

Pennington County Human Service Committee

Meeting Agenda

March 21, 2023

12:00 pm

Members Present

_____ Roy Sourdif

_____ Seth Nelson

_____ Dave Sorenson

_____ Neil Peterson

_____ Bruce Lawrence

Section A

- I. Minutes: Review of 02/16/2023 HSC Meeting Minutes
- II. Personnel:
 - A. Update on Eligibility Position
 - B. Update on Social Workers Position
 - C. Case Aide Position
- III. General:
 - A. To adopt and approve DHS's Merit system Equal Employment Opportunity and Affirmative Action guidelines as the agency's EEO and AA action plan.
 - B. To approve and re-authorize the Pennington County Pre-Petition Screening Team and the list of screeners as presented.
 - B. Out-of-Home Cost Report
 - C. Month's End Cash Balance
 - D. Other

Section B

- I. Special Case Situations (Social Services)
- II. Income Maintenance Update
- III. Special Case Situations (Public Assistance)
- IV. Payment of Bills

Section C

- I. Dates of Upcoming Committee Meetings:

03/21/2023

12:00 pm

04/18/2023

12:00 pm

05/16/2023

12:00 pm

A regular meeting of the Pennington County Human Service Committee was held at 12:00 pm, February 16, 2023, at the Pennington County Justice Center.

COMMITTEE MEMBERS PRESENT:

Bruce Lawrence
Neil Peterson
Seth Nelson
Dave Sorenson
Roy Sourdif

STAFF MEMBERS PRESENT:

Julie Sjostrand, Director
Tammy Johnson
Stacy Anderson
Mitch Anderson

SECTION A

I. MINUTES:

The January 17, 2023, Human Service Committee Meeting Minutes were electronically posted for review. Noting no corrections or changes, a recommendation was made to forward the Minutes to the Consent Agenda.

II. PERSONNEL:

- A. The Director presented an update on the Eligibility worker position.
- B. The Director presented an update on the Social Worker positions.
- C. The Director presented information on a Case Aide position.

III. GENERAL:

- A. The Director presented the CY 2023 2024 Pennington County Children's Mental Health Screening Contract.
- B. The Out-of-Home Cost Report through January 2023 was presented for Review.
- C. Month's end cash balance for January 2023 stands at \$ 3,892,137.92.

SECTION B

- I. No Social Service cases were presented for special case review.
- II. Tammy Johnson, Financial Assistant Supervisor presented the Emergency Assistance/Emergency General Assistance January 2023 report of activity. She reported the Income Maintenance open case count stands at 2114.
- III. No Income Maintenance cases were presented for special case consideration.
- IV. A listing of bills presented for payment was reviewed. A recommendation for payment of the bills was forwarded to the Consent Agenda.

SECTION C

Be it resolved that the foregoing record is a true and accurate recording of the official actions and recommendations of the Human Service Committee for Pennington County and, as such, constitutes the official minutes thereof.

Chair: _____

Attest: _____

NEXT COMMITTEE MEETING: March 21, 2023, at 12:00 p.m.



Minnesota Merit System

Family Based Services Provider

Class Spec Code: 920

Established Date: 11/04/2009

Last Revised Date: 01/01/2023

Salary Range

\$3,054.00 - \$5,458.00 Monthly

Bargaining Unit

NA

EEO

EEO4-Paraprofessionals

Occupational Group

03

FLSA

Non-Exempt

Benefit Code

NA

Physical Class

NA

Classification Summary

Under supervision, assists professional staff in the prevention and treatment of child abuse and neglect; works directly in the home to reduce the incidence of abuse and neglect and to prevent or shorten out-of-home placement; works toward reunification of family in out-of-home placements; and performs related work as assigned.

Examples of Duties

- Assesses family dynamics in conjunction with the social worker in order to determine needs and level of service to be provided family.
- Develops concrete goals and expectations in conjunction with the social worker and the family.
- Demonstrates and teaches clients parenting skills, nurturing skills, discipline methods and child growth and development.
- Demonstrates and teaches household, time and money management techniques.
- Teaches clients health, safety and nutritional needs of the family and how to meet these needs.
- Teaches clients how to effectively deal with/manage stress.
- Demonstrates and teaches verbal and nonverbal communication skills.
- Serves as an appropriate role model for families and provides on-going support and encouragement to clients in order to build self-esteem.
- Assists family members to understand and cope with separation and loss issues.
- Gives testimony in court for agency or may accompany client to court to give support.
- Recognizes and reports indicators of neglect and emotional, physical and sexual abuse of both children and adults.
- Makes appropriate referrals to other community agencies if signs or symptoms of other problems are exhibited.
- Guides the client in the development or restoration of socialization skills, including the ability to use recreation effectively.
- Documents significant information in case files and prepares written reports for social workers.
- Assists in the formation and implementation of parent education classes and encourages and assists parents in participating in them and other support groups.
- May serve as protective payee for client, which includes setting up budgets, negotiating with creditors, balancing checking accounts and distributing checks.

Minimum Qualifications

1) two years of home management experience which includes child care experience; or 2) two years of college coursework with emphasis in home economics, child development, health, social work, sociology, psychology, or a related behavioral science. **Candidates must indicate the total number of years of home management and child care experience on an attachment to the application.**

Examination Process

The examination will consist entirely of a experience and training rating. Candidates will be asked to complete a supplementary questionnaire which covers:

- education;
- knowledge of child development and child care methods;
- experience providing training on a one-to-one basis or to small groups;
- experience working in an agency providing social services;
- knowledge of home management principles; and
- written communications.

Knowledge, Skills & Abilities

- Knowledge and understanding of human behavior and family dynamics.
- Knowledge and understanding of the cycle of family violence including physical, emotional and sexual abuse of children and adults.
- Knowledge of child care methods, parenting techniques and child growth and development.
- Knowledge of the principles of home management.
- Knowledge of the elements of nutrition and meal planning.
- Knowledge of health and safety principles.
- Knowledge of drug and alcohol use and abuse.
- Knowledge of community resources.
- Knowledge of child maltreatment reporting laws.
- Ability to detect abuses and neglect within a family.
- Ability to communicate orally and in writing.
- Ability to teach and to motivate people to learn and apply their new knowledge.
- Ability to work as a member of a team to meet the needs of the client.
- Ability to plan and organize work effectively.

POSITION DESCRIPTION PENNINGTON COUNTY

SECTION I: GENERAL INFORMATION

Position Title: Family Services Provider	Department: Human Services
Immediate Supervisor's Position Title: Social Services Supervisor	FLSA Status: Non-Exempt
<p>Job Summary:</p> <p>Under the direction of the Social Services Supervisor, the Family Services Provider is responsible for performing a variety of paraprofessional social service activities to support the professional and supervisory staff of the department. The Family Based Services Provider is responsible for providing a variety of paraprofessional support activities to assist social workers in the prevention and treatment of child abuse and neglect and the prevention or shortening of out of home placement.</p> <p>This classification represents a unique paraprofessional classification title within the Human Services Department. Essential duties outlined below are intended as “representative” examples of the level, nature and decision-making expected of positions assigned to this classification. The duties below are not intended to be a comprehensive listing of all duties and tasks performed by the employees assigned to this classification.</p>	

SECTION II: ESSENTIAL DUTIES AND RESPONSIBILITIES

<ul style="list-style-type: none"> • Provides intensive in-home and family support services to high-risk families with children who receive child protection, child welfare and child mental health case management under the service plan(s) of social workers and professional/supervisory personnel. Duties include but are not limited to: <ul style="list-style-type: none"> a) Implements service plans established by professional staff. Assists professional staff and family in formulating goals and expectations. Assists social workers in assessing family dynamics and in determining the level of service to be provided to families. b) Demonstrates and teaches parenting skills, nurturing skills, discipline methods, child growth and development fundamentals, stress management, verbal and nonverbal communication skills. c) Teaches and demonstrates household, , time and money management techniques. d) May serve as protective payee for client, as appropriate. e) Assists family members dealing with loss and separation issues. f) Teaches clients health, safety, and nutritional needs of the family and how to meet those needs. g) Serves as a role model for families providing ongoing support and encouragement to clients to build self-esteem. h) Guides clients in the development or restoration of socialization skills, including the ability to use recreation effectively. • Documents significant information in case files and prepares written information for social workers. <ul style="list-style-type: none"> a) Identifies, documents and/or reports indicators of neglect, emotional, physical or sexual abuse of children or adults. b) Monitors client progress and adherence to plan goals and expectations. c) Documents assessment, services and outcomes in accordance with deadlines. d) Assesses and documents home learning environment and records client observations and activities.
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- Serves as an advocate for families by collaborating with social service agencies and promotes interagency coordination to and from partner agencies.
- Recommends referrals to other community agencies if signs and symptoms of other problems are exhibited to social worker staff.
- Assists in the formulation and implementation of parent education classes and assists parents in participating in them and other support groups.
- Gives testimony in court for agency and/or may accompany client to court for support.
- Performs other duties of a comparable level or type, as required.

