

Unified Local Youth Plan
PY 2025 WIOA Youth Formula Funds
SFY 2026 Minnesota Youth Program (MYP)

Due Friday, April 11, 2025

PY 2025 WIOA Youth Formula Funds
SFY 2026 Minnesota Youth Program (MYP)
Cover Sheet/Signature Page

APPLICANT AGENCY - Use the legal name and full address of the fiscal agency with whom the grant will be executed.	Contact Name and Address
Ramsey County Workforce Solutions	
Director Name: Catrice O’Neal Telephone Number: 651-707-2172 Fax: 651-266-9891 E-Mail: Catrice.ONeal@co.ramsey.mn.us	Contact Name: Bradley Mahr Telephone Number: 651-266-3452 Fax: 651-266-9891 E-Mail: Bradley.Mahr@co.ramsey.mn.us

Basic Organization Information

Federal Employer ID Number:	Minnesota Tax Identification Number:
41-6005878	8027726
Unique Entity ID (UEI) Number:	SWIFT Vendor ID Number (if known):
S5C3Q2AJXM83	0000196508 001

I certify that the information contained herein is true and accurate to the best of my knowledge and that I submit this application on behalf of the applicant agency.

Signature:	
Title:	Director
Date:	

Checklist of Items to be Included With Your Unified Local Youth Plan Submitted to DEED:

NOTE: Budget forms included in this document are samples only, to demonstrate the format of the WIOA Youth and Minnesota Youth Program budgets. After the unified plan is approved by DEED and final allocations have been released by DOL, a WIOA Youth budget form and instructions will be sent to you to complete and return so your PY25 WIOA Youth Formula Grant funding can be released as quickly as possible. The Minnesota Youth Program allocation will be determined following the end of the 2025 Minnesota Legislative Session and MYP budget form will be sent out at that time with the final allocations.

Signed Cover Page:	<u>X</u>
List of Youth Committee Members (if applicable):	<u>X</u>
(If applicable) List of Youth Service Providers For PY25 (WIOA) and SFY26 (MYP):	<u>X</u>
Current Youth Committee Mission Statement and Workplan (if applicable):	<u>X</u>
Copy of the Most Recent Request For Proposal (RFP) Used to Select Service Providers and/or Services OR a Copy of LWDB Minutes Affirming LWDA Staff are the Sole Providers of WIOA Youth Services for the WDA:	<u>X</u>
Best Practices for Serving the Neediest Youth:	<u>X</u>
Copy of Current Local Supportive Services Policy for Youth Participants:	<u>X</u>
Copy of Current Local Youth Incentive Policy:	<u>X</u>
Copy of Current ITA Policy for Youth, Plus Related Forms:	<u>X</u>
Copy of Current Local Stipend Policy:	<u>X</u>
Completed "WIOA Youth Program Elements" Chart:	<u>X</u>
Completed "Shared Vision for Youth" Chart:	<u>X</u>
Completed Narrative:	<u>X</u>
(If applicable) Attachment 1H Workplan: Youth Program Service Delivery Design Addendum to Enhance Services to In-School Youth (ISY) Who Are Homeless or in Foster Care	<u>X</u>

PY24 and PY25 WIOA Youth Approved/Negotiated Levels of Performance - MN

(as of 7/24/2024)

State	Program Year 2024 (7/1/24 - 6/30/25)					Program Year 2025 (7/1/25 - 6/30/26)				
	Q2 EET	Q4 EET	Yth Cred	Median Earnings	MSG	Q2 EET	Q4 EET	Yth Cred	Median Earnings	MSG
	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 1	74.5%	74.9%	62.0%	\$ 5,200	53.0%	74.5%	74.9%	62.0%	\$ 5,200	53.0%
WDA 2	74.5%	74.9%	62.0%	\$ 5,800	55.0%	76.0%	76.0%	63.0%	\$ 5,900	60.0%
WDA 3	74.5%	74.9%	62.0%	\$ 4,500	53.0%	74.5%	74.9%	62.0%	\$ 5,000	53.0%
WDA 4	74.5%	74.9%	60.0%	\$ 5,400	53.0%	74.9%	74.9%	62.0%	\$ 5,400	53.0%
WDA 5	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 6	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 7	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 8	75.0%	75.0%	62.0%	\$ 4,500	53.0%	75.0%	75.0%	62.0%	\$ 4,500	53.0%
WDA 9	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 10	74.5%	74.9%	62.0%	\$ 6,272	53.0%	74.5%	74.9%	62.0%	\$ 6,272	53.0%
WDA 12	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 14	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 15	72.0%	72.0%	62.0%	\$ 6,000	53.0%	72.0%	72.0%	62.0%	\$ 6,000	53.0%
WDA 16	74.5%	74.9%	62.0%	\$ 5,400	53.0%	74.5%	74.9%	62.0%	\$ 5,400	53.0%
WDA 17	76.0%	75.0%	62.0%	\$ 5,400	53.0%	76.0%	75.0%	62.0%	\$ 5,400	53.0%
WDA 18	74.5%	74.9%	62.0%	\$ 5,000	53.0%	74.5%	74.9%	62.0%	\$ 5,000	53.0%

denotes WDA-negotiated level of performance which is different from state-negotiated level

WIOA Youth Performance Definitions

Employment/Training 2nd Quarter After Exit: The percentage of Title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.

Employment/Training 4th Quarter After Exit: The percentage of Title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program.

Credential Attainment: The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skills Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

1. Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;
2. Documented attainment of a secondary school diploma or its recognized equivalent;
3. Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards;
4. Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; OR,
5. Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

Median Earnings: The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

DO NOT COMPLETE THIS BUDGET – SAMPLE FORM ONLY

Attachment 2 - 75% OSY Version							
PY 2025 Budget Information Summary: WIOA Youth Formula Grant Program							
(See attachment for definitions of cost categories)							
WDA Number and Contact:							
E-Mail Address/Phone No:							
Date Submitted (or Modified):							
Cost Category	Carryover From PY24 <small>(Cannot exceed 20% of PY 24 amount without waiver)</small>	New WIOA Funds	Total Funds Available	Estimated Expenditures 4/1/25 to 9/30/25	Estimated Expenditures 4/1/25 to 3/31/26	Estimated Expenditures 4/1/25 to 9/30/26	Estimated Expenditures 4/1/25 to 3/31/27
833 Administration <i>(Cannot Exceed 10%)</i>							
841 In-School Youth (ISY) Work Experience Wages/Fringe							
825 Out-of-School Youth (OSY) Work Experience Wages/Fringe							
872 ISY Work Experience Staff/Support Services Costs							
855 OSY Work Experience Staff/Support Services Costs							
874 ISY Direct Services (Non-Work Exp.)							
877 OSY Direct Services (Non-Work Exp.)							
848 ISY Support Services (Non-Work Exp. or Training)							
862 OSY Support Services (Non-Work Exp. or Training)							
860 ISY Other Services							
878 OSY Other Services							
837 ISY Training and Training-Related Support Services							
838 OSY Training and Training-Related Support Services							
Total:							
Planned Percentage of NEW WIOA Funds Expended on Out-of-School Youth (Must be at least 75 percent):							
Planned Percentage of NEW WIOA Funds Expended on Work Experience (Must be at least 20 percent):							
Planned Percentage of NEW WIOA Funds Expended on Administration (Cannot Exceed 10 percent of total):							
Estimated number of youth served with PY25 WIOA funds:							

DO NOT COMPLETE THIS BUDGET – SAMPLE FORM ONLY

Attachment 2						
SFY 2026 Budget Information Summary: Minnesota Youth Program						
(See attachment for definitions of cost categories)						
WDA/Provider Name and Contact:						
E-Mail Address/Phone No:						
Date Submitted (or Modified):						
Cost Category	Total Funds Available	Estimated Expenses 7/1/25 to 9/30/25	Estimated Expenses 7/1/25 to 12/31/25	Estimated Expenses 7/1/25 to 3/31/26	Estimated Expenses 7/1/25 to 6/30/26	Estimated Expenses 7/1/25 to 9/30/26
833 Administration <i>(Cannot Exceed 10%)</i>						
881 Youth Participant Wages and Fringe Benefits						
885 Direct Services to Youth						
863 Outreach to Schools (Direct Services; cannot exceed 20%)						
828 Support Services						
Total:						
Estimated number of MYP Youth Served:						
Outreach to Schools (OTS) Youth and Families Served (Note that OTS is an optional activity):						
Estimated Total Number of MYP + OTS Youth and Families Served:						
Estimated Cost Per MYP Participant:						
Estimated Cost Per OTS Participant/Family:						
Percentage Budgeted for Administration (cannot exceed 10%):						
Percentage Budgeted for Outreach to Schools (cannot exceed 20%):						
If your area is budgeting funds for 860 - Outreach to Schools, please provide a few sentences summarizing planned activities:						

Youth Committee Information For PY 2025/SFY 2026

Provide a current Mission Statement and Work Plan for your Youth Committee

Include a Current Youth Committee Membership List (see below for sample format). Add additional rows as needed. Indicate “Yes” or “No” in the right-hand column if the Youth Committee member is a voting member of the LWIB.

YOUTH COMMITTEE MEMBER NAME	ORGANIZATION/REPRESENTING (examples: business, education, community-based organizations, youth, parent, etc.)	Full LWDB Member?
Chair: <i>Aalayha Traub</i> Phone Number: 763-525-3020 E-Mail: atraub@KnutsonConstruction.com	Business	Yes
Member Name: <i>Tom Aasheim</i> Phone Number: 651-230-5742 E-Mail: taasheim@ftium.edu	Education	Yes
Member Name: <i>Tami Cybulski</i> Phone Number: (651) 265-6107 E-Mail: tami.cybulski@blazecu.com	Business	Yes
Member Name: <i>Breanna Galuska</i> Phone Number: 651-744-6061 E-Mail: Breanna.galuska@spps.org	Education	No
Member Name: <i>Jennifer Germain</i> Phone Number: 651-539-36161 E-Mail: jennifer.germain@state.mn.us	One-Stop Operator	Yes
Member Name: <i>Bryan Kuzel</i> Phone Number: (651) 310-9467 E-Mail: bkuzel@msmarket.coop	Business	Yes
Member Name: <i>Abdi Mohamed</i> Phone Number: (612) 636-1031 E-Mail: abdi.mohamed@itmetrohub.com	Business	No
Member Name: <i>Virginia Nayman-Tonn</i> Phone Number: 651-444-1820 E-Mail: nayman-tonn.virginia@jobcorps.org	Education	No
Member Name: <i>Sheri Riemers</i> Phone Number: 651-227-4184 ex 14 E-Mail: sheri.riemers@adycenter.org	Community-based organization	Yes
Member Name: <i>Nardos Tesfalidet</i> Phone Number: 651-266-6547 E-Mail: nardos.tesfalidet@ci.stpaul.mn.us	Government	No

Youth Service Provider Information For PY 2025/SFY 2026

Provide an updated list of all current youth service providers (see below for sample format). The information provided in this chart will be posted on the DEED website. Please be sure that the contact person's name, phone number and e-mail address are entered correctly for each service provider. Add additional rows for additional providers as needed.

Youth Service Provider/Contact	WIOA	MYP																					
Name of Service Provider: <i>Hired</i> Address: <i>800 Minnehaha Ave E Suite 200</i> City, State, ZIP <i>Saint Paul, MN 55106</i> Contact Person: <i>Dominique Johnson</i> Contact Person Phone: <i>(612) 369-2827</i> Contact Person E-Mail: Dominique.Johnson@hired.org Service Provider Website: www.hired.org	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td>X</td> <td></td> </tr> <tr> <td>OSY:</td> <td>X</td> <td></td> </tr> </tbody> </table>		Yes	No	ISY:	X		OSY:	X		<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td>X</td> <td></td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):	X		Outreach to Schools:		X
	Yes	No																					
ISY:	X																						
OSY:	X																						
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):	X																						
Outreach to Schools:		X																					
Name of Service Provider: <i>Face to Face</i> Address: <i>1165 Arcade St</i> City, State, ZIP <i>Saint Paul, MN 55106</i> Contact Person: <i>Stephanie Reinitz</i> Contact Person Phone: <i>(651) 772-5596</i> Contact Person E-Mail: reinitzs@face2face.org Service Provider Website: https://face2face.org/	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td>X</td> <td></td> </tr> <tr> <td>OSY:</td> <td>X</td> <td></td> </tr> </tbody> </table>		Yes	No	ISY:	X		OSY:	X		<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td></td> <td>X</td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):		X	Outreach to Schools:		X
	Yes	No																					
ISY:	X																						
OSY:	X																						
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):		X																					
Outreach to Schools:		X																					
Name of Service Provider: <i>Goodwill Easter Seals</i> Address: <i>553 Fairview Ave N</i> City, State, ZIP <i>Saint Paul, MN 55104</i> Contact Person: <i>Kristen Hoyles</i> Contact Person Phone: <i>(612) 424-1050</i> Contact Person E-Mail: krhoyles@gesmn.org Service Provider Website: https://www.goodwilleasterseals.org/	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td>X</td> <td></td> </tr> <tr> <td>OSY:</td> <td>X</td> <td></td> </tr> </tbody> </table>		Yes	No	ISY:	X		OSY:	X		<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td></td> <td>X</td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):		X	Outreach to Schools:		X
	Yes	No																					
ISY:	X																						
OSY:	X																						
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):		X																					
Outreach to Schools:		X																					

Name of Service Provider: <i>Change Inc.</i> Address: <i>281 East Robie St</i> City, State, ZIP <i>Saint Paul, MN 55107</i> Contact Person: <i>Regina Edmisten</i> Contact Person Phone: <i>(651) 231-1898</i> Contact Person E-Mail: <i>redmisten@thechangeinc.org</i> Service Provider Website: https://www.thechangeinc.org/qap-school.html	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td></td> <td>X</td> </tr> <tr> <td>OSY:</td> <td>X</td> <td></td> </tr> </tbody> </table>		Yes	No	ISY:		X	OSY:	X		<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td></td> <td>X</td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):		X	Outreach to Schools:		X
	Yes	No																					
ISY:		X																					
OSY:	X																						
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):		X																					
Outreach to Schools:		X																					
Name of Service Provider: <i>Urban Boat Builders</i> Address: <i>2288 University Ave W</i> City, State, ZIP <i>Saint Paul, MN 55114</i> Contact Person: <i>Marc Hosmer</i> Contact Person Phone: <i>(651) 644-9225</i> Contact Person E-Mail: <i>Marc@urbanboatbuilders.org</i> Service Provider Website: https://www.urbanboatbuilders.org/	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td></td> <td>X</td> </tr> <tr> <td>OSY:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	ISY:		X	OSY:		X	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td>X</td> <td></td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):	X		Outreach to Schools:		X
	Yes	No																					
ISY:		X																					
OSY:		X																					
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):	X																						
Outreach to Schools:		X																					
Name of Service Provider: <i>Tree Trust</i> Address: <i>1419 Energy Park Dr</i> City, State, ZIP <i>Saint Paul, Mn 55108</i> Contact Person: <i>Jen Main</i> Contact Person Phone: <i>(952) 767-3918</i> Contact Person E-Mail: <i>Jennifer.Main@treetrust.org</i> Service Provider Website: https://treetrust.org/	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>ISY:</td> <td></td> <td>X</td> </tr> <tr> <td>OSY:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	ISY:		X	OSY:		X	<table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Summer ONLY:</td> <td></td> <td>X</td> </tr> <tr> <td>Year-Round (incl. summer):</td> <td>X</td> <td></td> </tr> <tr> <td>Outreach to Schools:</td> <td></td> <td>X</td> </tr> </tbody> </table>		Yes	No	Summer ONLY:		X	Year-Round (incl. summer):	X		Outreach to Schools:		X
	Yes	No																					
ISY:		X																					
OSY:		X																					
	Yes	No																					
Summer ONLY:		X																					
Year-Round (incl. summer):	X																						
Outreach to Schools:		X																					

Attachment 1

Workplan: Youth Program Service Delivery Design (Includes WIOA Young Adult and MYP)

IMPORTANT NOTE: The narrative section covers PY 2025 WIOA Young Adult and SFY 2026 for MYP. Please provide an answer after each question. This information becomes a part of both grant agreements with DEED.

1. Attach a copy of the most recent Request for Proposal(s) (RFP) issued by the WDA for WIOA Young Adult and the Minnesota Youth Program, as appropriate. **If the LWDB has determined there is an insufficient number of eligible youth service providers based on Section 123(b) of WIOA law, please include a copy of appropriate board minutes and/or resolution stating as such.**

A copy of the Request for Proposals that was released in November 2021 for Youth Services beginning April 1st, 2022, and lasting through March 31st, 2027, are located in Attachment 3.

2. Describe outreach and recruitment of:
 - Out-of-School Youth (“OSY”)
 - In-School Youth (“ISY”)

Ramsey County Workforce Solutions (WFS) employs a collaborative and multifaceted approach to outreach and recruitment for both Out-of-School Youth (OSY) and In-School Youth (ISY) populations, leveraging our network of contracted community partners and other stakeholders. Each vendor under our WIOA and MYP funding employs unique recruitment strategies tailored to their specific services and youth demographics. These include partnerships with schools, community organizations, housing services, and mental health providers, as well as online outreach through websites and social media.

