



Request for Professional Services

Community Liaison – Construction Focus

The City of Duluth Workforce Development Division seeks up to five (5) vendors to provide Community Liaison professional services, to assist with outreach and recruitment for the construction industry. Community Liaisons have strong ties to both youth and adults in the Duluth-Superior area, and will provide information, assistance, and support to inspire entry into highway-heavy construction careers.

Blatnik Bridge Replacement Project Information

The Blatnik Bridge Replacement Project involves the complete replacement of the aging I-535/US 53 bridge connecting Duluth, Minnesota, and Superior, Wisconsin over the St. Louis Bay. Originally opened in 1961, the structure is nearing the end of its service life and is a vital freight and commercial connection for the region. The work will be executed through a design-build contract led by the Minnesota Department of Transportation (MnDOT) in partnership with the Wisconsin Department of Transportation (WisDOT).

Blatnik Bridge Replacement Project scope includes:

1. Demolition of the existing structure and construction of a new main bridge on the existing alignment.
2. Reconstruction of interchange approaches in both Duluth and Superior.
3. Addition of a dedicated multi-use path to improve bicycle and pedestrian connectivity.

This infrastructure investment is projected to inject over \$1 billion into the local economy between now and the end of 2031. The project is estimated to generate significant labor hours, creating demand for a skilled local workforce.

Calendar of Events

Workforce Development will make every effort to adhere to the following schedule:

Activity	Date
Deadline to submit Questions via email to efoshay@duluthmn.gov	August 28, 2026 by 4:00 PM CT
Answers to questions will be posted to the City website no later than this	September 1, 2026
Proposals must be received via email to efoshay@duluthmn.gov no later than this date.	September 4, 2026 by 4:00 PM CT
Interviews tentatively scheduled the week of:	September 28, 2026

Questions & Answers

Any questions regarding this RFP must be submitted by e-mail to efoshay@dulthmn.gov no later than the date indicated on the Calendar of Events. Answers to the questions will be posted as an Addendum to the RFP.

Addenda to the RFP

If Workforce Development deems it necessary to revise any part of this RFP before the proposal response date, the Purchasing division will post an addendum to its website at <http://www.duluthmn.gov/purchasing/bids-request-for-proposals/>. It is the Bidder's responsibility to periodically check the website for any new information. Any addenda issued must be acknowledged on the Proposal Cover Sheet attached as Appendix A.

Interviews/Demonstrations

The City reserves the right to request interviews. Interviewees will be chosen from top scoring proposers. Interviews are tentatively scheduled for the week of September 28, 2026.

Overview of Community Liaison Project Goals

In support of the Blatnik Bridge Replacement Project, the City of Duluth has entered into a joint powers contract with MnDOT to support the project's workforce goals and to ensure that Minnesota's and Wisconsin's diverse populations are represented among workers on the project. MNDOT has set targets that 9% of work hours be performed by women, and 12% of work hours be performed by people of color. Additionally, there is a goal that 195 trainees will work on the project, totaling 113,750 hours of work. Additional provisions and conditions identified in Appendix B are applicable to this project.

In support of these goals, the City of Duluth, MnDOT, WisDOT, the design-build contractor, and the Community Liaisons will work together to:

1. **Promote Workforce Participation:** Support the achievement of workforce participation goals through engagement of residents from both Minnesota and Wisconsin in the construction workforce.
2. **Facilitate Training & Development:** Create pathways for trainees from Northeast Minnesota and Northwest Wisconsin to acquire pre-apprenticeship and on-the-job training, build work readiness skills, and gain relevant construction experience.
3. **Strategic Engagement:** Engage community members, listen to understand, and balance the varying needs of all to achieve the best possible outcomes, consistent with the State's Strategic Operations Plan.
4. **Clarify Career Pathways:** Help the community understand how to pursue careers in highway heavy construction and connect with apprenticeship and employment opportunities created by the Blatnik Bridge and other MnDOT and WisDOT projects.

