

Sen. Champion's Economic Disparities Package

Part I: Education

Part II: Business Development

Part III: Workforce Development

Part IV: Housing

Part V: Community Engagement/Misc.

Part I: Education

**A: EMERGE, Sabathani Community Center, Minneapolis
Public Schools Adult Basic Education, Stairstep
Foundation and MACC Alliance for Connected
Communities: Unity Opportunity Collaborative**

A: Unity Opportunity Collaborative-GED Fast Track and Adult Diploma Program

- 1.1 A bill for an act
- 1.2 relating to economic development; education; appropriating money for the
- 1.3 Connections to Jobs program and Work Experience pilot program; appropriating
- 1.4 money for the general education development fast track and adult diploma
- 1.5 programs administered by Minneapolis public schools.
- 1.6 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.7 Section 1. APPROPRIATIONS; CONNECTIONS TO JOBS.
- 1.8 (a) \$1,025,000 in fiscal year 2016 and \$1,025,000 in fiscal year 2017 are appropriated
- 1.9 from the general fund to the commissioner of employment and economic development
- 1.10 for a grant to the city of Minneapolis, in collaboration with the Unity Opportunity
- 1.11 Collaborative and other community partners, for the Connections to Jobs program
- 1.12 targeting Minnesota communities with the highest concentrations of African and
- 1.13 African American joblessness to provide services, including employment readiness,
- 1.14 credentialed training placement, and job placement and retention services.
- 1.15 (b) \$385,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.16 commissioner of employment and economic development for a grant to the city of
- 1.17 Minneapolis, in collaboration with the Unity Opportunity Collaborative and other
- 1.18 community partners, for the Connections to Jobs – Work Experience pilot program to
- 1.19 facilitate training and employment and provide supportive services for hard-to-
- 1.20 employ individuals.
- 1.21 (c) By February 15, 2018, the city shall report to the commissioner and the chairs
- 1.22 and ranking minority members of the legislative committees with jurisdiction over
- 1.23 economic development policy and finance on activities, expenditures, and outcomes
- for

1.24 the programs listed under paragraphs (a) and (b).

2.1 Sec. 2. APPROPRIATIONS.

2.2 Subdivision 1. Minnesota Department of Education. The sums indicated in this

2.3 section are appropriated from the general fund to the Department of Education for the

2.4 fiscal years designated.

2.5 Subd. 2. General education development fast track and adult diploma program.

2.6 For a grant to Special School District No. 1, Minneapolis, for the general education

2.7 development fast track and adult diploma program:

2.8 \$ 925,000 2016

2.9 \$ 925,000 2017

2.10 The base for fiscal year 2018 is zero.

2.11 In collaboration with the Unity Opportunity Collaborative and other community

2.12 partners, the appropriation in this subdivision must be spent on outreach, instruction,

2.13 digital literacy training, contextualized adult literacy and career readiness training,
testing

2.14 fees, incentive stipends to program participants, and any other expenditure allowed
under

2.15 Minnesota Statutes, sections 124D.518 to 124D.531.

2.16 By February 15, 2018, Special School District, No. 1, Minneapolis, must submit

2.17 to the commissioner of education and the chairs and ranking minority members of the

2.18 legislative committees having jurisdiction over kindergarten through grade 12
education

2.19 policy and finance a report detailing the programs supported by the appropriation
under

2.20 this subdivision. The report must include information on program activities,
expenditures,

2.21 and outcomes, including general education development and adult diploma
enrollment,

2.22 attainment, and completion rates, disaggregated by race.

Unity Opportunity Collaborative-GED Fast Track and Adult Diploma Program

Unity Opportunity Collaborative is a group of like-minded community partners who are creating new strategies to effectively serve low income communities of colors toward greater economic opportunities and higher outcomes. The collaborative is made up of well-established community partners that include Minneapolis Urban League, EMERGE, Sabathani Community Center, Stairstep Foundation - His Works United, Minneapolis Public Schools Adult Basic Education and MACC Alliance for Connected Communities. The partnership seeks to 1) expand GED readiness and completion while piloting adult diploma services; and 2) increase access to employment readiness, job placement and work experience services for very income adults who are vastly underserved by mainstream public employment systems. UOC values transformative strategies that are evidence-based by design, cost-effective with high return on investment and are highly accountable and transparent.

Unity Opportunity Collaborative is proposes three core strategies 1 of 3 is listed below and the other two are section in workforce development in Part III, Section B.

GED Fast Track and Adult Diploma Program

GED Fast Track and Adult Diploma Program is a partnership of Minneapolis ABE Consortium, facilitated by Minneapolis Public Schools, the only citywide Adult Basic Education consortium, and key community partners. The project seeks to provide integrated intensive GED training and fast track incentives for GED test completion and successful attainment of GED diploma. The program will also pilot a new adult diploma program that will use skill credentialing as meaningful credit toward high school completion. The overall goal is to significantly increase the completion of GEDs and/or high school diplomas by making targeted instruction available for students committing to GED/diploma attainment and by incentivizing fast track testing progress and course completion.

The project will create three new classrooms imbedded in partnering community-based organizations with integrated employment, career education and support services. Funding will be used to cover instruction, digital literacy training, contextualized adult literacy and career readiness, testing fees and will provide incentives for test completion/success and GED completion. The program will assess all students based on testing readiness levels and offer an appropriate placement in classes based on pre-testing levels. Students are expected to be assessed in three categories:

1. Students who will be successful in this process with moderate assistance but need a bit of motivation or a content refresher.
2. Students who need a more focused approach and time on task, but with dedicated time they can get the information they need to pass the GED/work on a portfolio.

3. Students who read at lower levels or have few technology skills making passing the GED a longer journey.

Classrooms and instructional plans will be designed to accommodate the needs of each group.

Research supports the use of incentives for motivating rapid progress toward GED attainment. Incentives are proposed to be offered as follows: \$50 stipend to students for successful completion of each test section; \$50 for 100% weekly class attendance; and a \$300 award for GED or diploma completion.

The project will also include an outreach component in collaboration with African American churches to create a focused campaign to generate public awareness and incite aspirations related to completing school and making a plan for success. The project will be promoted through African American churches, print, radio, cable and social media. The additional point of the campaign would be de-stigmatizing the pursuit of a GED or Adult Diploma and forward progress including key credentialing. The outreach program will result in 500 new referrals to MPS ABE/GED services to be assessed and placed in GED or adult diploma classes. Wrap around support services will be offered to the recruited students by faith-based and community partner organizations to help students navigate, and support consistent follow through and academic progress.

Two-year projected outcomes:

- 500 new African American adult students enrolled in GED and/or adult diploma services
- 300 will make documented progress toward GED attainment and/or progress toward achieving an adult equivalent diploma
- 200 African American adults will achieve their GED and/or adult equivalent diploma

Total Program Cost: \$1.85 million for two years; \$3,700 per student; 33% of the total program cost (i.e. - \$616,000) is anticipated from other philanthropic funding partners or from mainstream ABE resources;

Proposed administrator: Minneapolis Public Schools ABE

Community partners: Minneapolis ABE, Sabathani Community Center, EMERGE, Minneapolis Urban League and Stairstep Foundation-His Works United;

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Unity Opportunity Collaborative

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Connections to Jobs

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FastTrack GED/Adult Diploma Program

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Part II: Business Development

- A. Metropolitan Economic Development Association**
- B. NEON: Business Incubator Overview**
- C. DEED: Business Development Competitive Grant
Program**

A. Metropolitan Economic Development Association (MEDA)

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for minority business
- 1.3 development.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. APPROPRIATION; MINORITY BUSINESS DEVELOPMENT.
- 1.6 (a) \$4,500,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.7 commissioner of employment and economic development for a grant to the
- Metropolitan
- 1.8 Economic Development Association (MEDA) for statewide business development and
- 1.9 assistance services, with an emphasis on minority-owned businesses.
- 1.10 (b) Of the appropriation in paragraph (a):
- 1.11 (1) \$3,000,000 is for a revolving loan fund to provide additional minority-owned
- 1.12 businesses with access to capital; and
- 1.13 (2) \$1,500,000 is for operating support activities related to business development
- 1.14 and assistance services for minority business enterprises.
- 1.15 (c) By February 1, 2018, MEDA shall report to the commissioner and chairs and
- 1.16 ranking minority members of the legislative committees with jurisdiction over
- economic
- 1.17 development policy and finance on the loans and operating support activities,
- including
- 1.18 outcomes and expenditures, supported by the appropriation under this section.

MEDA

Objective

Minority business development is the key to addressing the income and opportunity gaps for African Americans and other people of color. In 2014, a Meda survey showed that minority businesses represent \$1.4 billion in revenue, employed approximately 8,000 people making livable wages, of which 51% of the employees were people of color. If we grow minority businesses, we grow the number of minority employees.

Over the next five years, Meda is poised to expand our services to minority entrepreneurs in Minnesota. Meda has focused on high-impact minority business enterprises that will grow to become employers of scale. In our analysis, Meda has determined that there are significant gaps in the current system of service delivery for minority businesses. This proposal would help to address these service gaps and provide needed capital resources to grow minority businesses throughout the state of Minnesota.

Meda's goal is to support current minority entrepreneurs, increase the number of minority entrepreneurs, and assist them in moving into traditional banking structures. Our vision is to create thriving communities through equal economic participation.

Where we are today?

Meda serves minority businesses at various stages of growth and across a variety of industries. The spectrum of engagements ranges from helping companies move from concept to launch to assisting established companies bring their business to scale.

