

CONSTRUCTION AFFIRMATIVE ACTION PLAN

FOR

(Company Name)

DATE: _____

PROJECT DESCRIPTION: _____

COUNTY CONTRACT NO.: _____ CONTRACT DOLLAR AMOUNT: _____

CONTRACT PERIOD: _____ TO _____

FEDERAL TAX ID NUMBER: _____

In accordance with the Hennepin County Board of Commissioners' Resolution Nos. 87-6-394B, 91-9-685R2, 96-8-501, 98-5-274 and 00-8-590R2, companies that are identified as the apparent low bidders on non-exempt Construction contracts over \$100,000 are required to submit an employment Affirmative Action (AA) Plan and have the Plan approved by Hennepin County Purchasing & Contract Services (PCS) prior to the final County contract award. The contractor must submit the Plan to the County buyer/contract representative upon notification that the company is the apparent low bidder or presumptive best value bidder.

A new AA Plan must be approved for each building or highway construction contract over \$100,000 and must cover employment at the County construction site(s). These Plans are approved for the life of the contracts in the instance that the contract period does not exceed twelve (12) months. In the instance that the contract exceeds twelve (12) month, a subsequent AA plan must be submitted for approval for a duration of up to twelve (12) mouths of each subsequent year(s).

AA Plans approved by other governmental jurisdictions will not satisfy Hennepin County's AA Plan requirements for construction contracts over \$100,000, and PCS will not accept such Plans for approval.

Questions regarding the preparation of a Construction AA Plan should be directed to Tina Sanz, Construction Compliance Manager at tina.sanz@hennepin.us or (612) 348 – 3929.

AFFIRMATIVE ACTION PLAN

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A. ATTACHMENT A

APPENDIXES

A. EMPLOYMENT RECRUITMENT SOURCES

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I. CONSTRUCTION TRADE CATEGORIES

SKILLED

JOURNEY WORKER & APPRENTICES: Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the process involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training such as building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, electricians, painters (construction and maintenance), carpenters, bricklayers, plumbers and kindred workers.

OPERATIVES AND APPRENTICES: Workers who operate machine or processing equipment or perform duties of relatively high skill level having a thorough and comprehensive knowledge of the process involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training such as blasters, welders, flame cutters, inspectors, testers, motor operators and kindred workers.

UNSKILLED

LABORERS: Workers in manual occupations which generally require no special training that perform elementary duties that may be learned within a few days and require the application of little or no independent judgment such as ground-keepers, gardeners, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

II. EEO/AA POLICY STATEMENT

This statement reaffirms the Company's policy to provide equal opportunity to employees, applicants and subcontractors in accordance with all applicable Equal Employment Opportunity/Affirmative Action laws, directives and regulations of the State of Minnesota, federal and local governing bodies or agencies thereof, specifically Hennepin County's Equal Employment Opportunity/Affirmative Action (EEO/AA) Policies. The Company:

1. Will not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, or public assistance status.
2. Will take affirmative action to ensure that the Company's employment practices are free of discrimination including, but not limited to, hiring, upgrading, demotion, transfer, recruitment and recruitment advertising, selection, layoff, disciplinary action, termination, rates of pay or other forms of compensation and selection for training including apprenticeship.
3. Prohibits the harassment of any employee or job applicant because of sex, national origin or race. (See Section III.)
4. Commits the necessary time and resources, both financial and human, in making bona fide efforts to achieve the employment goals.

5. Evaluates the performance of its management and supervisory personnel on the basis of their involvement in achieving these AA objectives as well as other established criteria.
6. Has appointed an EEO Coordinator to manage the EEO Program. The Coordinator's responsibilities include monitoring all EEO activities and reporting the effectiveness of the AA Program, as required by Hennepin County. If any employees or applicants for employment believe they have been discriminated against, they may contact the EEO Coordinator.

Employees of this Company and subcontractors on this contract/project who have not made bona fide efforts to comply with the EEO policies and procedures set forth in this Statement and AA Plan will be subject to disciplinary action. Any subcontractor, vendor or supplier that does not comply with all applicable EEO/AA laws, directives and regulations of the State, federal and local governing bodies or agencies thereof, specifically Hennepin County's EEO/AA policies, will be subject to appropriate legal sanctions.

III. HARASSMENT POLICY STATEMENT

The Company agrees that harassment as stated herein is a form of discrimination.

It is the policy of this Company to ensure and maintain a working environment free of harassment, including sexual and racial harassment, on County construction sites and facilities. Unwelcome verbal or physical conduct, including written and electronic communication, directed toward an individual(s) because of race, color, creed, religion, national origin, sex, age, disability, marital status, sexual orientation, or public assistance status, will not be tolerated. Management will ensure that all managers, supervisors and other personnel carry out this policy.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other unwelcome behavior of a sexual nature. Harassment, including sexual harassment, is unlawful when:

- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment;
- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or receipt of services; or,
- Submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual.