To amplify these efforts, WFS maintains a [Youth Employment Services webpage](#), offering detailed information about vendor programs and making it accessible to community members. The county also receives direct referrals for youth employment services from a large network of non-contracted partner organizations that are engaged in the Ramsey County Youth Works! initiative and [CareerForce](#). Through [Youth Works! systems-orientation sessions](#), held monthly, we engage a wide range of stakeholders to promote youth employment opportunities and resources, ensuring WIOA and MYP programs remain a visible and accessible option for youth across the county.

In line with our commitment to innovation, WFS collaborated with [Roadtrip Nation](#) and [Youth Lens 360](#) to launch a [career exploration and readiness website](#) in 2024. This hub now centralizes resources for youth career pathways, including services funded by WIOA and MYP, alongside city and community offerings. This initiative was supported by funding from the American Rescue Plan Act (ARPA) and will serve as a critical tool for engaging and informing youth across Ramsey County.

Vendors like [Change Inc.](#) and [Hired](#) rely heavily on community connections and word-of-mouth to recruit OSY, utilizing strategies such as incentive programs, tabling at events, and maintaining relationships with juvenile justice programs. [Face to Face](#) integrates recruitment into their intake process at SafeZone, ensuring OSY are informed of available employment and education services. Meanwhile, [Goodwill Easter Seals \(GES\)](#) and [Tree Trust](#) leverage community outreach, referral networks, and recruitment events to connect with both OSY and ISY. These efforts demonstrate the diverse and complementary approaches vendors employ, which collectively contribute to the strength of our recruitment ecosystem.

Overall, WFS and its partners ensure that recruitment is accessible, inclusive, and responsive to the needs of youth, supporting their transition into meaningful education and employment pathways.

3. Describe eligibility determination process, including the WDA's strategy for use of the "5% window" for all ISY and affected OSY participants whose income exceeds limits (reminder: up to 5% of ISY and OSY participants (who require income eligibility) served by WIOA Young Adult program may be individuals who do not meet the income eligibility requirements, provided they fall within one or more of the categories described in WIOA Sec. 129 (C). See Chapter 2 of the WIOA Youth Administrative Policy.

Eligibility Determination & Enrollment Process:

The eligibility determination process ensures that youth participants meet required criteria while receiving the support they need for successful enrollment and engagement. The process includes the following steps:

1. **Initial Contact:** Once a youth, young adult, or their representative is connected with a vendor – either via referral from WFS staff or vendor outreach efforts, vendor staff collect basic information, including name, age, contact details, and school status.
2. **Case Assignment:** Vendor management assigns the new participant to a youth case manager.
3. **Eligibility Assessment:** The assigned case manager assists the participant in gathering and completing required information for eligibility determination, including the program application. Case managers verify eligibility based on Minnesota WIOA Youth Policies Chapter 2, including self-attestation of income and barriers to employment, and ensure documentation of required proofs.
4. **Pre-Enrollment Requirements:** Before official enrollment, eligible participants must:
 - Provide proof of identification (photo ID).
 - Demonstrate residency in or significant connection to Ramsey County.
 - Provide proof of Selective Service Registration, if applicable (for males aged 18+).
5. **Enrollment:** Once eligibility is confirmed, the case manager formally enrolls the youth into the appropriate program using the Workforce One system.

This structured process ensures consistency and compliance while addressing the unique needs of each participant.

Vendors like **Change Inc.** incorporate eligibility checks into their intake process, ensuring seamless integration of WIOA eligibility documentation alongside other enrollment steps. **Face to Face** supports participants in obtaining necessary documents and emphasizes reducing barriers to entry, while organizations like **GES** and **Tree Trust** use self-attestation to expedite eligibility verification when documentation is temporarily unavailable. These strategies highlight the adaptability of vendors in ensuring youth can access programs promptly while maintaining compliance with eligibility standards.

By combining robust oversight with vendor-specific flexibility, WFS ensures that eligibility determination processes are efficient, equitable, and focused on empowering youth to succeed.

Strategy for the 5% Window

The 5% window allows a limited number of participants who do not meet income eligibility requirements but have significant barriers to employment or education to access program resources. If such a case arises, the following steps are taken:

1. **Vendor Notification:** Vendor management notifies the assigned WFS planner of the referral.
2. **Review of Enrollment Data:** The WFS planner examines current enrollment data to ensure that no more than 5% of enrolled participants are income-ineligible.
3. **Approval and Documentation:** If the enrollment complies with the 5% threshold, the WFS planner communicates approval to the vendor. The vendor must then document the enrollment in Workforce One with a case note explicitly stating that the participant falls under the 5% window.

This process is guided by Ramsey County's **WIOA Youth 5% Window Policy**, located in Attachment 4, ensuring transparency and adherence to program regulations while accommodating youth with significant barriers.

4. Identify the WDA's definition of "An individual who requires additional assistance to complete an education program or to secure and hold employment." The definition must be reasonable, quantifiable, and based on evidence that the specific characteristic of the participant identified objectively requires additional assistance. See Chapter 2 of the WIOA Youth Administrative Policy.

The [Workforce Innovation Board of Ramsey County \(WIB\)](#) Youth Committee has defined "an individual who requires additional assistance to complete an education program or to secure and hold employment", beyond the barriers which already qualify a young person as WIOA eligible, as the following:

- Incarcerated parent.
- Youth at risk of gang involvement.
- Chemical/Substance abuse.
- Domestic violence.
- Chronic health conditions.

Vendor staff, in consultation with their WFS planner, will determine whether an individual requires additional assistance to complete an education program or to secure and hold employment after the initial intake or preliminary assessments are complete. The planner makes the final recommendation to the vendor supervisor after careful consideration and review of all the educational and employment experiences, barriers, and options.

5. Per WIOA Law, Section 3(5) and WIOA Final Rules at 20 CFR 681.290, the U.S. Department of Labor defines an individual as “basic skills deficient” if he or she—
 - a. has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
 - b. is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society.

All Minnesota WDAs are required to include the definition of “basic skills deficient” in their local youth plans. Please provide any additional local policy that defines “basic skills deficient” differently from existing federal policy, or indicate if your local policy will mirror existing federal policy as shown above.

Ramsey County (WDA 15) defines “basic skills deficient” as the status of an individual who either cannot read, write, speak, compute, or solve problems at or above an eighth-grade level, or is otherwise unable to perform these tasks at a level necessary to function on the job, in the individual's family, or in society.

6. Describe the objective assessment process used to identify appropriate services and potential career pathways for young adults. Identify the assessment tools used by the WDA for all in-school and out-of-school participants.

WFS and its contracted youth service vendors conduct a comprehensive, strength-based, and client-centered assessment process. The objective is to identify the educational and career aspirations of participants, evaluate their skills and interests, and address barriers to their success. The assessment process integrates motivational interviewing and encourages participants to recognize their strengths while identifying resources to overcome challenges.

Process Overview:

1. **Initial Engagement and Intake:**
 - Participants meet with case managers or employment counselors to provide background information, including educational history, employment status, and social/emotional factors such as family support and living arrangements.
2. **Assessment Tools:**
 - Assessments are tailored to individual participant goals and situations. Tools used may include:
 - **Career Exploration:**
 - **CareerOneStop Interest Profiler:** Helps identify career interests and preferences.

- **MyNextMove.org:** An online career exploration tool.
 - **Educational Readiness:**
 - **TABE Test:** Measures basic skills for those needing academic support.
 - **CASAS Test:** Assesses English language proficiency.
 - **Individualized Tools:**
 - **Individual Service Strategy (ISS):** Guides goal-setting and identifies needed supports, such as childcare or transportation.
 - **Youth Program Career Pathway Bridge:** Evaluates career exploration progress and skill development.
 - **Basic Needs Assessment:** Identifies immediate barriers to stability.
3. **Ongoing and Dynamic Evaluation:**
- Formal assessments are conducted annually, but the process remains fluid, with continuous check-ins to adapt services as participants progress. Case managers meet regularly with participants to adjust their career pathways, address emerging barriers, and celebrate milestones.
4. **Specialized Vendor Approaches:**
- Many WFS partners integrate unique tools and processes. For example:
 - **GES:** RIASEC Interest Profiler and practical exposure to trade pathways.
 - **Hired:** UcanGo2 Career Interest Survey for categorizing interests.
 - **Tree Trust:** Knowledge Checks and a Retrospective Survey to track skill development and career readiness.
 - **Face to Face:** Comprehensive in-house referral and intake tools tailored to barriers and goals.
5. **Service Planning and Career Pathways:**
- Results from assessments are used to develop Individualized Career Plans (ICP) and provide referrals to education, training, and support services.
7. Describe process for developing the Individual Service Strategy (ISS) and use of the Individualized Education Plan (IEP), including provision of wraparound support services. If your WDA/service provider(s) incorporate “Guideposts For Success” with some (or all) of your participants, please discuss when and how it is used.

The ISS process is a collaborative, client-centered framework that integrates assessments, goal setting, and ongoing support to help young adults achieve their educational, career, and personal development objectives. This process is guided by [WorkforceGPS](#) recommendations, WIOA section 129(C)(1)(B), and the specific needs of participants.

Key Steps in the ISS Process:

1. **Initial Assessment:**
- Case managers assess participants’ strengths, barriers, and needs through intake interviews, skills assessments, and discussions.
 - Areas evaluated include education, employment history, personal development, and support needs.

2. Goal Setting:

- Participants co-develop S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time-bound) goals.
- Goals cover education, training, career exploration, and personal development, with alignment to the [14 WIOA Youth Program elements](#).

3. Strategy Development:

- The ISS outlines specific steps, timelines, and resources required to meet identified goals.
- Participants identify potential barriers and wraparound services needed to overcome them, such as transportation, housing, or childcare.

4. Integration of Career Pathways Tools:

- Vendors may supplement the ISS with tools like the Career Pathway Bridge to help participants create short- and long-term career plans.

5. Ongoing Monitoring and Revision:

- The ISS is reviewed at least quarterly to track progress and adapt strategies to meet evolving participant needs.
- Plans are updated annually to ensure continued alignment with goals and available services.

Use of Individualized Education Plans (IEPs):

While not all participants have IEPs, vendors collaborate with educational staff to incorporate relevant elements when applicable. For participants with IEPs:

- Case managers work with educational teams to ensure the ISS aligns with existing IEP goals.
- Special education professionals may participate in intake and planning meetings to provide additional insights and ensure the ISS supports educational accommodations.

Wraparound Support Services:

Wraparound services are integral to helping participants address barriers and achieve success. These services include:

- **Basic Needs Assistance:** Support for food, housing, and transportation.
- **Health and Wellness:** Referrals to mental health practitioners, social workers, or healthcare providers.
- **Academic and Career Support:** Access to tutoring, credentialing programs, and career counseling.
- **Community Referrals:** Connections to external agencies for specialized needs.

Incorporation of "Guideposts for Success":

Some vendors incorporate the "Guideposts for Success" framework, emphasizing:

1. **School-Based Preparation:** Supporting academic achievement and skill-building.
2. **Career Preparation and Work-Based Learning:** Facilitating internships, job shadowing, and career readiness.
3. **Youth Development and Leadership:** Promoting decision-making, goal setting, and self-advocacy.
4. **Family Involvement:** Engaging families as active partners in goal achievement.

5. **Connecting Activities:** Bridging participants to resources that address life challenges.

This approach is integrated during initial assessments and throughout the program to ensure holistic support tailored to individual needs.

8. Describe your strategy for providing integrated experiential learning, work-based learning, and work experience for participants. Discuss to what extent your WDA is adapting these activities due to changes resulting from the pandemic.

WFS and its partners prioritize equity and inclusivity in experiential learning and work-based learning opportunities to support youth in building skills, exploring careers, and gaining meaningful employment. These strategies are designed to empower young people to contribute to their households in the short term while advancing toward long-term career stability.

Key Components of the Strategy:

1. **Learn and Earn Models:**

- WFS invests in paid internships, summer and year-round work experiences, and training opportunities in collaboration with local businesses and nonprofits.
- Participants complete a **Work Experience Learning Plan**, identifying their goals, learning outcomes, and skills to be developed, which are reviewed with supervisors and support teams.

2. **Work-Readiness and Technical Training:**

- Programs incorporate work-readiness curricula covering topics such as soft skills, financial literacy, resume building, and interview preparation.
- Vendors integrate technical training in fields like construction, healthcare, IT, and manufacturing through partnerships with institutions such as [Saint Paul College](#), [Metro State University](#), and the [Takoda Institute](#).

3. **Experiential Learning and Project-Based Work:**

- Youth participate in hands-on projects, such as Habitat for Humanity builds, trail maintenance, and technology-focused internships.
- Programs like the [Driver's License Academy](#) and trade-specific initiatives use simulation technologies, including virtual reality, for safe and effective training.

4. **Employer and Industry Engagement:**

- Employers are encouraged to post “Youth-Friendly” job openings on the [Job Connect](#) job board.
- Field trips, guest speakers, and cohort-based models foster connections with industry professionals and enhance real-world understanding.

Adaptations Due to the Pandemic:

1. **Shift to Virtual and Hybrid Models:**

- Virtual and hybrid programming became essential during the pandemic. WFS invested in technology to ensure participants had the necessary equipment and connectivity to engage remotely.
- Simulated training tools were introduced to provide accessible, safe learning environments for skills development.

2. Stipends and Financial Support:

- Recognizing the financial challenges exacerbated by the pandemic, WFS and its partners offered stipends for participation in work-based learning programs and Youth Input Committees.
- [Learn and Earn](#) models allowed participants to support their families while building skills for future opportunities.

3. Adapting Worksite Policies:

- Programs adapted to comply with safety guidelines, such as reconfiguring construction projects with Habitat for Humanity and implementing distancing measures in job training sites.
- As in-person activities resumed, programs retained flexibility to adjust based on participant needs and safety requirements.

4. Sustained Community and Employer Partnerships:

- Partnerships were expanded to include diverse industries like cybersecurity, healthcare, and business development, aligning opportunities with participants' interests and the evolving labor market.

9. Describe your strategy for introducing Career Pathways for young adults and process for providing current labor market information on high-growth, in-demand occupations in the region.

WFS and its partners focus on equipping young adults with the knowledge and skills necessary to pursue rewarding careers in high-growth, in-demand industries. This is achieved through a combination of career exploration, hands-on training, labor market information dissemination, and long-term support.

Key Components of Career Pathway Development:

1. Foundational Research and Guidance:

- WFS leverages comprehensive labor market research, including the [Youth Employment Report](#) and the subsequent [Promising Career Pathways Report](#), developed in collaboration with [Real Time Talent](#).
- These reports identify industries with current or projected labor shortages (e.g., healthcare, technology, manufacturing) and provide structured yet flexible pathways that align with individual interests and goals.

2. Tailored Career Pathways and Training Programs:

- Partners like Hired, Change Inc., and others offer training in fields such as construction, healthcare, IT, manufacturing, and trades. Participants gain industry-recognized certifications (e.g., CNA, OSHA, MC3) through programs that are provided at no cost.
- Programs like Tree Trust's [Virtual Reality Training Lab](#) expose youth to a variety of trades (e.g., welding, industrial painting) through immersive, hands-on experiences.

3. Exploration and Career Clarity:

- Activities such as RIASEC interest inventories, college tours, and career cluster exploration classes help participants discover roles that align with their interests and personality traits.

- Youth are also introduced to nontraditional career paths and niche roles within broader industries to expand their understanding of opportunities.
- 4. Employer Engagement and Networking:**
 - Job fairs/hiring events, trade open houses, and cohort-based training programs offer direct interaction with employers and professionals, fostering valuable industry connections.
 - Partners like [Urban Boatbuilders \(UBB\)](#) collaborate with organizations like [Minnesota Training Partnership](#) to remain updated on high-demand occupations and relay this information to participants.
- 5. Integration with Job Development:**
 - Programs include career readiness classes focusing on resume building, job applications, and interview preparation.
 - Job developers work one-on-one with participants to create customized Life Skills Plans and provide support for job placement and retention, with ongoing follow-up for up to 12 months after program completion.

Providing Labor Market Information on High-Growth Occupations:

- 1. Real-Time Data and Tools:**
 - WFS and partners utilize tools like [Talent Neuron](#) and reports from organizations like Real Time Talent to provide up-to-date information on job trends, labor shortages, and career trajectories.
 - This data is regularly shared with vendors, employment counselors, and participants to ensure alignment with regional workforce needs.
- 2. Promising Pathways Approach:**
 - Participants are introduced to “Origin Occupations” and potential “Gateway Occupations” within industries, offering multiple progression options rather than rigid career tracks.
 - For example, a youth starting as a nursing assistant may explore paths toward becoming a licensed practical nurse (LPN), medical secretary, or dental assistant.
- 3. Community Outreach and Transparency:**
 - Training opportunities and labor market trends are promoted through program websites, social media, and information sessions.
 - Quarterly in-person trainings for vendors and community partners ensure consistent dissemination of relevant information.