SECTION III: WORK REQUIREMENTS AND CHARACTERISTICS

ESSENTIAL SKILLS REQUIRED TO PERFORM THE WORK	Skilled in: <ul style="list-style-type: none"> • Oral and written communications. • Establishing and maintaining effective working relationships with employees, clients, supervisors, department heads, officials, and the public. • Interpreting, implementing and applying guidelines, rules and requirements of social service programs and services. • Updating and maintaining various client logs, lists, databases, documents, forms and records. • Applying department procedures, processes and program requirements in coordinating and handling case management duties in delegated areas. • Coordinating, scheduling and/or transporting clients to and from various appointments and monitoring the safety of participants. Coordinating and implementing other social service programs/services, as assigned, in accordance with guidelines, regulations and requirements. • Interviewing, collecting and performing various screening and intake support services. • Applying department policies and procedures in dealing appropriately and consistently with program clients and delivering services to clients. • Developing client rapport and providing client services to clients. • Operating, using and utilizing departmental applications in updating and maintaining client records and files. • Preparing narrative reports, case files, forms and materials required by the department> 	
RESPONSIBILITY FOR DIRECT SUPERVISION OF THE FOLLOWING POSITIONS		
	Titles of Positions Directly Supervised	# of Employees
	None	
	TOTAL	
LICENSE/ CERTIFICATION	Identify licenses/certification required: Pass Merit System exam.	

EDUCATION/KNOWLEDGE REQUIREMENT: Minimum education required to perform adequately in position could reasonably be attained only by completing the following:

REQUIRED EDUCATION/TRAINING (choose one)			DEGREE INFORMATION: Type of degree: (B.S., M.A., etc.)		
less than high school diploma			Major field of study or degree emphasis: Post secondary education in home economics, child development, social work, sociology, psychology or related behavioral science area		
High school diploma or GED.					
1 year college	x	2 years college			
3 years college		4 years college			
1st year graduate level			Essential knowledge and specialized subject knowledge required to perform the essential functions of the job: <ul style="list-style-type: none"> • Knowledge of County, department and program policies and procedures. • Knowledge of human behavior and social trends, problems and issues faced by clientele. • Knowledge of social service goals and organization. • Knowledge of interviewing techniques • Knowledge of agency programs, services, policies, procedures and organization. • Fundamental knowledge of community resources. • Knowledge concerning the operation and use of computer equipment, general productivity software (i.e., spreadsheets, word processing, etc.) and human service customized applications and software. • Knowledge of data privacy regulations and data retention schedules. • Fundamental knowledge of office procedures, functions and recordkeeping and basic case management activities and requirements. • General knowledge of laws, rules or regulations pertaining to job requirements. 		
2nd year graduate level					

Required Work Experience in Addition to Formal Education/Training:

Requires a minimum of 2 years home management experience. Relevant additional post secondary education can substitute for some experience on an equivalent basis.

HAZARDOUS WORKING CONDITIONS: <i>The essential duties of the work are performed under various physical hazards or environmental conditions noted.</i>	Unusual or hazardous working conditions related to performance of duties: Employee works primarily in an indoor office setting and is exposed to minimal adverse or hazardous conditions. Some on-site or home visits are required in the job. Employees are exposed to some disagreeable, hostile, uncooperative and/or angry clients or members of the public that can make the job less than desirable. Potential hazards and risks in working with clients can be minimized through departmental procedures, training, and general county risk management techniques employed by the County.
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PHYSICAL JOB REQUIREMENTS: Indicate according to essential duties/responsibilities

Employee is required to:	Never	1-33% Occasionally	34-66% Frequently	66-100% Continuously
Stand		x		
Walk		x		
Sit			x	
Use hands dexterously (use fingers to handle, feel)			x	
Reach with hands and arms			x	
Climb or balance	x			
Stoop/kneel/crouch or crawl	x			
Talk or hear				x
Taste or smell	x			
Physical (Lift & carry): up to 10 pounds		x		
up to 25 pounds	x			
up to 50 pounds	x			
up to 75 pounds	x			
up to 100 pounds	x			
more than 100 pounds	x			

Physical requirements associated with the position can be best summarized as follows:

Light Work:

Exerting up to 25 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or negligible amount of force constantly to lift, carry, push, pull or otherwise move objects in the performance of the job.

SECTION IV: CLASSIFICATION HISTORY AND APPROVAL

This Position Description reflects an accurate and complete description of the duties and responsibilities assigned to the position.

Department Head's Signature

Date

Classification History:

Prepared 7/10/2021 by BCC.



POSITION DESCRIPTION PENNINGTON COUNTY

SECTION I: GENERAL INFORMATION

Position Title: Case Aide	Department: Human Services
Immediate Supervisor's Position Title: Social Services Supervisor	FLSA Status: Non-Exempt
Job Summary: Under the direction of the Social Services Supervisor, the case Aide is responsible for performing a variety of paraprofessional social service activities to support the professional and supervisory staff of the department. Duties involve such tasks as determining the eligibility of clients for various social service programs (e.g. child care, transportation); interviewing clients to obtain necessary information; coordinating volunteer services; providing money management services to clients; assisting clients in the preparation of applications and explaining social services programs and requirements; and assists other staff in providing clerical support activities to unit personnel.	

SECTION II: ESSENTIAL DUTIES AND RESPONSIBILITIES

<ul style="list-style-type: none"> • Determines eligibility of clients for assigned social services programs, including child care assistance, and maintains complete and accurate records on client eligibility. • Reviews case records for completion of required agency forms. • Explains social service, income maintenance, and other community programs and services to individuals or groups. • Explains application procedures to individuals or groups and assists individuals in completing social service application forms. • Acts as a volunteer coordinator. • Provide money management services to individuals place on protective payee status or as assigned. • Coordinate the Basic Sliding Fee Child Care Fund. • Interviews clients to obtain and verify necessary factual information. • Makes appropriate referrals to the financial unit and/or other community resources. • Makes contact with community resources as assigned. • Informs clients of the right to appeal and of other rights. • Responds to initial complaints of clients. • Performs clerical functions as assigned. • Performs statistical operations relevant to social service program procedures.
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- Composes correspondence and constructs reports as needed.
- Assists social workers and other agency staff with client groups, day care, foster care, and volunteers.
- Assist agency in conducting activities to the licensing of family day care homes.
- Process child care claim forms for payment through VPS system.
- Performs other duties of a comparable level or type, as required.

SECTION III: WORK REQUIREMENTS AND CHARACTERISTICS

EDUCATION/KNOWLEDGE REQUIREMENT: Minimum education required to perform adequately in position could reasonably be attained only by completing the following:			
REQUIRED EDUCATION/TRAINING (choose one)		DEGREE INFORMATION: Type of degree: (B.S., M.A., etc.)	
	less than high school diploma		Major field of study or degree emphasis:
x	High school diploma or GED.		
	1 year college	2 years college	
	3 years college	4 years college	
	1st year graduate level		Essential knowledge and specialized subject knowledge required to perform the essential functions of the job:
	2nd year graduate level		
<ul style="list-style-type: none"> • Knowledge of County, department and program policies and procedures. • Knowledge of human behavior and social trends, problems and issues faced by clientele. • Knowledge of social service goals and organization. • Knowledge of interviewing techniques • Knowledge of agency programs, services, policies, procedures and organization. • Fundamental knowledge of community resources. • Knowledge concerning the operation and use of computer equipment, general productivity software (i.e. spreadsheets, word processing, etc.) and human service customized applications and software. • Knowledge of data privacy regulations and data retention schedules. • Fundamental knowledge of office procedures, functions and recordkeeping and basic case management activities and requirements. • General knowledge of laws, rules or regulations pertaining to job requirements. 			
Required Work Experience in Addition to Formal Education/Training: Requires a minimum of 3 years of previous clerical and customer service experience. Relevant additional post secondary education can substitute for experience on an equivalent basis.			

LICENSE/ CERTIFICATION	Identify licenses/certification required: Pass Merit System exam.
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RESPONSIBILITY FOR DIRECT SUPERVISION OF THE FOLLOWING POSITIONS	
Titles of Positions Directly Supervised	# of Employees
TOTAL	

INDIRECT SUPERVISION:	
Number of employees indirectly supervised:	Total:

ESSENTIAL SKILLS REQUIRED TO PERFORM THE WORK	<p>Skilled in:</p> <ul style="list-style-type: none"> • Oral and written communications. • Establishing and maintaining effective working relationships with employees, clients, supervisors, department heads, officials, and the public. • Interpreting, implementing and applying guidelines, rules and requirements of social service programs and services. • Updating and maintaining various client logs, lists, databases, documents, forms and records. • Applying department procedures, processes and program requirements in coordinating and handling case management duties in delegated areas. • Coordinating, scheduling and/or transporting clients to and from various appointments and monitoring the safety of participants. Coordinating and implementing other social service programs/services, as assigned, in accordance with guidelines, regulations and requirements. • Interviewing, collecting and performing various screening and intake support services. • Applying department policies and procedures in dealing appropriately and consistently with program clients and delivering services to clients. • Developing client rapport and providing client services to clients. • Operating, using and utilizing departmental applications in updating and maintaining client records and files. • Preparing narrative reports, case files, forms and materials required by the department
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HAZARDOUS WORKING CONDITIONS: <i>The essential duties of the work are performed under various physical hazards or environmental conditions noted.</i>	<p>Unusual or hazardous working conditions related to performance of duties:</p> <p>Employee works primarily in an indoor office setting and is exposed to minimal adverse or hazardous conditions. Some on-site or home visits are required in the job. Employees are exposed to some disagreeable, hostile, uncooperative and/or angry clients or members of the public that can make the job less than desirable. Potential hazards and risks in working with clients can be minimized through departmental procedures, training, and general county risk management techniques employed by the County.</p>
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PHYSICAL JOB REQUIREMENTS: Indicate according to essential duties/responsibilities				
Employee is required to:	Never	1-33% Occasionally	34-66% Frequently	66-100% Continuously
Stand		x		
Walk		x		
Sit			x	
Use hands dexterously (use fingers to handle, feel)			x	
Reach with hands and arms			x	
Climb or balance	x			
Stoop/kneel/crouch or crawl	x			
Talk or hear				x
Taste or smell	x			
Physical (Lift & carry): up to 10 pounds		x		
up to 25 pounds	x			
up to 50 pounds	x			
up to 75 pounds	x			
up to 100 pounds	x			
more than 100 pounds	x			

PHYSICAL JOB REQUIREMENTS: Indicate according to essential duties/responsibilities

Physical requirements associated with the position can be best summarized as follows:

Sedentary Work:
 Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body.

