

EXHIBIT A

Knutson Construction Services Riverside Plaza Stabilization and Rehabilitation Workforce Plan

1. **Apprentice Construction Training Program – Knutson Construction Services (“Knutson”) and its subcontractors agree to a goal of 5% of the onsite construction hours for apprentices.**

2. **Resident and Neighborhood Employment**
 - a. Cedar Riverside Plaza Limited Partnership (the “Owner”) and Knutson and its subcontractors commit to the employment of a minimum of 90 Minneapolis residents from the Riverside Plaza ZIP code 55454 (Cedar-Riverside) in connection with the rehabilitation of Riverside Plaza (the “Project”). In the event that there is an insufficient number of construction-qualified residents for construction-related positions in 55454 after an initial good faith effort, priority may be extended to the following contiguous, adjacent ZIP codes: 55404 (Ventura Village), 55406 (Seward and Longfellow), 55455 (University of Minnesota), 55415 (Downtown East), and 55488 (Elliot Park). In the event that there is an insufficient number of construction-qualified residents for construction-related positions in the additional ZIP codes, then priority may be extended to all ZIP codes within the City.
 - b. The jobs for 90 Minneapolis residents are anticipated to include the following:
 - i. Approximately 40 to 44 jobs, periodically during the course of the project, will be direct hires of Knutson and/or our subcontractors.
 - ii. Approximately 16-18 jobs from temporary cleaning help or vendors of the property.
 - iii. Approximately 15 jobs from Riverside Plaza hired into the current workforce for building maintenance, custodial, administration and other.
 - c. The City’s Employment and Training Program will fund 15 employees to be included in the Minneapolis resident employment total.
 - d. Knutson will establish a temporary resident and neighborhood employment and training office on the Riverside Plaza property (preferably in or immediately adjacent to the Tenant Resource Center) with regularly scheduled hours of operation to recruit, train and retain resident and neighborhood employees.
 - e. At least one security intern will be hired that is enrolled at the time of hire in a law enforcement or comparable educational program.
 - f. The Owner has selected Emerge Community Development, a certified Section 3 business, as the job training partner.

3. **Employment Goals**
 - a. Knutson acknowledges that employment goals are very important to the City during this time of high unemployment. Knutson and its subcontractors agree to aspirational workforce utilization goals, expressed as a percentage of work hours on the Project, that exceed established City goals in each category. The aspirational goals are:

Skilled Minority	15%
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Unskilled Minority	15%
Female (combined)	8%

- b. The City and Knutson understand that these aggressive goals will be difficult to achieve but will be vigorously pursued nonetheless.

4. Subcontracting Goals

- a. Knutson and its subcontractors agree to aspirational Small Underutilized Business Program goals, expressed as a percentage of subcontracting dollars, that exceed established City goals in each category. The aspirational goals that Knutson agrees to are 10% for Minority- owned Business Entities (MBE) and 8% for Women- owned Business Entities (WBE).

- b. Knutson acknowledges that subcontracting goals are very important to the City during this time of high unemployment. The City and agree that these aggressive goals will be difficult to achieve but will be vigorously pursued nonetheless.

- c. Knutson will utilize the following initiatives to maximize participation:

- i. Structuring of bid packages to allow for maximum participation by local small, women, and minority owned businesses.
- ii. Collaborating with women and minority business organizations to identify firms for participating in the project, including qualifying businesses located within the City listed in the CERT directory.
- iii. Establish subcontracting goals for each trade contract based on the availability of S/W/MBE firms (contractors and suppliers) in that specific division of work.
- iv. Conduct contractor open houses on the Riverside Plaza property to explain the bid packages, procurement schedule and process to interested bidders.
- v. Conduct pre-bid informational meetings on the Riverside Plaza property to inform and advise local and S/W/MBE contractors on the potential opportunities on the project.
- vi. Meet regularly with S/W/MBE contractor organizations to update them on the project.

- 5. Clean and Green - As part of the City of Minneapolis Employment and Training Program summer youth program, the City, in collaboration with Knutson and its subcontractors, agrees to provide urban streetscape beautification and neighborhood clean up within one block of the construction site during the summer months during the construction phase of this project. This task may be part of the City's Employment and Training Program activities.

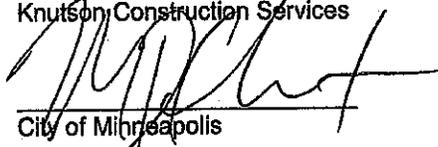
- 6. Construction Education Minneapolis Public School Initiative - Knutson work with the Minneapolis Public Schools through the construction classes that are held at Roosevelt High School. Knutson will provide these classes with speakers to talk about job site safety and OSHA standards. Knutson will also provide speakers from the various trades and construction disciplines working on the Riverside Plaza project, including architecture, engineering, and project management. Knutson agrees to donate to these

construction classes building materials, hard hats, work gloves, hand tools, and other materials as available. Knutson will provide students and instructors with corporate office, shop, and on-site tours. Knutson will provide networking opportunities with other construction industry representatives for the high school instructors that teach these courses.

7. Internship Program – Knutson will establish an internship program that offers at least one selected resident of the Cedar-Riverside neighborhood the opportunity to participate in paid summer internships that will expose them to the construction industry. Knutson will offer a summer internship each summer to at least one student of a trade school program.
8. Job Linkage Agreement – The Owner will sign a project-appropriate Job Linkage Agreement and will be forwarding all notices of job openings to the City of Minneapolis Employment and Training Program so that job applicants can be forwarded to the Owner for review and possible job interview.
9. Minneapolis Community and Technical College: Knutson will advertize job opportunities to Minneapolis Community and Technical College targeting the estimated 135 students from the 55454 ZIP code, approximately 20 of which are MCTC "Power of YOU" students.
10. Recycling: The Owner will create a recycling program that involves a youth-servicing organization which engages youth in collecting recyclables and learning about sustainability issues. This task may be part of the StreetWerks activities.

The Project is anticipated to commence in January, 2011 and is estimated to be completed in the spring of 2013. The Owner, Knutson and the City CPED staff agree to meet and report the Project results every quarter.

Knutson Construction Services


City of Minneapolis

CEDAR RIVERSIDE LIMITED PARTNERSHIP,
a Minnesota limited partnership
Fed. I.D. # 27-3131790

By: **Riverside Plaza GP LLC,**
a Minnesota limited liability company

By: 
George E. Sherman
President and Chief Manager