stadium in Minneapolis. Like most companies, we need qualified, educated maintenance mechanics to keep our machines running at peak performance. Given the complexity of our machinery, this is a steep learning curve. We have had good success with an internship program through our partnership with Riverland Community College and plan to continue this relationship.

This letter of commitment verifies that Viracon will leverage resources to create a apprenticeship by:

- Employing 5-6 apprentices during the course of the grant. We will pay them approximately \$14.50 per hour and allow them to work approximately 30 hours a week.
 - This will be an investment of ~\$113,000 per year.
- We will offer to cover tuition and books costs for the apprentices up to \$2,500 per year.
 - This will be a yearly investment of \$12,500.
- We plan to continue to leverage our relationship with Riverland Community College while seeking to develop relationships with other local community colleges like South Central Community College.
 - We plan to target students living within a 30 mile radius of Steele County.
- We plan to use Workforce Development, Inc. SDA #8 as our apprecticeship support partner to develop our program
- As the Director of Human Resource over our Maintenance Internship program, I'll be the one heading up our efforts in this area.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

Brandon Dansie
Director, Human Resources
Viracon, Inc.
507.444.3655
bdansie@viracon.com



23971 County Road 10, P.O. Box 3000, Sleepy Eye, Minnesota 56085 Phone: (507) 794-5310 Fax: (507) 794-2471 www.christensenfarms.com

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Dear Ms. Williams

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Christensen Farms is seeking to develop 25 registered apprenticeships in Professional Swine Management during the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next 3 years. With a projected growth of 4% in Animal Science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling Manager Positions in the future.

Jackie Bass, Director of Human Resources, will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, within our company. We are committed to working with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central WorkForce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of commitment verifies that Christensen Farms will leverage resources to create registered apprenticeships by:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program
- Furnishing the tools, personal protective equipment and other equipment for on-the-job training
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners

The anticipated value of these resources is (\$40,000.00/person/year.)

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in cursive script that reads "Jackie Bass".

Jackie Bass
Director of Human Resources
Christensen Farms & Feedlots, Inc.
(507) 276-8550
jbass@christensenfarms.com

The Christensen Farms Team is committed to and takes pride in being an industry leader in responsibly producing pork for the noble purpose of providing food to a growing world.

Integrity • Respect • Excellence • Adaptable • Innovative



Troy Werner
Sow Production Supervisor
Holden Farms
12346 Hall Ave
Northfield, MN 55057

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Holden Farms anticipates to develop 20 registered apprenticeships in Professional Swine Management during the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next 3 years. With a projected growth of 4% in Animal Science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling Manager Positions in the future.

Troy Werner, Production Supervisor, will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, within our company. We are committed to working with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central Workforce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of commitment verifies that Holden Farms will leverage resources to create registered apprenticeships by:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program



- Furnishing the tools, personal protective equipment and other equipment for on-the-job training
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners

The anticipated value of these resources is forty to fifty thousand dollars.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in blue ink that reads "Troy Werner".

Troy Werner
Sow Production Supervisor
Holden Farms
507-301-0680
507-649-1748 Cell
twerner@holdenfarms.com



NEW FASHION PORK

PO Box 244 • 164 Industrial Parkway • Jackson, MN 56143

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

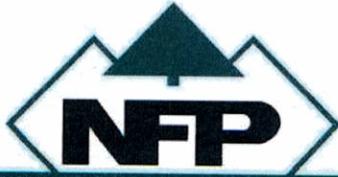
New Fashion Pork is seeking to develop 30 registered apprenticeships in Professional Swine Management during the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next 3 years. With a projected growth of 4% in Animal Science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling Manager Positions in the future.

I will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, within our company. We are committed to working with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central WorkForce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of commitment verifies that New Fashion Pork will leverage resources to create registered apprenticeships by:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program
- Furnishing the tools, personal protective equipment and other equipment for on-the-job training
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners

The anticipated value of these resources is approximately \$900,000 when considering wages and benefits, mentor/mentee time, cost of supplies and equipment used on the job, and actual instruction time.



NEW FASHION PORK

PO Box 244 • 164 Industrial Parkway • Jackson, MN 56143

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

Janet Sparks
Director of HR
New Fashion Pork
jsparks@nfpinc.com

Nicole Paulsen
SR HR Supervisor
Pipestone System
1300 So Hwy 75
PO Box 188
Pipestone, MN 56164

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled:
Minnesota Statewide American Apprenticeship Initiative.

Pipestone System is seeking to develop 30 registered apprenticeships in Professional Swine Management during the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. Our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next 3 years. With a projected growth of 4% in Animal Science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling Manager Positions in the future.

Nicole Paulsen, HR Director, will be responsible for coordinating the registered apprenticeship program, including the On-the-Job Training, within our company. We are committed to working with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central WorkForce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of commitment verifies that Pipestone Systems will leverage resources to create registered apprenticeships by:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program
- Furnishing the tools, personal protective equipment and other equipment for on-the-job training
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners

PIPESTONE®

SYSTEM

1300 South Highway 75, PO Box 188
Pipestone, MN 56164
www.pipestonesystem.com

The anticipated value of these resources is (\$60,000 per apprentice per year)

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Nicole Paulsen
SR HR Supervisor
Pipestone System
507-825-7028
npaulsen@pipestonesystem.com



Schwartz Farms

"Producing quality pork and creating opportunities for rural communities"

April 22, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

RE: American Apprenticeship Initiative Grant

To Whom it May Concern:

Please accept this letter of support for the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled *Minnesota Statewide American Apprenticeship Initiative*.

On April 18, 2015, Minnesota's Star Tribune featured an article, "Minnesota's youth exodus spells trouble ahead for labor force." According to the Minnesota State Demographic Center, approximately 9,300 young people, age 18 to 24, move out of the state each year (Crosby). Perhaps no one is feeling the pinch more than MN's rural communities, which have experienced substantial decline since 2006 (Flannigan). Such data provides testimony for the need to promote careers in MN; obviously, the American Apprenticeship Initiative Grant would assist greatly in this initiative.

Schwartz Farms, Inc. has experienced undeniable growth over the past decade, as have many pork producers in the state, and such growth has created a substantial need for talent. The entire pork industry would benefit from an apprenticeship program. The need for apprenticeships in Professional Swine Management during the course of this grant is overwhelming, so much that our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next three years. With a projected growth of 4% in Animal Science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling Manager Positions in the future.

We are interested in a registered apprenticeship program, including the On-the-Job Training, and anticipate committing to two individuals per year, for a total of ten individuals during the course of the five year program. We would like to collaborate with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central WorkForce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of support verifies that Schwartz Farms, Inc. has interest in pursuing the following:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program

32296 190th St • Sleepy Eye MN 56085
507.794.5779 phone • 507.794.5572 fax



Schwartz Farms

- Furnishing the tools, personal protective equipment and other equipment for on-the-job training, and
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners.

The anticipated value of the aforementioned resources has been estimated to be approximately \$60,000 for the 2000 hours, including wages, benefits and mileage reimbursement for the incumbent, schooling for the incumbent, wages for the supervisors and administrative staff providing coaching support, personal protective equipment and uniform, etc.

We look forward to the implementation of Minnesota's Statewide American Apprenticeship Initiative and strongly encourage the funding of this proposal. Please contact me should you have any questions or concerns.

Sincerely,

Sheila Schmid
Human Resources Director
Schwartz Farms, Inc.
507-794-5779
sheila@schwartzfarms.net

Resources:

Crosby, J. (2015, April 18). Minnesota's youth exodus spells trouble ahead for labor force. *Star Tribune*. Retrieved from <http://www.startribune.com/lifestyle/300549671.html>.

Flannigan, W. (2014, January 9). Is rural America struggling? Rural population decline reflects impact of recession. *Farm & Dairy*. Retrieved from <http://www.farmanddairy.com/news/rural-america-struggling-rural-population-losses-long-term-trend/170820.html>.