Any employee found to be in violation of this policy will be treated in the same manner as breaching any other Company policy, and the employee may be subject to disciplinary action, which may lead to termination of duties with this Company.

IV. RESPONSIBILITIES OF EEO COORDINATOR

The duties of the EEO Coordinator are to:

1. Ensure that managers and supervisors understand it is their responsibility to take action to prevent the harassment of protected class employees, applicants and subcontractors.
2. Ensure that employees who are minorities, women and persons with disabilities are provided equal opportunity as it relates to Company-sponsored training programs, recreational/social activities, benefit plans, pay and other working conditions without regard to race, color, creed, etc.
3. Receive, investigate and attempt to resolve all EEO complaints. Notify employees with EEO complaints of their right to file said complaint with the Minnesota Department of Human Rights (MDHR) or the U.S. Equal Employment Opportunity Commission (EEOC).
4. Coordinate the implementation of necessary remedial actions to meet compliance requirements and goals.
5. Develop and update written AA Plans consistent with the Company's Policy.
6. Implement AA Plans including internal and external dissemination of the Company's Policy and Plan.
7. Coordinate employment recruitment efforts for women, minorities and persons with disabilities.
8. Serve as a liaison between the Company and its contractors, vendors and suppliers and Hennepin County.
9. Serve as a liaison between protected class groups and the Company.
10. Conduct and/or coordinate EEO training and orientation of Company supervisors, managers, and subcontractors and vendors to inform them of their responsibilities pursuant to the AA Plan.
11. Monitor and measure the Company's progress toward AA goals and report results to management.
12. Maintain EEO reports and records and make them available to appropriate enforcement agencies.
13. Hold regular discussions with project managers, supervisors and employees to ensure the Company's EEO Policies are being followed.
14. Monitor subcontractors and vendors to ensure compliance in such areas as:
 - a. Employment of women and minority employees;
 - b. Displaying EEO posters on the construction sites; and
 - c. Maintaining a work environment free of harassment and intimidation based on race, color, creed, etc.

V. EMPLOYMENT GOALS AND WORK HOURS FOR MINORITIES AND WOMEN

The Company adopts Hennepin County's employment goals for minorities and women, as stated below (goals apply to work hours on the project/contract). We will require subcontractors that have been awarded subcontracts over \$100,000 to include identical employment goals in their AA Plans.

CONSTRUCTION EMPLOYMENT GOALS

Minorities (Male & Female Minorities)		Women (Minority & Non-minority Females)	
Skilled & Unskilled Combined	32%	Skilled & Unskilled Combined	20%

The Company will require its subcontractors to make bona fide efforts to comply with the above goals.

VI. CALCULATION OF MINIMUM WORK HOURS FOR MINORITIES AND WOMEN

The purpose of this Section is to help the Company determine whether it can meet the minimum employment goals in this AA Plan with the Company's existing workforce or whether other measures may be needed to achieve the goals.

On Attachment A, calculate the number of minority and female work hours needed to meet the minimum employment goals. First enter the number of **Projected Maximum Project Hours** (skilled and unskilled combined). Multiply those work hours by the employment goal percentages and enter the results in **# of Projected Maximum Project Hours**. For Projected On-Site Workforce, enter the actual number of minorities/women hours projected on project (this data is the combined workforce totals from the CC270 workforce reports). Divide the actual number of minorities/women hours you just entered by the number of **Projected Maximum Project Hours** then multiply that total by 100. Enter projects *actual* projected percentage of on-site workforce for minority/women on this project. If your actual projected percentage of on-site workforce for minority/women is less than the AA program goals, see sections VI (A) & (B) outlining Project Workforce Utilization.

VI(A). PROJECT WORKFORCE UTILIZATION OF MINORITIES

1. PLANS TO MEET MINORITY EMPLOYMENT GOALS ON THE PROJECT SITE

If your Company does not have sufficient minorities in its permanent workforce to meet the WORK HOURS, or you decide not to utilize the minorities in your permanent workforce to fulfill the skilled and unskilled minority work hours, as indicated above, submit an action plan in narrative form outlining the measurable action steps that will be taken to meet the minority employment goals on the contract/project. **This plan should be submitted along with Attachment A.**

(Example: The Company has no skilled minorities in its permanent workforce. However, we will need additional carpenters to complete this project. We will make bona fide efforts to recruit a minority employee for this position by contacting the Carpenters Union, Local #851, and the construction sources listed in the attached

Appendix A (Employment Recruitment Sources list), to recruit one minority to fulfill the skilled work hours indicated above for this project.)

VI(B). PROJECT WORKFORCE UTILIZATION OF WOMEN

1. PLANS TO MEET EMPLOYMENT GOALS FOR WOMEN ON THE PROJECT SITE

If your Company does not have sufficient women in its permanent workforce to meet the WORK HOURS or you decide not to utilize the women in your permanent workforce to fulfill the female work hours, as indicated above, submit an action plan in narrative form outlining the measurable action steps that will be taken to meet the female employment goals on the contract/project. **This plan should be submitted along with Attachment A.**

(Example: The Company has no female employees in its permanent workforce. However, we will need to hire roofers for this project. We will make bona fide efforts to meet the female goal on this project by contacting the Roofers Union, Local #96, and the construction sources listed on the attached Appendix A (Employment Recruitment Sources list), to recruit two (2) females to meet the work hours indicated above for this project.)