Meda provides support for minority entrepreneurs in three areas:

1) **Access to Business Acumen:** The highly experienced Meda staff offers financial analysis, strategic planning, contract negotiation and assistance with acquisitions. The focus is on advancing the financial and operational strategies of a business so that it can become a long-term sustainable employer, producing quality jobs.

2) **Access to Capital:** Meda operates a loan fund of \$9 million which provides working capital loan financing from \$35,000 to \$400,000 for established minority businesses that may be considered high risk by the commercial banking industry.

3) **Access to Market Opportunities:** Meda's statewide procurement services connects businesses to government and corporate opportunities.

In 2014, Meda served approximately 1,600 customers. Meda also helped minority customers obtain \$26 million of financing. The same year, Meda's supported minority businesses created or retained over 700 jobs in Minnesota.

The problems we're solving

Lack of Capital

A 2014 survey of minority businesses conducted by Accenture and Meda identifies that access to capital is overwhelmingly the primary demand for minority businesses. Many minority entrepreneurs are faced with the inability to access traditional financing, thereby limiting their ability to access needed capital to grow their businesses. This limited access to capital has a direct negative correlation to minority business growth and minority job creation.

Meda's loan fund of \$9 million is consistently fully deployed and is performing at a rate of 96%. It has 22 high potential business customers with \$10.2 million in unfulfilled requests in the pipeline. African Americans are 64% of these potential customers.

Need for Minority Business Consulting Services

Meda has a proven model of developing successful minority businesses in Minnesota. The secret to Meda's success is the partnership between our business consulting and lending services. To receive working loan capital from Meda, a minority business enterprise must work with a business consultant to ensure the business is running properly and has high potential for growth and sustainability. This protects Meda's investment and helps the entrepreneur succeed. This is why our loan fund is consistently fully deployed and performing. In 2015, Meda was recognized with the 2015 Small Business Lender Award for Mission Driven Lenders as one of the best performing Community Development Financial Institutions (CDFI) in the country by Goldman Sachs 10,000 Businesses Initiative, Opportunity Finance Network, and the Surdna Foundation.

Request for State Funding

Meda is requesting \$3 million in loan capital and \$1.5 million in operating support to expand Meda's impact for minority business enterprises in Minnesota.

The return on investment for this proposal is as follows:

- Increase Meda's minority business customer base by 33% (an additional 150 minority businesses annually).
- Assist more than 100 start-ups and acquisitions annually.
- Create or retain over 1,200 jobs annually through financing and business consulting services.
- Leverage Meda's loan participation at 5:1.

Meda's proven approach utilizes a market based strategy to create jobs and economic opportunity through minority business development. This investment would produce large dividends for minority income and employment. Currently, African American business owners represent nearly 50% of Meda's customer base. Therefore, by investing in growing minority entrepreneurs will create thriving communities through equal economic participation.

B. Northside Economic Opportunity Network (NEON) Business Incubator Program

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for the Northside
- 1.3 Economic Opportunity Network (NEON) Business Incubator Program.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. **APPROPRIATION; NEON BUSINESS INCUBATOR PROGRAM.**
- 1.6 \$150,000 in fiscal year 2016 and \$150,000 in fiscal year 2017 are appropriated from
- 1.7 the general fund to the commissioner of employment and economic development for a
- 1.8 grant to the Northside Economic Opportunity Network (NEON) for a business incubator
- 1.9 program to provide targeted resources and services to entrepreneurs with businesses
- who
- 1.10 have potential to grow and create job opportunities for unemployed and
- underemployed
- 1.11 north Minneapolis residents.

NEON Business Incubator Program

Objective

The NEON Business Incubator Program will provide targeted resources and services to entrepreneurs with businesses who have potential to grow and create job opportunities for unemployed and underemployed north Minneapolis residents. The new and/or growing businesses will become assets and open up accessibility to goods and services in the community.

NEON Business Incubator Program Overview

2016 is the pilot phase of the NEON Business Incubator Program. In 2016, we will test and implement the various components to prepare for full launch in 2017. The current program has two main components that provide opportunities for entrepreneurs to gain access to resources and support to grow their businesses.

1. **A 5,000 sq. ft. shared co-working space.** The NEON Business Incubator is a welcoming and modern space for entrepreneurs, consultants and solopreneurs to come together to work, network and grow their businesses together. The business incubator provides a much needed space in the community for small business owners from various fields to collaborate and get work done.

Co-working facilities like the NEON Business Incubator have proven to increase success rates for new small businesses. NEON thrilled to offer this membership-based resource to the Northside community. A NEON Business Incubator membership includes access to:

- Daily desk rentals for up to 45 Entrepreneurs, M-F from 9 a.m. to 5 p.m.
- Monthly private and semi-private dedicated office space for up to 5 businesses
- “Smart” rooms for business meetings and trainings
- Rental space for businesses
- Virtual offices, mail service and receptionists
- Available for special events, marketplaces (See West Broadway Holiday Pop up Boutique from Dec 17-18, 2015), and for the NEON Small Business Training program.

NEON staff are co-located and work onsite right alongside the north Minneapolis entrepreneurs. It's also a one-stop-shop for NEON-sponsored programming, events and education opportunities.

The problem we're solving. NEON's co-working office bridges a gap by providing affordable office space in the community. It's also creating an ecosystem of entrepreneurs who will further spur economic growth through small business development.

Where we are today. The NEON Business Incubator opened its doors to customers on Jan. 4, 2016. To date, we already have four of the eight private workstations rented and being used by local businesses. We anticipate that we will reach capacity by the end of February. This will be achieved through a marketing campaign that will launch on Jan. 6, 2016. **Business Incubator client testimonial.** A home healthcare enterprise, relocated from south Minneapolis to the NEON Business Incubator. The business owner stated that the incubator, "... allowed me to move my business to north Minneapolis to better serve my clients [90% of which are from the immediate community], attract and retain employees [70% live in the immediate community] and with the assistance of NEON's general consulting services, aid in strengthening my business model for the expansion opportunities presented."

2. Wraparound business support services. The NEON Business Incubator Program will provide wraparound business support services such as mentorship, connections to business opportunities, and accessing various types of capital (i.e. debt vs. equity).

NEON knows that connecting entrepreneurs with high potential and viable business models to resources and support can accelerate growth and create further opportunities for longer-term job creation. Select entrepreneurs will be in the program for up to 36 months. Selection criteria will include:

- Capital and partnerships secured prior to launch,
- A collective agreement (an advisory committee will be established) on viability of business model,
- Ability to hire at least five full time employment positions, and
- Ability to be self-sustaining within 36 months of entering program.

The problem we're solving. The wraparound services are important to accelerate growth of high potential entrepreneurs. There are many barriers to starting and growing a business and a lot of time the entrepreneurs we see don't have a support system in place including assets to invest into their business. We see this component the missing link to ensuring sustainable businesses.

Where we are today. During this time, we will implement a tailored plan and dedicate resources to scale the businesses in the program. Currently, we're engaging several non-profit partners and independent investors to be on the selection panel and resource pool to accelerate the participants businesses. Expected launch date, July 2016.

2016 NEON Business Incubator Program goals

Co-working Space

Shared Workspace Type	Square footage available	# of businesses utilizing space
General	7,000	50
Kitchen	5,000	25
Retail	2,000	5

Wraparound Business Support Services

Number of Businesses Incubated	Capital Invested	Revenue Generated	Jobs Created
2-3	\$50,000	\$500,000	10

Financial Summary and Need

In order to make this pilot successful, it is anticipated that total costs of the program will be \$300,000 in 2016. Costs will cover staff, program participant technical assistance, lease, and program evaluation. As of Jan 1, 2016, NEON has secured approximately \$50,000 for the program with an additional \$150,000 in related requests pending. We are requesting grant support of \$150,000 to launch the pilot in 2016 as well as ongoing grant support in 2017 to expand the program after successful completion of the pilot phase.

C. Business Development Competitive Grant Program

- 1.1 A bill for an act
 - 1.2 relating to economic development; appropriating money for the business
 - 1.3 development competitive grant program.
 - 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
 - 1.5 Section 1. APPROPRIATION; BUSINESS DEVELOPMENT COMPETITIVE
 - 1.6 GRANT PROGRAM.
 - 1.7 \$1,000,000 in fiscal year 2016 is appropriated from the general fund to the
 - 1.8 commissioner of employment and economic development for the business
 - development
 - 1.9 competitive grant program. Of this amount, up to five percent is for
 - administration and
 - 1.10 monitoring of the business development competitive grant program. All grant
 - awards
 - 1.11 shall be for two consecutive years.
- Section 1.

Part III: Workforce Development

A: Northside Funders Group: North@Work

**B: EMERGE, Sabathani Community Center, Minneapolis
Public Schools Adult Basic Education, Stairstep
Foundation and MACC Alliance for Connected
Communities: Unity Opportunity Collaborative**

**C: Twin Cities Rise & Metro Transit: Metro Transit
Technician Training Program**

D: Hennepin Workforce: Career Connections

E: DEED: Youth At Work

F: Emerging Workforce Coalition

A. North@Work

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for a grant to Northside
- 1.3 Funders Group for the North@Work program.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. **APPROPRIATION; NORTH@WORK.**
- 1.6 \$750,000 in fiscal year 2016 and \$750,000 in fiscal year 2017 are appropriated
- 1.7 from
- 1.8 the general fund to the commissioner of employment and economic development
- 1.9 for a
- 1.10 grant to Northside Funders Group for the North@Work program, a strategic
- 1.11 intervention
- 1.12 program designed to target and connect African American men to meaningful,
- 1.13 sustainable,
- 1.14 living-wage employment. By February 1, 2018, the Northside Funders Group shall
- 1.15 report
- 1.16 to the commissioner and the chairs and ranking minority members of the
- 1.17 legislative
- 1.18 committees having jurisdiction over economic development policy and finance on
- 1.19 expenditures and testing, training, and placement outcomes.