SECTION IV: CLASSIFICATION HISTORY AND APPROVAL

This Position Description reflects an accurate and complete description of the duties and responsibilities assigned to the position.

Department Head's Signature

Date

Classification History:

Prepared 9/2011 by BCC.



Minnesota Merit System

Case Aide

Class Spec Code: 921
Established Date:
Last Revised Date: 01/01/2023

Salary Range

\$17.62 - \$31.49 Hourly
\$3,054.00 - \$5,458.00 Monthly

Bargaining Unit

NA

EEO

EEO4-Paraprofessionals

Occupational Group

03

FLSA

Non-Exempt

Benefit Code

NA

Physical Class

NA

Classification Summary

Determines eligibility of clients for social services, assists individuals in completing social service application forms, interviews clients to obtain and verify necessary factual information, and makes contact with community resources as assigned.

Examples of Duties

- Determines eligibility of clients for social services programs, including child care assistance, and maintains complete and accurate records on client eligibility.
- Reviews case records for completion of required agency forms.
- Explains social service, income maintenance, and other community programs and services to individuals or groups.
- Explains application procedures to individuals or groups and assists individuals in completing social service application forms.
- Interviews clients to obtain and verify necessary factual information.
- Makes appropriate referrals to the financial unit and/or other community resources.
- Makes contact with community resources as assigned.
- Informs clients of the right to appeal and of other rights.
- Responds to initial complaints of clients.
- Performs clerical functions as assigned.
- Performs statistical operations relevant to social service program procedures.
- Assists the social service workers in processing purchase of service contracts.
- Composes correspondence and constructs reports as needed.
- Assists social workers and other agency staff with client groups, day care, foster care, and volunteers.

Minimum Qualifications

high school degree, or the equivalent, and in addition, either: 1) three years of clerical experience and/or experience working with the public; or 2) two years of clerical experience in a public welfare/human service agency; or 3) two years of experience as a Community Service Aide or similar experience in a private non-profit or other public agency; or 4) two years of study at an accredited two or four-year college with emphasis in the behavioral sciences, business, or closely related subjects (at least 23 quarter credits or 16 semester credits).

Examination Process

In order to be considered for this job, you must take and pass an examination, which is offered online. The examination consists of **four (4)** sections measuring math skills used in determining eligibility for services, reading comprehension, basic math and sentence clarity. After your Merit System application has been submitted, you will be sent an e mail with a unique link to access the examination sections. Set aside enough time (slightly over an hour) to take this examination in its entirety (in one sitting). If you click out of a section before completing it - it will score the unanswered questions as "0s" zeros and you will not be given credit.

Knowledge, Skills & Abilities

- Knowledge of interviewing techniques and skills in conducting interviews.
- Knowledge of human behavior.
- Knowledge of agency programs, operations, policies and procedures.
- Knowledge of available community resources.
- Knowledge of basic mathematics.
- Ability to relate to people in an appropriate manner.
- Ability to organize and coordinate job activities.
- Ability to accurately and rapidly process detailed information.
- Ability to make decisions.

- Ability to remain objective.
- Ability to establish and maintain effective working relationships with clients, public, co-workers, and agency administration.
- Ability to establish and maintain accurate and systematic records.
- Ability to express ideas clearly.
- Ability to comprehend written and verbal instructions.
- Ability to communicate effectively, both orally and in writing.

NUMBER

#21-89-01

DATE

November 10, 2021

OF INTEREST TO

Social Services and Human
Services Directors with staff
covered by the Minnesota
Merit System

Social Services Supervisors and
Staff covered by the Minnesota
Merit System

Human Resources Directors

ACTION/DUE DATE

Please read information and
prepare for implementation

EXPIRATION DATE

November, 10, 2023

Merit System Equal Employment Opportunity and Affirmative Action Guidelines

TOPIC

Equal Employment Opportunity and Affirmative Action guidelines.

PURPOSE

Advise Minnesota Merit System county/multi-county human services agencies of equal employment opportunity and affirmative action guidelines and request updated or renewed equal employment opportunity and affirmative action plan documents.

CONTACT

Minnesota Merit System phone: 651-431-3030

Minnesota Merit System email: dhs.merit.system@state.mn.us

SIGNED

ZECHARIAS HAILU

Director, Equal Opportunity and Access Division

TERMINOLOGY NOTICE

The terminology used to describe people we serve has changed over time. The Minnesota Department of Human Services (DHS) supports the use of "People First" language.

I. Introduction

The Minnesota Merit System's (MMS) Affirmative Action and Equal Employment Opportunity Policies are administered by the Minnesota Department of Human Services (DHS) Equal Opportunity and Access division (EOAD).

A. Purpose

The purpose of these Guidelines is to establish minimum affirmative action and equal employment opportunity standards, and provide consistent framework with regard to equal employment opportunity and affirmative action in MMS county/multi-county human services agencies. The Guidelines continue to reiterate the requirement that each MMS county/multi-county human services agency adopt, revise, and/or develop equal opportunity and affirmative action program to ensure equal employment opportunity and affirmative action in MMS county/multi-county human services agency workforces as required under applicable Minnesota Rules, part 9575.0090.

1. Policy

It is the policy of the MMS that county/multi-county human services agencies conduct all employment practices without regard to race, color, political affiliation, creed, religion, national origin, disability, age, marital status, familial status, status with regard to public assistance, sex, membership or activity in a local commission, or sexual orientation, including gender expression and identity. Equal employment opportunity under this policy includes, but is not limited to, the following: recruitment, examination, appointment, tenure, compensation, classifications, promotion, or other activities in accordance with applicable federal, state, and local laws and regulations.

A program of affirmative action will be maintained to eliminate barriers to equal employment opportunity and to encourage the employment and advancement of qualified females, racial/ethnic minorities, and individuals with disabilities when these groups are underrepresented in a county/multi-county human service agency's workforces in any job category.

2. Responsibilities

MMS county/multi-county human services agency directors have overall responsibility for implementing the MMS equal employment opportunity and affirmative action guidelines throughout that agency, including establishing specific internal procedures that minimally meet the standards provided by the MMS guidelines.

3. Role of DHS

The DHS (EOAD) provides consultation, technical assistance, recruitment, training, affirmative action goal-setting review and monitoring of MMS human service agencies to ensure affirmative action and equal employment opportunity in these agencies.

II. Scope of Guidelines

All MMS county/multi-county human services agencies and its employees must comply with equal employment opportunity and affirmative action guidelines. Any Minnesota county/multi-county may choose to create a county/multi-countywide affirmative action plan and have it approved by the Minnesota Department of Human Rights, which will issue a certificate of compliance for approved plans. Alternatively, a county/multi-county may choose to adopt the MMS equal employment opportunity and affirmative action guidelines in this bulletin for its human services agency.

Minnesota Rules, part 9575.0090, subpart 2a, requires that each MMS human services agency have an affirmative action plan, which must contain the following:

- A policy defining and prohibiting discriminatory harassment, including sexual harassment;
- An internal discrimination complaint policy and procedure that includes notification of DHS EOAD of complaints that are brought, and their resolution;
- Provision for appointment of a person to serve as liaison between the MMS county/multi-county human services agency and DHS EOAD, and to have responsibility for implementation of the guidelines within the agency;
- Provision of the notification of DHS EOAD of periodic hiring goals established by the county/multi-county human services agency; and
- Provision for compliance with the Americans with Disabilities Act (ADA), Title I, which prohibits discrimination against disabled employees or job applicants.

Minnesota state law does not require that Minnesota counties and political subdivisions have an affirmative action plan certified by the Minnesota Department of Human Rights in order to receive any state funds or engage in contracting with the state. Nevertheless, this does not exempt MMS county/multi-county human services agencies from the requirement of the MMS rules, as indicated above.

