Opportunity Information

Title
FY21-22 Second-Year Update Strengthening Career and Technical Education for the 21st Century Act (Perkins V)

Description
APPLICATION OPENS MARCH 15, 2021.

The Perkins V Grant for Career and Technical Education provides funds for approved Career and Technical Education (CTE) programs. In Minnesota, funds are distributed on the basis of state-approved career and technical education programs and appropriate teacher licensure. Programs are administered under Minnesota Rules Chapter 3505 and the federal Strengthening Career and Technical Education for the 21st Century Act (Perkins V).

The Minnesota Department of Education (MDE) approves Career and Technical Education Programs (CTE) that meet teacher licensing and other criteria. These programs are eligible to access federal Perkins V funds. Districts that accept these federal dollars must report enrollment and student proficiency for CTE courses and programs to the department.

Category Explanation
Second-Year application.

Opportunity Manager
Jeralyn Jargo

Public Link
https://www.gotomygrants.com/Public/Opportunities/Details/e4279467-db28-4225-924a-19d211999fe0

Is Published
Yes

Submission Information

Submission Window
Opens 03/15/2021 8:00 AM

Eligibility Information

Eligibility Type
Public

Additional Eligibility Information
Pursuant to Section 134 of the Perkins V Act, to receive funds under Perkins V, a consortium must develop and submit an annual, unified, local secondary/postsecondary Perkins application and budget. The application must address secondary and postsecondary Career and Technical Education programming. The approved local application—with statement of assurance signatures—serves as the consortium’s formal application for receiving Perkins funding.

Additional Information

Additional Information URL
https://minnstate.edu/system/cte/perkins-local-application/index.html

Additional Information URL Description
All forms and instructions related to the Perkins Local Application can be found on our website.
Project Information

Application Information

Application Name
Riverland

Award Requested
$371,464.66

Total Award Budget
$371,464.66

Primary Contact Information

Name
Jean Kyle

Email Address
jean.kyle@riverland.edu

Address
1900 8th Ave. NW
Austin, MN 55912

Phone Number
Project Description

Consortium Membership List

If there are changes to your consortium membership, list them here; if not, type “No Change.”

No change

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Narrative 1: Comprehensive Local Needs Assessment (CLNA)

CLNA

If you’re making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

Postsecondary has placed funds here to support the regional process to accomplish the next CLNA

*Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)*
Narrative 2: Programs of Study (POS)

POS

If you’re making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

No change

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Narrative 3: Workforce Innovation Opportunity Act (WIOA) and other workforce agencies

WIOA

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter "No change."

No Change

Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
Narrative 4: Integrated Academic and Technical Skills (IATS)

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

No change

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Narrative 5: Special Populations (SP)

SP

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

The Riverland Consortium is working with the other regional consortia to make the region more Poverty informed. The college is in the process of aligning the Equity by Design (EbD), and Equity 2030 MinnState initiatives with the whole campus efforts to become a poverty informed higher education institution and community. To this effort we have already trained several poverty coaches, and we are planning to work with our institutional researcher and our deans to support all faculty being part of Professional Learning Communities (PLC's) that will work in depth with teaching and learning strategies to remove barriers for students to succeed in courses. We will use program and course data to identify the gaps, and we already know that we have gaps for special populations. Over time, we will review the course pass rates and see if this intervention through PLC's improves the pass rates (and retention and completion) for identified special populations. This is especially critical as we continue to launch the "Bridges to Careers" program in partnership with our ABE partners and offer "wrap around services" as their students enter college programs, many of which are CTE. The college is bringing Dr. Donna Beegle from Communications Across Barriers to campus on August 19 for a faculty work day to launch the PLC project, and we are providing all Riverland staff a copy of the "See Poverty. . .Be the Difference" and also are working on this topic in our all college professional development series for FY22. All of this work is threaded and braided with our EbD and Equity 2030 work with our Chief Diversity Officer as part of the Riverland team leading this work.

*Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)*
Narrative 6: Work-based Learning (WBL)

WBL

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

Postsecondary has invested in the Career Connections Director position and this position is working with the secondary Career Navigators in the region, the college deans and program advisory committees and regional high wage, high skill and high demand industries to create opportunities for all students to have more authentic WBL opportunities. We are also using our consortium POS to along with regional LMI to plan efforts and focus on the areas where we have great need, and where there are greater opportunities for high wage, high skill and high demand careers. We also think that our consortium emphasis on becoming a poverty informed community will also lead to more opportunities for students to explore career options. We are also working with all three regional Chambers of Commerce (Austin, Albert Lea and Owatonna) to connect to Workforce issues in the region, and from this work we know that the regional employers are concerned about: finding employees at all levels with skills needed, affordable housing and child care.

We are also working to make sure that we are making efforts to connect incumbent workforce and ABE students, as well as K-14 students to WBL experiences. WE work with the our regional WorkForce office, and have members from that entity as part of our Perkins leadership team.

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Narrative 7: Early College (EC)

EC

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter "No change."

No change

Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
Narrative 8: Support to Professionals (STP)

STP

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter "No change."

No change

Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
Narrative 9: Performance Gaps (PG)

PG

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter "No change."

Please see our information in Narrative 5, the college is working with all CTE programs to review course pass rates and to identify which students are not passing courses. We will focus first on those programs with the largest gaps, and those that are in our Consortium POS and "Bridges to Careers" programs. This broad intervention strategy is intended to support retention and completion rates for all CTE students.

Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
Narrative 10: Consortium Governance

Consortium Definition

In the Minnesota 4-year State Plan, a consortium is defined as having:

- Minimum of 1 school district and 1 postsecondary Minnesota State College
- Minimum of 6 programs of study
  - Of these 6 programs of study, a minimum of 4 career fields must be represented
  - All components of 3 of the 4 POS by career field must be provided within the consortium (In other words, only 1 of the 4 POS can be brokered)
- Greater than 1000 CTE participants at the secondary level (based on 2018 definitions and data) OR greater than 1800 FYE at the postsecondary level (based on 2018 definitions and data)

If you're making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter "No change."

No change

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Narrative 11: Reserve Funds (RF)

RF

Section 112(c)—The State may award Reserve funds to consortia for career and technical education activities described in Section 135—

(1) in—
(A) rural areas;
(B) areas with high percentages of CTE concentrators or CTE participants;
(C) areas with high numbers of CTE concentrators or CTE participants; and
(D) areas with disparities or gaps in performance as described in section 113(b)(3)(C)(ii)(II); and

(2) in order to—
(A) foster innovation through the identification and promotion of promising and proven career and technical education programs, practices, and strategies, which may include programs, practices, and strategies that prepare individuals for nontraditional fields; or
(B) promote the development, implementation, and adoption of programs of study or career pathways aligned with State-identified high-skill, high-wage, or in-demand occupations or industries.

If you’re making budget requests under this narrative, explain them here in the space provided and describe which use of funds in section 135 of Perkins V supports each request. If the budget is unchanged from year one, enter “No change.”

We will continue to support a Career Navigator position at Southeast Service Cooperative to support our 6 rural schools with career exploration, career counseling, and career related events. We have also partnered with the SE Service Coop’s STEM Forward initiative, which promotes and builds partnerships to inspire a future STEM ready workforce.

Postsecondary is committing the reserve funds to year 2 of the Career Connections Director position whose work is outlined in Narrative 6 WBL.

Please score the form as either 1-“complete,” or 0-“not complete” (Reviewer Only)
Workforce Center Collaboration

Enter Workforce Center contributions for year two of the application.

Enter information into this table as it applies to your consortium. This table does not self-tabulate. Add totals from Postsecondary Total (line 3) and Secondary (line 6) and enter that figure in Total (line 7). If there is no total or dollar amount in a line, enter Zero (0) in the corresponding spot.