32296 190th St • Sleepy Eye MN 56085
507.794.5779 phone • 507.794.5572 fax



ADDRESS
410 Main Avenue East
Gaylord, MN 55334

TELEPHONE / FAX
(507) 237-5581
(507) 237-5584

WEB
info@wakefieldpork.com
www.wakefieldpork.com

April 20, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Dear Sarah Gallagher Williams,

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Wakefield Pork, Inc. is seeking to develop 10 registered apprenticeships in Professional Swine Management during the five years of this grant. Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard-to-fill occupations. Our industry association, the National Pork Board, has identified Professional Swine Manger education as one of the critical training needs for the industry over the next 3 years. With a projected growth of 4% in animal science occupations over the next five years and a significant portion of the current workforce approaching retirement, we anticipate challenges in filling management positions in the future.

Kristi Schaffer, HR Specialist, will be responsible for coordinating the registered apprenticeship program, including the on-the-job training, within our company. We are committed to working with South Central College, a member of the Registered Apprenticeship College Consortium, as our related instruction partner. South Central WorkForce Council, Greater Mankato Growth, and the National Pork Board will be our registered apprenticeship support partners.

This letter of commitment verifies that Wakefield Pork, Inc. will leverage resources to create registered apprenticeships by:

- Making apprenticeship opportunities available within our organization
- Providing employees time to supervise the on-the-job portion of the apprentice program
- Furnishing the tools, personal protective equipment and other equipment for on-the-job training
- Providing the staff time to coordinate the apprenticeship program with South Central College and other partners

The anticipated value of these resources is \$330,000. We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal. Please direct any questions to Kristi Schaffer at Kristi_Schaffer@wakefieldpork.com.

Sincerely,

Mary Langhorst
VP Operations / HR Director



April 20, 2015

US Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington, D.C. 20210

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

Avera Marshall Regional Medical Center is a regional leader in comprehensive quality health care with dedicated health professionals focused on good health and well-being. Avera Marshall's goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations. We anticipate that we will be training 5-12 Certified Nursing Assistants and 6 Licensed Practical Nurses.

Avera Marshall Regional Medical Center will provide the following leveraged resources in support of our commitment to this project: mentors, donations of equipment, wages and benefits, related instruction costs, infrastructure costs to establishing a registered apprenticeship program.

The person responsible for coordinating registered apprenticeship at our facility is Sonya Kayser, Human Resources Officer. We will work with the following entity to ensure the success of this project:

- Apprenticeship support partner: Southwest Minnesota Private Industry Council
- Training/educational partner: Minnesota West Community & Technical College

Avera Marshall Regional Medical Center is committed to developing registered apprentices to not only help grow our organization, but to increase the skills of our workforce and help them advance in a career pathway. Thank you for your consideration of this proposal.

Sincerely,

Sonya Kayser

Sonya Kayser
Human Resources Office
507-537-9163
Sonya.kayser@avera.org



Caledonia

care & rehab

Always in touch

425 North Badger Street

Caledonia, MN 55921

P (507) 725-3351

F (507) 725-5142

careandrehab.org

April 15, 2015

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington D.C. 20210

To Whom It May Concern:

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development. We at Caledonia Care & Rehab are excited about being involved in this apprenticeship program. We have been looking into the Health Support Specialist Program offered through our association, Leading Age. We anticipate promoting at least three apprenticeships a year to help us enhance our care that we provide our residents, if we can find interested candidates. This is a costly venture for many reasons.

In the past, Joyce Meyer, our Quality Improvement Coordinator, has worked on this venture. We are currently looking to fill this position as she is only working part-time at this time. She will initially help in this set up as much as possible at her current status. Ridgewater College is the location where we would have our students enrolled for the program of Health Support Specialist. For other nursing assistants training we work closely with Southeast Technical College in Winona.

Workforce Development, Inc. (WDI) SDA # 8 is our apprenticeship support partner. We have worked with them on several occasions for a registered nurse and nursing assistants' recruitment and training purposes.

Caledonia Care & Rehab is willing to provide a mentor to the trainees, educational support and some financial support to establish the program. We will provide wages and benefits to the individuals employed in our facility during the apprenticeship and during their work hours.

Caledonia Care & Rehab is located in Houston County in the Southeast corner of Minnesota. We have a 50-bed long-term care facility, an assisted living studio and apartment offering, and an Adult Day Care Program. We also provide respite care and home delivered meals. We look forward to this opportunity to enhance our quality of care and provide an environment rich in services for our elderly population.

Sincerely yours,

Marian Rauk

Marian Rauk
Administrator
507-725-3351

mrauk@careandrehab.org

Ostrander, MN
(507) 657-2231

Barron, WI
(715) 537-5643

Boscobel, WI
(608) 375-6342

Dallas, WI
(715) 837-1222

Ladysmith, WI
(715) 532-5015

Neillsville, WI
(715) 743-5444

An EEO/AA Employer

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

Fairview Health Services is seeking to develop two registered apprenticeships in nursing, with a specific focus on AD RN to BAN/BSN and Perioperative RN throughout the five years of this grant. Fairview Health Services is a large health care provider employing over 26,000 employees. As part of the Fairview family, Ebenezer our long term care facilities employ over 1,900 employees. In partnership with the University of Minnesota, Fairview is an academic health system committed to nation-leading research and educating tomorrow's physicians and health care professionals. We are the only academic health center in the Twin Cities area and the largest mental health provider. Our care system consists of 2,530 licensed beds, 40 plus primary care clinics, 55 specialty care clinics and 53 senior housing locations. Our comprehensive health care system serves patients from across the state of Minnesota, the upper Midwest and beyond. We are located within Chisago, Dakota, Hennepin, Sherburne, St. Louis County and surrounding counties.

One identified apprenticeship will focus on employees who currently have their associate's degree in nursing pursuing a BAN/BSN degree. This will support the initiative to have all registered nurses obtain their bachelor's degree by the year 2020. The IOM report, Future of Nursing, Leading Change Advancing Health recommends that by 2020, 80% of RNs hold a BS degree and that there is a doubling of doctorate prepared RNs. It has been proven through research that we assure the best patient outcomes by providing the highest proportions of bachelor's prepared RNs. Acute care facilities are using the evidence of economic benefits and improved patient outcomes that reduce the cost of healthcare and avoid payment reductions per new Center for Medicare & Medicaid Services guidelines, as reason to increase the number of BSN RNs in their organizations. The goal of this apprenticeship is to provide educational tools and resources for 120 registered nurses who hold their associate's degree obtain their bachelor's degree.

The second identified apprenticeship will focus on providing perioperative education and training to prepare nurses to work in the operating room. This specialty track requires an additional certification. This is a critical need area for our organization. At two of our hospital sites, we currently have 60 operating room suites. The University of Minnesota Medical Center has two campuses which has 39 operating room suites combined and does everything from transplants to pediatric. The Southdale Hospital has 21 operating room suites. In 2013, the University of Minnesota Medical Center alone performed 23,364 adult and pediatric surgical cases. Our targeted employee population for this area is 30 employed nurses that are currently working in long term care, ambulatory, inpatient and specialty settings.

Our goal is to utilize registered apprenticeships to recruit and retain talented employees in hard to fill occupations and occupations in which the scope and education level of the role is changing. As the delivery of health care model shifts from hospital-centered, inpatient care to more primary and preventative care, there will be a need for the scope of practice for nursing to shift as well. The role of a RN will be expanding requiring nurses to function more independently in clinical decision making, case management, educating and guiding patients through adoption of healthy lifestyles. In order for employees to be successful in their role it is imperative that their clinical knowledge is expanded to include additional educational and hands on training.

Once the apprenticeships are successfully established within our organization we would like to be the industry leader to disseminate through our statewide, MnSCU, HealthForce Healthcare Education Partnership Council (this includes our related instruction providers and educational institutions) to replicate these efforts within other organizations. Our goal would be to create the framework to ensure successful outcomes, to be a model for our industry partners.

Laura Beeth, System Director Talent Acquisition and Keisha Powell, Workforce Development Specialist will be responsible for coordinating the registered apprenticeship programs, including the On-the-Job Training, within our company. In effort to provide educational resources, we currently have partnerships with various post-secondary organizations. These partnerships complement the various scholarships that we currently offer to our employees as an incentive to seek continued education and training.