North@Work



North@Work

*CONNECTING 2,000 AFRICAN AMERICAN MEN TO MEANINGFUL, SUSTAINABLE AND LIVING
WAGE EMPLOYMENT BY 2020*

BUDGET- \$20 million over 5 years

2015 Request for Funding: \$750,000 per year for two years

North@Work:

The business case for investing in African American men

What is North@Work?

North@Work is a program launched by the Northside Funders Group and community partners to create a tipping point for North Minneapolis by connecting 2,000 African American men to meaningful, living-wage jobs over the next five years. The program will target un- and under-employed men aged 25-50 who reside in North Minneapolis.

Why is North@Work necessary?

African Americans are a critical part of our regional workforce, and yet more than half of black males in North Minneapolis are unemployed. The unemployment rate in North Minneapolis is 22.3 percent, more than twice the rate of the rest of the city. It is much worse for African American men—52 percent of working-age African American men living on the Northside are unemployed. In some census tracts, the unemployment rate for African American men is as high as 65 percent.¹

The existing workforce model is not serving African American men well. Data from the Minnesota Department of Employment and Economic Development shows that fewer African American men achieved stable employment after participating in a public workforce program than every other demographic group except Native Americans. Only

¹ 2009-2013 American Community Survey.

27 percent of African American men showed stable employment after exiting a program, compared to 31 percent of Asian men, 33 percent of whites and 44 percent of Latinos.

African American men also don't earn as much as other racial groups upon completing these programs. The average annual earnings of employed African American men after finishing a public workforce program was \$5,547, compared to \$11,405 for Latinos and \$14,281 for whites. Most importantly, African American men don't gain as much from participating in these programs. Comparing the six months prior to program enrollment and the six-month after program completion, white participants showed an annualized income boost of \$2,132, Latinos gained \$4,918, but African American men gained only \$1,908. In other words, current efforts are exacerbating, rather than closing, racial income and employment disparities.

Creating more jobs for African American men would provide an immediate boost to our regional economy. African American men have skills, talents, education and training that are not being utilized. Eighty-one percent of black North Minneapolis residents have at least a high school diploma or equivalency, and 36 percent have attended some college or obtained a 2-year degree. An additional 12 percent hold a bachelor's degree.

As our communities become more diverse, our region's economic growth and prosperity require that we use these skills by securing the full and successful participation of African American men in the labor market. We need to act now to ensure that our future regional workforce is skilled for the right jobs and ready to work.

What will North@Work do?

The unemployment statistics for North Minneapolis represent more than a trend—they point to a persistent pattern of African American males not being hired or being able to maintain employment for the long term. Many organizations are making investments on the Northside, and yet the problem of widespread unemployment persists. Employing African American men will require deep thinking about the systems and policy changes that can help strengthen training program, workplace cultures and hiring practices.

The Northside Funders Group has learned that a more strategic, integrated approach among the many stakeholders already working to solve these problems can help us do more with the funding flowing into North Minneapolis. North@Work brings together key players to develop an innovative and integrated solution—all while creating a more economic opportunity for the greater Twin Cities region. North@Work focuses on all facets of the workforce system—training, placement, funding, retention and more—to create real change for African American men living on the Northside by leveraging:

1. **Trusted Networks:** Men who live on the Northside are surrounded by trusted organizations and leaders in the African American community. They will be referred to North@Work by family, friends, mentors, faith leaders and others.
2. **Aspiration and Aptitude Testing:** Men will take custom assessments to help them define and understand their strengths and opportunities. They will also learn about

the type of work environment that they would enjoy, which will help them retain employment over time.

3. **Customized Training and Placement:** Through North@Work's customized training, men will develop needed soft skills, technical and job-specific skills. They will be matched with work in a meaningful, permanent job that suits their skills in targeted high-potential industries like automotive service and technology, construction, healthcare, hospitality, IT and manufacturing.
4. **Cohort Model:** Each man will be supported by a cohort of his peers who are striving toward similar life goals and a cohort of peers entering the workforce at the same time.
5. **Inclusive Workplaces:** North@Work employers will be supported by a team of diverse staffing experts. While men are being trained to be productive employees, employers will partner with our experts to strengthen their capacity for effective hiring, training and retention.
6. **Advocacy:** North@Work will support African American men by challenging public and employer policies and practices that present barriers to sustainable employment.

Who is the target audience?

North@Work will target African-American men between 25-50 years old who live in North Minneapolis and are either unemployed or underemployed. This profile includes individuals with limited formal education, criminal records that severely limit employment opportunities, and unidentified marketable skills. Most of the target population has been connected to public systems in some capacity (corrections, health, family court, or income support). Many have had an unsuccessful experience with a support program that has diminished trust. Consequently, many have limited their pursuit of services and supports that could support them in overcoming existing life barriers (lack of stable housing, transportation, child support and custody cases, as well as skills deficits). These characteristics make this a very hard demographic to successfully place, as reflected in the DEED data. The North@Work strategies of outreach through trusted networks, proactive employer relationships, in-depth client assessment, and a cohort client model are designed to overcome the barriers facing African American men in the workplace.

What is the role of employers?

Employers play an important role in the success of North@Work. We will create an employer intermediary role whose primary function will be recruit employer participation and work with employers to create inclusive, welcoming environments where African American men can succeed. This provides a benefit to both the men and the employers who need a diverse future workforce.

As we learn more about the experiences of African American men in current workforce programs, we understand that two barriers have significant impact on the probability that men who complete training will be employed post-training and 12-24 months after

training. One is the ability to address complex barriers, including social-emotional trauma of long-term unemployment. The other is the misalignment of work opportunities to the men’s personal work goals. North@Work aims to address both of these challenges. One solution is to ensure that men have adequate time to complete assessments that help case managers better align each individual’s training with his personal goals.

The employers we are working with have expressed that they are failing to do what they know the labor market requires: retaining African American men. Many employers have the perception that the majority of African American men in North Minneapolis are either ineligible for work or uninterested in work. Each of these employers are turning to North@Work to gain a better understanding of how to succeed in the long term with African American men. A key element of North@Work is to directly address issues of hiring bias and perception through close relationships with specific employers. Through an early and targeted outreach strategy, where men are recruited for our six industry sectors, we will be better positioned to help employers reach their hiring and diversity goals.

How will we know if it’s working?

The Northside Funders Group has contracted with experienced community partners to implement the North@Work model and to disrupt the existing workforce model on the Northside. Partners are committed to challenging the status quo, testing new strategies and learning what works. We’ll know it’s working if:

- 1. More African American males on the Northside earn a family-sustaining wage.**
North@Work has a long-term sustainable plan to achieve the tipping point of 2,000 newly employed African American men on the North side.

	2016	2017	2018	2019	2020	Total
Men reached	250	750	1000	1375	1625	5,000
Men enrolled	150	450	600	825	975	3,500
Men employed	100	300	400	550	650	2,000

- 2. Racial employment disparities are significantly reduced for North Minneapolis and the greater Twin Cities region.** The unemployment statistics for North Minneapolis show a tremendous disparity between white people and people of color, particularly for African American men. The white unemployment rate is 11 percent on the Northside, while it ranges between 52 and 65 percent for African American men in the most affected Northside neighborhoods. This is a 54 percentage-point gap in the worst cases. By investing in North@Work and employing 2,000 African American men, that gap could be reduced to around 21 percent—still high, but coupled with additional impact through current providers, it will be enough to create a tipping point for the economy of North Minneapolis and

to put us on a trajectory toward eliminating the racial employment gap in our region.

We are currently using DEED data and NEON's African American Men's Employment Program data as a baseline to measure our progress. We know from the baseline data that the employment success rate for African American men between 30–40 years old is 35 percent employed one year following exit. Further, we know that the median earnings for this age bracket are barely \$11,000; the next age bracket earns only \$13,000 annually. In total, only about 400 African American men were served in the last year in public programs. Of those, only 137 (34 percent) were continuously employed in all four quarters in the year after exit. We know that innovative ideas that challenge the existing delivery system can produce better outcomes for African American men.

What will it take?

Over five years, the total cost of North@Work will be around \$22 million. This averages out to \$11,000 per man employed. An investment of this size is critical to disrupt the existing system and create real change for this population of men who face both personal and structural barriers to success.

North@Work estimates that \$12 million, or 55 percent of the total budget, will be secured from philanthropic sources. Northside Funders Group members themselves invest \$14 to \$17 million in Northside programs every year.

The Northside Funders Group will seek an investment of \$10 million over five years from the public sector. We request an initial investment of \$1.5 million over two years to catalyze the effort.

What is the benefit to Minnesota's economy?

North@Work creates a strong return on investment. Employed men are better able to provide for the financial, emotional and physical needs of their families and they make important contributions to their communities. A small investment in North@Work will create big results for 2,000 African American men, for North Minneapolis families and for the future of our region.