Role of Community Liaisons

The City of Duluth seeks to contract with up to five (5) Community Liaisons to support these goals. Community Liaisons will have strong ties to both youth and adult jobseekers in the Duluth-Superior area, particularly those from communities underrepresented in the building trades. Community Liaisons will lead engagement efforts in support of the project's stated workforce goals by implementing outreach strategies to best reach all segments of the community's current and future workforce. Their core functions include:

1. **Outreach:** Identifying and creating venues for career exploration and inspiring interest in construction work;
2. **Guidance and Navigation:** Identifying specific individuals with interest in construction careers and working with them one-on-one to explore options, submit applications, complete requirements for entry, build work readiness, overcome obstacles to employment, and connect to available resources and programs;
3. **Referral:** Directing individuals to union apprenticeships, apprenticeship prep programs, and post-secondary training;
4. **Retention:** Serving as an ongoing point of contact for mentorship and job placement retention.
5. **Representation:** Representing their networks at meetings with the State and General Contractor to review progress and identify challenges.

Community Liaisons will actively engage and build relationships with schools, community partners, unions, and employers in support of these core functions, and will be responsible for tracking and reporting these activities to the City of Duluth on a quarterly basis.

Community Liaison Responsibilities

With guidance and oversight from Duluth Workforce Development, Community Liaisons will:

1. Develop and implement an outreach plan to identify and recruit diverse jobseekers interested in construction related careers.
2. Build and/or strengthen partnerships with community leaders and organizations, unions, and employers that will help build a diverse construction workforce.
3. Plan and host workshops, field trips, and information events that take a culturally relevant and inclusive approach to share information about construction careers.
4. Open doors for MnDOT to sponsor and/or attend community events or share information through community networks.
5. Provide hands-on connection, mentorship, and guidance to individuals as they navigate exploration, training, and employment in the construction sector. This includes helping individuals prepare to meet minimum requirements for entry into apprenticeship, including navigation of community resources to assist in completing a GED, building math skills, or obtaining a driver's license.

6. Provide meaningful referrals to local training and apprenticeship programs, and assistance in completing program applications and enrollment steps.
7. Provide ongoing connection and support to individuals after they begin training and/or employment. This includes serving as a resource to help navigate worksite challenges often faced by women and BIPOC workers in the construction industry.
8. Provide feedback to construction employers and union representatives to identify and address worksite issues and help build a more inclusive work environment.
9. Attend monthly check-in meetings to provide an update on activities, successes and outcomes and help develop strategies to ensure workforce goals are met.
10. Provide input in development of workforce strategies and tactics to increase diversity in the project's construction workforce.
11. Prepare quarterly summary reports of all activities and measurable outcomes.

Performance Measures of Success

Community Liaisons submit quarterly written reports outlining performance on the following measures of success:

1. The number of events and other opportunities to engage the community in career exploration.
2. The number of individuals attending events or otherwise engaged in exploring construction careers and/or overcoming obstacles to employment.
3. The number of individuals referred to training programs.
4. The number of individuals entering apprenticeship programs in the construction trades.
5. The number of job seekers from Minnesota and Wisconsin ultimately employed on the Blatnik Bridge Replacement Project.

After being selected, Community Liaisons work with Duluth Workforce Development to create an annual work plan that includes specific targets for each performance measure.

Training and Supervision

Community Liaisons will be provided with training on a number of topics as needed, including:

- Orientation to the construction trades, including highway-heavy construction
- Orientation to apprenticeships, and the requirements and application process for each trade
- Orientation to construction training program options, and support services available to assist participants
- Opportunity to connect with apprenticeship training coordinators and construction contractors working on the Blatnik Bridge Replacement Project
- Opportunity to meet with and provide feedback to MNDOT and contractors

- Orientation to the City of Duluth's Human Rights Office and the MNDOT Office of Civil Rights as a resource

Ongoing supervision and support for Community Liaisons will be provided by Duluth Workforce Development staff.