III. MMS County/Multi-County Human Services Agency Action Required

In order to comply with Minnesota Merit System, Minnesota Rules, part 9575.0090, subpart 2a, your agency should choose one of the two courses of action. Your agency may:

- Adopt the proffered MMS system equal employment opportunity and affirmative action guidelines as your agency's equal opportunity and affirmative action plan and implement the guidelines within your agency, including developing hiring goals where workforce disparities exist and submit a letter indicating the adoption of those guidelines to DHS EOAD;
- or
- Adopt an equal opportunity and affirmative action plan that is certified by the Minnesota Department of Human Rights and submit a copy of the certificate of compliance to EOAD. If your county/multi-county

agency already has a certified plan, your agency's adoption of that plan meets requirements under MMS rules.

Send this information by email to dhs.equalopportunity@state.mn.us, or via regular mail to the attention of the Minnesota Merit System Consultant, Minnesota Department of Human Services, Equal Opportunity and Access division, MMS Consultant, Box 64997, St. Paul, MN 55164-0097.

IV. Policies and Requirements

A. Prohibition of Discriminatory Treatment

Purpose: To establish a means for maintaining a work environment free of discriminatory treatment in MMS county/multi-county human services agencies.

Statement: MMS county/multi-county human services agencies shall provide a work environment free of any form of unlawful discriminatory treatment, including harassment.

Authority:

- United States Civil Rights Act of 1964, Title VII
- United States Equal Pay Act of 1963
- United States Age Discrimination in Employment Act of 1967
- United State Rehabilitation Act of 1973, Section 504
- Americans with Disabilities Act of 1990, Title I
- Americans with Disabilities Act Amendments Act of 2008
- United States Civil Rights Act of 1991
- Genetic Information Nondiscrimination Act of 2008, Title II
- Minnesota Human Rights Act
- Minnesota Statutes, section 256.012, subdivision 1
- Minnesota Rules, part 9575.0090

B. Discrimination Complaint Handling

Purpose: To provide an internal option to employees who believe they were discriminated against because of race, color, political affiliation, creed, religion, national origin, disability, age, marital status, status with regard to public assistance, sex, including gender expression and identity, membership or activity in a local commission, or sexual orientation.

Statement: While employees of MMS county/multi-county human services agencies have the right to file discrimination complaints with the Minnesota Department of Human Rights or other enforcement agencies at any time, complainants are urged to seek out internal administrative remedies first.

Anyone bringing an employment discrimination complaint shall do so without fear of reprisal, coercion, or intimidation.

Discrimination complaints and relevant investigative data and findings will all be handled in accordance with provisions of the Minnesota Data Practices Act, and the ADA, Title I.

The discrimination complaint handling process will minimally include:

1. A method to resolve both formal and informal complaints,
2. Notification of DHS (EOAD), and
3. A timely response to all complaints.

Authority:

- United States Civil Rights Act of 1964, Title VII
- United States Equal Pay Act of 1963
- United States Age Discrimination in Employment Act of 1967
- United States Rehabilitation Act of 1973, Section 504
- Americans with Disabilities Act of 1990, Title I
- Americans with Disabilities Act Amendments Act of 2008
- United States Civil Rights Act of 1991
- The Minnesota Human Rights Act
- The Minnesota Data Practices Act
- Genetic Information Nondiscrimination Act of 2008, Title II
- Minnesota Statutes, section 256.012, subdivision 1
- Minnesota Rules, part 9575.0090

C. Prohibition of Discrimination against Individuals with Disabilities

Purpose: To provide work environments free of unlawful discrimination against applicants and employees with disabilities. Together the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) extend federal civil rights protection individuals with disabilities.

Statement: MMS county/multi-county human services agencies shall provide a work environment free of any form of unlawful discrimination. This includes removing barriers to application of employment and ensuring that qualified employees with disabilities are not discriminated against.

The most significant provisions of the ADA with regard to MMS county/multi-county human services agencies are included in Title I, which prohibits employers from discriminating against qualified individuals with disabilities in matters of employment, including the application and hiring process. The provisions in Title I of the ADA are broader in scope than, but similar to, the Minnesota Human Rights Act (Minnesota Statutes, Chapter 363A), and to Section 504 of the federal Rehabilitation Act of 1973 and Volume 29 of the United States Code, section 794.

ADA regulations make clear that employers, including all state and local governments, must comply with the employment provisions of Title I. The ADA prohibits discrimination against an otherwise qualified individual with a disability with regard to the following:

- Job application procedures, including recruitment and advertising;
- Hiring, firing, and advancement; and
- Compensation, training, and other terms, conditions, and privileges of employment such as tenure, layoff, leave, and employee benefits.

Reasonable Accommodations: If a person is qualified to perform the essential functions of a job except for limitations caused by a disability, the employer must consider offering a reasonable accommodation to the employee in order to perform the functions of the position.

An employer is required to accommodate a known disability of a qualified applicant or employee unless it would impose an undue hardship. Accommodations are determined by the specifics of the situation and provided on an individual basis.

Interactive Process: The action to accommodate is generally triggered by a request from an applicant or employee with a disability. However, in certain instances, an employer has an obligation to make inquiries about an individual's need for an accommodation. For example, when an employer observes that an applicant or employee has a disability that may prevent them from understanding the need to request an accommodation, the employer should initiate discussion about the possible need for accommodation. If the individual with a disability cannot suggest an appropriate accommodation in such circumstances, the employer should work with the individual to identify an effective accommodation.

Undue Hardship: Deciding whether a request for a reasonable accommodation creates an undue hardship is determined on a case by case basis. If it is determined that a specific proposed or requested accommodation would impose an undue hardship on an employer, the employer is still obligated to identify another accommodation that would not impose a hardship. As long as an accommodation provides the person with the disability an equal opportunity to perform the essential function of the job, and enjoy the benefits and privileges of employment that other employees have access to, the accommodation need not be the best accommodation available, nor must it be the accommodation desired by the individual with a disability.

Threat to health and safety of others: If an employer believes that an employee or applicant with a disability would constitute a direct threat to the health or safety of self and others and that a reasonable accommodation to the person's disability would not eliminate the threat, the employer may determine the individual is not or is no longer qualified to perform the duties of their job. Such a determination must be based on objective facts, and must be specific to the situation and the individual, and cannot be based on speculation or the remote possibility of a threat or risk to the safety of others.

For a more detailed explanation of your obligations and responsibilities under the ADA, contact the United States Equal Employment Opportunity Commission (EEOC) or the United States Department of Justice's Civil Rights Division. Numerous publications explaining the ADA and its requirements are available from these agencies and are online at their websites. You may also request technical assistance from the Minnesota DHS (EOAD) and from the Minnesota Department of Human Rights. Contact information for all of these agencies is included in Appendix III of these guidelines.

Authority:

- United States Rehabilitation Act of 1973, Section 504
- Americans with Disabilities Act of 1990, Title I
- Americans with Disabilities Act Amendments Act of 2008
- Minnesota Human Rights Act

D. Prohibition of Sexual Harassment

Purpose: To establish a means for maintaining a work environment free of sexual harassment in MMS county/multi-county human services agencies.

Statement: MMS county/multi-county human services agencies shall provide a work environment free of any form of sexual harassment. Sexual harassment is a form of sex discrimination and is covered under the same statutes as any kind of discriminatory treatment.

It is unlawful to harass a person (an applicant or employee) because of that person's sex. Sexual harassment can include unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Sexual harassment can also include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general. The harasser can be either a woman or a man, as can the victim. Same-sex sexual harassment is prohibited as is opposite-sex harassment.

Although the law does not prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment action (such as the victim being fired or demoted, placing an employee on administrative leave, depriving an employee the ability to take a promotional exam, loss of pay, or other job opportunities).

The harasser can be the victim's supervisor, a supervisor in a different unit, a co-worker, or someone who is not an employee of the employer, such as a client or contractor.

Authority:

- Civil Rights Act of 1964, Title VII
- Minnesota Human Rights Act

E. Affirmative Action in Appointment and Selection Decisions

Purpose: To establish that affirmative action hiring goals are created and ensure they are considered when hiring decisions are made within job groups where a workforce disparity exists.

Statement: MMS county/multi-county human services agencies shall act affirmatively to recruit and hire a diverse workforce. When a vacancy occurs in a job group where a disparity exists, agencies shall utilize affirmative recruitment and hiring strategies to attempt to meet the workforce disparity. When fewer than

three protected group candidates are on the eligible list, the MMS will use expanded certification to bring the number of eligible candidates certified to a total of three candidates from the protected group in which a disparity exists. The candidates certified shall be determined by their examination scores in accordance with MMS rules.

Authority:

- Minnesota Statutes, section 256.012, subdivision 1
- Minnesota Rules, part 9575.0620, subpart 7

V. Responsibilities, Duties, and Accountabilities

MMS Affirmative Action Guidelines: Responsibilities, Duties, and Accountabilities:

A. Equal Opportunity and Access Division at Minnesota DHS

1. Responsibilities

Equal Opportunity and Access Division has oversight responsibility for and authority to monitor the MMS equal employment opportunity and affirmative action efforts in order to ensure compliance with federal and state laws and MMS rules.

2. Duties

To monitor implementation of MMS county/multi-county human services agencies required affirmative action plans and their compliance with equal opportunity and affirmative action guidelines. To provide technical assistance, as requested, to MMS county/multi-county human services agencies in the implementation of their affirmative action plans.

3. Accountability

To the Commissioner or designee of the Minnesota DHS.