Today, the median household income for African Americans living on the Northside is \$24,972. Even at this low average income, connecting 2,000 African American males to jobs would create an estimated \$50 million more annual income for Northside families. If those men were able to achieve income parity with white Northsiders who earn a median income of \$47,391, they would bring nearly \$95 million to Minnesota's economy.

North@Work's bold interventions and strategic partnerships will create a tipping point for North Minneapolis by removing the typical barriers African American men face in the workplace. We must act now—because it's the right thing to do and because our economy depends on it.

THE CASE FOR ACTING LOCALLY & THINKING GLOBALLY

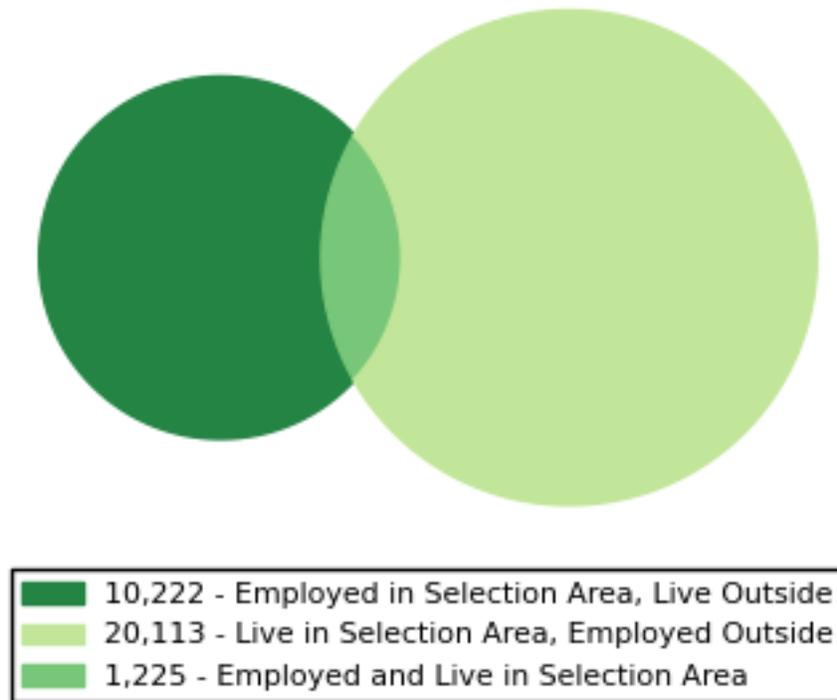
While each of our public sector entities are committed to strategies to increase economic opportunity for North Minneapolis residents, we do not have a regional business case for expanding this concentration or addressing the challenges with systems and population-level strategies. This project will build our collective understanding of North Minneapolis as integrally connected to the success of our greater region.

As PolicyLink's 2014 report argued, equity is the superior growth model for North Minneapolis, the Twin Cities and beyond. Data produced by the Metropolitan Council helps build the case for this strategy. The council estimates that if everyone in our region had the same access to employment as white people do, 124,000 more people in our region would be employed. Furthermore, if racial disparities in our region were erased, 274,000 fewer people would be living in poverty. The regional benefit of these improvements are clear. As one of the symbolic centers of the disparities experienced by people of color in our region, investing in North Minneapolis is a critically important strategy to decrease our region's racial disparities and boost our regional economy.

We will use the RBA process to further refine the regional impact and scalability of multiple strategies to disrupt the systems working against North Minneapolis neighborhoods and residents, building on the case for bolstering regional economic competitiveness by advancing racial equity. This is important because:

- **North Minneapolis residents are disproportionately unemployed:** The unemployment rate in North Minneapolis is 22.3 percent, more than twice the citywide rate of 9.5 percent. Taking into account discouraged workers as well as the officially unemployed, rates of those not working skyrocket, particularly among African-Americans: more than half (52 percent) of eligible North Minneapolis adults are not working. Youth unemployment is also high in North Minneapolis, most notably among African-American males ages 16-19, of whom 91.5 percent are unemployed.
- **Even with high unemployment rates, there are more working adults than there are jobs in North Minneapolis.** Despite the high levels of unemployment for people of color in North Minneapolis, there are 20,000 working adults who live in the area. In contrast, there are only 12,000 jobs located in the area.

Inflow/Outflow Job Counts in 2011



- **The majority of North Minneapolis workers commute outside of the Northside:** The majority of North Minneapolis workers must commute out of their neighborhoods to find work. Of the more than 20,000 working adults in North Minneapolis, only 1,225 lived and worked in North Minneapolis in 2011. Only 30 percent of those jobs were filled by people of color.
- **North Minneapolis students are falling behind:** Citywide, 91 percent of white kindergartners are ready for school, but only about 25 percent of children in North Minneapolis, the majority of whom are kids of color, are kindergarten-ready. A vast majority (93 percent) of Northside children attend K-8 schools that fall in the bottom quintile on statewide testing.
- **North Minneapolis students are less likely to graduate from high school:** One quarter (25 percent) of the North Minneapolis population 25 or older does not possess a high school degree/GED, compared to just 12 percent citywide. There is a significant race gap in high school graduation rates citywide. While 67 percent of white students graduate on time, just 22 percent of American Indian, 34 percent of Hispanic and 36 percent of Black students do. At North High, the student body is 94 percent Black and just 39 percent of students graduated on time in 2014.
- **There are untapped resources in the pool of educated workers in North**

Minneapolis. Despite the troubling education statistics presented above, 81 percent of North Minneapolis' African American residents have at least a high school degree or equivalency. In fact, 36 percent of African American residents have attended some college or obtained a 2-year degree and 12 percent have a bachelor's degree. These trained workers can be paired with appropriate jobs to bring great benefit to the Northside and the greater region.

- **North Minneapolis residents are disproportionately exposed to violence:** A staggering 50 percent of all the city's gun violence occurs in North Minneapolis. Further, 39 percent of all juvenile violent crime arrests in Minneapolis take place in the 4th Precinct.
- **North Minneapolis residents lack safe and healthy housing:** North Minneapolis has highest rate of single-family ownership conversion to rental in the city; 49.5 percent of all condemned and vacant buildings within the city are on the Northside.

Problems of this magnitude are too large for organizations and institutions to solve on their own. In addition, North Minneapolis holds enormous potential that is being underutilized because of the economic and social isolation of residents. North Minneapolis would benefit from a coordinated economic and workforce development strategy that brings multiple stakeholders together to learn, act and innovate together.

About the Northside Funders Group

North@Work is a project of the Northside Funders Group (NFG). NFG is a collaborative of private, public, and corporate funders investing together to catalyze comprehensive, sustainable change in North Minneapolis, one of the most economically distressed communities in the Twin Cities. NFG members work together to reduce disparities and build equity, assets and opportunity for everyone in North Minneapolis.

Each year, NFG members invest \$12 to \$17 million in nearly 200 organizations serving North Minneapolis. Despite the significant financial support, challenges persist and investments do not always lead to sustainable change and a better quality of life for residents. One of the first steps toward improved outcomes is to change the way funders work. Through NFG, we align our vision and our resources to make a greater impact on the Northside. Visit us at www.northsidefudners.org.

NFG is led by Executive Director, Tawanna Black and she can be reached at 612-351-8212 or tblack@northsidefunders.org

To learn more about North@Work or to become a funding, service provider or business partner, please contact North@Work Program officer Kevin Murray at kmurray@northsidefunders.org or 612-351-8200.

B. Unity Opportunity Collaborative

(same language as Part 1, Section A)

- 1.1 A bill for an act
- 1.2 relating to economic development; education; appropriating money for the
- 1.3 Connections to Jobs program and Work Experience pilot program; appropriating
- 1.4 money for the general education development fast track and adult diploma
- 1.5 programs administered by Minneapolis public schools.
- 1.6 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:

- 1.7 Section 1. APPROPRIATIONS; CONNECTIONS TO JOBS.
- 1.8 (a) \$1,025,000 in fiscal year 2016 and \$1,025,000 in fiscal year 2017 are appropriated
- 1.9 from the general fund to the commissioner of employment and economic development
- 1.10 for a grant to the city of Minneapolis, in collaboration with the Unity Opportunity
- 1.11 Collaborative and other community partners, for the Connections to Jobs program
- 1.12 targeting Minnesota communities with the highest concentrations of African and African
- 1.13 American joblessness to provide services, including employment readiness, credentialed
- 1.14 training placement, and job placement and retention services.
- 1.15 (b) \$385,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.16 commissioner of employment and economic development for a grant to the city of
- 1.17 Minneapolis, in collaboration with the Unity Opportunity Collaborative and other
- 1.18 community partners, for the Connections to Jobs – Work Experience pilot program to
- 1.19 facilitate training and employment and provide supportive services for hard-to-employ
- 1.20 individuals.
- 1.21 (c) By February 15, 2018, the city shall report to the commissioner and the chairs
- 1.22 and ranking minority members of the legislative committees with jurisdiction over
- 1.23 economic development policy and finance on activities, expenditures, and outcomes for
- 1.24 the programs listed under paragraphs (a) and (b).
- 2.1 Sec. 2. APPROPRIATIONS.
- 2.2 Subdivision 1. Minnesota Department of Education. The sums indicated in this
- 2.3 section are appropriated from the general fund to the Department of Education for the
- 2.4 fiscal years designated.
- 2.5 Subd. 2. General education development fast track and adult diploma program.
- 2.6 For a grant to Special School District No. 1, Minneapolis, for the general education

- 2.7 development fast track and adult diploma program:
- 2.8 \$ 925,000 2016
- 2.9 \$ 925,000 2017
- 2.10 The base for fiscal year 2018 is zero.
- 2.11 In collaboration with the Unity Opportunity Collaborative and other community
- 2.12 partners, the appropriation in this subdivision must be spent on outreach, instruction,
- 2.13 digital literacy training, contextualized adult literacy and career readiness training, testing
- 2.14 fees, incentive stipends to program participants, and any other expenditure allowed under
- 2.15 Minnesota Statutes, sections 124D.518 to 124D.531.
- 2.16 By February 15, 2018, Special School District, No. 1, Minneapolis, must submit
- 2.17 to the commissioner of education and the chairs and ranking minority members of the
- 2.18 legislative committees having jurisdiction over kindergarten through grade 12 education
- 2.19 policy and finance a report detailing the programs supported by the appropriation under
- 2.20 this subdivision. The report must include information on program activities, expenditures,
- 2.21 and outcomes, including general education development and adult diploma enrollment,
- 2.22 attainment, and completion rates, disaggregated by race.