We are committed to working with Association of periOperative Registered Nurses (AORN), Augsburg College, Minnesota State Mankato, Metro State University, Minneapolis Community Technical College, Saint Catherine University, Rasmussen College, and education institutions as our related instruction partners.

In addition, employees will have the opportunity to access resources and support as they complete their apprenticeship. The following will be our registered apprenticeship support partners:

- Central Corridor College (C3) Fellows
- City of Minneapolis-Employment and Training
- Department of Employment and Economic Development
- Minneapolis Saint Paul Regional Workforce Innovation Network
- Minnesota Nurses Association
- United Way

We are also committed to working with various organizations that focus on specific diverse populations such as:

- African Development Center of Minnesota
- Cedar Riverside Anchor Partnership
- Emerge Community Development

This letter of commitment verifies that Fairview Health Services will leverage resources to create and/or expand registered apprenticeship by:

AD RN to BAN/BSN Apprenticeship:

Tuition Cost for each employee: BAN/BSN program

Metro State University:

32 credits @ \$286.25 per credit = \$9,160 + \$3,321 (general education credits) = \$12,481.00

Augsburg College:

28 credits @ \$457.50 per credit = \$12,810 + \$17,400 (general education credits) = \$30,210.00

St. Catherine University:

30 credits @ \$514 per credit = \$15,420 + \$17,920 (general education credits) = \$33,340.00

Rasmussen College:

48-68 credits @ \$260 per credit = \$12,480-\$17,680.00 (this includes general education credits)

Minnesota State Mankato:

30 credits @ \$300 per credit: \$9,000 + \$1,666 (general education credits) = \$10,666.00

Employer tuition cost for each employee:

120 (# of RNs) * \$10,000 (approximate for each employee) = **\$1,200,000.00**

Wages and Benefits:

120 (# of RNs) * \$40/hr (rate of pay) * 2000 (min hours) *.25 (benefits) = **\$12,000,000.00**

Total for AD RN to BSN Apprenticeship= \$13,200,000.00

Perioperative RN Development Apprenticeship:

Seats: 30 @ \$480.00 each: **\$14,400.00**

Textbooks: 30 @ \$200.00 each: **\$6,000.00**

Educators' preparation for class/lab/supplies: **\$6,000.00**

Preceptor time: 1,040 hours * \$2.00 (differential) = \$2,080.00 per student x 30 = **\$62,400.00**

Space, classroom, lab, and simulation cost for 30 students * \$3,000 per individual = **\$90,000**

Total Cost RN Development Cost: \$178,800.00

Wages and benefits:

30 (# of RNs) * \$40/hr (rate of pay) * 2000 (min hours) *.25 (benefits) = **\$3,000,000.00**

Total for Periop 101 Apprenticeship: \$3,178,800.00

Additional Resources that will be utilized for both apprenticeships:

- Talent Acquisition/Workforce Development .5FTE allocation = **\$62,500**
- Donation of Equipment-the equipment that will be utilized throughout the apprenticeship will be the following:
 - ID badges
 - Computer/electronic equipment
 - Meeting space
 - Educational materials
 - Scrubs
 - Gloves
 - Simulation
 - IVs
 - Needles

Equipment Cost: 120 (# RN students) * \$200 (approximate cost per student) = \$24,000.00

- Onboarding of new RN graduates:
120 (# of RNs) * \$40/hr (rate of pay) * 32 (hrs) = **\$153,600**
- Career Workshops: Workforce Development will facilitate career workshops for employees. The focus will be to attract and retain talent by providing workshops that will continue to develop and connect employees to meaningful work.

Career Workshop cost:

150 employees in total, 10 groups of employees (15 employees in each):

10 (# of groups) * 4 hours (hrs spent with ea. cohort) * \$50hr (facilitator cost) = **\$2,000.00**

Total Cost of Additional Resources: \$242,100

Overall Total Cost: \$16,620,900.00

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,



Fairview Health Services
Laura Beeth
System Director, Talent Acquisition Human Resources
612-672-2278
lbeeth1@fairview.org

Fairview Health Services
Carolyn Jacobson
Chief Human Resources Officer
612-672-7923
cjacobs7@fairview.org



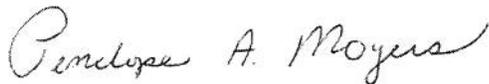
Fairview Health Services
Laura Reed
Chief Nursing Executive
612-626-4705
Lreed6@fairview.org



Ebenezer
Mary Swartz
Vice President, Human Resources
612-874-3489
mswartz1@fairview.org



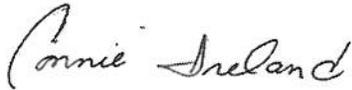
Saint Catherine's University
Penelope A. Moyers EdD, OT/L, FAOTA
Dean of the Henrietta Schmoll School of Health
651-690-6813
pamoyers@stkate.edu



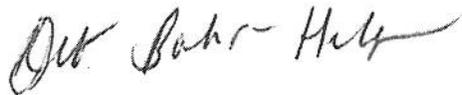
Minnesota State Colleges and Universities
Valerie DeFor
Executive Director HealthForce Minnesota
507.429.6652
VDeFor@winona.edu



Governor's Workforce Development Council
Connie Ireland
Executive Director, Governor's Workforce Development Council
651-259-7572
<http://gwdc.org>
<http://mn.gov/deed>

Handwritten signature of Connie Ireland in cursive script.

City of Minneapolis-Community Planning and Economic Development
Deb Bahr-Helgen
Director, City of Minneapolis Employment and Training
612-673-6226
deb.bahr.helgen@minneapolismn.gov

Handwritten signature of Deb Bahr-Helgen in cursive script.

Good Shepherd Lutheran Services



"People Matter at Every Age"

April 18, 2015

U.S. Department of Labor
 Employment and Training Administration
 Office of Grants Management
 Attention: Sara Gallagher Williams, Grant Officer
 Reference FOA-ETA-15-02
 200 Constitution Avenue, NE, Room N4716
 Washington D.C. 20210

Dear Sara Gallagher Williams, Grant Officer,

I am writing in support of the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development. Good Shepherd will participate in registered apprenticeships for employees in the older adult services sector. We specifically intend to participate in the Health Support Specialist program.

Good Shepherd has participated in the HSS program and has graduated 4 employees. We currently have 2 more employees started in the program, with a goal of 2 employees each year for the next five years completing the course work and apprenticeship portions of the HSS position.

Good Shepherd's Director of Nursing, Shelly Stensgard, is the contact person for the program and has worked with the four past graduates and is working with the two current enrollees in the HSS program. The program is being done on-line through the State of Minnesota Community Colleges system. The apprenticeship portion of the program is done at Good Shepherd Lutheran Services in Rushford, Mn. The apprenticeship support partner would be Workforce Development, Inc. (WDI) SDA # 8.

Leveraged resources include funds from the Good Shepherd Foundation scholarship account, additional wages of \$1.00 to 1.50 / hour on completion of course work and apprenticeship hours, funds for course materials from Good Shepherd, and mentors to guide employees through the program.

Good Shepherd Lutheran Services primarily serves older adults in the counties of Fillmore and Houston, and parts of Winona.

Sincerely,

Tom Lindh, Administrator

Good Shepherd Lutheran Services Rushford, Mn. 55971

507-864-7714

tlindh@goodshepherd-rushford.org

800 Home Street • P.O. Box 747, Rushford, Minnesota 55971 • 507-864-7714 • FAX 507-864-2842 • www.goodshep-rushford.org



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 Good Shepherd Senior Apartments • Bremmer Suites

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GUNDERSEN HARMONY CARE CENTER

April 9, 2015

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington D.C. 20210

To whom it may concern,

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

Gundersen Harmony Care Center is committed to advancing employees within the health care field and specific to long term care initiatives. Our foundation, Harmony Community Healthcare Foundation, a separate 501c3, supports high school students attending college in a health care related field. We have scholarships available for Certified Nursing Assistants to seek advanced education in the nursing field.