10. If applicable, attach a copy of the WDA’s policy for developing Individual Training Accounts (ITAs) and indicate the date approved by the LWDB/Youth Committee. Indicate if your WDA will be using Minnesota’s waiver to allow use of ITAs for In-School Youth, ages 16-21.

WFS provides policy guidance to all Youth vendors regarding use of Individualized Training Accounts and other training supports. This policy is located in Attachment 5. Vendors may have their own procedures for how the policy is to be implemented. But there are no present plans from our vendors to use Individual Training Accounts, Ramsey County Workforce Solutions

(WDA 15) does not plan to use Minnesota's waiver to allow use of ITAs for In-School Youth, ages 16-21.

11. Describe follow-up strategies (including provision of supportive services) for the WIOA Young Adult program and discuss any policy relating to extending beyond the statutory requirement of offering follow-up for at least 12 months after exit.

WFS and its partners employ comprehensive follow-up strategies designed to support young adults' long-term career and educational success. These strategies are guided by statutory requirements while also emphasizing personalized and accessible support throughout and beyond the mandated 12-month period after exit.

Key Components of Follow-Up Services:

1. **Clear Communication of Follow-Up Availability:**
 - Participants are informed before program exit of their eligibility for up to 12 months of follow-up services.
 - Communication methods include phone calls, text messages, email, and digital tools like Ramsey County Job Connect.
2. **Ongoing Contact and Support:**
 - Regular check-ins with participants:
 - **GES:** Weekly meetings initially, transitioning to monthly check-ins after employment or enrollment in further education.
 - **Hired:** Quarterly outreach to ensure participants are progressing toward their goals.
 - Case managers and job developers maintain active communication with alumni, collecting updates, such as pay stubs, and addressing barriers to continued success.
3. **Alumni Engagement:**
 - Events such as community celebrations, open houses, and job fairs provide opportunities for alumni to stay connected with program staff and peers.
 - Alumni are invited to serve as speakers or mentors for current participants, fostering a sense of community and continued involvement.
4. **Career and Educational Assistance:**
 - Follow-up services include resume updates, job search support, interview preparation, and guidance on further education or training.
 - Additional support services, such as transportation assistance, childcare, and access to basic needs, are provided to help participants maintain stability.
5. **Flexibility and Accessibility:**
 - Participants are encouraged to reach out even after the 12-month follow-up period for additional support or referrals.
 - Programs like **Hired** and **GES** offer re-enrollment opportunities for those who meet eligibility requirements and require further assistance.

Policy on Extending Follow-Up Services Beyond the 12-Month Statutory Requirement:

While the statutory requirement mandates offering follow-up services for at least 12 months after program exit, several partners adopt practices that extend the spirit of follow-up services:

- **GES and Hired:** Allow participants to re-enroll if eligibility criteria are met, ensuring ongoing support for individuals facing challenges post-program exit.
- **Change Inc.:** Maintains strong relationships with alumni, who often check in on their own initiative, creating a culture of sustained connection.
- **Face to Face:** Leverages in-house referrals for stronger tracking and relationship-building, enabling more effective follow-up.

WFS ensures that all youth vendors are trained on statutory requirements and best practices during onboarding and through regular peer learning sessions and technical assistance meetings. This ensures consistency in providing meaningful follow-up services across all partner organizations.

12. Describe the Youth Incentive Policy and attach a copy of the most recent version approved by your LWIB/Youth Committee. Refer to 2 CFR 200.438 and [Chapter 18](#) "WIOA Youth Cost Matrix" for additional background.

WFS provides policy guidance to all Youth vendors on the use of incentives in youth programming, ensuring compliance with 2 CFR 200.438 and Chapter 18 "WIOA Youth Cost Matrix." Vendors may implement their own procedures for administering the policy while adhering to its guidelines. (See Attachment 6 for the full policy.)

Vendor Examples of Incentive Implementation:

- **Hmong American Partnership (HAP):**
 - Youth internships: Participants can earn up to **\$50 in Target gift cards** upon successful completion of their internship.
 - Training programs: Participants can earn up to **\$150 in Target gift cards** for completing training, obtaining relevant certificates, and securing employment in their field of study.

13. Discuss your policy and practices relating to providing supportive services to participants. (Attach a copy of your WDA's Supportive Service Policy for Youth)

WFS and its partner organizations provide comprehensive supportive services to remove barriers and enable participants to achieve their career and education goals. Supportive services are aligned with participants' Individualized Service Strategy (ISS) and aim to address a wide range of needs, from transportation and technology to mental health and basic necessities.

WFS Policy on Supportive Services:

WFS provides clear guidance to all youth vendors on supportive services policies, as outlined in **Attachment 7**. Vendors are expected to implement these policies while tailoring services to their participants' unique needs and organizational capacity.

Supportive Services Across Partner Organizations:

1. **Needs Assessment and Individualized Support:**

- **Face to Face:** Youth support must align with career or education goals and is determined during intake or as needs arise. Services may include transportation, technology, school supplies, or work attire. When services cannot be provided in-house, youth are referred to external partners, such as [Small Sums](#) or [PCs for People](#).
 - **GES:** Needs are assessed during the intake interview and through ongoing check-ins, using tools like a services needs summary.
- 2. Types of Support Provided:**
- **Change Inc.:** Comprehensive support includes daily meals, laptops, hotspots, health benefits enrollment, transportation, mental health counseling, literacy development, and therapy.
 - **GES:** Participants receive bus cards, gas cards, clothing vouchers, grocery gift cards, and rent or car repair assistance. Technology, including computers and Wi-Fi, is also provided.
 - **Hired:** Support includes bus passes, gas cards, work clothing, and more. Services are tailored based on participant needs, progress, and program goals.
- 3. Documentation and Accountability:**
- All supportive services are tracked in Workforce One (WF1), with detailed case notes specifying the service type, amount, and rationale. Separate folders are maintained for different program funding streams (e.g., WIOA In-School Youth vs. Out-of-School Youth) to ensure transparency and budget adherence.
- 4. Transportation Solutions:**
- **Tree Trust:** Transportation support is a key focus, including providing rides to worksites and ensuring participants without reliable transportation can fully engage.
 - Participants also receive high-visibility work clothing and nutritious snacks to address food insecurity.
- 5. Ongoing and Open Communication:**
- **UBB:** Conversations about support services are initiated during intake and exit one-on-ones, with an open-door policy for additional requests throughout the program.

Commitment to Participant Success

Supportive services are integral to ensuring participants can engage effectively in program activities and achieve sustainable outcomes. Whether through direct provision or referrals, WFS and its partners prioritize removing barriers and equipping participants with the resources they need to succeed in their career and educational journeys.

14. If applicable, describe how stipends will be used for participants and attach a copy of your WDA's Stipend Policy.

WFS and its partner organizations employ stipends to provide participants with critical financial support, enabling youth to engage meaningfully in program activities while addressing personal and family needs.

WFS Policy on Stipends:

WFS has championed **Learn and Earn** workforce development programs to ensure young participants are supported while learning. Stipends play a vital role in allowing youth to focus on their development without financial barriers. Guidance for stipend use is provided in **Attachment 8**, with vendors empowered to develop their own implementation procedures that align with WFS policies.

Stipend Policies and Practices by Partner Organizations:

1. **Encouraging Participation:**
 - **Face to Face:** Stipends are tied to youth participation in Work Readiness classes or one-on-one sessions with Career Navigators. Participants receive a stipend after each class or session attended, encouraging consistent engagement.
2. **Supplementing Pathway Activities:**
 - **Change Inc.:** Stipends support youth engaged in extra training/learning experiences beyond their regular service hours within pathway programs. This encourages further skill development and hands-on learning.
3. **Hands-On Training Programs:**
 - **Hired (Minnesota Training Partnership):** In partnership with the Minnesota Trades Academy, youth are supported through stipends while gaining hands-on experience while advancing their work readiness skills.
4. **Flexibility and Impact:**
 - Stipends provide an equitable way to support youth who might otherwise face financial barriers to participation. They also ensure programs are accessible to youth supporting themselves or their families.

Commitment to Youth Development

The use of stipends reflects a commitment to fostering equitable opportunities for youth. WFS and its partners ensure that participants can prioritize their personal and professional growth while gaining meaningful skills and experiences.

15. Describe how co-enrollments will be facilitated for youth, including a summary of all funds that are “braided or blended” with participants beyond WIOA Youth Formula Grant funds and MYP funds.

Co-enrollment practices for youth participants vary across organizations but are strategically designed to maximize the impact of resources while avoiding duplication of services. Below is an overview of how co-enrollments are managed and the funding sources supporting these efforts.

WFS Approach to Co-Enrollment

- **Separation of Programs:**
WFS traditionally blended MYP and WIOA funds but has now largely separated these funding streams to serve more youth and ensure equitable resource allocation. Vendors

are not explicitly prohibited from co-enrollment but must justify its necessity on a case-by-case basis.

- **ARPA Investments:**

Through a partnership with the City of Saint Paul, Ramsey County has allocated ARPA funds to enhance youth workforce programs. From 2023–2026, ARPA funds support **Learn & Earn** opportunities and participant needs beyond what WIOA Youth and MYP provide.

- **Guidelines for Co-Enrollment:**

Co-enrollment between ARPA-funded programs and formula-funded programs (WIOA and MYP) is permitted when necessary for participants' goals, with vendor justification required.

Partner Organization Co-Enrollment and Funding Practices

1. **Change Inc.**

- Leverages multiple funding streams to serve youth participants, including Department of Labor YouthBuild, AmeriCorps, DEED YouthBuild, WFS, Youthprise, LEAP programs, and philanthropic contributions. This diversified approach ensures flexibility and sustainability.

2. **GES:**

- Combines WIOA OYS, DEED YouthBuild, Department of Labor YouthBuild funds, and GES philanthropic and store revenue. This allows for allocation based on funding requirements and participant needs.
- Co-enrollment occurs within their DEED and DOL YouthBuild programs.

3. **HAP:**

- Co-enrollment is considered only when the primary funding stream is exhausted. This ensures additional training or support services are provided without overlap.

Summary of Braided and Blended Funds

The following funding sources are utilized to support youth participants across programs:

- WIOA Youth Formula Grant Funds
- Minnesota Youth Program (MYP) Funds
- ARPA Funds (Learn & Earn Programming)
- Department of Labor YouthBuild Funds
- DEED YouthBuild Funds
- AmeriCorps YouthBuild Funds
- LEAP Funding (MN Department of Labor and Industry and Ramsey County)
- Youthprise Opportunity Reboot
- Philanthropic Contributions and Store Revenue

These resources ensure programs can meet youth participants' diverse needs while maintaining program compliance and sustainability.

16. Describe local partnerships to serve “opportunity youth” who have significant barriers to employment and/or youth who are under-served and under-represented in the workforce, including:

- Dropouts and potential dropouts
- Youth with language and/or cultural barriers to employment
- Youth in foster care and aging out of foster care
- Homeless youth or runaways
- Youth offenders and at-risk of involvement with the juvenile justice system
- Youth with disabilities
- Teen parents
- Youth of color and other under-served, under-represented youth populations

WFS collaborates with a wide network of partners to provide targeted support for opportunity youth facing significant barriers to employment. These partnerships are integral to creating accessible pathways for education, training, and employment for youth who are under-served and under-represented in the workforce.

1. Dropouts and Potential Dropouts

WFS works closely with youth vendors and non-contracted partners, such as alternative schools and Adult Basic Education providers, including [Saint Paul Public Schools](#) and [Harmony Learning Center](#). These partnerships enable service coordination to re-engage youth in education and employment. Vendors also establish connections with high school counselors to identify and support youth at risk of dropping out.

2. Youth with Language and/or Cultural Barriers to Employment

Guided by the county’s commitment to racial equity, WFS partners with culturally specific organizations such as Hmong American Partnership, [CLUES](#), and [Karen Organization of Minnesota](#). These organizations provide targeted support to address language and cultural barriers. Additionally, WFS maintains a robust database of culturally specific employment providers and facilitates vendor partnerships to dismantle employment barriers.

3. Youth in Foster Care and Aging Out of Foster Care

WFS collaborates with Ramsey County Social Services and organizations like [Foster Advocates](#) to support youth transitioning out of foster care. Vendors receive referrals through these partnerships and provide employment and training resources. Programs like Creating Meaningful Connections focus on addressing the unique challenges faced by this group.

4. Homeless Youth or Runaways

Youth experiencing homelessness are served through partnerships with [Ramsey County’s Housing Stability Office](#), SafeZone Drop-in Center (Face to Face), and the [Continuum of Care](#). These collaborations include resource sharing, referrals, and employment-focused initiatives like the annual convening with housing vendors. Vendors such as Face to Face integrate case management, coordinated entry, and scattered-site housing with employment services.

5. Youth Offenders and At-Risk Youth

WFS partners with Ramsey County Community Corrections, the [Transforming Systems Together initiative](#), and organizations like Hired to support justice-involved youth. Programs such as Power Within Us and [YouthPrise](#) provide aligned training and resources. Partnerships with the

[Ramsey County Attorney's Office](#) and initiatives like the [Community Emergency Response Team](#) further enhance diversion and rehabilitation efforts.

6. Youth with Disabilities

In collaboration with [Minnesota Vocational Rehabilitation Services \(VRS\)](#), WFS ensures that youth with disabilities receive tailored support, including subsidized internships and accommodations. VRS also contributes insights through its participation on the Workforce Innovation Board (WIB) and Youth Committee.

7. Teen Parents

Teen parents benefit from partnerships with programs like MFIP, [Ramsey County Public Health's Nurse Home Visiting Program](#), and [Saint Paul Public Schools' AGAPE High School](#). WFS ensures effective referrals to employment services and integrates workforce training into broader support systems.

8. Youth of Color and Under-Served Populations

Addressing systemic inequities is central to WFS's strategy. Partnerships with organizations such as HAP and [Ain Dah Yung Center](#) provide culturally relevant services. In 2024, over 94% of youth served were people of color. These efforts align with the county's strategic priority to advance race and health equity.

Partner Contributions Across Categories

Vendors like Change Inc., Tree Trust, and Face to Face play crucial roles in delivering specialized programs. For example:

- **Change Inc.** focuses on justice-involved and BIPOC youth, offering pathways in construction and healthcare.
- **Tree Trust** serves diverse populations, including youth with disabilities, through robust summer employment programs.
- **Face to Face** integrates comprehensive services at SafeZone for homeless youth, including education, justice navigation, and healthcare.

Innovative Initiatives

Ramsey County continues to invest in innovative programs such as the Driver's License Academy and ARPA-funded projects that target systemic barriers. Collaborative efforts, like the [Youth Advisory Council](#) within the Transforming Systems Together initiative, ensure that youth voices shape program development.

By leveraging these partnerships, Ramsey County remains committed to creating equitable opportunities and fostering meaningful connections for all youth, particularly those with significant barriers to employment.

17. Describe how the Work Readiness Indicator will be implemented for youth participants and whether this is used for WIOA participants, MYP participants, or both. If the WDA uses a standardized form for measuring and documenting work readiness skills, please attach a copy.

- Approach to assuring work readiness skill attainment for youth participants

- Approach to assuring that the worksite supervisor evaluates work readiness skills of youth participants, including a process for documenting the employer's evaluation of the youth participant's work readiness skills.

WFS uses a combination of tools and processes to ensure youth participants develop and demonstrate work readiness skills effectively. The **Work Readiness Indicator Tool** (see Attachment 9), developed by [Wilder Research](#) and the Sundance Family Foundation, is a primary resource provided to all youth vendors coordinating subsidized work experiences. This tool uses self-assessment to evaluate youth participants' growth over the course of their work experience. Youth rate their agreement with 14 "I can" statements covering fundamental workplace competencies, both before starting and after completing their experience.

In addition, participants complete a **Work Experience Learning Plan** outlining individual goals and desired growth areas. These plans guide both participants and worksite supervisors in identifying and supporting targeted skill development.

Approach to Supervisor Evaluation and Documentation:

Worksite supervisors play a critical role in assessing and documenting participants' work readiness skills. Supervisors are provided with participants' Work Experience Learning Plans to tailor support to their specific needs. At a minimum, supervisors complete an **end-of-experience review** evaluating participants' workplace performance and progress. Mid-experience reviews may also be conducted at the discretion of vendors or supervisors.

WFS monitors the consistency and completion of evaluations through monthly file audits. Although no standardized supervisor evaluation template is mandated, WFS supplies example templates if inconsistencies arise.

Additional Tools and Vendor Approaches:

- **Change Inc.** uses competency-based checklists, assessments, and hands-on training aligned with pathways and participants' goals. They partner closely with employers to facilitate smooth onboarding and conduct mid- and end-of-experience evaluations.
- **Face to Face** previously implemented performance reviews and plans to adopt the Work Readiness Indicator Tool for more thorough evaluations in the future.
- **GESMN** utilizes individualized development plans aligned with career readiness categories (e.g., exploring, training, networking) and tracks skills with a scaffolded ranking system.
- **HAP** emphasizes the importance of discussing the evaluation process with internship partners and uses the Work Readiness Tool to align youth and partner expectations.
- **Hired** has historically used midterm and final review tools but is considering integrating the Work Readiness Indicator Tool into its processes.
- **Tree Trust** supports skill-building through project-based learning, mentorship, and worksite evaluations (including raises and recognition). Supervisors are trained to complete work readiness forms accurately, which are reviewed by program managers for quality assurance.