Timeline and Compensation

Duluth Workforce Development seeks up to five (5) Community Liaisons, for an initial contract term beginning September 2026 and ending June 30, 2027. At the end of the initial contract term, Workforce Development staff will conduct a performance review based on the responsibilities and measures of success outlined in this request. Contracts may be renewed annually through June 30, 2031, based on satisfactory performance, continued project need, and the availability of funding. Workforce Development reserves the right not to renew the contract if performance does not meet the expectations established in this request.

Each Community Liaison will be paid at a rate of \$55 per hour for up to 180 hours per year (an average of 15 hours per month). In addition to the individual compensation, the five Community Liaisons will share a five-year total program budget of up to \$7,500 to provide food at community events/meetings, \$3,000 for marketing & outreach, \$6,250 for guest speaker stipends for events/workshops, and \$5000 for transportation. These program funds are shared among all five Community Liaisons and are intended to support outreach and engagement activities throughout the duration of the contract.

Community liaisons who use their car for purposes related to this contract must have a valid driver's license and provide proof of insurance for the vehicle to be used. Mileage will be reimbursed at the current IRS mileage rate of \$0.76 per miles for business mileage, up to the contract budget limit.

Eligibility

Each Community Liaison will be contracted as an individual consultant and will work closely with a group of four other consultants. At least one Community Liaison must reside in and focus on Wisconsin. Knowledge of and connection to the construction industry and/or building trades unions is a benefit, but not a requirement. If needed, Community Liaisons will be provided training to increase familiarity with the construction industry and union apprenticeships, as well as available workforce development programs and resources.

Application and Review Process

Interested consultants may submit a proposal individually or in partnership with one or more other potential consultants. Workforce Development reserves the right to select and contract with any individual consultant included in the proposal and is not obligated to select all members of the proposed team. Each selected consultant will enter into a separate contract with the City, and performance evaluations and contract renewals will be determined individually. Interviews will be conducted individually. Proposals should include

a resume for each consultant, at least two professional references per consultant, and specific responses to the following questions:

1. Please describe your background and relevant experience. Why are you interested in serving as a Community Liaison?
2. Please describe your connection to or knowledge of the construction industry and/or union apprenticeships. Why are you interested in helping to promote construction careers?
3. What specific methods will be utilized to conduct outreach and inspire interest among youth and adults in construction careers? Please provide detail on how, where, and when you would conduct outreach, who you would partner with, and which populations you would focus on for each outreach activity.
4. What strategies will be used to specifically reach, identify, and engage potential candidates who are women and/or BIPOC individuals for careers in construction?
5. What strategies will be utilized to assist interested individuals in connecting to training, employment, and apprenticeship opportunities? What specific types of support do you anticipate providing?
6. What support do you need from Duluth Workforce Development, MnDOT, and contractors to be successful?

Proposals should be submitted to Elena Foshay, Director of Workforce Development at efoshay@duluthmn.gov. **Deadline to submit proposals is September 4 by 4:00 PM CT.** It is the proposer's responsibility to ensure the email is received before the deadline. Please request confirmation of receipt. Workforce Development reserves the right to reject or to deduct evaluation points for late proposals.

Proposals will be reviewed and evaluated based on:

- Strength of community connections (30%)
- Detailed outline of methods and strategies (40%)
- Strength of methods and strategies in achieving desired outcomes (30%)

Mandatory Disclosures

By submitting a proposal, each Bidder understands, represents, and acknowledges that:

- A. Their proposal has been developed by the Bidder independently and has been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or suppliers of materials, supplies, equipment, or services described in the Request for Proposals, designed to limit independent bidding or competition, and that the contents of the proposal have not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder.
- B. There is no conflict of interest. A conflict of interest exists if a Bidder has any interest that would actually conflict, or has the appearance of conflicting, in any manner or degree with the

performance of work on the project. If there are potential conflicts, identify the municipalities, developers, and other public or private entities with whom your company is currently, or have been, employed and which may be affected.

- C. It is not currently under suspension or debarment by the State of Minnesota, any other state or the federal government.