The Health Support Specialist (HSS) is a new initiative for employees to advance and make commitment to the long term care of elders. We have no current apprentices and would welcome opportunity to advance the careers of current employees. We could anticipate at least four (4) apprentices in the next five years. Those who become apprentices will have a wage increase of \$1.50 per hour (a range of \$11.00 to \$13.00/hour) for the added responsibilities and leadership role they will be expected to perform.

Our employees will attend Winona State when they offer the apprentice program. The current program is on-line from one education resource in Minnesota. There is a need for funding in order to expand the apprentice program to area State colleges. We have had contract relationship with Winona State as an education partner.

The Workforce Development, Inc. (WDI) SDA#8 based in Rochester, MN will be our apprenticeship partner in this program.

We are proud to serve an area of Southeastern MN that includes Fillmore County and some of the North Iowa area around Cresco, Iowa.

With additional funding of approximately \$4,000 per year from other sources than this grant, we can sustain a program of advancement for employees committed to the care of elders in our area. We welcome the challenge and will seek to leverage this program through the following resources: Gundersen Lutheran Foundation (\$2,000), Harmony Area Community Foundation (\$1,000) and Harmony Community Healthcare Foundation (\$1,000).

Sincerely,



Timothy Samuelson, Administrator

tjsamuel@gundersenhealth.org

507-886-6544 ext. 103

April 30, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue NW, Room N4716
Washington, DC 20210



Hennepin County
Medical Center

701 Park Avenue
Minneapolis, Minnesota
55415-1829

Tel: 612-873-3000

www.hcmc.org

Dear Ms. Gallagher Williams:

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development, entitled "Minnesota Statewide American Apprenticeship Initiative."

In partnership with AFSCME Minnesota, Hennepin Healthcare System, Inc. (Hennepin County Medical Center) plans to develop registered apprenticeships in the field of medical assistance. Over the proposed five-year, grant-funded project period, HCMC will include 50 medical assistant trainees in apprenticeships. Medical assistants are educated in multiple local colleges and broadly employed in health care settings such as HCMC. However, this new apprenticeship program will help HCMC meet the need for health care staff with specific knowledge and experience in an urban safety-net hospital and clinic system. HCMC patients are disproportionately people who experience the co-factors of poverty, including health disparities, and many are from communities of color and/or immigrant and refugee groups. Embedding a registered apprenticeship program at HCMC will further the clinical competence of graduates from and accredited medical assistant programs to serve as health care workers in settings such as ours.

Mary Peterson RN, BSN, PHN, HCMC's Ambulatory Director of Nursing, will work closely with partner organization AFSCME Minnesota to develop and implement the registered apprenticeship program. Grant money will be used to support costs for curriculum development, training, program development, and administrative oversight. HCMC and partners will contribute in-kind resources toward the program, as well, to ensure program success and sustainability past the grant-funded project period.

Should this proposal be approved for funding, we look forward to taking part in Minnesota's Statewide American Apprenticeship Initiative. Thank you.

Sincerely,

Scott R. Wordelman, FACHE
Vice President, Ambulatory Administration
Hennepin Healthcare System, Inc.
Scott.Wordelman@hcmcd.org
612.873.5343

An Equal
Opportunity Employer



April 23, 2015

815 Forest Avenue : Northfield, Minnesota 55057
507.664.8800 TEL : 507.645.0942 FAX

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Ave, NE, Room N4716
Washington D. C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

Three Links has partnered with Leading Age of MN to develop a registered apprenticeship program for Health Support Specialists (HSS) throughout the five years of this grant. The HSS training curriculum is specifically for the aging services field such as Long Term Care, Assisted Living and Memory Care to create a position which breaks out of the old institutional models and moves forward using the culture change philosophy by creating a blended worker model. In the HSS program, employees are given the opportunity to advance their careers through education and on-the-job experiences. Three Links has partnered with Ridgewater College for the certified HSS training.

This letter of commitment verifies that Three Links will leverage resources to create an apprenticeship by:

- Selecting 20 full-time Certified Nursing Assistants (working a minimum of 35 hours per week) during the course of the grant. We will pay them a starting wage of \$10.78 per hour with a \$1.00 increase upon completion of the 7 course on-line curriculum through Ridgewater College. An additional \$1.00 increase will be paid upon completion of 2500 hours of on-the-job training at our facility.
- Monies through our Scholarship Program which is part of the DHS cost report would also be available to support this apprenticeship program.
- Laura Lutgens RN, Staff Development Director, will be responsible for coordinating the HSS program.
- The apprenticeship support partner is Workforce Development, Inc. and Ridgewater College.
- The HSS apprenticeship program will serve healthcare facilities in Rice County.

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in cursive script that reads "Marcia Stanton".

Marcia Stanton

Human Resources Director

Three Links

507-664-8812

Marcia.stanton@threelinks.org

April 24, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210



Scott Riddle
President and CEO

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative*.

Walker Methodist Health Center is seeking to develop 15 registered apprenticeships as Certified Nursing Assistants Dementia, Certified Nursing Assistant Mentors and/or Certified Nursing Assistant Geriatrics throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations.

The needs of older adults within senior living environments has become more acute with co-morbidities that impact how care needs to be provided for. The Nursing Assistant role requires much more training than the core 80 hours of NAR training can meet. With the rise in dementia in this aging population caregivers need to be empowered through education to be able to provide a higher level of care to those individuals served. Minnesota, as is the rest of the country, experiencing critical shortage in caregivers. It is our goal to provide additional educational and training opportunities to individuals who have shown a commitment to our industry and have the potential for growth. It is our belief that through employee engagement in their own development that it will positively impact Walker Methodist Health Center's employee retention rates.

Beth Deneau, RN., Chief Administrative Officer for Walker Methodist will be responsible for coordinating the registered apprenticeship program(s), including the On-the-Job Training, within our company. We are committed to working with yet to be identified Instruction Partners and AFSCME Local Council 5 as our registered apprenticeship support partner(s).

This letter of commitment verifies that Walker Methodist Health Center will leverage resources to create and/or expand registered apprenticeship by:

Working to leverage our existing relationships with various metro area colleges to support the development of an apprenticeship program. Working with existing partners to provide specific, focused training, to enhance the skills of the individuals chosen for the program. Walker Methodist will utilize existing on-line learning tools, live education sessions and Corporate Nurse Educators to support this initiative. Designated personnel will participate on the Governance committee.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Riddle", written over a white background.

Scott Riddle
CEO/President
Walker Methodist Senior Services
612-827-8380
sriddle@walkermethodist.org

3737 Bryant Avenue South • Minneapolis, MN 55409 • 612.827.5931 • walkermethodist.org



MINNESOTA TRANSPORTATION CENTER

Dakota County Technical College
1300 – 145th Street East
Rosemount, MN 55068
www.minntran.org
651 423 8322

The Workforce That Keeps Minnesota Moving

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

The Alliance of Automotive Service Providers of Minnesota (AASP-MN) represents over 700 independently-owned mechanical and collision repair businesses in the state. AASP-MN, in collaboration with the Minnesota Transportation Center of Excellence, is seeking to develop 20 registered apprenticeships in Automotive Technician and/or Automotive Collision Repair throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard-to-fill occupations.

According to the Minnesota Department of Employment and Economic Development's 4th quarter of 2014 Job Vacancy Survey, transportation and warehousing have a 4.5% statewide job vacancy rate. This is the 2nd highest in the state. What is even more alarming is that 72% of those vacancies are full-time, 8% are seasonal/temporary, 26% require post-secondary education, 42% require 1 year + of experience, 61% require a certification/licensure, and the median wage offer of those openings is \$15.10/hour.