VI(C). EXAMPLE OF REMEDIAL ACTIONS FOR PLAN DEFICIENCIES

Plan Deficiencies	Remedial Actions
Contractor and Subcontractors are below minority and/or women workforce goals.	Contractor/Subcontractors submits an action plan for approval with description of good faith efforts taken to hire or contract with women and racial/ethnic minorities, the basis for each hiring/contracting decision, the requirements for each job/contract, and the good faith efforts planned to, along with a description of alternative methods considered.
Inadequate recruitment efforts for women and racial/ethnic minorities by Contractor and Subcontractors	Contractor/Subcontractors submits an action plan for approval, with an implementation date for expanding recruitment efforts including a targeted list of employment resources to be used and the methods and frequency of contacts with such organizations.

VII. RECRUITMENT OF EMPLOYEES

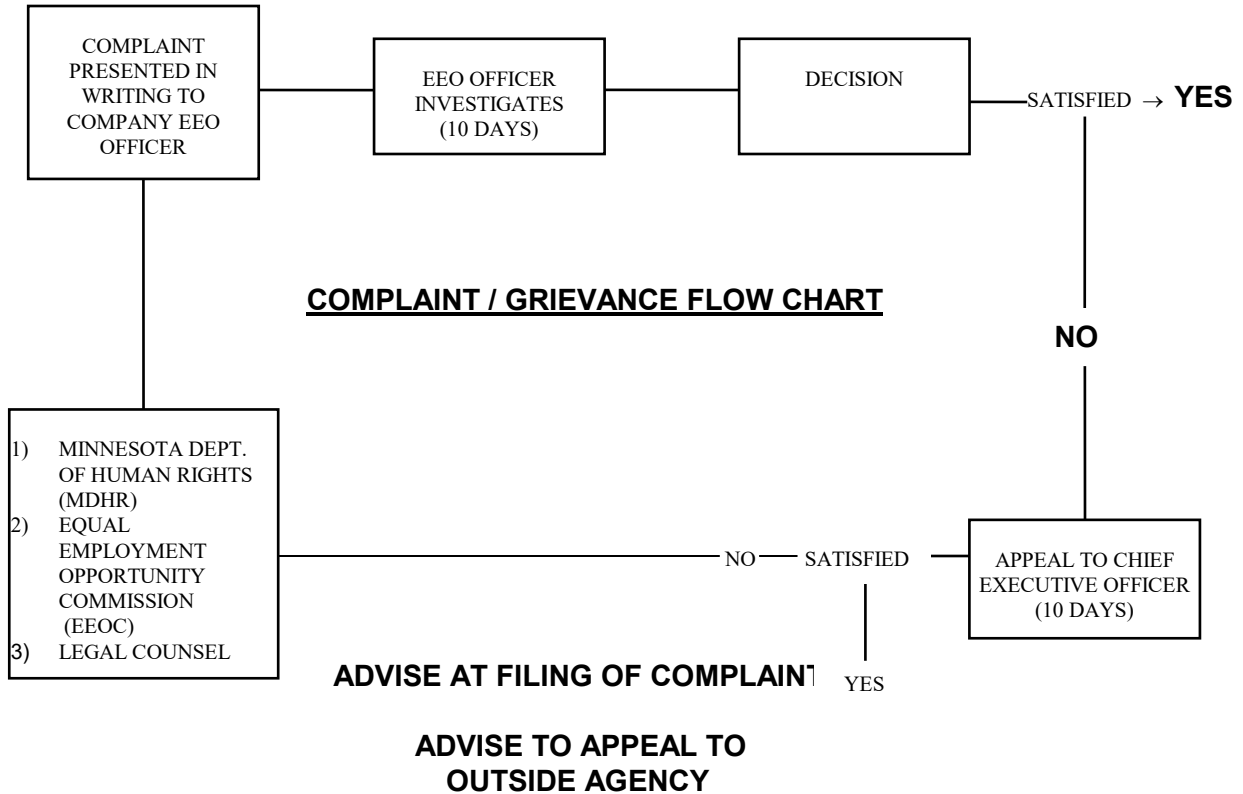
We will use and encourage our subcontractors to use agencies and organizations that refer for employment women, minorities and persons with disabilities.

A. Organizations – The Company will use, and we will require our subcontractors to use Appendix A (Employment Recruitment Sources list) provided by Hennepin County. We will disseminate and encourage our subcontractors to use Appendix A. The Company will require each of its contractors to work closely with designated community agencies, such as LEAP, and to maintain records of those interactions including the name of the person contacted and dates and types of contacts.