The City reserves the right, in its sole and complete discretion, to reject any and all proposals or cancel the request for proposals, at any time prior to the time a contract is fully executed, when it is in its best interests. The City is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

All materials submitted in response to this RFP will become property of the City and will become public record after the evaluation process is completed and an award decision made.

APPENDICES

Appendix A – Proposal Cover Sheet

Appendix B – Supplementary Provisions and General Conditions applicable due to funding source

**APPENDIX A - PROPOSAL COVER SHEET
WORKFORCE DEVELOPMENT
26-AA23 RFP FOR COMMUNITY LIAISONS – CONSTRUCTION FOCUS**

Bidder Information:	
Submitter Name	
Mailing Address	
Contact Person	
Contact Person's Phone Number	
Contact Person's E-Mail Address	
Federal ID Number	
Authorized Signature	
Name & Title of Authorized Signer	
Email of Authorized Signer	

ACKNOWLEDGMENT OF ADDENDA

ADDENDUM #	INITIAL/DATE
ADDENDUM #	INITIAL/DATE
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Appendix B - City of Duluth
Supplementary Provisions for State and/or Federally Assisted Activities

1. Disbursements

- (a) No money under this Contract shall be disbursed by the City to any Contractor unless the Contractor is in compliance with the Federal Agency requirements with regard to accounting and fiscal matters to the extent they are applicable.
- (b) Unearned payments under this Contract may be suspended or terminated upon the Contractor's refusal to accept any additional conditions that may be imposed by the Federal Agency at any time; or if the grant, if applicable, to the City under which this Contract is made is suspended or terminated.

2. Breach of Contract.

The City may, subject to the Force Majeure provisions below and in addition to its other rights under the Contract, declare the Contractor in breach of the Contract by written notice thereof to the Contractor, and terminate the Contract in whole or in part, in accordance with Section 4, Termination, for reasons including but not limited to any of the following:

- (a) Failure to begin the Work within the time specified in the Contract;
- (b) Failure to perform the Work with sufficient labor, equipment, or material to insure the completion of the specified Work in accordance with the Contract terms;
- (c) Unsatisfactory performance of the Work;
- (d) Failure or refusal to remove material, or remove and replace any Work rejected as defective or unsatisfactory;
- (e) Discontinuance of the Work without approval;
- (f) Failure to resume the Work, which has been discontinued, within a reasonable time after notice to do so;
- (g) Insolvency or bankruptcy;
- (h) Failure to protect, to repair, or to make good any damage or injury to property;
- (i) Breach of any provision of the Contract;
- (j) Misrepresentations made in the Contractor's bid/proposal; or
- (k) Failure to comply with applicable industry standards, customs, and practice.

3. Termination

For Cause: If the Contractor is in breach of the Contract, the City, by written notice to the Contractor, may terminate the Contractor's right to proceed with the Work. Upon such termination, the City may take over the Work and prosecute the same to completion, by contract or otherwise, and the Contractor and its sureties shall be liable to the City for any additional cost incurred by the City in its completion of the Work and they shall also be liable to the City for liquidated damages for any delay in the completion of the Work as provided below. If the Contractor's right to proceed is terminated, the City may take possession of and utilize in completing the Work such materials, tools, equipment, and plant as may be on the site of the Work and necessary therefore.

For Insufficient Funds: City shall have the right to terminate this contract immediately without other cause in the event that all or a portion of the funds that the City intends to use to fund its obligations under the contract have their source with the State or Federal government or any agency thereof and said source reduces or eliminates their obligation to provide some or all of the funds previously committed by it to fund City's payment obligations under the Contract. The City agrees that termination hereunder will not relieve the City of its obligation to pay Contractor for Work satisfactorily performed and reasonable costs incurred prior to the effective date.