- **UBB** plans to integrate the Work Readiness Indicator Tool into exit interviews and an Interest Tracker spreadsheet.

By combining these tools, processes, and collaborative approaches, WFS and its vendors ensure youth participants attain and demonstrate work readiness skills essential for their career development.

18. If the WDA is planning to provide Outreach to Schools activities as a component of MYP in SFY 2026, please provide an overview and anticipated goals/objectives.

WFS employs a dual approach for Outreach to Schools (OTS), combining the efforts of a dedicated OTS Program Specialist with those of Tree Trust, a contracted vendor.

1. **Ramsey County OTS Program Specialist:**

- Builds relationships with schools, focusing on guidance counselors, college and career specialists, and career and technical education personnel.
- Provides students with resources on workforce opportunities through events like job fairs, career fairs, and classroom presentations.
- Supports [Job Ready Supports](#), a program funded through ARPA, assisting students facing employment barriers with items such as uniforms, transportation, and driver's license attainment.

2. **Tree Trust Contributions:**

- Organizes career exploration activities using virtual reality (VR) tools, mini-modules, and hands-on learning experiences for high-demand occupations.
- Facilitates career fairs and mock interviews with local employers to enhance student understanding of career paths and build connections.

Services and Strategies:

- **Group Settings:**
 - Classroom presentations, job fairs, and career exploration fairs with immersive VR experiences.
 - Collaboration with educators to prepare students for employer engagement.
- **Targeted Strategies for Youth of Color:**
 - Focus on schools with high BIPOC populations (e.g., Johnson, Humboldt, and Como Park Senior High Schools).
 - Tailored outreach using data on barriers faced by students from these communities.
- **Activities for Special At-Risk Groups:**
 - Partnerships with organizations like Change Inc. (GAP School) to address the needs of teen parents, foster youth, and students with disabilities.
 - Education and support for students from families without citizenship status, addressing barriers like legal work eligibility.
- **High-Growth Industries and Demand Occupations:**
 - Promotion of careers linked to initiatives like the CHIPS Act and semiconductor industry partnerships.
 - Dissemination of labor market information through Real Time Talent (RTT).

Goals and Objectives:

- Enhance career exploration opportunities, targeting high-growth industries and equitable access to workforce resources.
- Engage schools through presentations, fairs, and workshops, while fostering stronger relationships with educators.
- Equip students with the tools, connections, and skills needed to overcome employment barriers and secure meaningful careers.

Impact:

- Examples include improved collaboration with schools, targeted outreach to charter schools, and tailored pre-event preparation for job fairs.
- Tree Trust's curriculum approval now allows participants to earn high school credit, while their programs facilitate deeper career interest exploration.

Funding and Partnerships:

- Ramsey County's OTS Program Specialist is funded 75% through MYP and 25% through ARPA for Job Ready Supports.
- Tree Trust leverages additional funding through its contract with the City of Saint Paul for tree planting and related initiatives.

19. Describe Youth-Focused Innovations/Best Practices, including (but not limited to):

- Attach the Shared Vision for Youth Blueprint to identify local interagency partnerships which serve the neediest youth and address the "opportunity gap", "achievement gap", and disparities in the workforce. (See Pages 42 and 43 for details)
- Private sector internships, on-the-job training, mentoring, job shadowing, pre-apprenticeship or apprenticeship training.
- Pre-Employment Transition Services (Pre-ETS) project, if appropriate.
- Strategies implemented during the Disability Employment Initiative including: Integrated Resource Teams (IRTs); expanded collaboration with local partners, including Vocational Rehabilitation Services (VRS); and activities related to the "Guideposts for Success" such as employability skills/work experience, career preparation, leadership development, family engagement, and connecting activities.
- Strategies for coordinating with after-school and out-of-school time programming.
- Connections with MFIP and SNAP partners to assure policy alignment for youth under age 25.

Shared Vision for Youth Blueprint:

WFS continues to leverage its **Shared Vision for Youth Blueprint** to foster local interagency partnerships that address the opportunity gap, achievement gap, and workforce disparities. (See Pages 42 and 43 for details)

Private Sector Internships, On-the-Job Training (OJT), and Pre-Apprenticeships:

- **Expanded Work-Based Learning:**

In 2023, WFS broadened its work-based learning programs with new vendors and ARPA investments. Youth were offered competitive opportunities blending internships, professional skill development, and occupational training. Examples include Learn and Earn pathways in industries like Automotive, Green Energy, Manufacturing, and IT.

- Tree Trust's model included weekly staff meetings to share best practices, financial literacy education, and leadership development.
- YouthBuild offered hands-on experiences in construction and manufacturing and connected participants to Joint Apprenticeship and Training Committees (JATCs) for pre-apprenticeships.
- Hired's **Corridors to Careers** provided stipends for a 5-week workshop focused on work readiness, financial literacy, emotional intelligence, and employer connections.

- **Employer Training for Youth Support:**

A countywide [training initiative for youth supervisors](#), launched in collaboration with the City of Saint Paul and [World Youth Connect](#), equips employers to better understand and address workplace challenges faced by young employees.

Pre-ETS:

While Pre-ETS services are not offered in-house, WFS collaborates with community partners to provide referrals when appropriate.

Disability Employment Initiatives:

- **Strengthening Services for Youth with Disabilities:**

While not a DEI Workforce Development Area, WFS actively collaborates with Vocational Rehabilitation Services (VRS) to ensure youth with disabilities receive tailored support.

- Upcoming **Creating Meaningful Connections (CMC)** sessions will highlight best practices for serving youth with disabilities, guided by Tree Trust's recommendations.
- Programs like Urban Boat Builders integrated career readiness training aligned with the "Guideposts for Success," focusing on leadership, work experience, and connecting activities.

After-School and Out-of-School Time Programming:

- WFS partners with [Saint Paul's Sprockets Network](#) and the **Suburban Ramsey Family Collaborative** to disseminate youth workforce resources to high school providers.
- [Right Track \(St. Paul\)](#): Provides summer internships emphasizing career exploration.
- **Urban Boat Builders**: Offers after-school and summer internships in manufacturing.

Coordination with MFIP and SNAP:

- WFS, as the sole MFIP Employment & Training provider for parents under 25, ensures policy alignment and offers a comprehensive support network.

- **Hired's SNAP Counselor Program** provides direct connections for eligible youth.

Innovations During the Pandemic:

- **Urban Boat Builders:** Expanded alumni support, grew apprenticeship coordinator staffing, and enhanced curricula with personal projects and field trips to future employers.

Summary of Impact:

These innovations reflect a collaborative and adaptive approach, using workforce data to align programs with high-growth industries and emphasizing equitable access to opportunities for all youth.

20. Describe the WDA's approach to making each of the 14 required youth Program Elements available to participants in WIOA [P.L 113-128, Sec 129(c)(2) and individually defined and discussed in the final rules at 20 CFR 681.460] by completing the WIOA Youth Program Elements Checklist below. Also respond to the following for each of the 14 required elements:
- a. If the element is provided by another agency (or agencies) describe how the WDA ensures participants are receiving appropriate service levels.
 - b. Summarize whether or not WIOA youth funds are used, and/or other funding sources are braided or blended to offset some (or all) of the cost of delivering that particular service.
 - c. Summarize how the required program element is delivered to participants and any "best practices" associated with that element.

Details of service provision are located in the WIOA Youth Program Elements Checklist on **pages 29-34** of this document.

WIOA Youth Program Elements Checklist

Program Element	How Each Program Element is Offered							How program element is coded and entered in MIS
	In House	Partner Agreement			Provider Name(s)	Supporting Documentation	Notes	
		Contract	MOU	Other				
1. Tutoring, study skills training, instruction, and dropout prevention	No			X	Local Public School Districts Local Private Schools Local Charter Schools	A plan for this program element is noted in the participant’s ISS, and provision is detailed in Workforce One Case Note(s)	Delivered by trained educators and often in individualized settings.	Study Skills Training/Tutoring Activity in Workforce One
2. Alternative secondary school services or dropout recovery services	No	X		X	Goodwill Easter-Seals Change Inc. City Academy ABE Providers	A plan for this program element is noted in the participant’s ISS, and provision is detailed in Workforce One Case Note(s)	Delivered by trained educators in both individualized and group settings.	Alternative Secondary School Services Activity in Workforce One
3. Paid and unpaid work experiences	No	X			Goodwill Easter-Seals of MN Hired Face 2 Face Change Inc. Urban Boat Builders Tree Trust Restoration for All Hmong American	A plan for this program element is noted in the participant’s ISS and Worksite agreement, provision is detailed in Workforce One Case Note(s)	Participant is matched with agency that is appropriate fit to their skills and interests.	WEX Activity in Workforce One

					Partnership		Learning objectives are set prior to experience and evaluated at completion.	
4. Occupational skill training	No	X		X	Community-Based Agencies Local Post-Secondary Secondary Institutions Tree Trust Urban Boat Builders Goodwill-Easter Seals of MN Hmong American Partnership Hired Face 2 Face	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Participant choice of training is critical to the completion and success of the element. Paying participants for training time via stipend or other form of payment allow participants to engage in continuing education.	OST Activity in Workforce One
5. Education offered concurrently with workforce preparation for a specific occupation	No			X	Community-Based Agencies Local Post-Secondary Institutions ABE Providers	A plan for this program element is noted in the participant's ISS, and provision is detailed	Participant choice of training is critical to the	Case-specific activity/activities in Workforce One (Examples: Workforce Preparation and

						in Workforce One Case Note(s)	completion and success of the element.	Education, Classroom Training, Entrepreneurial Training, Non-Credentialed Training, Secondary School Classes, etc.)
6. Leadership development opportunities	No			X	Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust Restoration for All, Inc. Hmong American Partnership Community-Based Organizations	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Participant's choice and investment in this element is key. Must be offered to all youth, regardless of barriers.	Community Involvement & Leadership Development Activity in Workforce One
7. Supportive services	No	X			Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust Restoration for All Hmong American Partnership	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s), Support Service Tab entry, and uploaded Obligation form	See support service policy attached.	Staff Assisted Assessment Activity in Workforce One
8. Adult mentoring	No			X	Community-Based Agencies	A plan for this program element is noted in the participant's ISS, and provision is detailed	Mentorship should not be provided by EGC and should	Mentoring Activity in Workforce One

						in Workforce One Case Note(s)	include at least 12 months of mentor relationship with at least monthly contact between mentors and mentees.	
9. Follow-up services	No	X			Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Hmong American Partnership Tree Trust	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s) and Follow-Up Tab entries	Offered to all participants who are exiting (unless no contact can be paid). Provided for up to 12 months for the purpose of assisting with participants to remain successful.	Case-specific activity/activities in Workforce One (Examples: Planned Extended Leave, Remained in School, etc.)
10. Comprehensive guidance and counseling	No	X			Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Scope of services provided does not include the provision of mental health,	Career Counseling Activity in Workforce One

					Restoration for All, Inc. Hmong American Partnership		chemical health or housing supports, but rather appropriate referrals to qualified providers.	
11. Financial literacy education	No	X		X	Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust Restoration for All, Inc. Hmong American Partnership Community-based organizations	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Multiple approaches to financial literacy, including curriculum that acknowledges historical disparities in wealth building	Financial Literacy Education Activity in Workforce One
12. Entrepreneurial skills training	No	X		X	Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust Restoration for All, Inc. Hmong American Partnership Ramsey County Community & Economic Development	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Multiple approaches to training, including curriculum that acknowledges historical disparities in entrepreneurial investment	Entrepreneurial Training Activity in Workforce One

					Community based organizations			
13. Services that provide labor market information	No			X	MN DEED Real Time Talent	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	One to one and group training when doing career exploration and work experience planning	Labor Market/In-Demand Employment Information Activity in Workforce One
14. Post-secondary preparation and transition activities	No	X		X	Local Public School Districts Local Private Schools Local Charter Schools ABE Providers Goodwill Easter-Seals of MN Hired Face to Face Change Inc. Urban Boat Builders Tree Trust Restoration for All Inc. Hmong American Partnership	A plan for this program element is noted in the participant's ISS, and provision is detailed in Workforce One Case Note(s)	Delivered by trained educators in both individualized and group settings.	Transition to Post-Secondary Activity in Workforce One

WIOA Youth Program Element Section 129 (c)(2)	Is the element further described in Final Rule? If so, application citations	Relates to or overlaps with other program element?	Applicable PIRL Data Element Number(s)
1. Tutoring, study skills training, instruction and dropout prevention	No	Program elements 2 and 4	1402

2. Alternative secondary school services or dropout recovery services	No	Program element 1	1403
3. Paid and unpaid work experiences	Yes, 681.600, 681.590, 681.480		
4. Occupational skills training	Yes, 681.540, 681.550	Program element 1	1300, 1302, 1303, 1306, 1307, 1308
5. Education offered concurrently with workforce preparation and training for a specific occupation	Yes, 681.630	Program elements 2, 3, and 4	1407
6. Leadership development opportunities	Yes, 681.520, 681.530		1408
7. Supportive services	Yes, 681.570		1409
8. Adult mentoring	Yes, 681.490		1410
9. Follow-up services	Yes, 681.580	Program elements 7, 8, 11, 13, and 14	1412
10. Comprehensive guidance and counseling	Yes, 681.580		1411
11. Financial literacy education	Yes, 681.500		1206
12. Entrepreneurial skills training	Yes, 681.560		1413
13. Services that provide labor market information	Yes, 651.10		1414
14. Postsecondary preparation and transition activities	No		1415

Attachment 1H

Workplan: Youth Program Service Delivery Design Addendum to Enhance Services to In-School Youth (ISY) Who Are Homeless or in Foster Care (Applies to WIOA Youth funded programs ONLY)

IMPORTANT NOTE: The waiver granted by the U.S. Department of Labor to the State of Minnesota allows WDAs the option to enhance services to homeless, in-school youth and foster care youth who are in school and reduce the statutory requirement for OSY expenditures from 75 percent to 60 percent. If your WDA plans to implement this waiver please complete the following questions.

Questions to be completed:

1. Please describe your WDA's strategies for outreach and recruitment of homeless in-school youth and/or in-school youth in foster care.

According to Wilder Research, as of October 25, 2018, Ramsey County had 209 children and young adults (under the age of 24) who were in emergency shelter, transitional housing, or unsheltered. Many of these youth and young adults are seeking employment for supplemental income and the increased stability that comes with financial independence. To connect with and recruit homeless in-school youth, WFS employs four key strategies:

1. **Collaboration through Heading Home Ramsey:**
WFS actively participates in **Heading Home Ramsey**, a collaborative effort involving community members, organizations, and government entities aimed at eliminating homelessness in Ramsey County. Two WFS youth team planners attend practitioner meetings to exchange resources and knowledge about supporting homeless and highly mobile families. This information is disseminated further through the quarterly **Creating Meaningful Connections** sessions and various resource orientations offered by WFS to our community partners.
2. **Partnership with Face to Face:**
Since April 2022, WFS has partnered with **Face to Face**, a WIOA Youth vendor serving homeless youth through street outreach, a drop-in center (Safe Zone) in Saint Paul, and comprehensive sexual, medical, and mental health supports. Formalized referral processes and similar partnerships are strengthening efforts to connect homeless youth with employment and training opportunities.
3. **Interdepartmental Collaboration:**
As part of Ramsey County, WFS collaborates closely with [Social Services](#) and [Community Corrections](#) to serve youth involved in child welfare, foster care, and mental health systems. These partnerships, including with **Foster Advocates**, provide targeted career and educational supports for foster youth. Plans to include additional partners will expand services for homeless youth throughout the county.

4. **Engagement with Schools:**

WFS and its vendors continue to build relationships with [McKinney-Vento representatives](#) and school social workers. These connections facilitate increased referrals of homeless students to WIOA programs, leveraging existing ties with St. Paul Public Alternative and Charter High Schools. Efforts are supported by **DEED** and **MDE** to strengthen school partnerships countywide.

2. Identify school district(s) you would anticipate working with to recruit homeless, in-school youth and in-school foster care youth.

WFS collaborates with all school districts serving high school-aged residents in Ramsey County, including:

- **Saint Paul Public Schools (ISD 625)**
- **North St. Paul-Maplewood-Oakdale Schools (ISD 622)**
- **Mounds View Public Schools (ISD 621)**
- **White Bear Lake Schools (ISD 624)**
- **Roseville Public Schools (ISD 623)**
- **Northeast Metro District 916**

These partnerships extend to schools that provide alternative or specialized services, ensuring that outreach encompasses diverse educational settings.

3. What services would you anticipate may need to be provided above and beyond what you are already offering?

To address the unique needs of homeless youth, WFS anticipates the following additional services:

1. **Prioritizing Referrals:**

Homeless youth referrals, whether from direct partners or indirect sources, will be prioritized to ensure timely connections with necessary services.