B. MMS Personnel at the Minnesota DHS

1. Responsibilities

The Minnesota DHS MMS personnel have responsibility for ensuring all assessment and selection processes are job-related, and that there are no barriers or hindrances to affirmative action and equal employment opportunity in MMS county/multi-county human services agencies. They will also ensure that MMS county/multi-county human services agencies have the opportunity to act affirmatively in hiring within job categories where there are disparities.

2. Duties

- Publish job announcements for MMS county/multi-county human services agency openings, maintain communication with organizations in targeted communities for recruitment purposes, and conduct recruitment for professional and managerial staff.
- Expand certification, as necessary, to include protected group applicants when a disparity exists in the job class for which the MMS county/multi-county human services agency is hiring.
- Maintain a record of all competitive and promotional examination openings and appointments within agencies by gender, race and disability.
- Review position descriptions and class specifications to ensure that they are accurate and that stated requirements are job-related.
- Ensure that selection processes are free of adverse impact.

3. Accountability

To the Commissioner or designee of the Minnesota Department of Human Services.

C. MMS County/Multi-county Human Services Agency Director

1. Responsibilities

The MMS county/multi-county human services agency director has responsibility for ensuring the overall implementation of the agency's affirmative action and equal employment opportunity policies; and for compliance with fair employment practices; and with federal and state laws, and MMS rules.

2. Duties

- Communicate and demonstrate a commitment to the agency's affirmative action and equal employment opportunity policies and to the MMS affirmative action guidelines.
- Set numerical hiring goals and develop action steps and timetables for recruiting and hiring women, racial/ethnic minorities, and persons with disabilities. Ensure that the agency actively recruits applicants with disabilities and provides equal employment opportunities.
- Notify DHS Equal Opportunity and Access division in January of each year of the agency's progress and of activities engaged in to achieve affirmative action hiring goals during the reporting period.
- Resolve internal complaints of discrimination, and notify DHS Equal Opportunity and Access Division in January of each year of all discrimination complaints brought by employees of the agency during the reporting period.
- Inform hiring supervisors of equal opportunity and affirmative action guidelines and encourage them to act affirmatively whenever an opportunity exists to hire a qualified protected group applicant into a job category where a disparity exists.

- Ensure that information about equal employment opportunity and affirmative action is disseminated to all MMS employees in the agency.
- Ensure that the workplace is free of discrimination.
- Designate a liaison to DHS Equal Opportunity and Access Division and ensure that the liaison has the necessary information and knowledge to carry out the duties required of the liaison. The director will consult at least quarterly with the Affirmative Action and Equal Employment Opportunity (AA EEO) liaison for the purpose of reviewing the status of equal employment opportunities and affirmative action needs in the agency, including any discrimination complaint activity.

3. Accountability

To the county/multi-county agency's director.

D. MMS County/Multi-county Human Services Agency Affirmative Action Liaison and Designee

1. Responsibilities

The MMS county/multi-county human services agency affirmative action liaison or designee has responsibility for ensuring compliance with MMS equal employment opportunity and affirmative action guidelines on a daily basis. The liaison will act in an advisory capacity to the agency director with regard to equal employment opportunities and affirmative action. The liaison will monitor the agency's affirmative action and equal employment opportunity efforts to ensure compliance with federal and state laws and with MMS rules.

2. Duties

- Develop an equal employment opportunity and affirmative action policy statement and an affirmative action plan consistent with those policies.
- Implement the affirmative action plan, including:
 - The internal and external distribution of the agency's EEO and AA policies and the affirmative action plan;
 - The establishment of affirmative action hiring goals, action steps, and timetables;
 - The active recruitment and employment of protected group applicants; and
 - The recruitment and utilization of businesses owned by protected group members.
- Conduct and/or coordinate employee training on and orientation to the agency's EEO/AA policies and plan.
- Ensure that agency managers and superiors understand their responsibilities to take action to prevent the harassment of employees and applicants for employment.

- Ensure that minority, female, and employees with disabilities are provided equal opportunity in attending agency sponsored training and activities, and in benefit plans, pay, and other work related activities and conditions.
- Implement and maintain equal employment opportunity auditing, reporting, and record-keeping systems as a means of gauging the effectiveness of the agency's affirmative action efforts, and of determining whether or not affirmative hiring goals have been attained.
- Actively liaise with DHS EOAD and with other relevant governmental enforcement agencies, and with DHS MMS personnel, as appropriate.
- Coordinate agency and employee support of community programs that may lead to equitable employment of women, racial/ethnic minorities, and individuals with disabilities.

3. Accountability

To the county/multi-county agency's director.

E. MMS County/Multi-county Human Services Agency Managers and Supervisors

1. Responsibilities

MMS county/multi-county human services agency managers and supervisors have responsibility for ensuring compliance with the MMS equal employment opportunity and affirmative action guidelines and fair treatment of all agency employees.

2. Duties

- A. Assist the agency's EEO/AA liaison with identifying and resolving problems related to equal employment opportunity and with eliminating barriers which inhibit or prevent equal employment opportunity and/or affirmative action.
- B. Consider qualified protected group members and, where possible, act affirmatively in hiring and promoting staff.
- C. Communicate and demonstrate a personal commitment to the agency's EEO/AA policies and MMS affirmative action guidelines.
- D. Make recruitment recommendations to the EEO/AA liaison and assist the liaison with special recruitment projects.
- E. Ensure that all employees under your supervision receive an annual orientation to the agency's affirmative action plan and equal employment opportunity policies.
- F. Identify, document, and address training needs related to equal employment opportunity and affirmative action.

3. Accountability

To the county/multi-county agency's director.

F. MMS County/Multi-county Human Services Employees

1. Responsibilities

MMS county/multi-county human services agency employees at all levels shall be responsible for conducting themselves in accordance with the MMS rules and with state and federal laws by refraining from any actions which would interfere with any employee's work performance with respect to that person's race, creed, color, sex, national origin, age, marital status, familial status, disability, sexual orientation, gender identity/expression, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions or affiliations. Employees who believe they have been subjected to unlawful discrimination are encouraged to utilize the agency's discrimination complaint procedure.

Each employee has the responsibility to become familiar with the MMS equal employment opportunity and affirmative action guidelines and the agencies' policies on non-discrimination, the prevention of sexual harassment and respect in the workplace policy.

2. Accountability

To the county/multi-county agency's director, management, and supervisors.

G. MMS Affirmative Action Guidelines

1. Dissemination of information

a. Internal Dissemination of Information

The ADA requires employers to post a notice stating the provisions of the ADA that apply to job applicants and employees. The notice must be posted in a place accessible to people in wheelchairs, and it must be made available in alternative formats for individuals with vision loss or reading disabilities. This applies to MMS county/multi-county human services agencies.

In addition, MMS county/multi-county human services agencies official job boards must be accessible to all applicants, employees, and the public. They must post a copy of the MMS EEO and AA guidelines, along with the agency's most recent hiring goals, timetables proposed for meeting those goals, and the action steps to be taken to meet them.

The MMS county/multi-county human services agency's director will transmit a letter or memo to agency staff affirming the organization's commitment to affirmative action and equal opportunity in employment annually.

Additionally, the MMS county/multi-county human services agency will hold regular (at least biennial) training sessions for the purpose of ensuring that managers and supervisors

understand the MMS EEO and AA guidelines and their responsibilities under the guidelines. Further, a review of these guidelines will be included in new employee orientation.

When appropriate, information about the MMS EEO and AA guidelines and the agency's non-discrimination and harassment-prevention policies will be included in internal publications.

b. External Dissemination of Information

MMS human services agencies must post on their official bulletin board, which is accessible to all applicants, employees, and the public, a copy of the MMS EEO and AA guidelines, along with the agency's most recent hiring goals, timetables proposed for meeting those goals, and the action steps to be taken to meet them.

The phrase "An Equal Opportunity and Affirmative Action Employer" or similar will be included in all advertisements for MMS county/multi-county human services agency positions. These positions will be advertised in appropriate protected group publications, whether in print or electronically.

An assurance of non-discrimination will be included in all contracts for programs or other activities which receive any federal assistance.

A written expression of the agency's position on equal employment and affirmative action will be included, as appropriate, in newspapers, magazines, and web-based advertising and/or brochures and like recruitment materials.

2. Audit and Evaluation

The MMS county/multi-county human services agency director or the appointed EEO/AA designee for that county/multi-county agency will determine annually whether or not racial/ethnic minorities, females, or individuals with disabilities are underrepresented in the job categories utilized in the agency's workforce. This will be done by comparing the availability of racial/ethnic minorities, females, and individuals with disabilities job-candidates in the geographic recruitment area with the number of racial/ethnic minorities, females, and individuals with disabilities who are actually employed in those job categories in the agency. If there is a disparity (under-representation) in any job category for a protected group, the agency is obligated to set hiring goals, determine action steps to be taken to achieve those hiring goals, and set timetables for executing the action steps.

A non-discrimination clause will be included in bargaining unit contracts and in purchasing agreements and contracts whenever possible.