B. Advertisements - When the Company recruits employees, we will use media which serves/targets minorities, women and persons with disabilities to advertise the openings

(see Appendix A). We will allow reasonable time after the publication of the advertisement to provide opportunities for minorities, women and persons with disabilities.

VIII. INTERNAL EQUAL EMPLOYMENT OPPORTUNITY COMPLAINT PROCEDURE



The Company will follow the complaint procedures identified above when EEO complaints are received from employees or applicants.

IX. DISSEMINATION OF AFFIRMATION ACTION POLICY AND PLAN

The EEO/AA Policy will be disseminated as outlined below:

A. Internal Dissemination

1. During the contract period, the EEO/AA Policy Statement will be permanently and conspicuously displayed in areas such as the construction site(s), employee bulletin boards and lunch areas, and will be printed in company newsletters and other publications.
2. All employees and contractors will be furnished a copy of the EEO/AA Policy Statement and they will be notified of the AA Plan’s location and availability. This EEO/AA Policy will be made available to all employees, including part-time, temporary or seasonal employees.

3. We will conduct orientation/training sessions to thoroughly inform staff and management of the Company's EEO/AA commitment.

B. External Dissemination

1. The Company will conduct pre-bid and pre-award conferences to discuss the Company's affirmative action commitment and the subcontractors' responsibilities regarding affirmative action, and to instruct our subcontractors on how to accurately complete the required report forms.
2. We will notify all subcontractors and vendors in writing of our affirmative action policy and require supportive action on their part. This notification will specify sanctions that will be imposed on them should they fail or refuse to comply with our Policy and goals.
3. We will notify employment recruitment sources and minority- and female-oriented media (see Appendix A) and the applicable unions (see Appendix B) of our Equal Opportunity Policy and encourage them to refer women and minorities to assist us in achieving our affirmative action objectives.
4. We will include the statement "Equal Opportunity Employer/Contractor" or "Affirmative Action Employer/Contractor" on company stationery, letterhead, and in advertisements recruiting employees and contractors, where reasonably possible.
5. We will include the Affirmative Action Clause in all bid specifications and contracts.

X. REPORTING SYSTEM AND INTERNAL AUDIT

The Company will prepare and submit all documents, information and reports (on the contractor and subcontractors) required by Hennepin County Purchasing/Contract Services for the purposes of monitoring and assessing the Company's compliance with its contractual agreement and Affirmative Action Plan. We are responsible for the accuracy of all data submitted to Hennepin County.

We will submit the following reports to **Hennepin County Purchasing/Contract Services, Targeted Contract Services, A-1730 Government Center, 300 South Sixth Street, Minneapolis, MN, 55487-0175**, as indicated below:

Monthly Employment Utilization Reports (Form CC257) - Must be submitted by the 10th calendar day of each month. Reports submitted for construction contracts must cover the employment hours worked by the Company and its subcontractors at the project site. Reports submitted for service maintenance contracts must indicate the employment hours worked at all of the sites.

We will also evaluate our utilization of minority and women employees on a monthly basis. If our utilization of such employees falls below the goals established in our approved AA Plan, we will submit to Hennepin County Purchasing/Contract Services, along with the monthly reports listed above, a written **Narrative Report** that includes the following information:

- (a) An explanation of the reasons why the utilization has fallen below the goals; and

- (b) The affirmative action steps that our subcontractors and we took to achieve our goals during the reporting period.

In addition, we will provide assistance to Hennepin County Purchasing/Contract Services during on-site visits and desk audits.

The Company will notify subcontractors of their responsibilities for Equal Employment Opportunity and Affirmative Action under this Affirmative Action Plan and we will hold them accountable and impose sanctions where appropriate.

All Company employees shall be told of their rights and a notice of their rights shall be posted. The employees shall be told of their right to file a complaint with an enforcement agency and where to file such a complaint. All unions representing our employees shall be notified of our policy (see Appendix B).

XI. ESCALATION OF AA COMPLIANCE ISSUES

- A. County Policy – At its sole discretion Hennepin County may enforce sanctions when contractors fail to demonstrate good faith efforts were made to meet goals and requirements set forth and to fully implement remedial action(s) as required by PCS or where contractor exhibits complete disregard for any applicable county policies or procedures. Such contractors are considered in non-compliance with Hennepin County Board of Commissioners AA Contract Compliance Policies and are subject to sanctions pursuant to County Board Resolution No. 87-6-394B, as amended.

“Complete disregard” means intentional or willful failure or refusal to fully implement AA policies and procedures, to submit an acceptable AAP, documents, information or reports as required, fails or refuses to resolve identified deficiencies, makes false representations, or is uncooperative - impedes or refuses to provide access by the county to their establishment, employees or records for the purpose of conducting onsite inspections or related activities, or inappropriate behavior toward county employees in performance of their duties.

Sanctions are imposed by the County Board of Commissioners after attempts have been made on several levels by the county to satisfy compliance requirements. Enforcement actions which may be taken include contract suspension, cancellation or termination, assessment of liquidated damages withholding or 15% of the total contract amount and/or debarment.