2. **Extended Support Services Spending Caps:**

Vendors, particularly **Face to Face**, will regularly evaluate whether to extend **Support Service spending caps** for homeless youth, recognizing their heightened financial and material needs compared to peers with stable housing.

3. **Referrals to Other Providers:**

WFS will provide direct referrals to additional service providers through partnerships with the Ramsey County **Office of Housing Stability**, ensuring a comprehensive approach to meeting the broader needs of homeless youth.

MINNESOTA BLUEPRINT FOR SHARED VISION FOR YOUTH
Interagency Projects Supporting Positive Outcomes for At-Risk Youth

Vision: “By age 25, Minnesota’s young people will be ready for the responsibilities and rewards of economic self-sufficiency, healthy family and social relationships, community involvement, stable housing and life-long learning.”

MISSION STATEMENT: *State and local agencies will collaborate to assure that Minnesota’s neediest youth will acquire the talents, skills, and knowledge necessary to ensure their healthy transition to successful adult roles and responsibilities.*

Outcomes				
Improve Transition Outcomes for Juvenile Offenders	Improve Transition Outcomes for Youth Aging Out of Foster Care	Improve Transition Outcomes for Youth with Disabilities	Prevent and End Homelessness	Reduce High School Dropout Rates
Strategies				
Take direct referrals from Juvenile and Adult Probation Officers in order to provide employment services.	Take direct referrals from Ramsey County Social Services, Child Protection Unit, Fostering Connections Unit and Permanent Connections Unit in order to provide employment services.	Make appropriate cross referrals to Vocational Rehabilitation Services to provide integrated employment supports.	Continue engagement as stakeholder in Heading Home Ramsey Coalition and other county-wide efforts to end homelessness.	Work with ABE and other K-12 partners will aide in exposing youth to services that can help in the attainment of GED and other credentials.
Adult Probation Restructure Program: Partner with Community Corrections to provide employment and training supports with the purpose of reduce recidivism and revocation for high risk, young adult offenders.	Support the work of Foster Advocates, an organization contracted with Ramsey County Social Services, to support foster youth with continued engagement in education, through additional career pathways information & referrals.	Continue guidance on best practices with those with disabilities by local Vocational Rehabilitation management on Workforce Innovation Board and youth Committee.	Continue engagement with Heading Home Ramsey workgroup focused on connecting youth experiencing homelessness with employment services.	
Engage with other stakeholder to guide Ramsey County Juvenile	Engage with other stakeholders to guide the work of Transforming		Contract with Face 2 Face to provide WIOA youth services to	Engage with other stakeholder to guide Ramsey County Juvenile

Outcomes				
Improve Transition Outcomes for Juvenile Offenders	Improve Transition Outcomes for Youth Aging Out of Foster Care	Improve Transition Outcomes for Youth with Disabilities	Prevent and End Homelessness	Reduce High School Dropout Rates
Strategies				
Detention Alternatives Initiative and other juvenile justice policy, procedure and systems reform.	Child Welfare to reduce the number of youths, and the racial disparities, who reach “aging out” without permanency.		youth experiencing homelessness who are also seeking supports including drop-in space, housing supports & health services.	Detention Alternatives Initiative and other juvenile justice policy, procedure and systems reform.
Take direct referrals form County Attorney’s diversion process of Community Response Team.				Take direct referrals form County Attorney’s diversion process of Community Response Team.
Take direct referrals from Juvenile and Adult Probation Officers in order to provide employment services.	Take direct referrals from Ramsey County Social Services, Child Protection Unit, Fostering Connections Unit and Permanent Connections Unit in order to provide employment services.	Make appropriate cross referrals to Vocational Rehabilitation Services to provide integrated employment supports.	Continue engagement as stakeholder in Heading Home Ramsey Coalition and other county-wide efforts to end homelessness.	Work with ABE and other K-12 partners will aide in exposing youth to services that can help in the attainment of GED and other credentials.

[ATTACHMENT 2]

Workforce Innovation Board – Action Plan

Youth Committee			
Action	Timing	KPIs	Strategic Areas
Support Ramsey County Youth Works! Initiative <ul style="list-style-type: none"> • ARPA Funding • EDA Good Jobs Challenge 	On-going	Annual assessment	<ul style="list-style-type: none"> • Systems Alignment, Support and Leadership • Employer Engagement • Systems Innovation • Culturally Responsive Leadership
Gather nominations, evaluate, and present Youth Workforce Champion Awards	Q1 of each year	# of nominees	<ul style="list-style-type: none"> • Systems Alignment, Support and Leadership
Employer support strategies in partnership with City of Saint Paul: On-boarding, supervisor training, youth-employer advisory	2024	# of employers engaged	<ul style="list-style-type: none"> • Systems Innovation • Employer Engagement
Assess and grow committee membership <ul style="list-style-type: none"> • Add youth member to the Youth Committee • Recruit more employers to the Youth Committee • Youth Workforce Champion Award - Legacy winner join for the following year 	2024	# of youth members # of business members	<ul style="list-style-type: none"> • Systems Alignment, Support and Leadership • Employer Engagement
Monthly evaluation of Youth Dashboard and quarterly evaluation of performance outcomes	On-going	Performance outcomes	<ul style="list-style-type: none"> • Systems Alignment, Support and Leadership

[ATTACHMENT 3]



County Request for Proposals ("RFP")

RFP #: JTPA0000003389**RFP Title: Workforce Youth Programming****Procurement Specialist Name: Andrew Greenlee****Procurement Specialist Email: Andrew.greenlee@ramseycounty.us****Procurement Specialist Telephone: 651-266-8069****Procurement Specialist Fax: NA**

- a. Responses must be received by 2:00 p.m. Central time on October 30, 2021.

THIS IS A PRICE INQUIRY. THIS IS NOT AN ORDER.

- b. General Contract/Agreement Terms and Conditions governing this solicitation, including applicable insurance requirements, are included as a part of this document in Section 3. Ramsey County has no obligation to place an order as a result of this inquiry.

Solicitation Schedule

- c. Listed below is the solicitation schedule. Actions with specific dates and/or times must be completed as indicated. If Ramsey County needs to change any of the dates and/or times, an addendum will be posted to DemandStar.

RFP Released:

Pre Solicitation Response Conference: TBD Central time, October 28, 2021

Pre Solicitation Response Conference Location: TBD

Contractor Questions Due:

Addendum with Answers to Questions Issued:

Solicitation Responses Due: October 30, 2021

Solicitation Public Opening:

Notice of Interviews:

Interviews:

Notice of Intent to Award:

Anticipated Contract Start Date: April 01, 2022

○ Solicitation Description

Workforce Youth Programming

Pre Solicitation Response Conference

- d. A non-mandatory pre solicitation response conference will be held at TBD Central time, on October 28, 2021 at TBD. The purpose of the conference is to discuss the work to be performed, answer questions, clarify ambiguities and respond to general issues in order to establish a common basis for understanding all of the solicitation requirements. Individuals needing an interpreter or individuals with a disability needing accommodation should contact the Procurement Specialist identified above prior to the date set for the pre solicitation response conference so that a reasonable accommodation can be made.

Project Information

Purpose

Ramsey County (the "County"), through the Workforce Solutions Department, seeks proposals from qualified youth employment service providers to assist eligible youth and young adults to access employment, education/training, and/or support services to succeed in a competitive labor market and to match employers with the skilled workers they need to compete in the global economy.

WFS is seeking partners to provide a variety of workforce supports for youth and young adults. Because of funding stream complexities, these services will be delivered in components. Details about components can be found in "Scope of Services".

WFS is seeking partners to provide employment & training services for youth and young adults in Ramsey County. In particular, WFS is seeking opportunities to enhance services for youth and young adults that may be justice-involved, foster or former foster youth, black, indigenous and youth of color, and youth living in the suburbs of Ramsey County.

Background Information

Overview of Ramsey County, the Workforce Investment Board and WIOA

The Workforce Innovation Opportunity Act (WIOA) legislation was signed into law on July 22, 2014, which supersedes the Workforce Investment Act (WIA) of 1998 and amends the Wagner-Peyser Act and the Rehabilitation Act of 1973. New provisions in WIOA are intended to generate innovative, cross program approaches that align employment and training policies and funding to support integrated, comprehensive services that help low-skilled and low-income people including disconnected youth, under-employed adults and others with unique barriers to employment gain access to education, training, employment and support services needed to successfully enter and/or advance in the workforce.

Employment Services are authorized by the Ramsey County Board of Commissioners ("Board") and the Workforce Innovation Board of Ramsey County ("WIB"), which have joint responsibility for oversight and policy direction for workforce development services carried out under WIOA in the State of Minnesota's Workforce Development Area (WDA) #15. WDA #15 covers all nineteen cities of geographical Ramsey County, including the City of Saint Paul.

The Board is the fiscal agent for these services. The County assumes direct fiscal management responsibilities on behalf of the Board and receives the funds to provide Employment Services through its department WFS and contracted Employment Service Providers.

Community Engagement & Development of Proposals

In alignment with Ramsey County's strategic priority of "Advancing racial & health equity and shared community power", Workforce Solutions, in partnership with two paid consultants, completed a number of community engagements to inform the development of this Request for Proposals. Through community townhalls, a youth & young adult survey and two facilitated focused conversations about the future of youth employment services, Workforce Solutions gleaned a number of themes regarding what young people in Ramsey County want and need from services to support their education and career goals. Additionally, throughout the COVID emergency, Workforce Solutions completed a variety of listening sessions and evaluation of emergency youth and adult workforce programs. That input and information also deeply impacted the development of this solicitation. Workforce Solutions encourages all applicants to review these findings (located in Exhibit 1 – Section A) and use them to inform the response.

Workforce One

Workforce One is a state operated internet-based electronic case management system that is required to be used in all federal & state funded workforce development programs. This system includes electronic data collection and document storage to maintain case files. The state provides regular Workforce One basics training and Ramsey County will provide initial Workforce One training. After the initial Workforce One trainings, organizations will be required to provide the training to their own staff.

CareerForce Center

Workforce Solutions is an affiliate partner of the Minnesota CareerForce system. CareerForce operates a space at 540 Fairview Ave N, Suite 103, St Paul MN. Job seekers are invited into that space for career support, and connection to ongoing employment and training programs. Youth and young adult employment and training programs must be represented at this site. Partner organizations should expect to provide program information to staff who work at the CareerForce site and possibly provide services out of the location, when/if it is safe to do so. Beyond the physical CareerForce location, partners should also be prepared to coordinate with other workforce partners within the local workforce eco-system.

Program Goals

The County is seeking partners to assist in achieving the goals of assisting youth and young adults with entering in-demand career pathways. Additionally, the Minnesota Department of Employment & Economic Development mandates the number of performance outcomes for youth and young adults served with state & federal workforce funds. These benchmarks may be slightly negotiated between WDAs, states and the federal Department of Labor, but have been stable for many years. Progress on these goals is tracked through entering mandated activities in Workforce One and does not need to be reported on separately.

- 75% of youth employed in quarter two after successful exit from program
- 73% of youth employed in quarter four after successful exit from program
- 62% of youth enrolled in training activities receive a credential within 12 months of exit from program
- 49% of participants in school or training have documented measurable skills gain
- Average earnings of \$3,700 for youth working after successful exit from program

1.3. Scope of Services

WFS seeks to partner with organizations to provide two types of employment & training programs, described as Program 1 and Program 2 below. Interested organizations must indicate which Program they propose to provide in Attachment A – Narrative and Budget Form. Organizations can propose to provide multiple Programs, but the programming and services proposed must be substantially different and the same participants should not be served by multiple programs. The differences in programming should be detailed in the Narrative Form, including participants served, program elements and service model.

Youth Services that result from this RFP will be paid for using a variety of funding sources, including but not limited to Federal and State workforce grants, foundation grants, Federal grants for COVID-19 relief and recovery, and Ramsey County levee funds.

Requirements

The program requirements for Program 1 are more extensive and specific than the requirements for Program 2. For example, providers of services for Program 1 must provide *all* 14 program elements in accordance with WIOA requirements (as stated in the State Policy Manual).

Providers of services for Program 2 must only provide *some* (one or more) services in the areas of career exploration, career pathways supports, personal and/or professional development, and other education and employment supports; these services can include, but are not limited to, the services described in Program 2.

The County encourages organizations to propose to provide Program 1 if they have the capacity/resources to provide all the required services for Program 1 and the ability to comply with all federal WIOA requirements. The County encourages organizations to propose to provide Program 2 if they can provide creative, innovative employment & training that may not meet the more extensive and specific WIOA requirements included in Program 1.

Program 1 – Traditional WIOA Youth Services

WFS is seeking partners to provide traditional youth and young adult employment & training services to eligible Ramsey County residents ages 14-24. These services should assist participants with achieving their individual education, employment & career goals. Federal regulation also dictates the performance outcomes of participants completing occupational and other recognized credentials.

Participant Eligibility- Additional details regarding participant eligibility can be located in [State Policy Manual](#) (chapter 2) or in the Exhibit.

In School Youth: Attending school AND not younger than age 14 or older than age 21 at time of enrollment AND low-income individual AND one or more of the following:

- Basic skills deficient
- An English language learner
- Justice-involved
- Experiencing/experienced homelessness
- Foster or former foster youth
- Pregnant or parenting
- An individual with a disability; OR
- An individual who requires additional assistance to complete an educational program or to secure or hold employment

Out of School Youth: Not attending school AND not younger than age 16 or older than age 24 at time of enrollment AND one or more of the following:

- Dropped out of school
- Low-income AND basic skills deficient or an English language learner
- Justice involved
- Experiencing/experienced homelessness
- Foster or former foster youth
- Pregnant or parenting
- An individual with a disability; OR
- An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment

Required Supports & Activities- Additional details regarding required program elements can be located in [State Policy Manual – \(chapter 11\)](#) or in the Exhibit.

1. Recruit eligible participants into the program. The number of participants each service provider must enroll will be mutually agreed upon at the beginning of the program year. At a minimum, 60% of enrollments (and spending) must be for Out of School Participants.
2. Utilize agreed upon spending thresholds for cost categories, as described in Budget Form.
3. Collect all necessary participant information and perform all necessary assessments to enroll eligible participants as per eligibility guidelines.
4. Utilize a standardized assessment (such as TABE test) to determine, develop and mutually establish a Career Pathway based on current labor market information for each individual participant, as a part of the service plan.
5. Develop, in partnership with individual participant, a specific Individual Service Strategy (ISS) Plan for each participant that clearly defines intended outcomes (linking education or career), maps out a strategy to get to the outcomes, and ensures that the support will be available for each youth as they work toward achieving mutually agreed upon career pathway goals. A new plan should be developed at least every 365 days.
6. Develop and maintain active participant case notes in Workforce One with appropriate, on-time activity documentation, attendance records, and participant progress in the program. All case notes and additional documentation should be entered within 5 working days of activity being completed.
7. Retain basic demographic information on applicants who are not enrolled in the Program, through use of “Pending” status in Workforce One, including participant’s social security number, name, address, date of birth, age, phone number, email, veteran status, citizenship status and staff’s name.
8. Make all 14 required program elements (below) available to all participants. Details of program elements can be located in [State Policy Manual -chapter 11](#). This can be done either through internal sources, formal (paid) partnership & referrals, and/or informal (unpaid) partnership & referrals.
 - Program Element 1: Tutoring, study skills training, instruction and dropout prevention
 - Program Element 2: Alternative secondary school services or dropout recovery services
 - Program Element 3: Paid and unpaid work experience (minimum of 20% of total expenses must be spent on work experiences)
 - Program Element 4: Occupational skills training
 - Program Element 5: Education offered concurrently with workforce preparation and training for a specific occupation
 - Program Element 6: Leadership development opportunities
 - Program Element 7: Support services
 - Program Element 8: Adult mentoring
 - Program Element 9: Follow-up services
 - Program Element 10: Comprehensive guidance and counseling (note: NOT general case management & career counseling)
 - Program Element 11: Financial literacy education
 - Program Element 12: Entrepreneurial skills training
 - Program Element 13: Services that provide labor market information
 - Program Element 14: Postsecondary preparation and transition activities
9. Send an invoice to Workforce Solutions for any costs incurred by the 7th of each month. Program is a reimbursed based project. See section 3.3 of this RFP for more details. Advanced payments may be made in accordance with Ramsey County Vendor Advancement Policy. This policy is available upon request.
10. Return any open participant files and data to Workforce Solutions within 15 working days of completion of contract.

Program 2- Minnesota Youth Programs (Service Delivery)

WFS is seeking partners to provide new, innovative, career pathway services and programming for eligible Ramsey County residents ages 14-24.

Participant Eligibility- Additional details regarding participant eligibility can be located on page 8-9 of the [State Youth Eligibility Handbook](#), “Minnesota Youth Program”. Eligible participants meet the following criteria:

- Between the ages of 14 and 24
- Be economically disadvantaged OR “at-risk”. “At-risk” participants are
 - Pregnant/parenting youth
 - Youth with limited English proficiency
 - Potential or actual dropouts
 - Justice-involved
 - Receiving public assistance and/or group home services
 - Youth with disabilities, including learning disabilities
 - Homeless or runaway youth
 - Chemically dependent or children of drug or alcohol abusers
 - Youth with basic skills deficiency
 - Youth with educational attainment one or more levels below grade level appropriate to age
 - Foster child

Required Supports & Services- Below are activities that are REQUIRED be included in Program 2. Activities may be provided to individual participants or in a cohort.