In January of each year, the MMS county/multi-county human services agency director or the appointed EEO and AA designee for that county/multi-county will send to the Minnesota DHS Equal Opportunity and Access Division a year-end summary of the agency's equal employment and affirmative action activities for the previous year. The summary will include an evaluation of the effectiveness of those activities in achieving affirmative action hiring goals and in ensuring a workplace free of unlawful discrimination. The summary will include:

- A. Information about employment discrimination complaint activity, specifying the numbers and types of discrimination complaints and the status of their resolution;

- B. Information about recruitment activities conducted, specifying the sources of recruitment and the protected group community organizations contacted;
- C. The hiring goals set for the year and the action steps towards achieving those goals; and
- D. Information about all staff training and/or information sessions conducted related to affirmative action and equal employment opportunity.

Agencies are required to provide equal employment opportunities to, and encouraged to actively recruit individuals with disabilities.

VI. Appendix I

A. Definitions

Americans with Disabilities Act (ADA)

The Americans with Disabilities Act, passed in 1990, gives civil rights protections to individuals with disabilities that are similar to federal protections provided to individuals on the basis of race, color, sex, national origin, age, and religion. The ADA guarantees equal opportunity for individuals with disabilities in employment, state and local government services, public accommodations, telecommunications, and transportation. Title I of the ADA applies to employers. The ADA does not protect individuals who are currently using illegal drugs, and employers may seek reasonable assurance from employees that no illegal drug use is occurring.

Americans with Disabilities Act Amendments Act of 2008 (ADAAA)

The ADAAA became effective on January 1, 2009. It is an act to restore the intent and protections of the Americans with Disabilities Act of 1990. Under the ADAAA the definition of disability is construed broadly.

Affirmative Action

A program of proactive efforts to remedy historical discrimination in employment against women, racial/ethnic minorities, and individuals with disabilities, and in Minnesota state government. This remedial program may involve recruitment efforts targeted at these specific groups when disparities in the workforce have been identified.

Affirmative Action Steps

Those steps which an agency plans to take to address workforce disparities. They could include, but are not limited to, identifying and removing barriers to employment for racial/ethnic minorities, females and individuals with disabilities, further educating hiring supervisors and managers about their obligations under affirmative action and equal opportunity law, planning events that will increase awareness of and knowledge about other cultural groups in your geographic region, targeting recruitment at under-represented groups that may extend outside the geographic region.

Creed

A system of beliefs, principles, or opinions to which an individual adheres. It might be religious, political or philosophical in nature.

Discrimination

An act or series of acts made toward another group or a perceived member of that group that, when compared with one's behavior towards one's own or other groups, is/are unfair. Such action may be based on implicit bias, prejudice or ignorance, or systemic causes having discriminatory impact.

Discriminatory Harassment

Any form of behavior that is offensive, unwelcome, and/or creates a hostile work environment and which, for purposes of this document, is based on an individual's race, color, political affiliation, creed, religion, national origin, disability, age, sex, gender identity/expression, marital status, familial status, status with regard to public assistance or activity in a local commission, or sexual orientation.

Harassment has occurred when: 1) submission to that conduct or communication is made a term (explicitly or implicitly) of employment; 2) submission to or rejection of that conduct or communication is used as a factor in decisions affecting an individual's employment; or, 3) the conduct or communication has the purpose or the effect of substantially interfering with an individual's employment or creating an intimidating, hostile, or offensive employment environment.

Disparity

The presence of fewer women, racial/ethnic minorities, or individuals with a disability in the workforce than could reasonably be expected based on their availability for work in the geographic recruitment area where the underemployment is found.

Ethnic

Designating basic groups or divisions of human beings as distinguished by customs, a common language, a common history, a common religion, or other such characteristics. Ethnicity in general may be regarded as referring to a specific type of culture and an individuals' ethnicity may be regarded as referring to that person's cultural heritage.

Ethnocentrism

The attitude that one's own ethnic group/nation/culture is superior to all others; this attitude may be expressed in hostile behavior, violence, or discrimination towards members of out-groups.

Equal Employment Opportunity/Equal Opportunity Employment

A system of employment practices wherein individuals are recruited, hired, and promoted on their own merits and, for purposes of this document, without regard to race, color, political affiliation, creed, religion, national origin, disability, age, sex, gender identity/expression, marital status, familial status, status with regard to public assistance, membership or activity in a local commission, or sexual orientation.

Gender

Gender refers to the socially constructed characteristics of women and men, such as norms, roles, and relationships of and between groups of women and men.

Genetic Information Nondiscrimination Act of 2008 (GINA)

This law makes it illegal to discriminate against employees or applicants on the basis of genetic information. Genetic information includes information about an individual's genetic tests or information about the genetic tests of an individual's family member(s), as well as information about any disease, disorder or condition of an individual's family member(s), and includes an individual's family medical history. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Hiring Goal

A numerical objective designed to remedy a workforce disparity; an employment level to strive for through the use of affirmative recruitment, hiring timetables, and other such action steps; to be achieved within a set period of time, such as a year.

Individual with a Disability

An individual with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activities; or has a record of such impairment; or is regarded as having such an impairment.

Major Life Activities

These include, but are not limited to, activities such as walking, talking, standing, sitting, hearing, seeing, performing manual tasks, caring for oneself, thinking, concentrating, other cognitive functions, relating to others, working, etc.

Parity

A condition in which protected groups are represented in the workforce in proportion to their availability in a geographic labor market.

Protected Group/Class

For purposes of affirmative action and equal employment opportunity, this term refers to individuals who are disabled, members of a minority group, or are female.

Qualified Individual with a Disability

This is a person who has a physical or mental impairment that substantially limits one or more major life activities, or who has a record of such an impairment, or who is regarded by others as having such an impairment, and who also has the requisite skill, experience, education, or other employment requirements of the position being sought and who can perform the essential functions of that job with or without a reasonable accommodation.

Race

A socially constructed term used to distinguish groupings of people according to common origin or background and associated with physical and ethnic characteristics.

Racial/Ethnic Minorities

This term refers to persons in the workforce, or potential applicants, who are African American/Black, Asian, Native Hawaiian or Pacific Islander, American Indian or Native Alaskan, or of Hispanic /Latino/x heritage.

Racism

The false notion that one race is superior (or inferior) to another; any program or practices of discrimination based on racial differences, or system that creates disparate and racialized impacts; the attribution of cultural or psychological values to race, with the aim of furthering the superiority of one's own race or the inferiority of another.

Reasonable Accommodation

Any changes to the application process, work environment, or manner under which the position is customarily performed that enables a qualified individual with a disability to be considered for, to perform the essential functions of, or to enjoy equal benefits from job as similarly situated employees without disabilities.

Respectful workplace

Employees are expected to conduct themselves in a manner that demonstrates professionalism and respect for others in the workplace and public service environment. If differences arise in the workplace an employee is expected to use informal means to address issues with the individual(s) involved whenever possible, participate fully and in good faith in any informal resolution process or formal complaint and investigative process for which they may have relevant information, and report incidents that may violate a Respectful Workplace policy in accordance with processes identified by the agency.

Sex or Gender Role

Learned through socialization/enculturation, this refers to one's understanding and embracing of how, based on one's gender assigned at birth, one is to act in a cultural or social group.

Sexism

The economic and or social exploitation and domination of members of one sex by the members of the other.

Sexual Identity

Acquired over time, this refers to one's awareness and conception of their sexual expression and orientation. This may be as masculine, feminine, or non-binary; as oriented toward opposite-sex, same-sex, or both-sexes; as sexually attractive, sexually unattractive, or asexual.

Sexual Harassment

Unwelcome sexual advances, unwelcome requests for sexual favors, or other unwelcome verbal, written, or physical conduct or communication of a sexual nature. Sexually harassing conduct may include jokes, inappropriate language, sexual innuendos, inappropriate pictures, sexual gestures, and/or physical touch that is offensive and/or unwelcome.

Substantially Limited

Means a person is restricted in the conditions, manners, or duration of performing a major life activity in comparison to most people in the general population.

Timetable

Refers to the period of time within which affirmative action steps are to be taken and set hiring goals are to be achieved.

Under Representation

The condition in which fewer protected group members are found in the workplace in a particular job category than would be expected from the availability of qualified protected group members in the labor market.

Undue Hardship

An accommodation action that would require significant difficulty or expense to implement when factors such as the nature and costs of the accommodation are considered in relation to the size, nature, structure, and resources (both financial and personnel).

B. Race/Ethnicity Categories

The United States Equal Employment Opportunity Commission (EEOC) revised race and ethnicity categories for the purposes of reporting employment statistics. Definitions are as follow:

1. **White:** A person having origins in any of the original peoples of Europe, North Africa, or the Middle East;
2. **Black or African American:** A person having origins in any of the black racial groups of Africa;
3. **American Indian or Alaska Native:** A person having origins in any of the original peoples of North, Central, or South America and who maintains tribal affiliation or community attachment;
4. **Asian:** A person having origins in any of the original peoples of the Far East, i.e., Southeast Asia, the Indian Subcontinent, China, Korea, or Japan;
5. **Native Hawaiian or Other Pacific Islander:** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands;
6. **Hispanic or Latino:** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, *regardless of race*.