Unity Opportunity Collaborative

Unity Opportunity Collaborative is a group of like-minded community partners who are creating new strategies to effectively serve low income communities of colors toward greater economic opportunities and higher outcomes. The collaborative is made up of well-established community partners that include Minneapolis Urban League, EMERGE, Sabathani Community Center, Stairstep Foundation - His Works United, Minneapolis Public Schools Adult Basic Education and MACC Alliance for Connected Communities. The partnership seeks to 1) expand GED readiness and completion while piloting adult diploma services; and 2) increase access to employment readiness, job placement and work experience services for very income adults who are vastly underserved by mainstream public employment systems. UOC values transformative strategies that are evidence-based by design, cost-effective with high return on investment and are highly accountable and transparent.

Unity Opportunity Collaborative is proposes three core strategies 2 of 3 are listed below. The third component can be found in Part I, Section.

1. Connections To Jobs

Connections to Jobs targets very low income, unemployed African American and African adult job seekers who are vastly underserved by public employment systems. The program targets Minnesota communities with the highest concentrations of African and African-American joblessness, with particular emphasis on North Minneapolis and Cedar-Riverside neighborhoods of Minneapolis. Services will include a concentrated range of employment readiness, credentialed training placement, job placement and retention services.

The target population to be served is very low income African-American and African adults including men and women with criminal histories, homeless adults, young adults (18-24), African-born immigrants and long-term jobless.

Service Categories and Proposed results:

- 800 African-American and African residents will complete foundational employment readiness training; Component cost = \$400,000 (\$500 per slot);
- 200 African American and African residents will complete digital foundations training;
Component cost = \$160,000 (\$800 per slot);
- 400 African-American and African residents will gain employment at an average wage in excess of \$10.50 per hour, with retention levels of 80% for 90 days; 70% for 180 days; 60% for 365 days; Component cost= \$1,400,000 (\$3,500 per slot, for career coaching, job placement and retention follow up case management support for 1 year period).

- 150 African American and African adults will be placed in career certification trainings in high demand occupations; Component cost = \$90,000 (\$600 per successful training placement/start);

Total cost= \$2.05 million for two years;

Proposed administrator: the City of Minneapolis/Workforce Investment Board to partner agencies.

Community partners: Minneapolis Employment and Training Program, EMERGE, Minneapolis Urban League and secondary community partners;

2. Connections To Jobs - Work Experience Pilot

Connections to Jobs Work Experience Pilot seeks to facilitate training and employment for 20 hard to employ African American participants (i.e. - with criminal backgrounds and/or homeless). WEP will provide transitional employment opportunities for 1040 hours each at an experienced work skills training organization. The project will provide rapid on-the-job training experience for very hard to employ adults who otherwise lack employment options. The project will create customized work experience at a successful Twin Cities social enterprise. Participants will earn \$9.50 per hour while developing work skills through training positions in recycling, custom production and maintenance.

Work experience is designed to create a supported work setting that establishes high standards for engagement to model hard work and resiliency, consistent effort and attendance, skills attainment and rewarding of work success. During work experience training, all participants will receive intensive employment coaching services and comprehensive supportive, including connections to housing, mental and chemical health services and adult basic education. All participants will be supported to successfully transition to unsubsidized employment opportunities at the end of their training period.

Expected results:

- 17 of 20 participants will successfully complete 1040 of work experience training
- 17 of 20 will successfully complete employment readiness credential
- 15 of 17 who complete work experience training will be successfully placed in full-time employment and/or full time enrollment in post-secondary career training

The target population is men and women in their first six months after leaving incarceration and who have other significant barriers to employment.

Funding includes \$227,240 for wages and fringe direct training slot costs (20 trainees at 1040 hours per slot) and \$155,000 service coordination, case management and coaching for 18 months. Total = \$382,240 for 18 month pilot;

Proposed administrator: City of Minneapolis/WIB; Community partners:
EMERGE/Momentum enterprises;

UOC Contacts:

Unity Opportunity Collaborative

Stephen Belton, President/CEO, Minneapolis Urban League
sbelton@mul.org
612-302-3400

Connections to Jobs

Michael Wynne, President/CEO, EMERGE
wynnem@emerge-mn.org
612-787-3755

FastTrack GED/Adult Diploma Program

Carlye Peterson, Minneapolis Public Schools Adult Education
Carlye.Peterson@mpls.k12.mn.us
Phone: 612.668.3802

Alfred Babington-Johnson, President/CEO, Stairstep Foundation
babington@stairstep.org
612-220-6321

C. Metro Transit Technician Training Program

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for the Metro Transit
- 1.3 Technician Training program.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. **APPROPRIATION; METRO TRANSIT TECHNICIAN TRAINING**
- 1.6 **PROGRAM.**
- 1.7 \$406,500 in fiscal year 2016 is appropriated from the general fund to the
- 1.8 commissioner of employment and economic development for a grant to Twin Cities
- R!SE,
- 1.9 in collaboration with Metro Transit and Hennepin Technical College, for the Metro
- Transit
- 1.10 Technician Training program. By February 1, 2018, Twin Cities R!SE shall report to
- the
- 1.11 commissioner and the chairs and ranking minority members of the legislative
- committees
- 1.12 having jurisdiction over economic development policy and finance on activities,
- 1.13 expenditures, and outcomes of the Metro Transit Technician Training program.

Metro Transit Technician Training Program

A one-year training program that prepares candidates for success in the two-year Associate of Applied Science Degree for truck technicians, launching a career as a bus mechanic with Metro Transit.

This program is designed to address Metro Transit's growing and aging workforce. Specifically, approximately 55% of Metro Transit's mechanic workforce is older than 55. Even now, more than 30 mechanic positions go unfilled each year due to lack of qualified candidates.

The program also helps prepare the organization for the changing demographic shift in the organization, as well as the community it serves, including seven counties and millions of residents, visitors and those in the business community.

WHO WE SERVE

Of the 40 participants enrolled in the program, **71%** are people of color. **90%** percent are considered to be low income.



THE PROGRAM

Coaches and Support

Twin Cities R!SE provides personal development coaching to all Metro Transit Technician training participants.

Personal Empowerment

Personal Empowerment Skills Training, Twin Cities R!SE's signature personal development curriculum, focuses on non-technical skills and attitudes needed to be successful in school, on the job and in life.

Earn While You Learn

While enrolled in the program, Metro Transit provides participants with a 3 month, \$15.50 an hour internship. This internship experience is coupled with classroom instruction which introduces essential mechanic concepts.

Academic and Bridge Support

Academic readiness and bridge curriculum is customized to best prepare participants to succeed in the two-year Truck Technician degree program at Hennepin Technical College.

Scholarships and Financial Aid

Metro Transit will provide scholarship assistance to those who qualify, while completing their Associate of Applied Science Degree program.

Transportation Assistance

Participants receive free transportation on Metro Transit buses and trains while enrolled in the program.

THE PARTNERSHIPS

The Metro Transit Technician Training program is a partnership with Metro Transit, Hennepin Technical College (HTC) and Twin Cities R!SE.

Together we provide the one-year training program so candidates can build the skills necessary to succeed in HTC's Truck Technician degree program, and launch a lifelong career with Metro Transit. This will lead to salaries and benefits that some community members may have once believed



COST

The Metro Transit Technician program is funded by a partnership between the FTA, Metro Transit and the Metropolitan Council.