- B. General – PCS monitors contractor employment and contracting activities to determine compliance with their AA commitments and related county policies.

In Compliance - Contractors are considered “in compliance” unless one or more of the violations indicated in the policy above exists. PCS monitoring activities are routine and should not be considered remedial nor enforcement actions. They include but are not limited to:

- Audits of contractors’ employment and contracting records
- Reviews of contractor employment policies, procedures, and practices
- Onsite reviews (including employee interviews)
- Special requests for information to determine whether the contractor has made sufficient good faith efforts

- C. In Compliance – Remedial Action Required – Remedial actions are steps the contractor must take to resolve performance deficiencies to the county’s satisfaction. Such actions are corrective and not punitive, and will be considered voluntary actions by contractors when they implement actions as would reasonably resolve a technical or performance deficiency within a reasonable time. They may include actions such as expanded

recruitment efforts; result-oriented training programs; and/or agreements to disseminate EEO policies and procedures, submit timely and accurate employment and contracting reports, and/or contact businesses owned by, or employment sources that specifically serve minorities, women, and disabled groups.

Below are examples of performance deficiencies and remedial actions:

Performance Deficiencies	Remedial Actions
Repeatedly late or inaccurate reports or information	Contractor submits a corrective action plan for approval with an implementation date for submitting timely and accurate employment reports or information within the established deadline. Contractor corrects all inaccurate data.
Inadequate posting of policies against discrimination and harassment.	Contractor submit a corrective action plan for approval, with an implementation date for posting policies against discrimination and harassment in a well-lit, conspicuous locations frequented by applicants and employees alike within each facility and on the project worksite.
Inadequate dissemination of AA and EEO policies to employees.	Contractor submits a corrective action plan for approval with an implementation date for disseminating AA and EEO policies to all employees and management.
Inadequate recruitment efforts for women and racial/ethnic minorities	Contractor submits a corrective action plan for approval, with an implementation date for expanding recruitment efforts including a targeted list of employment resources to be used and the methods and frequency of contacts with such organizations.
Consistently below women or minority employment and/or contracting goals and little or no achievement when job openings/contract opportunities have occurred and qualified applicants/businesses were available.	Contractor submits a corrective action plan for approval with an implementation date including a description of good faith efforts taken to hire or contract with women and racial/ethnic minorities, the basis for each hiring/contracting decision, the requirements for each job/contract, and the good faith efforts planned to, along with a description of alternative methods considered.

D. Non-Compliance – A contractor found in non-compliance with AA contract compliance policy may be required to take remedial actions and/or be subject to sanctions. PCS will consider a contractor not in compliance with county AA contract compliance policy if it does one or more of the following:

- Fails to submit an acceptable AAP for Approval
- Fails to demonstrate good faith efforts to meet its AA requirements
- Fails to implement remedial action(s) approved by PCS
- Makes false representations
- Impedes or refuses county access to its facilities or employees for onsite reviews and related activities

- E. Sanctions – If a contractor demonstrates good faith efforts in taking remedial action(s), the County Board will not impose sanctions. However, if PCS determines a contractor failed to take good faith remedial action(s), the County Board may impose sanctions. The Board may also impose sanctions if a contractor shows complete disregard for county AA contract compliance policies and procedures.

- F. Escalation Path – PCS assigned staff may request assistance from the project/contract manager if their efforts have failed to yield required results. If the contractor does not comply with either PCS staff or the project/contract manager, staff will bring forward to PCS management to work together toward resolution. Should contractor remain noncompliant PCS management will bring to contracting department’s director to help. If issue(s) remain unresolved after 30 calendar days purchasing manager and contracting department’s director will submit a report to the Deputy/Assistant County Administrator and the County Attorney’s Office Civil Division detailing violations with supporting documentation and recommended sanctions. Deputy/Assistant County Administrator and/or CAO may attempt to reach out to influence contractor, or endorse the imposition of sanctions outright. PCS management presents the report, documentation, and recommended sanctions to County Administrator or Board, based on county leadership preference. The contractor may voluntarily resolve violations before County Board action.

As President of this Company, I understand that it is my responsibility to monitor this contract for AA/EQ and SBE and WEP Goals (if applicable), and ensure compliance with all Hennepin County policies.

The Company hereby agrees to carry out this Affirmative Action Plan and all Hennepin County policies.

COMPANY

Date

By _____
President’s Signature / Or Company Official
Authorized to sign AA Plan

Title

Type or Print Name

PROJECTED ON-SITE WORKFORCE FORM (ATTACHMENT A)

COMPANY NAME: _____

ADDRESS: _____

PHONE: (____) _____ DATE: _____

EEO COORDINATOR: _____

EEO COORDINATOR PHONE: (____) _____ EMAIL: _____

PROJECT NAME: _____

COUNTY CONTRACT NO.: _____ CONTRACT DOLLAR AMOUNT: _____

CONTRACT PERIOD: _____ TO _____

FEDERAL TAX ID NUMBER: _____

PROJECTED MAXIMUM TOTAL PROJECT WORKFORCE & HOURS

State below the **projected maximum** (contractor's and subcontractors' combined) number of workers and project hours at the construction site.