VII. Appendix II

- Sample Discrimination Harassment Complaint Form
- Sample Reasonable Accommodation Form
- Sample Annual Report Form

VIII. Appendix III

- United States Equal Employment Opportunity Commission (EEOC)

Minneapolis Area Office

Towle Building

330 South Second Avenue, Suite 720

Minneapolis, MN 55401-2224

P: 612-552-7306

F: 612-564-4707

TTY: 800-669-6820

ASL Video Phone: 844-234-5122

<https://www.eeoc.gov>

- United States Department of Justice's Civil Rights Division

U.S. Department of Justice

Civil Rights Division

950 Pennsylvania Avenue, N.W.

Office of the Assistant Attorney General, Main

Washington, D.C. 20530

P: 202-514-3847

TTY: 202-514-0716

<https://www.justice.gov/crt>

- Minnesota Department of Human Rights

540 Fairview Avenue North, Suite 201

Saint Paul, MN 55104

P: 651-539-1100 or 800-657-3704

MN Relay: 711 or 800-627-3529

F: 651-296-9042

Email: Info.MDHR@state.mn.us

<https://mn.gov/mdhr/>

- DHS Merit System

Human Resources Merit System

PO Box 64997

St. Paul, MN 55164-0997

P: 651-431-3030

F: 651-431-7460

Email: dhs.merit.system@state.mn.us

<https://mn.gov/dhs/>

Americans with Disabilities Act (ADA) Advisory

This information is available in accessible formats for people with disabilities by calling 651-431-3040 (voice) or by using your preferred relay service. For other information on disability rights and protections, contact the agency's ADA coordinator.

Pennington County Human Services

DISCRIMINATION HARASSMENT COMPLAINT FORM

Please Read Before Completion of Form

TENNESSEN NOTICE: This form asks you to supply data concerning yourself that is considered private or confidential under the Minnesota Government Data Practices Act (Minn. Stat. § 13.01, et seq.,). The reason this data is being collected is to help the county/agency understand and investigate a complaint that you wish to file alleging a violation of a respectful workplace or nondiscrimination/harassment policy. Although you are not legally required to supply the requested data, failure to do so may make it difficult for the agency to investigate your complaint. Additionally, the consequences of not supplying the data could be that the investigator will not have all of the information relevant to your complaint. If you supply this data, it may be used to take disciplinary or other remedial action, or you may be required to testify at subsequent hearings relating to the data you provide. The other persons or entities who, as authorized by law, may see the data at some point include supervisors and managers whose input is necessary in the decision making process; exclusive representatives of employees; persons and/or entities authorized by you to see the data; arbitrators, hearing examiners, and other judicial and/or quasi-judicial officials; and other entities involved in grievances, appeals, and litigation over the subject matter of this investigation. This list could include the Attorney General's Office, state and federal courts, state and federal human rights enforcement agencies, the Unemployment Insurance Division of the Minnesota Department of Employment and Economic Development, Minnesota Department of Human Services staff, law enforcement agencies, counsel for and parties to litigation pursuant to court order, the Legislative Auditor's office, and the employee who is being investigated.

Complainant (You)		
Name		Job Title or Position Applied for
Work/Home Address	City, State, Zip Code	Telephone ()
Work Unit/Area	Mail Code	Supervisor
Respondent (the person who you believe violated the respectful workplace or nondiscrimination policy)		
Name		Job Title
Work Address	City, State, Zip Code	Telephone ()
Agency	Division or Unit	Supervisor
The Complaint		
Date most recent violation took place:		If you filed this complaint with another agency, give the name of that agency:

Describe the situation(s) that makes you feel that the respectful workplace or nondiscrimination/harassment policy has been violated. Be specific. Include the name(s) of the individual(s) who you feel violated the policy; a detailed description of the incident(s); the date and time of the incident(s); and names of any witnesses and the name(s) of anyone with whom you discussed the incident(s). Use additional paper if necessary.

Give the following information on all witnesses. Use additional paper if necessary.

Name	Address/Work Location	Telephone

How do you think this situation can be resolved?

This complaint is being filed based on my honest belief that the named person(s) has violated the respectful workplace or nondiscrimination/harassment policy. I hereby certify that the information I have provided in this complaint is true, correct, and complete, to the best of my knowledge and belief. I hereby affirm that I am not using this complaint procedure for reasons of personal malice or abuse towards another employee.

Signature: _____ Date: _____

Received by: _____ Date: _____

Please hand deliver, mail, email, or fax this completed form to the Julie Sjostrand, Director of Pennington County Human Services and/or Kevin Erickson, Pennington County Administrator that will be conducting the investigation.

REASONABLE ACCOMODATION REQUEST FORM

Pennington County Human Services

Employee/Applicant Request for Americans with Disabilities Act ("ADA") Reasonable Accommodation Form

Pennington County Human Services is committed to complying with the Americans with Disabilities Act ("ADA") and the Minnesota Human Rights Act ("MHRA"). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of the position and 2) have a disability that substantially or materially limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee/Applicant Name: _____

Job Title: _____

Work Location: _____

Phone Number: _____

Data Privacy Statement: This information may be used by the agency human resources representative, ADA Coordinator or designee, or any other individual who is authorized by the agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, the agency may not have sufficient information to provide a reasonable accommodation.

DO NOT PROVIDE ANY INFORMATION THAT IS NOT RELATED TO YOUR REQUEST FOR REASONABLE ACCOMMODATION. DO NOT PROVIDE COPIES OF MEDICAL RECORDS.

A. Questions to clarify accommodation requested.

1. What specific accommodation are you requesting?

2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore?

a. Answer yes or no: _____

b. If yes, please explain: _____

B. Questions to document the reason for the accommodation request (*please attach additional pages if necessary*).

1. If you are an employee, what, if any, job function are you having difficulty performing; or if you are an applicant, what portion of the application process are you having difficulty participating in?

2. What, if any, employment benefits are you having difficulty accessing?

3. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform the functions of your job, access an employment benefit, or participate in the application process?

4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job, access an employment benefit, or participate in the application process?

Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee/applicant has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee/applicant will be provided with the appropriate forms to submit to their medical provider. The employee/applicant has the responsibility to ensure that the requested information is returned to the ADA Coordinator or designee in a timely manner.

This form does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Employee/Applicant Signature: _____

Date: _____

SAMPLE ANNUAL REPORT TEMPLATE

MMS EEO/AA Guidelines Annual Report Form

[Name of County/Agency] is committed to complying with the Minnesota Merit System EEO/AA Guidelines, Bulletin 21-89-01 (Guidelines). Pursuant to the Guidelines the following information is submitted as the county/multi-county's [year] annual report:

1. **Report of Discrimination Complaints brought by employees and applicants for employment.**
 - a. Number of Discrimination Complaints: 0
 - b. List each type of Discrimination Complaint and status of resolution.
 - 1)
 - 2)

2. **Report recruitment activities conducted. Specify source of recruitment and protected group (women, racial/ethnic minorities, persons with disabilities) community organizations contacted.**
 - a.
 - b.
 - c.

3. **Report workforce utilization and hiring goals for women, racial/ethnic minorities, persons with disabilities and action steps taken to achieve those goals.**
 - a. Underutilization analysis was completed with [statewide or regional?] recruitment for all job categories using census data available on the Minnesota Department of Human Rights website.
 - b. Fill in the table below for current workforce utilization and hiring goals of women, racial/ethnic minorities, and persons with disabilities.

Job Categories	Underutilization – Include # of Individuals			Hiring Goals [year]		
	Women	Racial/Ethnic Minorities	Persons w/Disabilities	Women	Racial/Ethnic Minorities	Persons w/Disabilities
Officials/Administrators	1	0	0	0	2.6	1.0
Professionals	3	0	0	0	2.6	1.0
Office/Clerical	2	0	0	0	1.0	1.0
Technicians						
Skilled Craft						
Service Maintenance						
Others?						

c. Provide a narrative on action steps taken to achieve goals and list goals that were achieved in reporting year. Pennington County Human Services will be advertising open positions for the agency at a wider scope and will be working with the County Administrator.

4. Report all staff training and other sessions conducted related to affirmative action and equal employment opportunity. List training and information sessions related to AA/EEO and dates activity conducted.

- a. Safety Training
- b. Sexual Harassment Training
- c.

5. MMS county/multi-county human service Agency Director or EEO/AA Designated Liaison: Signature:

Julie A. Sjostrand

Title: Director

Date: March 11, 2022

ANNUAL REPORT TEMPLATE

MMS EEO/AA Guidelines Annual Report Form

[Name of County/Agency] is committed to complying with the Minnesota Merit System EEO/AA Guidelines, Bulletin No. 21-89-01 (Guidelines). Pursuant to the Guidelines the following information is submitted as the county's 2022 annual report:

1. **Report of Discrimination Complaints brought by employees and applicants for employment.**
 - a. Number of Discrimination Complaints: 0
 - b. List each type of Discrimination Complaint and status of resolution.
 - 1)
 - 2)

2. **Report recruitment activities conducted. Specify source of recruitment and protected group (women, racial/ethnic minorities, persons with disabilities) community organizations contacted.**
 - a.
 - b.
 - c.

3. **Report workforce utilization and hiring goals for women, racial/ethnic minorities, persons with disabilities and action steps taken to achieve those goals.**
 - a. Underutilization analysis was completed with *[statewide or regional?]* recruitment for all job categories using census data available on the Minnesota Department of Human Rights website.
 - b. Fill in the table below for current workforce utilization and hiring goals of women, racial/ethnic minorities, and persons with disabilities.