Specific financial figures for the 40 participants:

Total Program Budget: \$406, 420

Cost per Participant: \$10,160 (includes \$3,120 in internship wages per participant)

Participant Wages: \$124,000 of MTT program Budget

Contacts:

Metropolitan Council
Gary Courtney
Program Administrator-Office of Equal Opportunity
Gary.Courtney@metc.state.mn.us

Twin Cities R! SE
Tom Streit
President and CEO
TStreitz@twincitiesrise.org

D. Career Connections

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for creation of
- 1.3 multiemployer, sector-based career connections; appropriating money for
- 1.4 expansion of vocational training and services within Sentencing to Service
- 1.5 programs; appropriating money to establish an opportunity center for workforce
- 1.6 and educational services to East Africans.
- 1.7 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.8 Section 1. APPROPRIATIONS.
- 1.9 (a) \$2,400,000 in fiscal year 2016 and \$2,400,000 in fiscal year 2017 are appropriated
- 1.10 from the general fund to the commissioner of employment and economic development
- for
- 1.11 a grant to Hennepin County for creation of additional multiemployer, sector-based
- career
- 1.12 connections pathways using the Hennepin Career Connections framework.
- 1.13 (b) \$450,000 in fiscal year 2016 and \$450,000 in fiscal year 2017 are appropriated
- 1.14 from the general fund to the commissioner of employment and economic development
- 1.15 for a grant to Hennepin County for expansion of vocational training and services under
- 1.16 the Sentencing to Service Homes and general program.
- 1.17 (c) \$125,000 in fiscal year 2016 and \$125,000 in fiscal year 2017 are appropriated
- 1.18 from the general fund to the commissioner of employment and economic development
- for
- 1.19 a grant to Hennepin County, in collaboration with the city of Minneapolis and
- community
- 1.20 organizations, to establish an opportunity center to provide workforce and
- educational
- 1.21 services to East African youth and residents of the Cedar-Riverside neighborhood.
- 1.22 (d) By February 1, 2018, Hennepin County shall report to the commissioner and
- 1.23 chairs and ranking minority members of the legislative committees with jurisdiction
- over

1.24 economic development policy and finance on the activities, expenditures, and outcomes

1.25 supported by the appropriations under this section.

Career Connections

A Flexible Training Broker to Solve for our Region’s Workforce Needs

Employers across the Twin Cities are concerned about finding qualified workers to meet their own workforce needs and are increasingly committed to improving the persistent education and employment disparities in our community. Both public and private employers’ play a vital role in addressing these disparities and creating economic inclusion that is critical to the economic competitiveness and vitality of our region. Career Connections is an innovative solution to both help the county and other employers in the Twin Cities find a qualified workforce and close persistent employment disparities by creating a diverse pool of well-trained and high potential applicants tailored to meet our region’s workforce needs.

The Hennepin County Workforce Leadership Council convenes the largest public and private sector employers of our region to aggregate “demand pulls” to inform the creation of flexible, sector-based training resource for employers that prepares individuals for entry-level and gateway positions in a variety of public and private sector industries. It engages employers with educational institutions and community based organizations to create a pipeline of diverse candidates to meet the workforce needs of our region. Target populations include those receiving public assistance or corrections supervision, under- and unemployed individuals, people of color, veterans, new Americans, non-traditional students, county-involved youth, and others. Recruitment efforts are also place-based with an emphasis on North Minneapolis, the Brooklyn’s, Cedar Riverside / Phillips, Bloomington and along existing and planned transit corridors.

Career Connections brings together employers, educational institutions and community based organizations to:

- Recruit motivated individuals who are committed to training and finding a career
- Create customized curriculum to meet employer demand that can matriculate to a degree
- Manage successful internship and apprenticeship experiences for students with employers
- Provides job coaching and retention services to individuals during training and once placed in employment

Current tuition-free education and training options for eligible students are below:

Customized Sector-based Industry Trainings and Certificates	Short-term trainings (6 weeks to 9 months) where both public and private sector employers work with Career Connections to create a curriculum that prepares individuals for a specific position. Often the	Current Career Pathways: <ul style="list-style-type: none"> • Human Services Representative • Office Administration • Health Advocate • Building Operations Tech
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	volume for annual hires for this position is relatively high. This training may include college credit coursework as well as employer driven customized curriculum.	<ul style="list-style-type: none"> • Administrative Professional <p>In Development:</p> <ul style="list-style-type: none"> • Transportation Construction • 911 / Safety Dispatch
Associates Degree	Matches two-year MnSCU graduates with employer needs. Enhance current MnSCU Associate Degree options to meet employer demand. Grow employer driven customized training options offered at MnSCU institutions.	<p>Examples:</p> <ul style="list-style-type: none"> • Information Technology • Human Services • Community Corrections
High School to Career Tracks	Integrates diploma to degree or vocation training where high school students enroll in a program that prepares them for a specific career track.	<p>Examples:</p> <ul style="list-style-type: none"> • Bloomington Public Schools Career and College Academy • Destination: Diploma to Degree • Cristo Rey Corporate Work Study • STEP-UP and Brooklyn

The Hennepin Career Connections framework can be replicated throughout Minnesota where a county (or counties) can engage other employers, community-based organizations and a community or technical college to develop trainings to meet the employment needs of a region.



Legislative action sought to support this workforce initiative to close the persistent employment disparities in our community: ** (to be more fully developed and

\$4.8 million for creation of additional multi-employer, sector-based career connections pathways based on the DEED Pathways to Prosperity model.

- Modification of the Pathways to Prosperity grants to allow for continued funding of existing pathways that are high performing and/or multi-employer, or able to be replicated in other regions.

\$900,000 for expansion of vocational training and services via the Sentence to Serve Homes and general program.

\$250,000 to support establishment of an opportunity center providing workforce and educational services to East African youth and residents of the Cedar Riverside neighborhood. The opportunity center is a collaboration of EMERGE, MCTC, Hennepin County the City of Minneapolis to deliver navigation and employment services tailored to this high need population.

E. Youth at Work

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for youth workforce
- 1.3 development.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. APPROPRIATION; YOUTH AT WORK.
- 1.6 \$10,000,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.7 commissioner of employment and economic development for the "Youth at Work" youth
- 1.8 workforce development competitive grant program. Of this amount, up to five percent is
- 1.9 for administration and monitoring of the youth workforce development competitive grant
- 1.10 program. All grant awards shall be for two consecutive years.

F. Emerging Workforce Coalition

- 1.1 A bill for an act
- 1.2 relating to workforce development; appropriating money for a grant to the
- 1.3 Emerging Workforce Coalition.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. APPROPRIATION; EMERGING WORKFORCE COALITION.
- 1.6 \$3,000,000 in fiscal year 2016 and \$3,000,000 in fiscal year 2017 are appropriated
- 1.7 from the general fund to the commissioner of employment and economic development
- 1.8 for a grant to the Emerging Workforce Coalition to build and support a network of
- 1.9 community-based training and supports by and for communities of color, American Indians,
- 1.10 and immigrants. The network shall engage increasing numbers of skilled, semi-skilled,
- 1.11 and unskilled workers from communities of color, American Indians, and immigrants, and
- 1.12 place them into high-demand employment opportunities. Beginning February 1, 2016, the
- 1.13 Emerging Workforce Coalition shall report annually to the commissioner on expenditures,
- 1.14 outcomes, and additional recommendations for increasing workforce and economic
- 1.15 development opportunities for people of color, American Indians, and immigrants.

Part IV: Housing

A: David McGee: Build Wealth MN Family Stabilization Initiative

A. Build Wealth Family Stabilization Plan Initiative

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for a grant to Build
- 1.3 Wealth MN for Family Stabilization Plan program expansion.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. APPROPRIATION; FAMILY STABILIZATION PLAN EXPANSION
- 1.6 INITIATIVE.
- 1.7 \$385,000 in fiscal year 2016 and \$409,100 in fiscal year 2017 are appropriated
- 1.8 from the general fund to the commissioner of employment and economic development
- 1.9 for a grant to Build Wealth MN for expansion and replication of the Family Stabilization
- 1.10 Plan program including program outreach, financial literacy education, budget and
- 1.11 debt counseling, and, through project partners, making culturally sensitive financial
- 1.12 products and services available, providing affordable and sustainable housing options,
- 1.13 and providing employment and business development opportunities to communities
- 1.14 of color. By February 1, 2018, Build Wealth MN shall report to the commissioner and the
- 1.15 chairs and ranking minority members of the legislative committees having jurisdiction
- 1.16 over economic development policy and finance on activities, expenditures, and
- 1.17 outcomes of the Family Stabilization Plan program expansion initiative.

Build Wealth Family Stabilization Plan Initiative

A Joint Effort of Build Wealth MN-HOMECO & Partners

Build Wealth MN (BWM) is a Minneapolis-based 501(c) 3 nonprofit that strengthens underserved communities by empowering families to build sustainable social and economic wealth. BWM has developed a proven method of helping hundreds of families trapped in multi-generation poverty to get out of debt, build economic and social wealth, and increase family stability. Local churches and other community organizations, development partners and financial institutions are partners in this effort. The delivery model has the ability to make notable change in disparity gaps and poverty rates of communities of color.

The Housing Opportunities Made Equitable Collaborative (HOMECO) supports a regional network of local community developers, financial educators social service providers are committed to working for the economic, social and spiritual renewal of their communities, neighborhoods and cities. BWMN and HOMECO currently brings readiness (training and technical assistance), new relationships and partnerships, and new resources (funding opportunities and model programs) to local communities and organizations in a host of neighborhoods including and specifically communities of color that represent, African American, African, Latino, Native Americans, Pacific Islanders and Asians. These organizations work in silos and in joint initiatives in these cities and communities currently linking the resources of several local partner organizations to impact the lives of thousands of people per year.

Build Wealth MN has been engaged in expanding its proven model and exploring a partnership to replicate BWM's Family Stabilization Plan program in several communities of color and cities throughout the State of MN initially. After replication effort is successful after two years, the program will likely be replicated in additional cities. BWMN will manage the replication effort with local partners and organizations in each city. BWM will provide a well-tested program model and technical assistance to participating organizations and cities. BWMN will provide coordination and project management support.