	<u>WORKFORCE</u>		<u>HOURS</u>
SKILLED	_____		_____
UNSKILLED	_____		_____
TOTAL PROJECT	_____		_____

WORKFORCE	PROJECTED MAXIMUM PROJECT HOURS	AA PROGRAM GOALS	# OF PROJECTED MAXIMUM PROJECT HOURS	PROJECTED ON-SITE WORKFORCE <i>(combined total from CC270 reports)</i>	
				ACTUAL PROJECTED HOURS	(/) PROJECTED MAXIMUM PROJECT HOURS X 100 = %
MINORITY		x 32% =	hrs		%
FEMALE		x 20% =	hrs		%

As President of this Company, I understand that it is my responsibility to monitor this contract for AA/EO and SBE and WEP Goals (if applicable), and ensure compliance with all Hennepin County policies.

The Company hereby agrees to carry out this Affirmative Action Plan and all Hennepin County policies.

COMPANY

DATE

BY _____
PRESIDENT'S SIGNATURE / OR COMPANY OFFICIAL
AUTHORIZED TO SIGN AA PLAN

TITLE

TYPE OR PRINT NAME

APPENDIX A Employment Recruitment Sources

Community Agencies (General Employment)

American Indian O.I.C.
Don Clark
1845 East Franklin
Mpls., MN 55404 (612-341-3358)
Fax (341-3766)

Anishinabe Council of Job Developers
Wilma Mason
3702 East Lake Street
Mpls., MN 55406 (612-722-1866)
Fax (722-2792)

(See also Construction Sources listing)

Catholic Charities
Job Service Department
1200 - 2nd Avenue
Mpls., MN 55403 (612-664-8500)
Fax (664-8555)

Catholic Charities – Exodus
Division – Job Services
1624 Chicago Avenue So.
Mpls., MN 55404 (612- 278-1120)
Fax (375-9105)

Catholic Charities – Seton Services
Polly Shaw-Cassidy
2104 Steven Avenue So.
Mpls., MN 55404 (612-872-8777)
Fax (872-9696)

Centre for Asians & Pacific Islanders
Daniel Krotz
3702 East Lake Street
Mpls., MN 55406 (612-721-0122)
Fax (721-7054)

Centro Cultural Chicano, Inc.
Warren Herrera
1915 Chicago Avenue So.
Mpls., MN 55404 (612-874-1412)
Fax (874-8149)

Chicanos Latinos Employment Opportunities
Lu Lopez
1575 Ames Avenue
St. Paul, MN 55106 (651-774-2045)
Fax (651-774-7401)

Community Agencies (General Employment)

Chicanos Latinos Unidos En Servicio (CLUES)
Jerry Uribe (Minneapolis & St. Paul offices)
* 2110 Nicollet Avenue So.

Mpls., MN 55404 (612-871-0200)
Fax (871-1058)

* 220 So. Robert Street, Suite 103
St. Paul, MN 55107 (651-292-0117)
Fax (651-292-0347)

Eastside Neighborhood Services
Angie Vocalino
1929 – 2nd Street NE
Mpls., MN 55418 (612-781-6011)
Fax (781-9257)

HIRED
Lori Barnes (contact)/Joblink (notices)
1200 Plymouth Avenue No.
Mpls., MN 55411 (612-529-4373)
Fax (529-7131)

Loring Nicollet Bethlehem Center
Dixie Lehmann
1925 Nicollet Avenue So.
Mpls., MN 55403 (612-871-2031)
Fax (872-3601)

Minneapolis American Indian Center
Frances Fairbanks
1530 East Franklin
Mpls., MN 55404 (612-871-4555)
Fax (879-1795)

Minneapolis Rehabilitation Center
Al Hawkins, Employment Dept.
1900 Chicago Avenue So.
Mpls., MN 55404 (612-752-8138)
Fax (752-8001)

Minneapolis Urban League
Lee Tillman
(For General Employment Referrals)
2000 Plymouth Avenue No.
Mpls., MN 55411 (612-302-3113)
Fax (521-8513)

(See also Construction Sources listing)

APPENDIX A
Employment Recruitment Sources
Page 2 of 4

Community Agencies: - continued
(General Employment)

Pillsbury United Neighborhood Services
Rick Nevilles
2507 Fremont Avenue No.
Mpls., MN 55411 (612-529-9267)
Fax (529-4743)

Summit Academy O.I.C.
Annette Rodriguez
935 Olson Memorial Highway
Mpls., MN 55405 (612-377-0150)
Fax (377-0156)

Upper Midwest American Indian Center
Joyce Yellowhammer
1035 West Broadway
Mpls., MN 55411 (612-522-4436)
Fax (522-8855)

Wings
Julie Benthin
3200 Penn Avenue No.
Mpls., MN 55412 (612-521-8750)
Fax (521-3818)