Without Cause: Notwithstanding anything herein to the contrary, the City may terminate this Contract at any time upon written notice given by the City (for any reason, including the convenience of the City) to the Contractor at least thirty (30) days prior to the effective date of the termination of this Contract. The City agrees that termination hereunder will not relieve the City of its obligation to pay Contractor for Work satisfactorily performed and reasonable costs incurred prior to the effective date of the termination provided that Contractor has not committed a breach of this Contract. Nothing contained in this section shall prevent either party from pursuing or collecting any damages to which it may be entitled by law.

4. Suspension of Contract.

The City may immediately suspend this Agreement in the event of a total or partial government shutdown due to the failure to have an approved budget by the legal deadline. During this suspension, any work performed is deemed unauthorized and undertaken at risk of non-payment.

5. Force Majeure.

The right of the Contractor to proceed shall not be terminated nor shall the Contractor be charged with liquidated damages for any delays in the completion of the Work due to any acts of the Government, including controls or restrictions upon or requisitioning of materials, equipment, tools, or labor by reason of war, National Defense, or any other national emergency; any acts of the City; causes not reasonably foreseeable by the parties to this Contract at the time of the execution of the Contract which are beyond the control and without the fault or negligence of the Contractor, including, but not restricted to, acts of God or of the public enemy, acts of another Contractor in their performance of some other contract with the City, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and weather of unusual severity such as hurricanes, tornadoes, cyclones, and other extreme weather conditions; nor to any delay of any Subcontractor occasioned by any of the causes specified above. The Contractor shall promptly notify the City in writing within ten (10) days of the delay. Upon receipt of such notification, the City shall ascertain the facts and the cause of the delay. If, upon the basis of facts and the terms of the Contract, the delay is properly excusable, the City shall extend the time for completing the Work for a period of time commensurate with the period of excusable delay.

6. Contracting with Small and Minority Businesses, Women's Business Enterprises, and Labor Surplus Area Firms.

Per 2 CFR 200.321, prime contractor must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms (collectively referred to as socioeconomic firms) are used when possible. The affirmative steps must include:

- (a) Placing qualified socioeconomic firms on solicitation lists;
- (b) Assuring that socioeconomic firms are solicited whenever they are potential sources;
- (c) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by socioeconomic firms;
- (d) Establishing delivery schedules, where the requirements permit, which encourage participation by socioeconomic firms; and
- (e) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

7. Suspension and Debarment.

This contract is a covered transaction for purposes of 49 CFR Part 29. As such, the contractor is required to verify that none of the contractor, its principals, as defined at 49 CFR 29.995, or affiliates, as defined at 49 CFR 29.905, are excluded or disqualified as defined at 49 CFR 29.940 and 29.945. The contractor is required to comply with 49 CFR 29, Subpart C and must include the requirement to comply with 49 CFR 29, Subpart C in any lower tier covered transaction it enters into. A contract award must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM.gov), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 19898 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as

well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

8. Telecommunications and Video Surveillance Services or Equipment

In the performance of this contract, Contractor/Supplier shall comply with Public Law 115-232, Section 889, which prohibits the procurement or use of covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, use of video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities) is prohibited

In addition, telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country is prohibited.