1. Recruit eligible participants into the program as per agreed upon enrollment goals.
2. Utilize agreed upon spending thresholds for cost categories, as described in Budget Form.
3. Collect all necessary participant information and perform all necessary assessments to enroll eligible participants as per eligibility guidelines.
4. Utilize a standardized assessment (such as TABE test) to determine, develop and mutually establish a Career Pathway based on current labor market information for each individual participant, as a part of the service plan.
5. Develop, in partnership with individual participant, a specific Individual Service Strategy (ISS) Plan for each participant that clearly defines intended outcomes (linking education or career), maps out a strategy to get to the outcomes, and ensures that the support will be available for each youth as they work toward achieving mutually agreed upon career pathway goals. New plan should be developed at least every 365 days.
6. Develop and maintain, Workforce One, active participant case notes with appropriate on time activity documentation, attendance, and participant progress in the program. All case notes and additional documentation should be entered within 5 working days of activity being completed.
7. Retain basic demographic information on applicants who are not enrolled into the Program, through use of “Pending” status in Workforce One, including participant’s social security number, name, address, date of birth, age, phone number, email, veteran status, citizenship status and staff’s name.
8. Provide career exploration, career pathway supports, personal **and/or** professional development and other education and employment supports. These services **may** also be culturally or population specific. Examples of these activities include:
 - a. Financial literacy education: providing information & training regarding budgeting, saving, credit, debt, understand financial products, protect from identity theft and more.
 - b. Entrepreneurial skills training: providing information, training & mentorship to participants interested in starting their own business, this may include creatively seeking and identify business opportunities; developing budgets and forecast resource needs; understanding various options for acquiring capital and the trade-offs associated with each option; communicating effectively and market oneself and one’s ideas and more.
 - c. Adult mentorship: mentorship can be delivered individually or in groups but should be for the purpose of developing a sustained relationship between the participant and the adult to support the participants personal or professional goals.
 - d. Occupational/career pathway training: training to be provided to participants for the purpose of either entering or advancing in a career pathway or in-demand industry, this training may lead to industry-recognized credentials.
 - e. Resource connection: provide information, exploration and training for participants where to location and how to connect with other supports and services available to them in the community, such as food support, housing support, mental health & wellness supports, etc.
 - f. Internships/work experience: provide subsidized internships and other on the job learning opportunities for participants.

9. Send an invoice to Workforce Solutions for any costs incurred by the 7th of each month. Program is a reimbursed based project. See section 3.3 of this RFP for more details. Advanced payments may be made in accordance with Ramsey County Vendor Advancement Policy. This policy is available upon request.
10. Return any open participant files and data to Workforce Solutions within 15 working days of completion of contract.

General Requirements and Considerations for Program 1 & Program 2

Partnerships & Other Resources

WFS encourages organizations to develop partnerships and leverage other resources to ensure that youth and young adult participants are served using a wholistic method. This includes leveraging in resources to support food, housing, mental health and other basic needs of participants. Additionally, all partners should expect to participate in a variety of Ramsey County Workforce events, including Workforce Innovation Board meetings & committees, technical assistance training, and monthly and quarterly meetings with Workforce Solutions staff.

Internships & Subsidized Work Experiences

Organizations applying to provide services in Program 1 must be prepared to administer subsidized work experiences for youth and young adult participants. If an organization is proposing to provide subsidized internships or work experiences in Program 2 they must also be prepared to administer payroll for participant. Subsidized participant internships are a critical activity for youth employment & training services. This includes administering payroll, worker's compensation and other liability insurance and can be paid for with contract funds. Advances, including for youth and young adult payroll expenses, may be administered following Ramsey County's Advance Policy.

- i.
 - i. The Contractor shall make every reasonable effort to provide services in a universally accessible, multi-cultural and/or multi-lingual manner to persons of diverse populations.
 - ii. The Contractor agrees to furnish the County with additional programmatic and financial information it reasonably requires for effective monitoring of services. Such information shall be furnished within a reasonable period, set by the County, upon request.

1.4. Contractor Qualifications

- Contractor's mission must align with the County's mission to grow a competitive workforce through programming aimed at meaningful and stable employment for youth and young adults.
- Contractor's team must be able to meet the unique employment & education needs of justice-involved, foster or former foster youth, Black, Indigenous, Youth & Young Adults of Color in Ramsey County and youth living in the suburbs of Ramsey County.
- Contractor's fiscal management and team must have demonstrated qualifications in accounting, reporting and monitoring programs.
- Contractor must have the ability to collect, protect and disseminate data utilizing Workforce One, Minnesota's employment services case management system.
- Contractor must have the ability to produce data reports and performance outcomes required by local, state and/or federal programs including indicators specified by the County.
- Contractor must have the ability to comply with all informal and formal monitoring requested by the County, the state or other monitoring entities, including providing fiscal and programmatic information.
- Contractor must participate in regular technical assistance provided by the County.

Multiple Contractors

- ↳ Ramsey County reserves the right to contract with one or more Contractors based on the evaluation criteria stated in this solicitation.

1.5. Contract Term

- i. The term of the resulting Agreement is estimated to begin on April 01, 2022 and shall not exceed 5 years, including any renewal options.

1. Contract renewals shall be made by way of a written Amendment to the original contract and signed by authorized representatives.

1.6. Costs

- ii. The resulting contract fee shall be a maximum not to exceed, threshold and rates to be determined.

The solicitation response shall include all costs for supplies, materials, equipment, labor, and expenses necessary to perform the Work.

iii.

- iii. The contractor is understood to have included in its response price any *applicable* State or Federal sales, excise or other tax on all materials, supplies and equipment that are to be utilized. Do not itemize tax separately.

Subcontractors

- └ Subcontractors may be used to perform work under the resulting contract.

Special Conditions

1.9.1 Additional Services

During the term of the contracts that result from this RFP, the County reserves the right to add additional funds and additional youth programs and services or reduce funds and youth being served, via written amendment, to accommodate unanticipated needs, accidental omissions, new service offerings, or changes in funding. In the event that additional funds or services are added or removed, funding information, requirements, and other updates will be added to the contract via written amendment.

Some or all of the payments under this Agreement may be made from federal funds obtained by the County through COVID-19 emergency relief and recovery efforts. In the event this type of federal funding is utilized, the Contractor will be notified of associated award details, performance requirements and updates consistent with federal Uniform Administrative Requirements.

1.9.2 Communications and Marketing Requirements

All publications or presentations related to the Purchased Services and produced by the Contractor must be pre-approved and shall include the County's new logo and the statement, "...funded by [or "funded in part by", as appropriate] Workforce Solutions, a department of Ramsey County" The County shall provide the Contractor with an electronic version of the County's logo.

All information released to the media regarding the Purchased Services shall state that the program is, "...sponsored and administered by Workforce Solutions, a department of Ramsey County, and operated under contract by" the Contractor.

All brochures, publications, presentations, media releases and other written materials produced by the Contractor relating to Purchased Services must be pre-approved by County management or planning staff.

If the Contractor applies for or partners with other agencies for grant funding that involve data or information about the population served through the Purchased Services, Contractor agrees to notify the County thirty (30) days in advance of the grant application. If the Contractor desires to conduct or publish any research, or to speak or present at professional conferences, involving such data, the Contractor agrees to notify the County thirty (30) days prior to conducting or publishing such research or applying to present at any conferences.

The Contractor must notify the County a minimum of thirty (30) days in advance when facilitating workshops, seminars, conferences or webinars and participating in research or research studies relating to Purchased Services. The distribution of publications pertaining to programs or project outcomes and evaluation results directly related to Purchased Services must be pre-approved by County management staff.

1.9.3 Monitoring Requirements

The Contractor agrees to furnish the County with additional programmatic and financial information it reasonably requires for effective monitoring of services and mandated by the Federal, State or County grant administration. This includes any outside audit that includes grant management and procurement policies and procedures related to procuring support services for customers. Such information shall be furnished within a reasonable period, set by the County and outlined in the negotiated contract, upon request.

Contractor's underspending at the end of the contract year will automatically revert back to the County. WFS reserves the right to pull back funds due to underspending at any time during any contract year and re-allocate funds.

The County reserve the rights to monitor files for each Contractor, require Contractor to provide results of internal monitoring to the County bi-monthly, conduct at least monthly continuous improvement reviews, require improvement plans or corrective actions when appropriate.

The Contractor shall participate in ongoing monitoring activities and training provided by the County which may include, but is not limited to, check-in calls, desk reviews and on-site visits with County staff. Further, as applicable, Contractor shall be responsible for ongoing monitoring of its subcontractors if subcontractors are part of the approved work plan.

The Contractor shall maintain financial records through an accounting system which sufficiently and properly reflects all revenue received and all direct and indirect costs of any nature incurred in the performance of this Agreement as determined by the County. All financial transactions must have supporting documentation. The accounting system must clearly state the fiscal processes and internal controls for cash and cash in-kind items.

The Contractor shall maintain an accounting policy and procedure manual as part of a sound financial accounting system.

1.9.4 Background Check Requirements

The Contractor shall ensure it has a Background Studies policy in place and shall perform background studies on all staff, volunteers and contractors who may have contact with clients or client families. Contractor shall maintain records of completed and passed background studies. Contractor's background studies policies and records of completion shall be made available to the County upon request.

.

General Solicitation Standard Terms and Conditions

1.8. Solicitation Process

- i. The County will not provide compensation to the Contractor for any expenses incurred for solicitation response preparation.
- ii. All communications during the solicitation process shall be directed to the Procurement Specialist as identified on the first page of this solicitation. Contractors shall not have contact with any other County employees, elected officials, community representatives, County consultants and/or other contractors associated with the solicitation at any time during the procurement process. Violation of this provision may disqualify the contractor from consideration.
- iii. The County expressly reserves the right to amend or withdraw this solicitation at any time and to reject any or all responses, and to waive any informalities or irregularities in the responses as may be deemed in the best interest of the County.

d. Solicitation Questions

- ↳ All questions concerning this solicitation shall be submitted in writing to the Procurement Specialist at the email address listed on the first page of this solicitation document.

e. Solicitation Addenda

- └ Any solicitation changes, additions, alterations, corrections, or revisions shall be made in writing via an addendum within a reasonable time to allow prospective contractors to consider them in preparing their solicitation responses.

Collusion

- └ Contractors shall not enter into an agreement, participate in any collusion, or otherwise take any action in restraint of free competition in connection with this solicitation or any contract which may result from its acceptance, including actions involving other contractors, competitors, County employees, County consultants or County Board members. Evidence of such activity will result in rejection of the solicitation response.

1.9. Solicitation Response Content Checklist

Contractors shall include the following forms and information in their solicitation responses. Responses, including all content listed below, should be a maximum of 20 pages.

i.

- i. Completed Solicitation Response Form, attached.

ii.

- ii. Completed Contractor Information and Reference Form, attached.

A completed Attachment A – Narrative and Budget Form

- iii. Any exceptions to the General Contract/Agreement Terms and Conditions must appear in the Contractor's proposal under a separate section titled "Exceptions", with proposed alternate language or deletions. The County has no obligation to accept or agree to any such exceptions requested by a Contractor. Even if there are no exceptions, a statement must be provided.

- iv. Completed Lobbying Certification Form, attached.

Response Submission

Contractors must submit the solicitation response electronically on Demandstar.com. Proposal responses must be uploaded no later than 2:00 P.M., Central time, on October 30, 2021. Faxed, delivered, emailed, and oral solicitation responses will not be considered. The Contractors' names will be read at public opening. If you wish to hear the names, please join the zoom meeting at 2:01 P.M., Central time, on October 30, 2021, using the following link:

<https://zoom.us/j/102575333?pwd=dDA2Rnk4MEtVW9DS3k4cUplRDJlQT09>

1.11. Solicitation Response

- v. Upon submission, a solicitation response becomes the property of the County and will not be returned. The County retains the right to use any concept or idea presented in any solicitation response, whether or not that solicitation response is accepted. All information included in the submitted solicitation response will be classified in accordance with Minn. Stat. §13.591 governing data practices.

1.11.1.

The solicitation response shall remain valid for 120 days starting on the solicitation response due date.

Conditioning Solicitation Responses Upon Other Awards Not Acceptable

- └ Solicitation responses conditioned upon receiving award of both this particular contract being solicited and another County contract shall be rejected.

1.12. Solicitation Response Mistakes

- i. A solicitation response may be withdrawn on written request of the Contractor prior to the solicitation due date and time. Negligence of the Contractor in preparing its response confers no right to withdraw the solicitation response after the solicitation due date and time. Prior to the due date and time, changes may be made, provided the change is initialed by the Contractor's agent. If the intent of the Contractor is not clearly identifiable, the interpretation most advantageous to the County will prevail.

- ii. Any solicitation response, withdrawal, or modification received after the solicitation due date and time shall be considered late and the solicitation response, withdrawal, or modification shall be rejected.
- iii. If the solicitation response includes a unit price calculation and the Contractor has made an error when calculating the extended price, the unit price shall be used for contract award.

1.13. Evaluation and Selection Process

Creation of Evaluation Team

- iv. The County shall create an Evaluation Team composed of scorers and contributors. The Evaluation Team scorers will consist of County employees, or community representatives who represent different backgrounds, experience, subject matter, and departments. The Evaluation Team contributors may consist of County employees, community representatives and County consultants. Contractors can only communicate with the County Procurement Specialist. Exceptions include interviews/demonstrations, site visits/e-visits or upon Notice of Intent to Award. Violation of this provision may disqualify the contractor from further consideration.

1.13.1.

The Evaluation Team shall evaluate the written solicitation responses using the following Evaluation Criteria, with the identified maximum points values:

⊕ Evaluation Criteria and Maximum Points Value

- 15 Contractor Qualifications (experience, training, technical and professional ability)
- 30 Quality of proposed services/programs
- 15 Recruitment and enrollment/intake plan
- 10 Resources for wholistic services to participants
- 15 Ability to serve BIPOC, justice-involved, foster or former foster, and/or suburban youth & young adults in Ramsey County.
- 15 Plan for accountability to youth and young adults

being served.

100 Total Possible Points

1.13.2. Optional Contractor Interviews/Demonstrations

The County reserves the right to interview any or all proposers, or to require a demonstration at its discretion. The County is not responsible for any costs incurred by the proposer in preparing for or participating in an interview or demonstration.

1.13.2.2.

If interviews or demonstrations are required, Contractors selected shall be given enough time to make necessary preparations and travel arrangements. All Contractors interviewed shall be given the same amount of time for the interview.

An additional 100 points are allocated to interviews and/or demonstrations. The department determines how the points are to be split between interview and demonstration, if both are conducted.

Optional Site Visits/E-Site Visits

1.13.3.1.

The County reserves the right to conduct site visits or e-site visits with any or all proposers. The County is not responsible for any costs incurred by the proposer in relation to a site visit or e-site visit.

1.13.3.2.

If site visits or e-site visits are required, Contractors selected shall be given enough time to make necessary preparations and arrangements. All Contractors selected shall be given the same amount of time for the site visit or e-site visit.

1.13.3.3.

An additional 100 points are allocated to site/e-site visits if conducted.

1.13.3.4.

Departments may choose to conduct a site visit at the proposers' premises or an e-site visit using video conferencing as long as the same type of visit is used for all proposers.

1.14. Selection of Contractor

The responsible and responsive contractor that scores the highest combined score for the evaluation response, interview/demonstration (if requested by the County), and the site visit/e-site visit (if requested by the County) will be issued a Notice of Intent to Award Letter.

The County is not bound to accept the lowest cost.

The County reserves the right to negotiate contract terms contemporaneously and /or subsequently with any number of Contractors as the County deems to be in its best interests.

- v. The County reserves the right to request any additional information at any stage of the solicitation process. Compliance shall be at the contractor's expense.

1.15. Notice of Intent to Award

The following must be submitted in response to a Notice of Intent to Award Letter within 10 business days:

vi.

- vi. Taxpayer Identification Number and Certification, I.R.S. Form W-9

vii.

- vii. All Contractors, with the exception of sole proprietors, shall be properly registered with the State of Minnesota prior to contract award. A Contractor whose main office is not in the State of Minnesota must register with the State of Minnesota as a foreign vendor.

viii.

- viii. Certificate of Insurance (COI)

Financial Review Form

Public Notice

- └ The County uses DemandStar to release competitive solicitations and associated addenda. Subscription to DemandStar is free by following the [DemandStar Registration Instructions](#). Contractors may contact DemandStar directly by calling 206-940-0305 or email at demandstar@demandstar.com. Solicitations shall be published in the County's official newspaper as required by state statute.