Job Categories	Current Utilization – Include # of Individuals			Hiring Goals [year]		
	Women	Racial/Ethnic Minorities	Persons w/Disabilities	Women	Racial/Ethnic Minorities	Persons w/Disabilities
Officials/Administrators	1	0	0	0	1	1
Professionals	3	0	0	0	1	1
Office/Clerical	2	0	0	0	1	1
Technicians						
Skilled Craft						
Service Maintenance						
Others?						

c. Provide a narrative on action steps taken to achieve goals and list goals that were achieved in reporting year. Pennington County Human Services will be advertising open positions for the agency at a wider scope and will be working with the Pennington County Administrator.

4. Report all staff training and other sessions conducted related to affirmative action and equal employment opportunity. List training and information sessions related to AA/EEO and dates activity conducted.

- a. Safety Training
- b. Sexual Harassment Training
- c. Cultural Competency/Diversity Training

5. MMS county/multi-county human service Agency Director or EEO/AA Designated Liaison:

Signature: Julie Sjostrand

Print Name: Julie Sjostrand

Title: Director of PCHS

Date: 01/26/2023

Pennington County Pre-Petition Screening Team 2023

Julie Sjostrand	Human Services
Judy Graff	Human Services
Elizabeth Gerhart	Human Services
Mitch Anderson	Human Services
Marcie Wallace	Human Services
Tori Felzien	Human Services
Josh Hanson	Human Services
Seth Vettleson	County Sheriff
Melissa Larson	Sheriff's Department
Brittany Bimler	Sanford Health
Kayla Jore	Public Health

Pennington County Human Services
 Out Of Home Placement Costs
 Year Ending December 31, 2023 & 2022

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	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	YTD	YTD 2022	Change
Expense															
Foster Care	9,815.41	13,575.14	-	-	-	-	-	-	-	-	-	-	23,390.55	27,141.72	-13.8%
Rule 4	1,271.00	4,743.00	-	-	-	-	-	-	-	-	-	-	6,014.00	-	
Rule 8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rule 5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Corrections	30,824.97	-	-	-	-	-	-	-	-	-	-	-	30,824.97	21,704.00	42.0%
Adoption Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Totals	41,911.38	18,318.14	-	-	-	-	-	-	-	-	-	-	60,229.52	48,845.72	23.3%
Revenue															
Reimburse	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
MH Recovery	15,917.31	8,060.67	-	-	-	-	-	-	-	-	-	-	23,977.98	-	
4E Recovery	-	45,094.00	-	-	-	-	-	-	-	-	-	-	45,094.00	-	
NFC Settlement	-	-	-	-	-	-	-	-	-	-	-	-	-	127.37	-100.0%
Totals	15,917.31	53,154.67	-	-	-	-	-	-	-	-	-	-	69,071.98	127.37	54129.4%
Net Expense	25,994.07	(34,836.53)	-	-	-	-	-	-	-	-	-	-	(8,842.46)	48,718.35	-118.15%

2022 Totals 30,100.61 18,617.74 27,499.49 25,468.84 18,879.74 19,298.96 35,873.39 14,607.31 67,207.41 17,915.15 23,644.04 52,765.30

YTD Change (4,106.54) (57,560.81) (85,060.30) (110,529.14) (129,408.88) (148,707.84) (184,581.23) (199,188.54) (266,395.95) (284,311.10) (307,955.14) (360,720.44)

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	YTD
Expense													
Foster Care	13,569.61	13,572.11	23,485.54	12,341.42	13,533.23	20,574.68	16,978.75	16,809.44	14,812.71	25,661.57	17,868.40	13,824.30	203,031.76
Rule 4	-	-	10,719.42	2,449.44	5,691.40	8,108.44	4,002.00	4,256.00	1,271.00	15,306.00	6,014.00	6,174.00	63,991.70
Rule 8	-	-	-	-	-	-	-	-	-	-	-	-	-
Rule 5	-	-	-	-	-	-	-	-	-	-	-	-	-
Corrections	16,531.00	5,173.00	12,769.00	15,149.00	31,967.80	16,562.00	20,854.00	-	56,588.28	12,174.00	51,456.00	38,711.00	277,935.08
Adoption Aid	-	-	-	-	-	-	-	-	-	-	-	-	-
Totals	30,100.61	18,745.11	46,973.96	29,939.86	51,192.43	45,245.12	41,834.75	21,065.44	72,671.99	53,141.57	75,338.40	58,709.30	544,958.54
Revenue													
Reimburse	-	-	-	-	-	-	-	-	-	-	-	-	-
MH Recovery	-	-	19,374.40	4,471.02	7,451.69	10,929.16	5,961.36	6,458.13	5,464.58	9,485.42	14,780.36	(39.00)	84,337.12
4E Recovery	-	-	-	-	4,082.00	-	-	-	-	18,145.00	36,914.00	-	59,141.00
NFC Settlement	-	127.37	100.07	-	20,779.00	15,017.00	-	-	-	7,596.00	-	5,983.00	49,602.44
Totals	-	127.37	19,474.47	4,471.02	32,312.69	25,946.16	5,961.36	6,458.13	5,464.58	35,226.42	51,694.36	5,944.00	193,080.56
Net Expense	30,100.61	18,617.74	27,499.49	25,468.84	18,879.74	19,298.96	35,873.39	14,607.31	67,207.41	17,915.15	23,644.04	52,765.30	351,877.98

1035.4
1054
1035.4
149.1
149.1
149.1
520.95
1257.67
520.95
1315.64
1146.38

67.95
745.5
78.69
745.5
67.95
745.5
952
935.2
935.2
194.3
334.11
309.05
1236.2
1336.44
1135.96
1188.32
36.98
369.8

314.76
1035.4
1035.4
1054
271.8
271.8
81.14
1176.53
1368.65

1479.63
1146.38
1230.76

1020
1002
1002
1217.1
1431.9
1324.5
84.88
1109.4
1273.2
358.53
259.02
358.53
259.02
358.53
259.02

**Pennington County Human Services
Income Maintenance Unit
Active Cases by Program
Feb-23**

Cash	# Cases	## in HH	# Adults	# Children	
MFIP	33	72	25	47	Minnesota Family Investment Program
DWP	2	6	3	3	Diversionary Work Program
GA	39	39	39	0	General Assistance
GRH	51	51	51	0	Group Residential Housing
MSA	49	49	49	0	Minnesota Supplement Aid
EA	1	2	1	1	Emergency Assistance
EGA	0	0	0	0	Emergency General Assistance
TOTAL	175	219	168	51	

Food					
SNAP	581	,054	673	381	Supplemental Nutrition Assistance Program
TOTAL	581				

Health Care					
MA (MAXIS)	549	559	459	100	Medical Assistance
IMD	5	5	5	0	Institute for Mental Disease
QMB	255	256	255	1	Qualified Medicare Beneficiary (Medicare Savings Program)
SLMB	56	59	59	0	Service Limited Medicare Beneficiary (Medicare Savings Program)
QI-1	19	22	22	0	QI-1 (Medicare Savings Program)
MA (METS/MNsure)	1,107				Medical Assistance (as 2/2/2023
MCRE (METS)	62				MinnesotaCare (as of 2/2/2023
TOTAL	2,053	901	800	101	

TOTAL ACTIVE PROGRAMS:	2,809
TOTAL ACTIVE CASES:	2,091

Human Service's Month End Balance

	2017	2018	2019	2020	2021	2022	2023	% of Budget
January	2,182,630.66	2,271,729.26	2,772,063.80	3,288,028.76	3,624,301.56	3,612,634.01	3,892,137.92	70.51%
February	2,138,616.83	2,176,762.19	2,732,919.27	3,403,266.76	3,521,041.97	3,555,431.44	4,019,670.50	72.82%
March	1,800,227.71	1,844,672.30	2,547,429.81	3,277,046.86	3,033,593.35	3,329,525.51	0.00	0.00%
April	1,539,707.40	1,525,256.03	2,361,226.50	3,009,330.45	2,865,586.09	3,022,501.53	0.00	0.00%
May	1,426,858.37	1,528,544.15	2,327,158.79	3,038,957.98	2,728,273.46	3,023,675.98	0.00	0.00%
June	2,576,374.42	2,692,513.93	3,462,928.17	4,095,797.92	3,759,448.23	4,180,077.80	0.00	0.00%
July	2,650,496.79	2,874,408.12	3,554,336.75	4,284,273.43	3,656,785.80	4,190,786.57	0.00	0.00%
August	2,600,332.14	2,749,859.99	3,531,954.80	3,987,655.57	3,694,899.51	4,132,301.59	0.00	0.00%
September	2,362,913.96	2,518,750.84	3,294,188.08	3,781,078.10	3,573,442.34	3,878,451.23	0.00	0.00%
October	2,133,041.74	2,198,557.64	3,270,530.55	3,301,898.06	3,318,688.76	3,609,060.10	0.00	0.00%
November	2,642,643.71	3,070,756.97	3,860,836.73	3,606,171.73	4,035,310.35	3,599,570.32	0.00	0.00%
December	2,513,770.14	2,970,003.64	3,606,171.73	3,741,217.85	3,808,445.10	4,092,234.23	0.00	0.00%

Expense Budget

5,519,935.00