APPENDIX B

ADDITIONAL CONDITIONS PER GRANT AGREEMENT

26-AA23 RFP FOR COMMUNITY LIAISONS – CONSTRUCTION FOCUS

1. **Government Data Practices** The Governmental Unit and State must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, (or, if the state contracting party is part of the Judicial Branch, with the Rules of Public Access to Records of the Judicial Branch promulgated by the Minnesota Supreme Court as the same may be amended from time to time), as it applies to all data provided by State under this Contract, and as it applies to all data created, collected, received, stored, used, maintained or disseminated by the Governmental Unit under this Contract. The civil remedies of Minnesota Statutes §13.08 apply to the release of the data referred to in this clause by either the Governmental Unit or State. 8.2. If the Parties receive a request to release the data referred to in this clause, the Parties shall make a good faith effort to notify and consult with the other Party on what is Public Data and how to respond to the request. The Parties responses to requests must comply with applicable law.
2. **Intellectual Property Rights**
 - a. **Intellectual Property Rights.** State owns all rights, title and interest in all of the intellectual property rights, including copyrights, patents, trade secrets, trademarks and service marks in the Works and Documents created and paid for under this Contract. “Works” means all inventions, improvements, discoveries (whether or not patentable), databases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, specifications, materials, tapes and disks conceived, reduced to practice, created or originated by the Governmental Unit, its employees, agents and subcontractors, either individually or jointly with others in the performance of this Contract. Works includes Documents. “Documents” are the originals of any databases, computer programs, reports, notes, studies, photographs, negatives, designs, drawings, specifications, materials, tapes, disks or other materials, whether in tangible or electronic forms, prepared by the Governmental Unit, its employees, agents or subcontractors, in the performance of this Contract. The Documents will be the exclusive property of State and the Governmental Unit upon completion or cancellation of this Contract must immediately return all such Documents to State. To the extent possible, those Works eligible for copyright protection under the United States Copyright Act will be deemed to be “works made for hire.” The Governmental Unit assigns all right, title and interest it may have in the Works and the Documents to State. The Governmental Unit must, at the request of State, execute all papers and perform all other acts necessary to transfer or record State’s ownership interest in the Works and Documents
 - b. **Obligations**
 - i. **Notification.** Whenever any invention, improvement or discovery (whether or not patentable) is made or conceived for the first time or actually or constructively reduced to practice by the Governmental Unit, including its employees and subcontractors, in the performance of this Contract, the Governmental Unit will immediately give State’s Authorized Representative written notice thereof, and must promptly furnish State’s Authorized Representative with complete information and/or disclosure thereon.
 - ii. **Representation.** The Governmental Unit must perform all acts, and take all steps necessary to ensure that all intellectual property rights in the Works and Documents are the sole

property of State, and that neither the Governmental Unit, nor its employees, agents nor subcontractors retain any interest in and to the Works and Documents. The Governmental Unit represents and warrants that the Works and Documents do not and will not infringe upon any intellectual property rights of other persons or entities. Notwithstanding Clause 6, the Governmental Unit will indemnify, defend, to the extent permitted by the Attorney General, and hold harmless State, at the Governmental Units expense, from any action or claim brought against State to the extent that it is based on a claim that all or part of the Works or Documents infringe upon the intellectual property rights of others. The Governmental Unit will be responsible for payment of any and all such claims, demands, obligations, liabilities, costs and damages, including but not limited to, attorney fees. If such a claim or action arises, or in the Governmental Unit's or State's opinion is likely to arise, the Governmental Unit must, at State's discretion, either procure for State the right or license to use the intellectual property rights at issue or replace or modify the allegedly infringing Works or Documents as necessary and appropriate to obviate the infringement claim. This remedy of State will be in addition to and not exclusive of other remedies provided by law.

3. **Telecommunications Certification.** By signing this Contract, the Governmental Unit certifies that, consistent with Section 889 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. 115-232 (Aug. 13, 2018), the Governmental Unit does not and will not use any equipment, system, or service that uses "covered telecommunications equipment or services" (as that term is defined in Section 889 of the Act) as a substantial or essential component of any system or as critical technology as part of any system. The Governmental Unit will include this certification as a flow down clause in any contract related to this Contract.
4. **Title VI/Non-discrimination Assurances.** The Governmental Unit agrees to comply with all applicable US DOT Standard Title VI/Non-Discrimination Assurances contained in DOT Order No. 1050.2A, and in particular Appendices A and E, which can be found at: https://edocs-public.dot.state.mn.us/edocs_public/DMResultSet/download?docId=11149035. The Governmental Unit will ensure the appendices and solicitation language within the assurances are inserted into contracts as required. State may conduct a review of the Governmental Unit's compliance with this provision. The Governmental Unit must cooperate with State throughout the review process by supplying all requested information and documentation to State, making the Governmental Unit's staff and officials available for meetings as requested, and correcting any areas of non-compliance as determined by State.