1.16. Trade Secret Information**Trade Secret Information Caution**

- i. Solicitation response data marked as, for example, "confidential" or "proprietary" or other similar designation, will not be considered by the County to be Trade Secret Information within the meaning of Minnesota Statutes Chapter 13 unless the data meet the criteria set forth in Section 13.37, subd. 1(b)

No Contingency

- ii. The solicitation response shall not be contingent on the County accepting the contractor's claim that certain data is Trade Secret Information within the meaning of Minnesota Statute Section 13.37, subd. 1(b)

Trade Secret Information Review

- iii. County review of data identified as Trade Secret Information will not occur unless and until such time as an appropriate request for the data is made by a third party

Notice of Request for Trade Secret Information

- iv. At such time as an appropriate request for data identified in a response as Trade Secret Information is made, the County will provide the responder with notice of the request for the Trade Secret Information

Only One Solicitation Response Received

- └ If only one solicitation response is received, an award may be made to the single Contractor if the County finds that the price submitted is fair and reasonable, and that either other Contractors had reasonable opportunity to respond, or there is not adequate time for re-solicitation.

General Contract/Agreement Terms and Conditions

j. Contract Term and Schedule

- └ Services may not begin until the contract has been fully executed. An expired contract cannot be extended or renewed.

Payment

i.

- i. No payment will be made until the invoice has been approved by the County.

ii.

- ii. Payments shall be made when the materials/services have been received in accordance with the provisions of the resulting contract.

Application for Payments

1.17.1.

The Contractor shall submit an invoice by the 7th of the month..

i.

- iii. Invoices for any goods or services not identified in this Agreement will be disallowed.

ii.

- iv. Each application for payment shall contain the order/contract number, an itemized list of goods or services furnished and dates of services provided, cost per item or service, and total invoice amount.

iii.

- v. Payment shall be made within thirty-five (35) calendar days after the date of receipt of a detailed invoice and verification of the charges. At no time will cumulative payments to the Contractor exceed the percentage of project completion, as determined by the County.

iv.

- vi. Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.

v.

- vii. The Contractor shall pay any subcontractor within ten days of the Contractor's receipt of payment from the County for undisputed services provided by the subcontractor. The Contractor shall pay interest of 1 1/2 percent per month or any part of a month to the subcontractor on any undisputed amount not paid on time to the subcontractor. The minimum monthly interest penalty payment for an unpaid balance of \$100.00 or more is \$10.00. For an unpaid balance of less than \$100.00, the Contractor shall pay the actual penalty due to the subcontractor. A subcontractor who prevails in a civil action to collect interest penalties from the Contractor must be awarded its costs and disbursements, including attorney's fees, incurred in bringing the action.

Independent Contractor

- └ The Contractor is and shall remain an independent contractor throughout the term of this Agreement and nothing herein is intended to create, or shall be construed as creating, the relationship of partners or joint ventures between the parties or as constituting the Contractor as an employee of the County.

m. Successors, Subcontracting and Assignment

The Contractor binds itself, its partners, successors, assigns and legal representatives to the County in respect to all covenants and obligations contained in this Agreement.

- i. The Contractor shall not assign or transfer any interest in this Agreement without prior written approval of the County and subject to such conditions and provisions as the County may deem necessary.
- ii. The Contractor shall not enter into any subcontract for performance of any services under this Agreement without the prior written approval of the County. The Contractor shall be responsible for the performance of all subcontractors.

Compliance With Legal Requirements

- i.
- iii. The Contractor shall comply with all applicable federal, state and local laws and the rules and regulations of any regulatory body acting thereunder and all licenses, certifications and other requirements necessary for the execution and completion of the contract.
- ii.
- iv. Unless otherwise provided in the agreement, the Contractor, at its own expense, shall secure and pay for all permits, fees, charges, duties, licenses, certifications, inspections, and other requirements and approvals necessary for the execution and completion of the contract, including registration to do business in Minnesota with the Secretary of State's Office.

Data Practices

- iii.
- v. All data collected, created, received, maintained or disseminated for any purpose in the course of the Contractor's performance under this Agreement is subject to the provisions of the Minnesota Government Data Practices Act, Minn. Stat. Ch. 13, any other applicable state statutes, any state rules adopted to implement the Act and statutes, as well as federal statutes and regulations on data privacy.
- vi. The Contractor shall take all reasonable measures to secure the computers or any other storage devices in which County data is contained or which are used to access County data in the course of providing services under this Agreement. Access to County data shall be limited to those persons with a need to know for the provision of services by the Contractor. Except where client services or construction are provided, at the end of the Project all County data will be purged from the Contractor's computers and storage devices used for the Project and the Contractor shall give the County written verification that the data has been purged.

1.19. Security

- v.
- vii. The Contractor is required to comply with all applicable Ramsey County Information Services Security Policies ("Policies"), as published and updated by Information Services Information Security. The Policies can be made available on request.
- viii. Contractors shall report to Ramsey County any privacy or security incident regarding the information of which it becomes aware. "Security Incident" means the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with System operations in an information system. "Privacy incident" means violation of the Minnesota Government Data Practices Act (MGDPA) and/or the HIPAA Privacy Rule (45 C.F.R. Part 164, Subpart E), including, but not limited to, improper and/or unauthorized use or disclosure of protected information, and incidents in which the confidentiality of the information maintained by it has been breached. This report must be in writing and sent to the County not more than 7 days after learning of such non-permitted use or disclosure. Such a report will at least: (1) Identify the nature of the non-permitted use or disclosure; (2) Identify the data used or disclosed; (3) Identify who made the non-permitted use or disclosure and who

received the non-permitted or violating disclosure; (4) Identify what corrective action was taken or will be taken to prevent further non-permitted uses or disclosures; (5) Identify what was done or will be done to mitigate any deleterious effect of the non-permitted use or disclosure; and (6) Provide such other information, including any written documentation, as the County may reasonably request. The Contractor is responsible for notifying all affected individuals whose sensitive data may have been compromised as a result of the Security or Privacy incident.

vii.

- ix. Contractors must ensure that any agents (including contractors and subcontractors), analysts, and others to whom it provides protected information, agree in writing to be bound by the same restrictions and conditions that apply to it with respect to such information.
- x. The County retains the right to inspect and review the Contractor's operations for potential risks to County operations or data. The review may include a review of the physical site, technical vulnerabilities testing, and an inspection of documentation such as security test results, IT audits, and disaster recovery plans.
- xi. All County data and intellectual property stored in the Contractor's system is the exclusive property of the County.

Indemnification

The Contractor shall indemnify, hold harmless and defend the County, its officials, agents, and employees against any and all liability, losses, costs, damages, expenses, claims or actions, including reasonable attorney's fees, which the County, its officials, agents, or employees may hereafter sustain, incur or be required to pay, arising out of or by reason of any act or omission of the Contractor, or its subcontractors, and their officers, agents or employees, in the execution, performance, or failure to adequately perform the Contractor's obligations pursuant to this Agreement.

Contractor's Insurance

i.

- xii. The Contractor shall purchase and maintain such insurance as will protect the Contractor from claims which may arise out of, or result from, the Contractor's operations under this Agreement, whether such operations are by the Contractor or by any subcontractor, or by anyone directly employed by them, or by anyone for whose acts or omissions anyone of them may be liable.
- xiii. Throughout the term of this Agreement, the Contractor shall secure the following coverages and comply with all provisions noted. Certificates of Insurance shall be issued to the County contracting department evidencing such coverage to the County throughout the term of this Agreement.

iii.

- xiv. Commercial general liability of no less than \$500,000 per claim, \$1,500,000 per occurrence, \$2,000,000 general aggregate, \$2,000,000 products/completed operations total limit, \$1,500,000 personal injury and advertising liability.

1.

- 1. All policies shall be written on an occurrence basis using ISO form CG 00 01 or its equivalent. Coverage shall include contractual liability and XCU. Contractor will be required to provide proof of completed operations coverage for 3 years after substantial completion.
- 2. The Contractor is required to add Ramsey County, its officials, employees, volunteers and agents as Additional Insured to the Contractor's Commercial General Liability, Auto Liability, Pollution and Umbrella policies with respect to liabilities caused in whole or part by Contractor's acts or omissions, or the acts or omissions of those acting on Contractor's behalf in the performance of the ongoing operations, services and completed operations of the Contractor under this Agreement. The coverage shall be primary and non-contributory.

iv.

- xv. Professional liability of no less than \$1,000,000 per claim and \$3,000,000 aggregate limit.

1.

1. Certificate of Insurance must indicate if the policy is issued on a claims-made or occurrence basis. If coverage is carried on a claims-made basis, then 1) the retroactive date shall be noted on the Certificate and shall be prior to or the day of the inception of the contract; and 2) evidence of coverage shall be provided for three years beyond expiration of the contract.
2. Ramsey County, its officials, employees, and agents, shall be added to the policy as additional insured; a separation of insureds endorsement shall be provided to the benefit of the County.

v.

- xvi. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of \$500,000/\$500,000/\$500,000.

vi.

- xvii. An umbrella or excess liability policy over primary liability insurance coverages is an acceptable method to provide the required commercial general liability and employer's liability insurance amounts. If provided to meet coverage requirements, the umbrella or excess liability policy must follow form of underlying coverages and be so noted on the required Certificate(s) of Insurance.
- xviii. If the Contractor is driving on behalf of the County as part of the Contractor's services under the Agreement, a minimum of \$1,000,000 combined single limit auto liability, including hired, owned, and non-owned.
- xix. The Contractor waives all rights against Ramsey County, its officials, employees, volunteers or agents for recovery of damages to the extent these damages are covered by the general liability, worker's compensation, and employers liability, automobile liability and umbrella liability insurance required of the Contractor under this Agreement.
- xx. These are minimum insurance requirements. It is the sole responsibility of the Contractor to determine the need for and to procure additional insurance which may be needed in connection with this Agreement. Copies of policies shall be submitted to the County upon written request.
- x.**
- xxi. Certificates shall specifically indicate if the policy is written with an admitted or non-admitted carrier. Best's Rating for the insurer shall be noted on the Certificate, and shall not be less than an A-.
- xxii. The Contractor shall not commence work until it has obtained the required insurance and if required by this Agreement, provided an acceptable Certificate of Insurance to the County.
- xxiii. All Certificates of Insurance shall provide that the insurer give the County prior written notice of cancellation or non-renewal of the policy as required by the policy provisions of Minn. Stat. Ch. 60A, as applicable. Further, all Certificates of Insurance to evidence that insurer will provide at least ten (10) days written notice to County for cancellation due to non-payment of premium.

Nothing in this Agreement shall constitute a waiver by the County of any statutory or common law immunities, defenses, limits, or exceptions on liability.

xxiv.

- xxv. A Crime and Fidelity Bond is required if the Contractor is handling money for the County or has fiduciary responsibilities. The required amount will be as set forth in the solicitation document.

q. Audit

Until the expiration of six years after the furnishing of services pursuant to this Agreement, the Contractor, upon request, shall make available to the County, the State Auditor, or the County's ultimate funding source, a copy of the Agreement, and the books, documents, records, and accounting procedures and practices of the Contractor relating to this Agreement.

r. Notices

- iii. All notices under this Agreement, and any amendments to this Agreement, shall be in writing and shall be deemed given when delivered by certified mail, return receipt requested, postage prepaid, when delivered via personal service or when received if sent by overnight courier. All notices shall be directed to the Parties at the respective addresses set forth below. If the name and/or address of the representatives changes, notice of such change shall be given to the other Party in accordance with the provisions of this section.

- v. **County:** TBD
- vi.
- vii. **Contractor:** TBD

s. Non-Conforming Services

The acceptance by the County of any non-conforming goods/services under the terms of this Agreement or the foregoing by the County of any of the rights or remedies arising under the terms of this Agreement shall not constitute a waiver of the County's right to conforming services or any rights and/or remedies in respect to any subsequent breach or default of the terms of this Agreement. The rights and remedies of the County provided or referred to under the terms of this Agreement are cumulative and not mutually exclusive.

t. Setoff

Notwithstanding any provision of this Agreement to the contrary, the Contractor shall not be relieved of liability to the County for damages sustained by the County by virtue of any breach of the contract by the Contractor. The County may withhold any payment to the Contractor for the purpose of setoff until such time as the exact amount of damages due the County from the Contractor is determined.

u. Conflict of Interest

The Contractor shall comply with all conflict of interest laws, ordinances, and regulations now in effect or hereafter to be enacted during the term of this Agreement. The Contractor warrants that it is not now aware of any facts that create a conflict of interest. If the Contractor hereafter becomes aware of any facts that might reasonably be expected to create a conflict of interest, it shall immediately make full written disclosure of such facts to the County. Full written disclosure shall include, but is not limited to, identification of all persons implicated and a complete description of all relevant circumstances. Failure to comply with the provisions of this subparagraph shall be deemed a material breach of this Agreement.

v. Respectful Workplace and Violence Prevention

- xi. The Contractor shall make all reasonable efforts to ensure that the Contractor's employees, officers, agents, and subcontractors do not engage in violence while performing under this Agreement. Violence, as defined by the Ramsey County Respectful Workplace and Violence Prevention Policy, is defined as words and actions that hurt or attempt to threaten or hurt people; it is any action involving the use of physical force, harassment, intimidation, disrespect, or misuse of power and authority, where the impact is to cause pain, fear or injury.

w. Force Majeure

- xii. Neither party shall be liable for any loss or damage incurred by the other party as a result of events outside the control of the party ("Force Majeure Events") including, but not limited to: war, storms, flooding, fires, strikes, legal acts of public authorities, or acts of government in time of war or national emergency.

x. Unavailability of Funding - Termination

The purchase of goods and/or labor services or professional and client services from the Contractor under this Agreement is subject to the availability and provision of funding from the United States, the State of Minnesota, or other funding sources, and the appropriation of funds by the Board of County Commissioners. The County may immediately terminate this Agreement if the funding for the purchase is no longer available or is not appropriated by the Board of County Commissioners. Upon receipt of the County's notice of termination of this Agreement the Contractor shall take all actions necessary to discontinue further commitments of funds to this Agreement. Termination shall be treated as termination without cause and will not result in any penalty or expense to the County.

y. Termination

- xxvi. The County may immediately terminate this Agreement if any proceeding or other action is filed by or against the Contractor seeking reorganization, liquidation, dissolution, or insolvency of the Contractor under any law relating to bankruptcy, insolvency or relief of debtors. The Contractor shall notify the County upon the commencement of such proceedings or other action.
- xxvii. If the Contractor violates any material terms or conditions of this Agreement the County may, without prejudice to any right or remedy, give the Contractor, and its surety, if any, seven (7) calendar days written notice of its intent to terminate this Agreement, specifying the asserted breach. If the Contractor fails to cure the deficiency within the seven (7) day cure period, this Agreement shall terminate upon expiration of the cure period.
- xxviii. The County may terminate this Agreement without cause upon giving at least thirty (30) calendar days written notice thereof to the Contractor. In such event, the Contractor shall be entitled to receive compensation for services provided in compliance with the provisions of this Agreement, up to and including the effective date of termination.

z. Interpretation of Agreement; Venue

- i.**
 - xxix. The Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate State or Federal District Court in Ramsey County, Minnesota.
- ii.**
 - xxx. The provisions of this Agreement are severable. If any part of this Agreement is rendered void, invalid or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement.

aa. Warranty

- └ The Contractor warrants that it has the legal right to provide the goods and services identified in this Agreement and further warrants that the goods and services provided shall be in compliance with the provisions of this Agreement.

bb. Infringement

- i. Complementary to other "hold harmless" provisions included in this Agreement, the Contractor shall, without cost to the County, defend, indemnify, and hold the County, its officials, officers, and employees harmless against any and all claims, suits, liability, losses, judgments, and other expenses arising out of or related to any claim that the County's use or possession of the software, licenses, materials, reports, documents, data, or documentation obtained under the terms of this Agreement, violates or infringes upon any patents, copyrights, trademarks, trade secrets, or other proprietary rights or information, provided that the Contractor is promptly notified in writing of such claim. The Contractor will have the right to control the defense of any such claim, lawsuit, or other proceeding. The County will in no instance settle any such claim, lawsuit, or proceeding without the Contractor's prior written approval.
- ii. If, as a result of any claim of infringement of rights, the Contractor or County is enjoined from using, marketing, or supporting any product or service provided under the agreement with the County (or if the Contractor comes to believe such enjoinderment imminent), the Contractor shall either arrange for the County to continue using the software, licenses, materials, reports, documents, data, or documentation at no additional cost to the County, or propose an equivalent, subject to County approval. The acceptance of a proposed equivalent will be at the County's sole discretion. If no alternative is found acceptable to the County acting in good faith, the Contractor shall remove the software, licenses, materials, reports, documents, data, or documentation and refund any fees and any other costs paid by the County in conjunction with the use thereof.

Contract Provisions for Non-Federal Entity Contracts Under Federal Awards

1.20.1.

Contracts and subcontracts for more than the simplified acquisition threshold currently set at \$175,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, shall address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

iii.

- iii. Resulting contracts and subcontracts in excess of \$10,000 shall address termination for cause and for convenience by the non--Federal entity including the manner by which it will be effected and the basis for settlement.

iv.

- iv. **Debarment and Suspension (Executive Orders 12549 and 12689)**--A contract award at any tier (see 2 CFR 180.220) shall not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), 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 1989 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.

v.