WomenVenture
Beverly Gonzalez
University Avenue
St. Paul, MN 55114 (651-646-3808, ext. 148)
Fax (651-641-7223)
(See also Construction Sources listing)

Construction/Trades Sources
(For Construction/Trades Positions)

Anishinabe Council of Job Developers
Wilma Mason
3702 East Lake Street
Mpls., MN 55406 (612-722-1866)
Fax (722-2792)

Minneapolis Urban League – LEAP
Jan Williams (Construction/Trades)
2000 Plymouth Avenue No.
Mpls., MN 55411 (612-302-3116)
Fax (521-8513)

Construction/Trades Sources
(For Construction/Trades Positions)

National Association of Minority Contractors
(NAMC)
P.O. Box 50118
Mpls., MN 55406-0118 (612-374-5129)
Fax (377-8381)

Women in the Trades
Pat Wagner
550 Rice Street
St. Paul, MN 55103 (651-228-9955)
Fax (651-292-9417)

WomenVenture
Beverly Gonzalez
2324 University Avenue
St. Paul, MN 55114 (651-646-3808, ext. 148)
Fax (651-641-7223)

WORKFORCE CENTERS

Anoka County WorkForce Center
Anoka County Human Services Bldg.
1201 - 89th Ave. NE, Suite 230
Blaine, MN 55434 (763-785-4800)
Fax (763-785-6499)

Dakota County-Western Area WorkForce Center
14551 County Road 11
Burnsville, MN 55337 (952-997-4850)
Fax (952-895-7660)

Hennepin County South WorkForce Center
4220 west Old Shakopee Road
Bloomington, MN 55437 (952-346-4000)
Fax (952-346-4042)

Hennepin North WorkForce Center
7115 Northland Terrace, Suite 100
Brooklyn Park, MN 55428 (763-536-6000)
Fax (763-536-6001)

Minneapolis Casual Labor Office
2727 Central Ave. NE
Minneapolis, MN 55418 (612-790-6402)
Fax (612-520-3522)

APPENDIX A
Employment Recruitment Sources
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MEDIA

Periodicals/Newspapers

Asian American Press
Nghii Huynh
417 University Avenue
St. Paul, MN 55103 (651-224-6570)
Fax (651-224-7032)

Insight News, Inc.
Front Desk
1815 Bryant Avenue No.
Mpls., MN 55411 (612-588-1313)
Fax (588-0048)

La Presna
Mario Durate
417 University Avenue
St. Paul, MN 55103 (651-224-0404)
Fax (651-224-0098)

Minneapolis Spokesman
Wallace Jackman
3744 – 4th Avenue So.
Mpls., MN 55409 (612-827-4021)
Fax (827-0577)

Minnesota Woman's Press
Kathy Magnuson
771 Raymond Avenue
St. Paul, MN 55114 (651-646-3968)
Fax (651-646-2186)

The Circle
Missa Rostman
3355 – 36th Avenue So.
Mpls., MN 55406 (612-722-3686)
Fax (612-722-3773)

Radio Stations:

KMOJ Radio
Vusumuzi Zulu
501 Bryant Avenue No.
Mpls., MN 55405 (612-377-0594)
Fax (377-6919)

KFAI
Denise Mayote
1808 Riverside Avenue
Mpls., MN 55454 (612-341-3144)
Fax (341-4281)

SCHOOLS

Technical/Vocational Schools

Minneapolis Community & Technical College
Lucy Kennedy
1501 Hennepin Avenue So.
Mpls., MN 55403 (612-359-1410)
Fax (359-1409)

St. Paul Technical College
Curt Groth/Roberto Acosta
235 Marshall Avenue
St. Paul, MN 55102 (651-221-1384)
Fax (651-221-1416)

Minnesota School of Business
Sally Hively
1401 West 76th Street #500
Richfield, MN 55423 (612-798-3732)
Fax (861-5548)

SCHOOLS

Colleges/Universities

Augsburg College
Center for Service Work & Learning
Lynda Olson
2211 Riverside Avenue
Mpls., MN 55454 (612-330-1167)
Fax (330-1606)

Macalester College
Multicultural Affairs
1600 Grand Avenue
St. Paul, MN 55105 (651-696-6258)
Fax (651-696-6689)

African American LRC
Rm. 315 Science Classroom Bldg.
University of MN
222 Pleasant Street SE
Mpls., MN 55455 (612-625-1363)
Fax (625-0821)

Asian/Pacific Islander LRC
Rm. 306 Walter Library, University of MN
117 Pleasant Street SE
Mpls., MN 55455 (612-624-2317)
Fax (625-0821)

APPENDIX A
Employment Recruitment Sources
Page 4 of 4

SCHOOLS - continued
Colleges/Universities

Chicano/Latino LRC
Rm. 339 Walter Library, University of MN
117 Pleasant Street SE
Mpls., MN 55455 (612-625-6013)
Fax (625-0821)