Highly-skilled Automotive Technicians and Automotive Collision and Body Repair Technicians are in great demand in the State of Minnesota. The current shortage of technicians in these 2 categories in the state is at 1,620, and is expected to grow by 2.6% each year for the next 5 years. Of these current job openings, 58% require post-secondary education, 68% require work experience, and 59% require an industry certification. The number of graduates in technical college programs and other methods of training is insufficient for the number of current job openings. Our employers want to explore the apprenticeship model of education to not only meet the demand, but to grow a stable and skilled workforce, develop great employees, and recognize/credential work-based learning through employers and technical colleges working together.

Judell Anderson, Executive Director of AASP-MN, Robert Engberg, Director of the Minnesota Transportation Center of Excellence, and Chris Hadfield, Minnesota Transportation Center of Excellence College Consortium Member, will be responsible for co-coordinating the registered apprenticeship program, including an On-the-Job Training, within our membership network. We are committed to working with the Minnesota State Colleges

and Universities system as our Related Technical Instruction partner and the 16 Minnesota Transportation Center of Excellence College Consortium partners who desire to register with the Registered Apprenticeship College Consortium – RACC as part of their participation in this grant initiative.

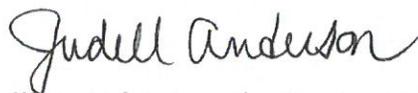
The Minnesota Transportation Center of Excellence, the Minnesota Department of Labor and Industry, the Minnesota Department of Employment and Economic Development, and all of the various statewide Workforce Centers and Workforce Investment Boards will be our registered apprenticeship support partners.

This letter of commitment verifies that the Alliance of Automotive Service Providers of Minnesota (AASP-MN), through its employer membership association, in collaboration with the Minnesota Transportation Center of Excellence will leverage resources to create and/or expand registered apprenticeships by:

- Providing mentorship time
- Providing HR-related employee development resources
- Ability to provide guidance and support to develop infrastructure and relationships with Minnesota Transportation Center of Excellence college consortium partners
- Providing employment for apprentices
- Providing support for outreach, recruiting, and retention efforts

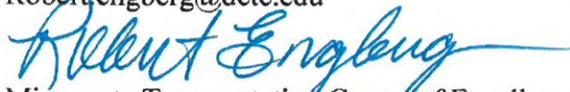
We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

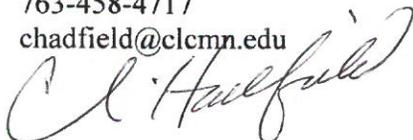


Alliance of Automotive Service Providers of Minnesota
Judell Anderson, CAE
Executive Director
1970 Oakcrest Avenue, Suite 102
Roseville, MN 55133
612-623-1110
Judell@aspmn.org

Minnesota Transportation Center of Excellence
Bob Engberg
Director
1300 145th Street East
651-423-8322
Robert.engberg@dctc.edu



Minnesota Transportation Center of Excellence
Chris Hadfield
College Consortium Member
501 West College Drive
Brainerd, MN 56401
763-458-4717
chadfield@clcmn.edu





April 16, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

Prime Digital Academy seeks to coordinate and facilitate 20 registered apprenticeships in software engineering throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations.

Mark Hurlburt at Prime Digital Academy will be responsible for coordinating the registered apprenticeship program(s), including the pre-training and mentor support, for interested companies in our hiring network. As the related instruction partner for participating companies in our network (including SportNGIN, Bluestem Brands and The Nerderly) we'll be supporting employees who seek to build skills in software engineering to prepare them for on-the-job learning within their companies. By supporting the development of software engineering talent from non-traditional sources we hope to drive economic development at Minnesota companies and contribute to a healthy local technology talent ecosystem.

This letter of commitment verifies that Prime Digital Academy will leverage resources to create and/or expand registered apprenticeship by:

- Providing related instruction and facilities for pre-apprenticeship training
- Providing support and coordination of mentoring employees within participating companies
- Facilitate sharing of best practices between participating employers

We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,

Prime Digital Academy
Mark Hurlburt
612-703-9976
mark@primeacademy.io

Bluestem Brands
Raleigh Miller
Manager Talent
Acquisition
952-656-4933
raleigh.miller@bluestembrands.com

The Nerderly
Tom O'Neill
President
952-567-6316
toneill@nerderly.com

Sport NGIN
Justin Kaufenberg
CEO
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MINNESOTA TRANSPORTATION CENTER

Dakota County Technical College
1300 - 145th Street East
Rosemount, MN 55068
www.minntran.org
651 423.8322

The Workforce That Keeps Minnesota Moving

April 27, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: Minnesota Statewide American Apprenticeship Initiative.

The Minnesota Automobile Dealership Association (MADA) represents over 367 statewide member employers. MADA in collaboration with the Minnesota Transportation Center of Excellence is seeking to develop 30 registered apprenticeships in Automotive Technician and/or Automotive Collision Repair throughout the five years of this grant. Our goal is to utilize registered apprenticeship to recruit and retain talented employees in hard to fill occupations.

According to the Minnesota Department of Employment and Economic Development's 4th quarter of 2014 Job Vacancy Survey, transportation and warehousing have a 4.5% statewide job vacancy rate. This is the 2nd highest in the state. What is even more alarming is that 72% of those vacancies are full-time, 8% are seasonal/temporary, 26% require post-secondary education, 42% require 1 year + of experience, 61% require a certification/licensure, and the median wage offer of those openings is \$15.10/hour.

Highly skilled Automotive Technicians and Automotive Collision and Body Repair Technicians are in great demand in the State of Minnesota. The current shortage of technicians in these 2 categories in the state is at 1,620 and is expected to grow by 2.6% each year for the next 5 years. Of these current job openings, 58% require post-secondary education, 68% require work experience, and 59% require an industry certification. The number of graduates in technical college programs and other methods of training does not match the number of current job openings. Our employers want to explore the apprenticeship model of education to not only meet the demand, but to grow a stable and skilled workforce, develop great employees, and recognize/credential work-based learning through employers and technical colleges working together.

Scott Lambert, Executive Vice President of MADA, Robert Engberg, Director of the Minnesota Transportation Center of Excellence, and Chris Hadfield, Minnesota Transportation Center of Excellence College Consortium Member, will be responsible for co-coordinating the registered apprenticeship program, including an On-the-Job Training, with in our membership network. We are committed to working with the Minnesota State

Colleges and Universities system as our Related Technical Instruction partner and the 16 Minnesota Transportation Center of Excellence College Consortium partners who are desiring to register with the Registered Apprenticeship College Consortium – RACC as part of their participation in this grant initiative.

The Minnesota Transportation Center of Excellence, the Minnesota Department of Labor and Industry, the Minnesota Department of Employment and Economic Development, and all of the various statewide Workforce Centers and Workforce Investment Boards will be our registered apprenticeship support partners.

This letter of commitment verifies that the Minnesota Automobile Dealers Association (MADA), through its employer membership association, in collaboration with the Minnesota Transportation Center of Excellence will leverage resources to create and/or expand registered apprenticeships by:

- Providing mentorship time
- Providing HR related employee development resources
- Ability to provide guidance and support to develop infrastructure and relationships with Minnesota Transportation Center of Excellence college consortium partners
- Providing employment for apprentices
- Providing support for outreach, recruiting, and retention efforts

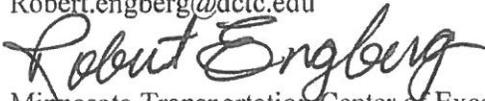
We look forward to implementing Minnesota's Statewide American Apprenticeship Initiative and strongly encourage you to fund this proposal.