<table>
<thead>
<tr>
<th>Workforce Center Collaboration</th>
<th>Total(s)</th>
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<tbody>
<tr>
<td>(POSTSECONDARY) Total Perkins funds used in collaboration with WorkForce Centers</td>
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<tr>
<td>(POSTSECONDARY) Estimated expenditure/in-kind contributions used in collaboration with Workforce Centers</td>
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<tr>
<td>Postsecondary Subtotal</td>
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<tr>
<td>(SECONDARY) Total Perkins funds used in collaboration with WorkForce Centers</td>
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</tr>
<tr>
<td>(SECONDARY) Estimated expenditures/in-kind contributions used in collaboration with WorkForce Centers</td>
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</tr>
<tr>
<td>Secondary Subtotal</td>
<td>$20,350.00</td>
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<tr>
<td>TOTAL</td>
<td>$85,350.00</td>
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Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
Perkins-Funded Positions

Enter changes to Perkins Funded Positions for year-two of the application. Upload position descriptions for added personnel. Explain changes in personnel funding under the appropriate narrative item.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Secondary/Postsecondary</th>
<th>File Folder # (Secondary)</th>
<th>Percentage of Time</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Christy Tryhus</td>
<td>Career Connections Director</td>
<td>Postsecondary</td>
<td></td>
<td>70</td>
<td>$75,000.00</td>
</tr>
</tbody>
</table>

Attach all Position descriptions as .PDF documents prior to submitting this application.

*Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)*

**Position Description**

Riverland Career Connections Director pos desc

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description

Position Description
Additional Documentation

Additional documentation may be uploaded here.

Statements of Assurances (Attached as one large PDF file):
  Statements Merged

Secondary Supplemental Budget:
  Secondary-Supplemental-Budget-Amplifund-Riverland (1)

Consortium Consolidated Equipment Inventory
  Riverland Perkins Combined Inventory List

Additional Material

Please score the form as either 1-"complete," or 0-"not complete" (Reviewer Only)
### Budget

#### Proposed Budget Summary

#### Expense Budget

<table>
<thead>
<tr>
<th>Narrative</th>
<th>Grant Funded</th>
<th>Total Budgeted</th>
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</thead>
<tbody>
<tr>
<td><strong>A) Narrative 1: Comprehensive Local Needs Assessment (CLNA)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Postsecondary Non-Personnel</td>
<td>$4,500.00</td>
<td>$4,500.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
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<td>$4,500.00</td>
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<tr>
<td><strong>B) Narrative 2: Programs of Study</strong></td>
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<tr>
<td>a. Secondary Personnel (Salary and Benefits)</td>
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<td>$1,920.00</td>
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<tr>
<td>b. Secondary Non-Personnel</td>
<td>$1,846.00</td>
<td>$1,846.00</td>
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<tr>
<td>b. Secondary Non-Personnel</td>
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<td>$3,616.43</td>
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<td>c. Secondary Equipment</td>
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<td>e. Postsecondary Personnel</td>
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<td><strong>C) Narrative 3: Workforce Innovation Opportunity Act (WIOA) and other workforce agencies</strong></td>
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<td><strong>E) Narrative 5: Special Populations</strong></td>
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<tr>
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<tr>
<td>f. Postsecondary Non-Personnel</td>
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<td>$8,000.00</td>
</tr>
<tr>
<td>a. Secondary Personnel (Salary and Benefits)</td>
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<td>$1,920.00</td>
</tr>
<tr>
<td>b. Secondary Non-Personnel</td>
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<td>$1,846.00</td>
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<tr>
<td>e. Postsecondary Personnel</td>
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<td><strong>F) Narrative 6: Work-based Learning</strong></td>
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<td>f. Postsecondary Non-Personnel</td>
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<td><strong>G) Narrative 7: Early College</strong></td>
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<tr>
<td>-------------</td>
<td>---------------</td>
<td></td>
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<td>Secondary Equipment</td>
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**H) Narrative 8: Support to Professionals**