Family Stabilization Plan

The Family Stabilization Plan is an intensive two-year program, developed by Build Wealth MN that helps families trapped in poverty to:

- Embrace a new mindset and behaviors regarding their employment, earnings, credit, giving, spending, housing, saving, banking, investing, entrepreneurship opportunities, and creating generational wealth instead of generational poverty
- Stabilize the entire family circle
- Strengthen community

Through this Family Stabilization Plan program, local organizations, congregations, financial institutions, and other community groups will become partners with BWMN, HOMECO and the local collaborative partners in each of the neighborhoods, communities and cities. A cohort of 30-50 families will go through this two-year program in each neighborhoods, communities and cities (at least 100-200 families total)—building strong social support as the program proceeds. The program includes the following components:

- Outreach to and recruitment of families to participate in the program—through neighborhood churches, community ministries, past program participants, social service agencies, and other community organizations like Habitat for Humanity, Urban League housing and employment readiness partners.
- Intensive financial assessment, financial literacy education and counseling. Hands-on assistance in family budgeting, restructuring and reducing debt, mending credit, and learning new financial habits.
- Regular coaching and progress review with families, including use of a web-based budgeting system as one tool.
- Through project partners: making available culturally sensitive financial products and services that also lower the cost of money for participants, providing affordable and sustainable housing options, and providing employment & business development and opportunities.

The attached list of BWM's local partners will give you an idea of the kind of institutions that can be pulled together in a city around a program like this, in addition to the churches and community organizations that refer and encourage the families involved.

The two-year Family Stabilization Program includes approximately 126 hours of group and one-on-one training for participants. Weekly group training is customarily held on a Monday, Tuesday or Thursday night, or on Saturday from 10am – 1pm.

Build Wealth MN has detailed program curriculum, provides training for lead facilitators and financial coaches, and can help orient local financial partners to the project. David McGee (BWM's Executive Director) and an assisting trainer will come to each community, neighborhood or city for several days at the beginning of the project to review the curriculum package, for a "Train the Trainers" session, and to help orient local partners. BWM will also provide ongoing technical assistance, as needed, over the course of this two-year replication effort.

Expected Results for Participating Families

- Restore and build healthy relationships in family, community, church etc. (social wealth creation).
- Improvement in non-financial relationships: reduction in isolation that comes with financial distress and a reduction in family stress.
- Increase the credit scores of participants by 100 points (to at least 640 points).
- Savings plan development to create savings reserves of 3 to 6 months living expenses.
- Help families identify risk & realize investment returns.
- IDA (Individual Development Account) match on savings accounts & instill positive savings habits.
- Help participants develop and meet budget & spending plan goals.
- Lower the cost of money (goods & services) through directing families to make better choices.
- Increase net worth.
- Build awareness for sustainable affordable housing & business development resources .
- Encourage positive giving habits (10% of gross earnings in time, talents or financial resources).
- Identify and assist with livable wage employment opportunities including increasing incomes.
- Help new start up and existing businesses access resources to expand and succeed.

Family Stabilization Plan's Track Record

Since the program was launched in 2009, the **Family Stabilization Plan** has exceeded its goals. In the first two years the program served over 1,000 people representing more than 250 families, with a 92% retention rate. An evaluation of the program, conducted by the University of Minnesota's Center for Urban and Regional Affairs (CURA), shows multiple benefits for participating individuals, families, and communities.

Families are meeting benchmarks in:

- Increasing net worth (40% of families have shown a significant increase)
- Making healthier financial choices, changing mismanaged lifestyles (90%+ have realized this)
- Breaking cycles of poverty (engaging in employment readiness, new spending patterns, savings plans)
- Building savings (68% started or increased savings by at least 3% per family)
- Creating budgets (93% of families started a workable budget)
- Averting Divorce (More than 15 families were successful in averting divorce)
- Avoiding foreclosure (12 families were assisted in obtaining loan modifications)
- Becoming sustainable homeowners (150 affordable homes purchased) or obtained other quality affordable housing (45 families)
- Starting or expanding businesses (70 families, implementing sustainable business models)
- More than \$1,000,000 saved with partner Habitat for Humanity in averting foreclosure & principle reduction strategies with BWMN.
- More the \$2 Million in equity/wealth accumulated in affordable housing programs since 2013.
- More than \$ 10 Million deployed in favorable lending products to clients over the past 3 years.

The Social Return on Investment portion of the University of Minnesota's evaluation showed that every BWMN earns \$12 on every \$1 invested in the Family Stabilization Plan program delivery model in wealth for the individuals, families, and communities involved. Copies of the above evaluations are available.

The program has also built strong support and new relationships across participating churches and community organizations. Pastors of the churches have also been participants. There has been a steady stream of families on the waiting list to begin future cohort sessions.

Project Objectives

The objectives of this two-year initiative are:

1. Replicate the Family Stabilization Program in multiple communities, neighborhoods and Minnesota cities initially—so that the benefits of the project are available to disadvantaged families and neighborhoods on an ongoing basis in those cities.
2. Assist 100-200 families across these communities, neighborhoods and cities to reduce their debt and increase their financial and social wealth and wellbeing, in line with the project success measures below (see page 5).
3. Reduce disparity gaps in and number of areas while reducing poverty in these communities, neighborhoods and cities.

Project Roles & Staffing

Local neighborhood, community or city Leadership Teams

Leadership Teams will:

- Help Promote this program opportunity with local neighborhood, community or city members, assess their interest in participating in this replication project, and with BWM determine which local neighborhood, community or city will participate.
- Seek funding (in partnership with BWM and local neighborhood, community or city leadership teams) to offset a portion of the two-year cost of replicating the Family Stabilization program in each city, community or neighborhood.
- Provide project coordination and project management support as this joint initiative is implemented, including:
 - Coordinating the local neighborhood, community or city-selection process.
 - Hiring or assigning a part-time project manager and necessary administrative support to: ensure that project expectations are clear to local leadership foundations, get necessary agreements and MOUs in place; disburse grant payments to BWM and participating cities; do project accounting and summary reporting to the funder(s); coordinate BWM's technical assistance to cities as needed; facilitate learning across cities; assist participating leadership foundations in adequately performing; coordinate project evaluation across cities as needed with the University of Minnesota.

BWMN staffing for the project would include: a part-time project director and administrative assistant, other financial and administrative support, plus a part-time project consultant.

BWMN & HOME CO

BWMN & HOME CO will:

- Work with legislators and others to secure local funding necessary to cover the local unfunded cost of the two-year project.
- Mobilize a set of partners to help recruit families into the project: e.g., churches, community ministries, social service agencies, and affordable housing groups.
- Recruit financial coaches for the project: through financial institutions, partner churches, etc.
- Recruit financial institutions that are interested in helping participating families build healthy finances and practices and in providing culturally appropriate financial products and services, new housing options, etc.
- Coordinate: local partner selection and training (with BWM); coach selection and training (with BWM); family recruitment and selection (at least 30 families); weekly training for families and other family support; local data collection and evaluation; and local accounting and reporting.
- Ensure that local project objectives are met.

Each BWMN or local neighborhood, community or city staffing for this project would include: a local project director/manager, financial coaches (paid or volunteer) to meet the project's coach/family guideline, and necessary administrative support.

Build Wealth MN (BWM)

BWM will:

- Assist local neighborhood, community or city staff in securing the funding needed to offset a portion of the cost of local leadership foundational participation in this replication effort.
- License participating local leadership groups to use the program model and supporting materials and web-based budgeting system and portals.
- Provide orientation and ongoing training and technical assistance to participating local leadership groups and their partners in each city, as agreed in writing or any BWMN Memorandum of Understanding (MOU) as needed.

BWM's staffing for the project will include: BWM's Executive Director and project trainer-consultant.

Project Financial Structure & Budget

The approximate local yearly cost of replicating the Family Stabilization Program in each participating local neighborhood, community or city is \$120,000 with 30-50 families, with the cost per family decreasing considerably as the scale of your local program increases. See the attached estimate of local program costs.

BWM and local neighborhood, community or city will raise funds to cover approximately \$80,000-\$100,000 per year of each participating local neighborhood, community or city city's program costs for two years. The size grant or funding to each local neighborhood, community or city will be based upon the projected number of families to be served in each local neighborhood, community or city. Participating local neighborhood, community or cities may need to assist and/or raise funds locally to cover the remainder of local program costs.

BWM will also raise the funds necessary to equip and support participating leadership foundations and your partners in successfully implementing the program in your local neighborhood, community or city. BWMN will have overall fiduciary, accounting, and reporting responsibility for the funds raised for this initiative, and will contract with participating local neighborhood, community or city leadership to carry out respective roles.

Project Evaluation

BWMN and HOMEEO has contracted with the University of Minnesota, the evaluator for the Family Stabilization Plan's Minnesota pilot, to coordinate the evaluation of its efforts which will include this replication initiative. Local neighborhood, community or city leadership teams will be responsible for some of the local data collection with the families and partners involved.

Project success measures will likely include:

- Replication of the Family Stabilization Program in local neighborhood, community or city, with at least 100 families per local neighborhood, community or city.
- Increased credit scores (at least +100 points average) and net worth for participating in the project
- Significant improvement in pre-post financial and social wealth behaviors (questionnaire)
- Increase in incomes and employment status.

These measures need to be discussed further with the University of Minnesota evaluators and the local neighborhood, community or city leadership teams participating in this initiative.