American Indian Center for Excellence
125 Fraser Hall, University of MN
106 Pleasant Street SE
Mpls., MN 55455 (612-624-2555)
Fax (626-7840)

GLBT Programs Office
Student Diversity Institute
340 Coffman Union, University of MN
300 Washington Avenue SE
Mpls., MN 55455 (612-626-2324)
Fax (626-0909)

Student/Career Development

Inroads – Minneapolis/St. Paul
Alberder Gillespie
2550 University Avenue W., Suite 435 So.
St. Paul, MN 55114 (651-644-4406)
Fax (651-649-3032)

Civic/Public Organizations:

Asian American Chamber of Commerce
Nghi Huynh, 417 University Avenue West
St. Paul, MN 55102 (651-224-6570)
Fax (651-224-7032)

Chicano Latino Affairs Council
Margarita Zalamea, 555 Park Avenue, Suite 408
St. Paul, MN 55103 (651-296-9587)
Fax (651-297-1297)

Council of Black Minnesotans
Lester Collins, Wright Bldg., Suite 426
2233 University Avenue West
St. Paul, MN 55103 (651-642-0811)
Fax (651-643-3580)

Disability Council
Clell Hemphill, Metro Square Bldg.
121 East 7th Place, Suite 107
St. Paul, MN 55101 (651-296-6785)
Fax (651-296-5935)

Civic/Public Organizations - continued

Indian Affairs Council
Joe Day
1450 Energy Park Drive Suite 140
St. Paul, MN 55108 (651-643-3032)
Fax (651-643-3077)

Minnesota Indian Chamber of Commerce
Will Antel
Colonial Warehouse Bldg., Suite 567
212 – 3rd Avenue No.
Mpls., MN 55401 (612-333-0500)
Fax (333-0330)

Professional Organizations

American Indian Business Development Corp.
Theresa Carr, 1433 East Franklin Avenue
Mpls., MN 55404 (612-870-7555)
Fax (870-0327)

American Indian Science & Engineering Society
University of Minnesota
125 Fraser Hall, 106 Pleasant Street SE
Mpls., MN 55455 (612-624-2555)
Fax (626-7840)

Minnesota Hispanic Bar Association
Juan Hoyos, P.O. Box 1788 Pioneer Station
St. Paul, MN 55101 (651-953-6087)

Minnesota Nurses Association
Vickie Besmer – or – Sue Noer
1295 Bandana Blvd., Suite 140
St. Paul, MN 55108 (651-646-4807)
Fax (651-647-5301)

National Association of Blacks in Criminal
Justice - Rex Marshall
1807 Elliot, Apt 2A
Mpls., MN 55404 (612-871-5915)
Fax (871-5915)

National Assoc. of Women Business Owners
(NAWBO), 4248 Park Glen Road
St. Louis Park, MN 55416 (612-927-8781)
Fax (929-1318)

APPENDIX B
Sample Letter to Unions

INSTRUCTIONS: RE-TYPE ON COMPANY LETTERHEAD FOR MAILING & SUBMIT TO PCS, WITH THE AA PLAN, COPIES OF THE LETTERS SENT TO ALL UNIONS REPRESENTING A COMPANY'S EMPLOYEES. IF THE COMPANY IS NON-UNION, INDICATE THIS AT THE TOP OF THIS PAGE, AND SIGN AND DATE APPENDIX B.

NOTE - THIS LETTER IS NOTIFICATION LETTER TO THE COMPANY'S UNIONS THAT THE COMPANY IS A HENNEPIN COUNTY CONTRACTOR. IT IS NOT INTENDED AS A LETTER TO RECRUIT EMPLOYEES FOR POSITIONS WITH THE COMPANY.

Dear Union Representative:

In compliance with Hennepin County's Equal Employment Opportunity/Affirmative Action Policies, this Company, as a County contractor, has agreed to take affirmative action to ensure our employees and applicants for employment are not discriminated against in employment or application for employment because of race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, or status with regard to public assistance.

We have also agreed to:

1. Post nondiscrimination notices in conspicuous places available to employees and applicants for employment.
2. State that we are an Equal Employment Opportunity/Affirmative Action Employer in media advertising and on our stationery, where reasonably possible.
3. Provide a notice to each of our labor unions advising the labor union or worker's representative of our commitments to Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.
4. Furnish all information and reports required by Hennepin County. Permit access to books, records and accounts by Hennepin County for purposes of investigation to determine compliance.
5. Assure Hennepin County that labor unions representing our employees will:
 - a. Conduct their business in a nondiscriminatory manner, by referring minorities and females for employment as requested by us.
 - b. Include a protected class nondiscrimination clause in each labor union agreement.
 - c. Ensure the union grievance process is adequately representing each of the classes protected by Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.
 - d. Review collective bargaining agreements to eliminate barriers to Equal Employment Opportunity.
 - e. Review seniority clauses in union contracts to ensure that they are nondiscriminatory and do not have a discriminatory effect.

To meet the requirements set forth, we ask for your participation in helping us fulfill our commitment to Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.

Yours truly,

Company President/CEO