<table>
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<td>f. Postsecondary Non-Personnel</td>
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**I) Narrative 9: Performance Gaps**

<table>
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<tbody>
<tr>
<td>b. Secondary Non-Personnel</td>
<td>$1,846.00</td>
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<tr>
<td>f. Postsecondary Non-Personnel</td>
<td>$4,000.00</td>
</tr>
<tr>
<td>a. Secondary Personnel (Salary and Benefits)</td>
<td>$1,920.00</td>
</tr>
<tr>
<td>b. Secondary Non-Personnel</td>
<td>$4,403.33</td>
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<tr>
<td>f. Postsecondary Non-Personnel</td>
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<td><strong>Subtotal</strong></td>
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**J) Narrative 10: Consortium Governance**

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<td>h. Postsecondary Admin (5% max)</td>
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**K) Narrative 11: Reserve Funds**

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<td>b. Secondary Non-Personnel</td>
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<td>b. Secondary Non-Personnel</td>
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<tr>
<td>d. Secondary Admin (5% max) UFARS 895</td>
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**Total Proposed Cost**

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<td>$371,464.66</td>
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Grant Funding

<table>
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<th>Total Budgeted</th>
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<tr>
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<td>Subtotal</td>
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<td>Total Proposed Revenue</td>
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Proposed Budget Detail

See attached spreadsheet.

Proposed Budget Narrative

A) Narrative 1: Comprehensive Local Needs Assessment (CLNA)

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. 

- a. Secondary Personnel (Salary and Benefits)
- b. Secondary Non-Personnel
- c. Secondary Equipment
- d. Secondary Admin (5% max) UFARS 895
- e. Postsecondary Personnel (Salary and Benefits)
- f. Postsecondary Non-Personnel
- g. Postsecondary Equipment
- h. Postsecondary Admin (5% max)

f. Postsecondary Non-Personnel

support to conduct CLNA and to work collaboratively with 4 other consortia in southern Minnesota.

B) Narrative 2: Programs of Study

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. 

- a. Secondary Personnel (Salary and Benefits)
- b. Secondary Non-Personnel
- c. Secondary Equipment
- d. Secondary Admin (5% max) UFARS 895
- e. Postsecondary Personnel (Salary and Benefits)
- f. Postsecondary Non-Personnel
- g. Postsecondary Equipment
- h. Postsecondary Admin (5% max)

- e. Postsecondary Personnel
  - 50% of 50% for postsecondary coordinator's position salary

- a. Secondary Personnel (Salary and Benefits)
  - Substitute Costs

- b. Secondary Non-Personnel
  - CTSO

- b. Secondary Non-Personnel
  - Business/College Site visits/Extracurricular transportation

- c. Secondary Equipment
  - Equipment to support Programs of Study, Integrated Academic and Technical Skills, Special Populations, Early
C) Narrative 3: Workforce Innovation Opportunity Act (WIOA) and other workforce agencies

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

e. Postsecondary Personnel

33% of 70% of Career Connections Director position

Secondary Non-Personnel

Naviance and MCIS for career readiness and exploration

D) Narrative 4: Integrated Academic and Technical Skills

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

b. Secondary Non-Personnel

Technical Skill Attainment

f. Postsecondary Non-Personnel

We will continue to implement the consortium POS and will need to focus on the CNA/LPN pathway start-up. We will continue to support Academic integration into CTE and TSA in POS consortium pathways.

E) Narrative 5: Special Populations

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

a. Secondary Personnel (Salary and Benefits)

Substitute Costs

b. Secondary Non-Personnel

CTSO

b. Secondary Non-Personnel

Business/College Site visits/Extracurricular transportation

f. Postsecondary Non-Personnel
To support the System Equity by Design, and the Bridges to Careers and other equity and inclusion goals the college will implement the Poverty Institute training campus wide and will work in partnership with the consortium to continue regional PI work.

**e. Postsecondary Personnel (Salary and Benefits)**

33% of 70% of Career Connections Director

**F) Narrative 6: Work-based Learning**

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item.