Sincerely,



Minnesota Automobile Dealers Association
Scott Lambert
Executive Vice President
200 Lothenbach Avenue
West St. Paul, MN
651-291-2400
lambert@mada.org

Minnesota Transportation Center of Excellence
Bob Engberg
Director
1300 145th Street East
651-423-8322
Robert.engberg@dctc.edu



Minnesota Transportation Center of Excellence
Chris Hadfield
College Consortium Member
501 West College Drive
Brainerd, MN 56401
763-458-4717
chadfield@clcmn.edu





Advanced Technology for Maximizing Healthcare Revenue

www.nemadjiresearch.com

**Rebecca (Becky) Lourey, Owner
Nemadji Research Corporation
7564 Birch Street, PO Box 100
Bruno, MN 55712**

April 21, 2015

U.S Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NW, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to the American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development titled: *Minnesota Statewide American Apprenticeship Initiative.*

Nemadji Research Corporation is seeking to establish two (2) Registered Apprenticeships to educate and train Software Developers and Security Analysts to be employed in rural Minnesota throughout the five years of this grant. Our goal is to embrace this opportunity to work with the U.S, Department of Labor and with Minnesota DEED. We are a high tech business located here in Northern Pine County in East Central Minnesota because we believe that this is one way to broaden economic development in a poor rural area that has lost so many small dairy farms. However, location here has its challenges: the cost of the band width that we need is extremely expensive and it has been difficult to find Oracle Programmers which we need to serve our customers. We are thrilled to be a part of this apprenticeship initiative and to be a part of helping rural Minnesota grow with solid, well paid employment.

Rebecca J. Lourey, Owner and Chief External Relations Officer, Nemadji Research Corporation, www.nemadjiresearch.com will be responsible for coordinating the registered apprenticeship programs, including the On-the-Job Training, within our company. We are committed to working with the partners identified to make this program a great success; these partners include Pine Technical & Community College, Pine City; Fond du Lac Tribal & Community College, Cloquet; Lake Superior College, Duluth; and should there be a possible partnership, we would also reach out to The College of St. Scholastica, Duluth and the University of Minnesota, Duluth. We will partner closely with our local workforce service provider which is Central Minnesota Jobs and Training Services, Inc. (CMJTS). We have had good, supportive working relationships with CMJTS and the colleges listed above.

This letter of commitment verifies that Nemadji Research Corporation will leverage resources to create and/or expand registered apprenticeship by:

- Identifying Mentors
- Providing On-the-Job Trainers who will be our employees. We will track the time they take away from their work to train and make this time an in-kind contribution from Nemadji.
- Donation of the use of Nemadji's equipment to train and educate.
- Wages and Benefits
- Related instruction costs
- Infrastructure costs related to establishing a registered apprenticeship program
- Other identified financial contributions that arise as the program is developed

We estimate, and this letter of commitment verifies that estimation, that Nemadji Research Corporation will leverage resources valuing approximately \$1,000/month (\$60,000 over a 5 year period) per Apprentice to create a registered apprenticeship program by the *Minnesota Statewide American Apprenticeship Initiative* timeline.

We look forward to implementing *Minnesota's Statewide American Apprenticeship Initiative* and strongly encourage you to fund this proposal.

Sincerely,



Rebecca J. Lourey

blourey@nemadjiresearch.com

Work: (320) 838-3838 ext. 1009

Cell: (651) 270-1213

Fax: (320) 838-1414

Related Instruction Provider:

Dr. Robert Musgrove, President

Pine Technical & Community College

900 Fourth St. SE

Pine City, MN 55063

Phone: (320) 629-5100

TTY: (320) 629-1030

www.pine.edu

musgrover@pine.edu

Apprenticeship Support Organization:

Rebecca Perrotti, Workforce Development Advisor

Central Minnesota Jobs & Training Services, Inc.

903 E. Forest Avenue

Mora, MN 55051

Phone: (612) 247-9319

rperrotti@cmjts.org



Milbank, SD | Brookings, SD | Garretson, SD | Watertown, SD | Tyler, MN | Marshall, MN

Schuneman Equipment Co.

15058 SD Hwy 15

Milbank, SD 57252

605-432-5523

866-893-4794 (secure fax)

April 15, 2015

U.S. Department of Labor
Employment and Training Administration
Office of Grants Management
Attention: Sara Gallagher Williams, Grant Officer
Reference FOA-ETA-15-02
200 Constitution Avenue, NE, Room N4716
Washington D.C. 20210

Please accept this letter of commitment to American Apprenticeship Initiative Grant proposal submitted by Minnesota's Department of Employment and Economic Development.

Schuneman Equipment Co. is an agriculture equipment company with six locations in southwest Minnesota and eastern South Dakota. Our company is committed to partnering with this project to develop and enhance our registered apprentice program. We will work with this project to develop 2-10 employees into registered apprenticeships, with a focus on diesel mechanic and manufacturing maintenance occupations.

Schuneman Equipment Co. will provide the following leveraged resources in support of our commitment to this project:

- Onsite mentors including Masters and Advanced Certified Technicians
- Wages at least as good as listed on wage schedule for IMT Apprenticeship agreement
- Full benefits offerings to include health, dental, vision and company paid life and disability
- Access to additional classroom resources in the form of John Deere University training courses

The person responsible for coordinating registered apprenticeship at our business is myself. We will work with the following entities to ensure the success of this project:

- Training/educational partner: Minnesota West Community & Technical College
- Apprenticeship support partner: Southwest Minnesota Private Industry Council

Schuneman Equipment Co. is committed to developing registered apprentices to not only help grow our business, but to increase the skills of our workforce and help them advance in a career pathway. Thank you for your consideration of this proposal.

Sincerely,

A handwritten signature in cursive script that reads "Melanie Wiegert". The signature is written in black ink on a light-colored background.

Melanie Wiegert, SPHR
Human Resources Manager

Progression of Service: Three Avenues for the Apprentice's Experience

AVENUE ONE: Outreach to un- or under-employed – recruiting entity: CBO/nonprofit, workforce service area, labor

Individual is currently working with the workforce development system community-based organization, organized labor or workforce service area.

Concerted outreach efforts bring individual into WorkForce Center, CBO office, labor union office, etc.

Counselor works with individual to support him/her into apprenticeship, providing additional case management service, supportive services (transportation, child care), and related instruction support.

Individual continues into apprenticeship, may benefit from ongoing support provided by the workforce development system.

AVENUE TWO: Incumbent worker – recruiting entity: Employer

Currently employed individual is an ideal candidate for an apprenticeship (job change or advancement).

Employer retains individual, provides related instruction and/or on-the-job training, supports individual through apprenticeship.

Individual continues into apprenticeship, may benefit from added support provided by the workforce development system.

AVENUE THREE: Student with related instruction provider – recruiting entity: Training provider

Current student identified by instructor as ideal candidate for apprenticeship.

Training provider refers individual to employer, who determines work-readiness through standard hiring process.

Training provider refers individual to employer, who determines work-readiness through standard hiring process.

■ Recruiters will target individuals identifying with minority groups, women and veterans in all three avenues.

Table 3: Milestones

Activity	Timeline
Funding announcement	July 2015
MAI program operational	October 2015
First registered apprenticeship agreements approved by DLI	November 2015
First apprentices are registered with DLI	December 2019
39 Industry Sector Occupational Competency Standards complete	July 2018
814 apprentices are registered with DLI representing agreements with 101 employers	December 2019
185 individuals or 24 percent of all registered apprenticeship complete their program	June 2020
10,000 outreach and promotional activities including outreach materials, hands-on occupational experience, website, and local and regional events	June 2020

Table 4: Capacity Building and Employer Metrics			
1	Employers that will benefit from a registered apprenticeship program. (Numbers represent new employers benefiting, numbers are not duplicated.)	Year 1: 17 Year 2: 57 Year 3: 23 Year 4: 2 Year 5: 0	Total: 101 employers
2	Number of Outreach/Promotional Activities to Employers	Year 1: 3,000 Year 2: 3,000 Year 3: 2,000 Year 4: 1,000 Year 5: 1,000	Total: 10,000 outreach and promotional activities including outreach materials, hands-on occupational experience, website, and local and regional events
3	Industry Sector Occupational Competency Standards resulting in 29 Registered Apprenticeship Programs in five sectors.	Year 1: 14 Year 2: 12 Year 3: 10 Year 4: 0 Year 5: 0	Total: 29 Industry Sector Occupational Competency Standards
4	Total Number of Existing Apprenticeship Programs to be Expanded (e.g., adding occupations or increasing the number of apprentices registered)	Year 1: 2 Year 2: 0 Year 3: 0 Year 4: 0 Year 5: 0	Total: 2 Existing Apprenticeship Programs to be expanded (1 is an industry consortium model)