Family Stabilization Plan Program-Replication

Family Stabilization Initiative

2-Year Cost of Equipping Multiple Cities to Replicate the Program

Draft: January 5, 2016

	<u>Year 1</u>	<u>Year 2</u>	<u>Total 2-Year Cost</u>
Personnel			
Leadership Team Salaries			
Project Director: 33% time	20,000	20,000	
Administrative Assistant: 25% time	<u>10,000</u>	<u>10,000</u>	
Total salaries	30,000	30,000	
Fringe benefits: 20% of salaries	6,000	6,000	
Total Personnel Expense	36,000	36,000	72,000
Contractors/Professional Fees			
Build Wealth MN*			
David McGee: 30 days in year 1 & 25 days in year 2 @ \$525/day	15,750	13,125	
Trainer/consultant: 25 days/year @ \$320/day	8,000	8,000	
IT system integration	10,000		
Staff/Consulting LLC			
27 days in year 1 & 18 days in year 2 @ \$720/day	19,440	12,960	
Project evaluation costs (clarify with U of MN)	10,000	10,000	
Total Professional Fees	63,190	44,085	107,275
Program Expense			
Local Leadership Teams: \$80,000-\$100,000 to each city to cover part of local program costs	250,000	300,000	
Travel to sites for training & technical assistance:			
Year 1: 5 BWM/other trips to each of the 3 sites	15,000		
Year 2: 3 BWM/other trips to each of the 3 sites		9,000	
Mid-year progress review meeting: travel & meeting expense	6,000	6,000	
Total Program Expense	271,000	315,000	586,000

Other LF Support to the Project

Accounting, office expense, and oversight	<u>14,000</u>	<u>14,000</u>	<u>28,000</u>
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Total Project Costs * Plus approximately \$30K in total payments to BWM from the 3 cities in year 1 & \$30K in year 2 For curricula, budgeting system subscriptions, and a client tracking/reporting system, if desired.	384,190	409,085	793,275
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Family Stabilization Program

Projected local costs: at smaller scale (30 families/yr.) & at a larger scale (200 families/yr.)

Draft: November 16, 2011

The approximate direct local yearly cost of operating the Family Stabilization Program at a smaller scale (with 30 families, the minimum required in the pilot) are noted in the first column below. These costs can be lowered by using volunteer financial coaches, using donated meeting space, and in other ways.

The approximate costs of operating the program at a larger scale (with 200 families per year)

	<u>Smaller Scale</u> 30 Fam./YR	<u>Larger Scale</u> 200 Fam./YR
Local Project Director: 30% time & 75% time	32,500	48,750
Support staff	30,000	40,000
Financial Coaches: 2 coaches & 4 coaches (if paid)	47,500	95,000
Classroom Trainer stipends	7,000	19,000
BWM curricula & budgeting system license	4,000	22,150
Room rental	1,000	5,100
Food	1,200	6,000
Materials	800	4,400
BWM data collection reporting system	3,300	13,600
BWM underwriting support system (optional)	2,700	2,700
Other miscellaneous costs	<u>800</u>	<u>1,600</u>
Total	130,800	258,300
Yearly program cost per family	4,360	1,292

Note: During the 2-year pilot of the Family Stabilization Initiative funding will need to be provided to each neighborhood to cover a portion of these costs. Approximately \$80,000 per (assuming 30 families) and \$100K per city in year 2 (if at least 30 more families become part of the project in year 2). The remainder of the local project costs may need to be raised locally if not raised by BWM or HOMEEO.

Part V: Community Engagement/ Miscellaneous

A: Stairstep Foundation: Maximizing Opportunities in Diverse Communities

B: Dept. of Human Rights: Funding to Support the Establishment of a Human Rights Office in Greater Minnesota & Funding to Conduct an Evaluation of the State's Procurement, Hiring and Human Rights Compliance as requested by the NAACP

A. Maximizing Opportunities in Diverse Communities

- 1.1 A bill for an act
- 1.2 relating to economic development; appropriating money for creation of
- 1.3 sustainable and resilient African American communities.
- 1.4 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.5 Section 1. **APPROPRIATION; SUSTAINABLE AND RESILIENT AFRICAN**
- 1.6 **AMERICAN COMMUNITIES.**
- 1.7 (a) \$375,000 in fiscal year 2016 and \$375,000 in fiscal year 2017 are appropriated
- 1.8 from the general fund to the commissioner of employment and economic development
- 1.9 for a grant to the Stairstep Foundation for activities related to the creation of sustainable
- 1.10 and resilient African American communities. In collaboration with strategic partnership
- 1.11 organizations and in furtherance of this initiative, the Stairstep Foundation will:
- 1.12 (1) conduct community engagement and outreach;
- 1.13 (2) provide a technological portal to track participants and manage data collection;
- 1.14 (3) facilitate baseline and goal assessments for the communities;
- 1.15 (4) disseminate information and narratives of community successes; and
- 1.16 (5) act as an entry point for individuals into proposed operational and financial
- 1.17 solutions.

1.18 (b) By February 1, 2018, the Stairstep Foundation shall report to the commissioner

1.19 and chairs and ranking minority members of the legislative committees with jurisdiction

1.20 over economic development policy and finance on the activities, expenditures, and

1.21 outcomes supported by the appropriation under this section.

Maximizing Opportunities in Diverse Communities

Overall Intent: Creating Sustainable & Resilient African American Communities

Foundational Pillars: Positive Mind Set, Community & Individual Will and Responsibility

Key Principles: Trust, Belief, Scale, Efficiency, Transparency, and Leveraged Resources

Impetus for Investment: See *Regional Indicators Dashboard* that denotes that Talent Attraction, Development & Retention, Innovation Capital and ***Shared Prosperity*** are critical issues for our State.

3 Key Areas of Focus for Shared Prosperity: Community Engagement, Operations & Finance

Community Engagement Focus: We acknowledge the unequivocal need for investments and solutions with an Operational (better career maps, pathways to prosperity and more synchronized and efficient training ecosystems) and Financial (increasing the amount of debt and equity available to black businesses, as well as improving access to those financial instruments) focus. However, it is our contention that in order to make the foundational and long lasting changes in order to allow our proposed Operational and Financial solutions there must be a well-funded and intentional marketing strategy and campaign to positively impact inspiration and aspiration outcomes within the black community. Without this focus, we contend that we risk the “build it and they will come” speculative proposition that reduces the return on investment and the end of our journey will not leave long term capacity and sustained impact.

Key Attributes of the Strategy:

1. **Marketing Language: A New Narrative** – we contend that “reducing disparities” frames the issue in a context that is in opposition to inspirational & aspirational desires; one end of the spectrum is reluctant to “feel bad about what they earned” and at the other end it “reinforces that African Americans are a deficit and/liability”. We move to developing a campaign to use “Achievement of Lofty Dreams” and “Development of Accountable Repositories of Wealth”
2. **Baseline Assessments** – we will utilize our trusted relationship network (i.e. black churches, other anchor institutions and organizations) and several baseline and goal assessments we have to directly collect, assess and disseminate data of our black citizens. We will use these data points as a means to provide a genuine voice of “where we are” and “what we need/want”
3. **Deep & Nuanced Narratives** - in the spirit of our elders and ancestors we will tell deep and nuanced narratives, stories & documentaries of our best business owners, employees and families to inspire our existing and aspiring entrepreneurs and rising stars. We will capture these deep and nuanced stories of 20 black entrepreneurs,

intrapreneurs and community pillars in a digital context so it can repetitively segmented and scaled for the training ecosystem to utilize.

4. **Workforce & Entrepreneurial Gateway to Opportunity** – we will be the point of entry for mobilizing individuals into the Operational and Financial ecosystems/solutions being proposed by Tawanna Black and Gary Cunningham, respectively.

Infrastructure Requirements:

- Technological portal to track participants and manage data collection, assessment and dissemination process
- Strategic Partnership Organizations
 - Black Churches
 - Anchor Institutions
 - SMART Solution Consultants
 - Other

Anticipated Costs: \$750,000 TO \$1,000,000

B: Funding to Support the Establishment of a Human Rights Office in Greater Minnesota & Funding to Conduct an Evaluation of the State's Procurement, Hiring and Human Rights Compliance as requested by the NAACP

- 1.1 A bill for an act
- 1.2 relating to human rights; appropriating money for additional investigation,
- 1.3 enforcement, and management activities; appropriating money for establishment
- 1.4 of a human rights office in Greater Minnesota; appropriating money for an audit.
- 1.5 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:
- 1.6 Section 1. APPROPRIATIONS; DEPARTMENT OF HUMAN RIGHTS.
- 1.7 (a) \$630,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.8 commissioner of human rights to accelerate the investigation, enforcement, and final
- 1.9 disposition of cases, and increase the department's capacity in the area of legal analysis
- 1.10 and fiscal management.
- 1.11 (b) \$180,000 in fiscal year 2016 is appropriated from the general fund to the
- 1.12 commissioner of human rights to establish an office in Greater Minnesota.
- 1.13 (c) By January 15, 2017, the commissioner shall report to the chairs and ranking
- 1.14 minority members of the legislative committees with jurisdiction over human rights
- 1.15 efforts to implement the additional activities in paragraph (a) and establishment of an
- 1.16 additional office under paragraph (b).
- 1.17 Sec. 2. APPROPRIATION; MINNESOTA MANAGEMENT AND BUDGET.
- 1.18 \$..... is appropriated in fiscal year 2016 to the commissioner of management and
- 1.19 budget to conduct a third-party evaluation of the state's implementation of Minnesota
- 1.20 Statutes, section 16B.875 and chapters 16C, 43A, and 363A. The commissioner shall
- 1.21 submit the audit to the chairs and ranking minority members of the legislative
- 1.22 committees with jurisdiction over human rights no later than January 15, 2017.