- a. Secondary Personnel (Salary and Benefits)
- b. Secondary Non-Personnel
- c. Secondary Equipment
- d. Secondary Admin (5% max) UFARS 895
- e. Postsecondary Personnel (Salary and Benefits)
- f. Postsecondary Non-Personnel
- g. Postsecondary Equipment
- h. Postsecondary Admin (5% max)

**f. Postsecondary Non-Personnel**

Materials and supports for WBL at postsecondary

**G) Narrative 7: Early College**

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item.

- a. Secondary Personnel (Salary and Benefits)
- b. Secondary Non-Personnel
- c. Secondary Equipment
- d. Secondary Admin (5% max) UFARS 895
- e. Postsecondary Personnel (Salary and Benefits)
- f. Postsecondary Non-Personnel
- g. Postsecondary Equipment
- h. Postsecondary Admin (5% max)

**f. Postsecondary Non-Personnel**

Postsecondary will continue to support and expand EMC options for regional students with emphasis on manufacturing and Health Occupations which are the top two regional needs.

**e. Postsecondary Personnel (Salary and Benefits)**

Faculty RCE for work with EMC model

**Secondary Equipment**

Supporting concurrent programming within consortium high schools.

**H) Narrative 8: Support to Professionals**

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item.

- a. Secondary Personnel (Salary and Benefits)
- b. Secondary Non-Personnel
- c. Secondary Equipment
- d. Secondary Admin (5% max) UFARS 895
- e. Postsecondary Personnel (Salary and Benefits)
- f. Postsecondary Non-Personnel
- g. Postsecondary Equipment
- h. Postsecondary Admin (5% max)

**b. Secondary Non-Personnel**

Conferences/Professional Development

**f. Postsecondary Non-Personnel**

Necessary to support robust professional development for CTE faculty and staff. The need for "up-skill" training by professionals will be addressed with these funds, as will recruitment and retention of professionals that meet equity and inclusion goals.
I) Narrative 9: Performance Gaps

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

a. Secondary Personnel (Salary and Benefits)

Substitute Costs

b. Secondary Non-Personnel

CTSO

b. Secondary Non-Personnel

Business/College Site visits/Extracurricular transportation

f. Postsecondary Non-Personnel

Continued support for Bridges to Careers pathway with wrap-around support and services to students entering CTE pathways

f. Postsecondary Non-Personnel

Alignment of Perkins performance gap data into the Campus Equity by Design work and the use of data to support interventions that address the performance gaps that exist.

J) Narrative 10: Consortium Governance

Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

h. Postsecondary Admin (5% max)

We are placing the postsecondary Administrative allowed 5% cost all in this element this year

a. Secondary Personnel (Salary and Benefits)

Coordinator/Operations Team stipends

e. Postsecondary Personnel (Salary and Benefits)

50% of 50% of postsecondary coordinators salary and benefits

f. Postsecondary Non-Personnel

materials necessary for consortium governance

K) Narrative 11: Reserve Funds
Reserve Funds: Create a budget line item for each of the following elements by copy/pasting each into the Name field. The 'Item Type' drop down may be left as is (Non-Personnel) for each individually created line item. a. Secondary Personnel (Salary and Benefits) b. Secondary Non-Personnel c. Secondary Equipment d. Secondary Admin (5% max) UFARS 895 e. Postsecondary Personnel (Salary and Benefits) f. Postsecondary Non-Personnel g. Postsecondary Equipment h. Postsecondary Admin (5% max)

a. Secondary Personnel (Salary and Benefits)
   Career Navigator Position

b. Secondary Non-Personnel
   Career Fairs/College Site visits-building partnerships

b. Secondary Non-Personnel
   STEM Forward Membership

b. Secondary Non-Personnel
   Memberships/subscriptions

e. Postsecondary Personnel (Salary and Benefits)
   33% of 70% of Career Connections Director's position

f. Postsecondary Non-Personnel
   Career Services start-up materials