Table 5: Employment and Training Metrics			
1	Total number of participants to receive services under this grant (up to \$5,000 in seed funds for each registered apprentice)	Year 1: 127 Year 2: 244 Year 3: 318 Year 4: 125 Year 5: 0	Total: 814 individuals
2	Total number of new apprentices registered	Year 1: 127 Year 2: 244 Year 3: 318 Year 4: 125 Year 5: 0	Total: 814 individuals
3	Percentage of total participants served who would be identified as a targeted/underrepresented population for purposes of this grant: people of color, women, disabled, and veterans. *Current participation in Minnesota registered apprenticeship is 29.9%	Year 1: 38 Year 2: 42 Year 3: 52 Year 4: 65 Year 5: 63	Total: 32 percent or 260 individuals
4	Percent of apprentices served who complete their apprenticeship program. *Based on current non-construction registered apprenticeship program completion rates in Minnesota.	Year 1: 0 Year 2: 0 Year 3: 50 Year 4: 50 Year 5: 95	Total: 24 percent or 195 individuals
5	Average cost per apprentice: DOL \$5,000,000 funding request and MAI partners leveraged resources \$61,050,000.	Year 1: \$635,000 Leveraging: \$9,525,000 Year 2: \$1,220,000 Leveraging: \$18,300,000 Year 3: \$1,590,000 Leveraging: \$23,850,000 Year 4: \$625,000 Leveraging: \$9,375,000 Year 5: \$0 Leveraging: (on-going wages from employers for apprentices who continue)	Total: DOL grant funds \$5,000 per apprentice (\$6,142.50/apprentice for total ask); DOL and Leveraged funds ~\$80,000 per apprentice (funds from employer: ~\$75,000/apprentice).

Table 6: Other Project Success Measures			
10	Career-readiness and support programs	Year 1: 5 Year 2: 20 Year 3: 20 Year 4: 5 Year 5: 0	Total: 50 programs monitored through apprenticeship support providers.
11	Incumbent workers served	Year 1: 36 Year 2: 73 Year 3: 94 Year 4: 41 Year 5: 0	Total: 244 or ~30 percent
12	Average wage of registered apprentice at completion of apprenticeship program will be not less than the statewide livable wage.	Year 1: 0 Year 2: \$17.83 Year 3: \$17.83 Year 4: \$17.83 Year 5: \$17.83	Total: Average of \$17.83 for all occupations
13	Employment Retention Rate	Year 1: 0 Year 2: 0 Year 3: 40 Year 4: 40 Year 5: 68	Total: 80 percent of the apprentices who complete their full apprenticeship, or 156 individuals of registered apprentices that complete their apprenticeship remain employed in their occupation or advance in their career/industry sector within 9 months of completion of apprenticeship.

MINNESOTA APPRENTICESHIP INITIATIVE WORK PLAN

Activities/ Key Tasks	Timeline	Implementer(s)	Milestones	Outcomes/ Deliverables
MAI Initiation Activities				
Hire and Train MAI grant program staff	Start: July 2015 End: October 2015	DEED	Project positions posted by August 2015, positions hired by September 2015, Training for staff in October 2015	MAI grant staff is trained and prepare to work with MAI Program teams and potential apprentices by November 1, 2015.
Data management tools and MAI grant processes and procedures	Start: July 2015 End: October 2015	DEED	September 2015 data tools, processes and procedures in place, October 2015 MAI grant Program staff trained in tools, processes and procedures	Accurate data tracking and performance reporting to DOL.
MAI Program Teams Solidify Commitments	Start: July 2015 End: October 2015	DEED and DLI	All MAI Program Teams letters of understanding and agreements	MAI Program Teams confirm agreements, roles and responsibilities.
Outreach/Recruitment Activities				
Marketing Outreach	Start: August 2015 End: Continues beyond grant period	DLI with all MAI partners	Beginning October 2015 printed marketing material will be available. Website will be launched and social media utilized to highlight awareness and outreach activities, as well as hands-on opportunities geared toward currently underrepresented populations to learn more about registered apprenticeship. June 2020 at least 10,000 outreach and promotional activities occurred with MAI project.	Marketing outreach will increase interest and understanding of registered apprenticeship benefits and opportunities.

Direct Recruitment	Start: January 2016 End: Continues beyond grant period	DEED	January 2016 in-person and online training begins for employment councilors in workforce centers, veterans affairs and other DEED partner location to educate about the benefits and opportunities associated with registered apprenticeship.	DEED staff will coordinator with the WIOA regions to disperse and promote register apprenticeship opportunities for Minnesota residents.
Internal Recruitment	Start: July 2015 End: Continues beyond grant period	MAI Program Teams	November 2015 one or more MAI program team(s) identify(ies) one or more internal employees to begin their registered apprenticeship program	30% or 148 individuals that register as apprentices in the MAI grant will be incumbent workers.
Screening and Intake	Start: August 2015 End: April 2020	DEED and MAI Program Teams	August 2015 MAI program teams will support employers in the completing at least one screening and intake process for individuals participating in this grant initiative.	All MAI team will have screening and intake procedures in place prior to registering any apprentices.
Industry Council Activities				
Identify MAI Industry Councils Coordinator(s)	Start: July 2015 End: October 2015	DLI	DLI identifies individual(s) by September 2015 to lead the MAI Industry Councils	MAI Industry Councils Coordinator(s) is (are) operational by November 1, 2015
MAI Industry Council Meetings	Start: January 2016 End: Continues beyond grant period	DLI	First MAI Industry Council meetings are held in January 2016.	Expand PIPELINE Industry Council to include all MAI industries and participant. The meetings will continue to be held in-person or virtual at least once per quarter; resulting in at least 16 meetings per industry for the grant period.
Support Activities and Services for MAI Program Teams	Start: January 2016 End: Continues beyond grant period	DEED and DLI	March 2016 develop and disseminate registered apprenticeship tool-kits for employers and employee to each MAI Industry Council member. June 2016 create mentorship opportunities for employers to work together on streamlining their registered apprenticeships, as well as support programs to registered apprentices to have mentorship, personal and professional development.	Provide supports and services to employers and registered apprentices that assist them in successfully committing, engaging, sustaining registered apprenticeship.

Develop Occupational Competency Templates	Start: July 2015 End: July 2018	DLI and MAI Program Teams	Complete first MAI occupational competencies by October 2015 to be used for approval of the registered apprenticeship by the DLI. Complete all 29 MAI occupational competencies by July 2018.	Completes 29 standardized occupational competency templates for the MAI.
MAI Team Activities				
Development & Approval of Registered Apprenticeship Programs and Agreements	Start: October 2015 End: April 2020	DLI and MAI Program Teams	November 2015 first MAI program team registered apprenticeship agreement is approved by DLI.	DLI approves and registers 29 apprenticeship programs and agreement by April 2020.
<i>(Development and approval of work processes, solidify and approval of related instruction providers and curriculum, development of apprenticeship standards. Apprenticeship Agreement signed by all participants, program sponsor is registered, DLI approves registered agreement)</i>				
Register Apprentices	Start: November 2015 End: April 2020	DLI and MAI Program Teams	December 2015 first apprentices are registered by DLI into a MAI grant program.	814 apprentices are registered with DLI in MAI programs by April 2020.
Completion of Registered Apprenticeship	Start: March 2017 End: June 2020	DLI and Program Teams	March 2017 the first MAI registered apprentice will complete his/her registered apprenticeship and receive his/her certificate of completion from DLI.	24% or 195 individuals complete MAI programs by June 2020
Apprenticeship Retention and Wage after completion of program	Start: April 2017 End: June 2020	DEED	DEED will begin tracking this information March 2017 after the first registered apprentice completes his/her program.	Registered apprentices will maintain their role or advance in their industry after completion of a registered apprenticeship. Average wage at the completion of a registered apprenticeship will be \$17.83.
MAI Performance Management				
Financial & Performance Reporting	Start: July 2015 End: June 2020	DEED	Quarterly submissions to ETA	Maintain compliance with accurate and timely reporting

Quarterly Reports	Start: July 2015 End: June 2020	DEED	Quarterly submissions to ETA	Maintain compliance with accurate and timely reporting
DOL-ETA Training and Meetings	Start: July 2015 End: June 2020	DEED	Attend and participate in DOL-ETA meetings	Open communication with FPO, real-time information gather, and Q&A with other grantees.
Review and Evaluation of MAI	Start: January 2020 End: June 2020	DEED and DOL	Weekly progress reports on grant progress, monthly management meetings, quarterly Industry Council meeting and DOL-ETA reporting.	Follow processes and procedures for program modifications and reviews. Monitor and evaluate progress toward grant goals.
Grant Close-Out	Start: January 2020 End: September 2020	DEED and DOL	Complete final report within 45 days of last reporting period. Host DOL-ETA during last year of MAI grant to review progress towards goals and lessons learned.	Work closely with FPO and MAI stakeholders to accurately report on ROI, outcomes and lessons learned. Implement sustainability plan for post-grant.

Project/Performance Site Location(s)

Project/Performance Site Primary Location I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Project/Performance Site Location a I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.

Organization Name:

DUNS Number:

* Street1:

Street2:

* City: County:

* State:

Province:

* Country:

* ZIP / Postal Code: * Project/ Performance Site Congressional District:

Additional Location(s)

Attachment E:
Negotiated Indirect Cost Rate Agreement
(if applicable)

**NEGOTIATED INDIRECT COST RATE AGREEMENT
STATE AND LOCAL GOVERNMENTS**

DEPARTMENT/AGENCY

State of Minnesota

Department of Employment and
Economic Development

EIN: 411681137

332 Minnesota St., Ste. E200

St. Paul, MN 55101-2146

DATE: June 6, 2014

FILE REF: This replaces
the negotiation agreement

dated: April 25, 2013

The indirect cost rate(s) contained herein are for use on directly awarded grants and contracts with the Federal Government; to which **OMB Circular No. A-87** apply subject to limitations contained in the Circular and in Section II, A, below. The rate(s) were negotiated by the **MN Department of Employment and Economic Development (DEED)** and the **U. S. Department of Labor (DOL)**; in accordance with the authority contained in **Attachments C and E** of the Circular.

SECTION I: RATES

<u>TYPE</u>	<u>EFFECTIVE PERIOD</u>		<u>RATE*</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
	<u>FROM</u>	<u>TO</u>			
Fixed	7/01/11	6/30/12	15.89%	All	All Programs
Final	7/01/12	6/30/13	17.00%	All	All Programs
Fixed	7/01/13	6/30/14	16.29%	All	All Programs
Fixed	7/01/14	6/30/15	18.59%	All	All Programs

(SEE SPECIAL REMARKS SECTION)

***BASE:**

Direct salaries and wages including all fringe benefits

TREATMENT OF FRINGE BENEFITS:

Fringe benefits applicable to direct salaries and wages are treated as direct costs

TREATMENT OF PAID ABSENCES:

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims for the costs of these paid absences are not made.

SECTION II: GENERAL

A. **LIMITATIONS:** Use of the rate(s) contained in this agreement is subject to any statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the conditions:

- (1) that no costs other than those incurred by the grantee/contractor or allocated to the grantee/contractor via an approved central service cost allocation plan were included in its indirect cost pool as finally accepted and that such incurred costs are legal obligations of the grantee/contractor and are allowable under the governing cost principles;
- (2) that the same costs that have been treated as indirect costs have not been claimed as direct costs;
- (3) that similar types of costs have been accorded consistent treatment, and
- (4) that, the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially inaccurate.

The elements of indirect cost and the type of distribution bases(s) used in computing provisional rates are subject to revision when final rates are negotiated. Also, the rates cited in this Agreement are subject to audit.

B. **CHANGES:** The grantee/contractor is required to provide written notification to the indirect cost negotiator prior to implementing any changes which could affect the applicability of the approved rates. Changes in the indirect cost recovery plan, which may result from changes such as the method of accounting or organizational structure, require the prior written approval of the **Division of Cost Determination (DCD)**. Failure to obtain such approval may result in cost disallowance.

C. **FIXED RATE(S):** Any fixed rate contained in this Agreement is based on an estimate of the cost that will be incurred during the period for which the rate applies. **When the actual cost for such period have been determined**, an adjustment will be made in the negotiation following, such determination, to compensate for the difference between that cost used to establish the fixed rate and that which would have been used were the actual costs known at the time.

D. **NOTIFICATION TO FEDERAL AGENCIES:** A copy of this document is to be provided by this organization to other Federal funding sources as a means of notifying them of the Agreement contained herein.

E. **SPECIAL REMARKS:**

1. Indirect costs charged to Federal grants/contracts by means other than the rate(s) cited in the Agreement should be adjusted to the applicable rate cited herein and be applied to the appropriate base to identify the proper amount of indirect costs allocable to the program.

2. Contracts/grants providing for ceilings as to the indirect cost rates(s) or amount(s) which are indicated in Section I above, will be subject to the ceilings stipulated in the contract or grant agreements. The ceiling rate or rate(s) cited in this Agreement, whichever is lower, will be used to determine the maximum allowable indirect cost on the contract or grant agreement.

3. Administrative cost consists of all **Direct** and **Indirect** costs associated with the management of an organization's programs. Organizations should refer to their contract/grant terms and specific program legislation for the applicable definition of 'Administrative Costs' and any related limitations.

4. The June 30, 2013 fiscal year-ending' **FINAL** rate indirect cost pool **may be** comprised of the following categories:

a) Salaries and fringe benefits of positions in the following functions:

Commissioner Office

Commissioner	Deputy Commissioner
Economic Development Mgr	Senior Executive Officer (2)
Executive 2	State Program Admin Manager
Planning Director State	Executive Aide
Customer Services Specialist Int	Office & Admin Specialist Int

Administration and Financial Services

Human Resources

Business & Information Technology

Communications, Analysis & Research Div. [CARD]

Other Administration

b) Non-personnel support costs related to the above positions:

Office Rent/Lease	Printing & Advertising
Professional/Technical Consultant Srvcs	IT Professional/Technical Srvcs
Computer and Systems Services	Communications
Travel	Employee Development
Repairs to Equipment & Furniture	Agency Indirect Costs
Attorney General	Other Operating Costs net of Credits
Equipment	

c) **Modified** DEED allocation of **HHS'** negotiated **2013 FYE** Statewide Central Service Cost:

Bureau of Facilities Management	Bureau of Operations Management
Administration – Inter-tech	Technology Policy Bureau
Department of Finance	Department of Employee Relations
Mediation Services	Legislative Auditor
Treasurer's Office	State Auditor
MAPS SEM4 Special Billing	Roll-forward adjustment amount

5. Fringe benefits - Employee fringe benefits are comprised of the following cost elements:
- | | |
|------------------------------------|------------------------|
| FICA | Workers' Compensation |
| Unemployment Compensation | Employee's Retirement |
| Life Insurance/Dental/Medical Plan | Severance Expenditures |

ACCEPTANCE

BY THE ORGANIZATION:

**MINNESOTA - DEPARTMENT OF
EMPLOYMENT AND ECONOMIC DEV'L**
332 Minnesota Street; Suite E200
St. Paul, MN 55101-2146

(Grantee/Contractor)

Julie A. Freeman

(Signature)

Julie A. Freeman

(Name)

Chief Financial Officer

(Title)

6/16/14

(Date)

**BY THE COGNIZANT AGENCY
ON BEHALF OF THE FEDERAL GOVERNMENT:**

U.S. DEPARTMENT OF LABOR
200 Constitution Ave.; N. W. S-1510
Washington, DC 20210

(Government Agency)

Ronald Goolsby

(Signature)

for
Victor M. Lopez

(Name)
Chief,
Division of Cost Determination

(Title)

June 6, 2014

(Date)

Negotiated By: Ronald Goolsby
Regional Cost Negotiator
Telephone No.: **312 886-5247**
Facsimile No.: **353-0704**