- v. **Rights to Inventions Made Under a Contract or Agreement.** If the Federal award meets the definition of "funding agreement" under 37 CFR § 401.2 (a) and the County or the Contractor wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the County or the Contractor shall comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

vi.

- vi. **Byrd Anti--Lobbying Amendment (31 U.S.C. 1352)**--Contractors that apply or bid for an award exceeding \$100,000 shall provide the required Contractor Certification Regarding Lobbying for Contracts, Grants, Loans and Cooperative Agreement form. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose any lobbying with non--Federal funds that takes place in connection with obtaining any Federal award. Such disclosures shall be forwarded from tier to tier up to the non--Federal awardee, Ramsey County.

Debarment and Suspension

- └ Ramsey County has enacted Ordinance 2013-330 [Ramsey County Debarment Ordinance](#) that prohibits the County from contracting with contractors who have been debarred or suspended by the State of Minnesota and/or Ramsey County.

dd. Diverse Workforce Inclusion

- └ For information and assistance in increasing the participation of women and minorities, contractors are encouraged to access the web sites below:
 - └ 1. <http://www.JobConnectmn.com/>
 - └ 2. <http://www.ConstructionHiringConnection.com/>
- └ Job Connect and the Construction Hiring Connection provide a recruiting source for employers and contractors to post job openings and source diverse candidates.
- └

- ↵ Ramsey County's Job Connect links job seekers, employers, and workforce professionals together through our website, networking events and community outreach. The network includes over 10,000 subscribed job seekers ranging from entry-level to highly skilled and experienced professionals across a broad spectrum of industries.
- ↵
- ↵ Employers participate in the network by posting open jobs, meeting with workforce professionals and attending hiring events. Over 200 Twin Cities community agencies, all working with job seekers, participate in the network.
- ↵
- ↵ Ramsey County's Construction Hiring Connection (CHC) is an online and in-person network dedicated to the construction industry. The Construction Hiring Connection connects contractors and job seekers with employment opportunities, community resources and skills training related to the construction industry. Construction Hiring Connection is a tool for contractors to help meet diversity hiring goals. Over 1000 construction workers, representing all trades, ranging from newly graduated to journey level, are subscribed to the Construction Hiring Connection.
- ↵
- ↵ Additional assistance is available through jobconnectmn@ramseycounty.us or call 651-266-6042.

Alteration

- xiv. Any alteration, variation, modification, or waiver of the provisions of this Agreement shall be valid only after it has been reduced to writing and signed by both parties.

ff. Entire Agreement

The written Agreement, including all attachments, represent the entire and integrated agreement between the parties hereto and supersede all prior negotiations, representations or contracts, either written or oral. No subsequent agreement between the County and the Contractor to waive or alter any of the provisions of this Agreement shall be valid unless made in the form of a written Amendment to this Agreement signed by authorized representatives of the parties.

Special Contract Terms and Conditions

1.21.

Manually Add Special Conditions in this Section



RAMSEY COUNTY
SOLICITATION RESPONSE FORM

Solicitation Number: JTPA0000003389

Solicitation Title: Workforce Youth Programming

The following shall be completed by the Contractor:

Contractor Company Name:

State the number of solicitation addenda received:

PLEASE READ THE FOLLOWING BEFORE COMPLETING THIS SOLICITATION RESPONSE FORM

The provisions of the solicitation document should be reviewed and understood before preparing a solicitation response. Unless the solicitation document provides otherwise, the solicitation response shall be the best price for all labor, equipment, materials and services for the project described in the solicitation document.

Max NTE Information (Edit Section to add Pricing Detail): Complete Attachment A

ACKNOWLEDGEMENT

By signing below, I certify that I understand, agree, and bind the Contractor to the provisions contained in the solicitation document for the above Solicitation Number, including the General Solicitation Terms and Conditions and the General Contract/Agreement Terms and Conditions and that I am authorized to submit this solicitation response on behalf of the Contractor.

COLLUSION

By signing below, I certify that this solicitation response has been prepared without any collusion with other contractors, competitors, County employees, County Consultants or County Board members and without taking any other action which will restrict competition or constitute fraud or collusion.

Name and Title of Authorized Contractor Representative:

Signature:

Date:

Solicitation Number: JTPA0000003389

Solicitation Title: Workforce Youth Programming



RAMSEY COUNTY

CONTRACTOR INFORMATION AND REFERENCE FORM

Ramsey County requires completion of this form for this solicitation. Failure to submit this completed form with the solicitation response may result in rejection of the Contractor's solicitation response.

Company Information:

- Contractor Name:
- Name of CEO or Company President:
- Telephone Number:
- Email Address:
- Address:
- City:
- State:
- Zip Code:
- Is your company a Certified Small Business Enterprise?
- If yes, what is your certification number?
- Is your company a Veteran Small Business Enterprise?
- If yes, what is your certification number?

Solicitation Response Contact:

- Name:
- Telephone Number:
- Email Address:
- Address:
- City:
- State:
- Zip Code:

Reference Requirements: Provide a minimum of three (3) references for work completed within the last five (5) years that is similar to what is requested in this solicitation.

- First Reference

1. Company Name:
2. Contact Name and Title:
3. Telephone Number:
4. Email Address:
5. Address:
6. City:
7. State:
8. Zip Code:
9. Description of Work Completed:

- Second Reference

1. Company Name:
2. Contact Name and Title:
3. Telephone Number:
4. Email Address:
5. Address:
6. City:
7. State:
8. Zip Code:
9. Description of Work Completed:

- Third Reference

1. Company Name:
2. Contact Name and Title:
3. Telephone Number:
4. Email Address:
5. Address:
6. City:
7. State:
8. Zip Code:
9. Description of Work Completed:



RAMSEY COUNTY
CONTRACTOR APPLICATION FOR DESIGNATION OF
TRADE SECRET INFORMATION FORM

Solicitation #

Solicitation Title

The submitted solicitation response data includes Trade Secret Information that we, the contractor, believe to be classified as nonpublic (relating to a non-person) or private (relating to a person) information under §13.37 of the Minnesota Government Data Practices Act.

As such, we are requesting that certain provisions of our submitted solicitation response data as indicated below, be treated as Trade Secret Information data and that any request for access to the data be handled in accordance with state law and the provisions of Ramsey County Policies and Procedures. We agree to indemnify and hold Ramsey County harmless from any damages arising out of the release of any materials or data unless they are specifically identified on this Trade Secret Information Form.

Section

Page #

Topic

Classification Justification

We understand that a decision regarding this request will be made by Ramsey County. We agree to indemnify and hold Ramsey County, its agents and employees, harmless from any claims or causes of action relating to the County's withholding of data based upon reliance on the above representations including payment of all costs and attorney fees incurred by the County in defending such action.

We further understand that solicitation response data marked as, for example, "confidential" or "proprietary" or other similar designation, will not be considered by Ramsey County to be Trade Secret Information within the meaning of Minnesota Statutes Chapter 13 unless the data meet the criteria set forth in Section 13.37, subd. 1(b).

Company Name

Name and Title of Authorized Preparer

Signature

Date



Contractor Certification Regarding Lobbying for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his/her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned will require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Contractor Name

Program

Signature of Certifying Official

Print Name

Title

Date

Solicitation Number: JTPA0000003389

Solicitation Title: Workforce Youth Programming



RAMSEY COUNTY
NO SOLICITATION RESPONSE FORM

Ramsey County strives to conduct all solicitations in an open, fair, and transparent manner. If you have selected to not participate in this solicitation, the Procurement Office is asking you to complete this form and return it via e-mail to the appropriate Procurement Specialist.

- ☐ 1. We did not feel we could be competitive.
- ☐ 2. Insufficient time to respond.
- ☐ 3. We did not have sufficient staffing to complete the solicitation response.
- ☐ 4. Other (350 character limit):

Contractor Name:

Contact Name:

Telephone Number:

Email Address:

Address:

City:

State:

Zip Code:

Name and Title of Authorized Contractor Representative:

Signature:

Date:

Solicitation Number: JTPA0000003389

Solicitation Title: Workforce Youth Programming

Organization Information

Name of organization

Legal name, if different

Address

City, State, Zip

Employer Identification Number (EIN)

Phone

Fax

Website

Name of contact person regarding this application

Title

Phone

E-mail

Project Information

Please give a 3-5 sentence overview of your organization and previous work you have completed with youth & young adults.

	2022-2023
Total # of Planned Youth Served, Annually	

Budget

Total of Request :

\$

Below is list of required contractor qualifications. Please check each indicating that your organization understands and has capacity to fulfil the obligation.

- ☐ Organization must be able to meet the unique employment & education needs of justice-involved, foster or former foster youth, Black, Indigenous and Youth & Young Adults of Color in Ramsey County and youth living in the suburbs of Ramsey County.
- ☐ Organization must have proper fiscal management and comply with all federal and state funding requirements, reporting and monitoring.
- ☐ Organization has ability to collect, protect and disseminate data utilizing Workforce One, Minnesota's employment services case management system.
- ☐ Organization has ability to produce data reports and performance outcomes required by local, state and/or federal programs including indicators specified by the County.
- ☐ Organization will comply with all informal and formal fiscal and programmatic monitoring requested by the County, the state or other monitoring entities, including providing fiscal and programmatic information.
- ☐ Organization will participate in regular technical assistance provided by the County.

Authorization: By signing below I acknowledge that I am authorized to submit this proposal and if awarded a contract, I further acknowledge that the organization will comply with all state and federal funding requirements and guidance as amended and will comply with data and report submission requirements.

Name and title:

Signature

REQUEST FOR PROPOSAL NARRATIVE

Use the following outline as a guide to your narrative (10 page maximum):

1. Please identify which program or programs your organization would like to pursue. **If applying for Program 1, complete the program elements chart below (pages 6-7).**
2. Please describe your organization's experience and history, including providing services to low-income and youth who experience barriers to employment. (15 points)
3. Please describe your proposed services/programs. Please include target population, targeted industry sectors and occupation and how your services/programs will meet the goals as described in the Program Goals section of the solicitation. If applying for Program 2, please identify what supports & services you will make available to participants. (30 points)
4. How will you identify, recruit and support participants during the enrollment/intake process? (15 points)
5. Please identify any other resources you are leveraging to provide wholistic services to participants. Please include any relationships with partners that you will be utilizing and identify if any subcontracts will be required. (10)
6. As described in the Solicitation, Advancing Racial Equity is a strategic priority of Ramsey County. Please describe your organizations commitment to racial equity and how you will serve Black, Indigenous and Other Youth of Color. Also, if applicable, describe how you plan to serve justice-involved youth, foster or former foster youth, and/or youth living in suburban Ramsey County. Make sure to provide evidence that your organization is qualified to provide services catered to the unique needs of the specific groups you plan to serve. (15 points)
7. How will your organization be accountable to the youth and young adults you are serving? Please include how you will determine customer satisfaction, involve youth and young adults as stakeholders in your services and incorporate their feedback and input into the program? (15 points)

BUDGET

Organization/Project Name: _____

Information: All financial transactions, including Overhead Costs, must have supporting documentation. All costs, including overhead, must be necessary and directly linked to the project and within compliance with federal regulations.

Instructions: Please complete the budget(s) for the component that your organization is applying for. Administrative costs may not exceed 10% of total other expenses. In Program 1 budget, all Out-of-School Costs should be at least 60% of total allocation. Additionally, Work Experience Wages/Fringe & Work Experience Staff Costs should be at least 20% of total allocation. Information about cost categories is included below (see page 8 - 9).

Program 1 Budget

	Proposed Budget
ADMINISTRATION * Max 10%	
WORK EXPERIENCE WAGE/FRINGE	
In-School Youth Work Experience Wage/Fringe	
Out-of-School Work Experience Wage/Fringe	
Work Experience Total	
WORK EXPERIENCE STAFF COSTS	
In-School Youth Work Experience Staff Cost	
Out-of-School Youth Work Experience Staff Cost	
Work Experience Staff Costs Total:	
DIRECT SERVICES	
In-School Youth Direct Services	
Out-of-School Youth Direct Services	
Direct Services Total:	
SUPPORT SERVICES	
In-School Support Services	
Out-of-School Support Services	
Support Services Total:	
OTHER SERVICES	
In-School Youth Other Services	
Out-of-School Youth Other Services	
Other Services Total:	
BUDGET TOTAL **	

Program 2 Budget

	Proposed Budget
ADMINISTRATION * Max 10%	
YOUTH PARTICIPANT WAGE/FRINGE	
Wages/Fringe - Participant	
Youth Participant Wage/Fringe Total	
DIRECT SERVCIES TO YOUTH	
Wages/Fringe - Staff	
Overhead: Computer Network, Phone, Printing, Postage	
Program Supplies	
Other: _____	
Direct Services Total	
SUPPORT SERVICES	
Training - Education and training	
Wraparound Services Support	
Client incentives	
Support Services Total:	
BUDGET TOTAL **	

Program 1 - Program Elements

Program Element	Who Provides the Element?	How will the Element be made available? Formal partnership, informal, cross referral, etc.
Tutoring, study skills training, instruction and dropout prevention services		
Alternative secondary school services or dropout recovery services		
Paid and unpaid work experience		
Occupational skill training		
Education offered concurrently with workforce preparation		
Leadership development opportunities		
Supportive services		

Adult mentoring		
Follow-up services		
Comprehensive guidance and counseling		
Financial literacy education		
Entrepreneurial skills training		
Labor market information		
Postsecondary preparation and transition activities		

[Attachment 4]

WIOA YOUTH POLICY

REVISED: April 24, 2024

TO: Workforce Solutions (WFS) Staff and Vendor Staff

FROM: WFS Director

SUBJECT: Youth 5% Enrollment Window

PURPOSE: This policy defines how the local Workforce Development Area interprets and implements the “5% window” for non-income eligible youth participants, as described in Federal WIOA Policy Sec. 129(a)(3)(A)(ii) and 129(3)(B).

POLICY: Up to 5% of in-school youth participants served by WIOA Young Adults in Ramsey County, may be individuals who do not meet the income criteria for eligible in-school participants, provided they have at least one additional identified barrier to education and employment. Additionally, up to 5% of out-of-school youth participants, who would otherwise be required to be low-income, do not need to meet the income requirements.

PROCEDURES: If staff encounter youth who do not meet the income criteria yet need WIOA Youth services and meet the other eligibility criteria, a supervisor/manager will consult with agency planner and together they will evaluate if that person can be enrolled based on the 5% window. Eligible participants must:

- Reside in Ramsey County.
- Register for the Selective Service if born male and currently 18 years old or older.

EFFECTIVE DATE: April 24, 2024

CONTACT PERSON: WFS Youth Planner

WIOA YOUTH POLICY

REVISED: April 24, 2024

TO: WIOA Youth Employment Service Vendors

FROM: Workforce Solutions

SUBJECT: Youth Client Training Policy

PURPOSE: Document guidance for providing training to Youth clients

BACKGROUND: WIOA Youth program allows funding, through two different mechanisms, to provide training to enrolled youth clients as a tool for meeting program performance outcomes and for meeting the skill development needs of the clients necessary for their successful education and employment.

The first funding mechanism is a competitive procurement process. If a training is over a certain amount of money, dictated by the federal regulations, vendors must comply with competitive solicitation rules. Vendor should follow their individual policies for solicitation with federal funds.

The second funding mechanism is Individualized Training Accounts (ITAs). ITAs are a tool to provide additional flexibility in funding training for In School and Out of School youth.

PROCEDURES: If a youth is enrolled in WIOA Youth program and would like to attend occupational or entrepreneurial training, they must, in consultation with their employment counseling staff, document the desire for the training in their Individualized Service Strategy (ISS).

Once the desire to attend training is identified and documented, youth interested in attending training must first complete a training proposal in consultation with their employment guidance counselor. The proposal should compare training institutions, cost, availability/start date, length of training and labor market data related to that specific training. Short term training is supported with a focus on training that results in a credential. The training proposal must be filed in Workforce One EDS.

Once specific training is identified, employment guidance staff must document details of training in ISS and results of training (i.e., completion with credential, completion without credential, never attended, did not complete)

Training services may be provided if the participant:

- is unlikely or unable to obtain or retain desired employment in a career pathway which leads to self-sufficient wage levels; **and**
- needs training services to obtain or retain desired employment in a career pathway which leads to self-sufficient wage levels; **and**
- has the skills and qualifications to successfully participate in the selected program of training services; **and**
- selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individual is willing to commute or relocate; **and**

Additionally, a determination should be made whether the participant:

- is unable to obtain grant assistance from other sources to pay the costs of such training, including state-funded training funds or Federal Pell Grants.

Duration: Each participant is allowed to use the total budget of the ITA once within the sequence of their program. If a youth unsuccessfully exits the program and re-enrolls, this eliminates their eligibility for ITA, without supervisor approval.

Eligible Trainings: Training services, when determined appropriate, will be provided through an ITA, when appropriate. The training provider must be listed on the State Eligible Training Provider List (ETPL). If a training is on currently on the ETPL, alert program supervisor and efforts will be made to aid the training provider in getting approval to be on the ETPL. Internships, transitional jobs or unpaid work experience opportunities, which are career services, are also excluded. WIOA funds must be licensed, registered, or legally exempt by the Minnesota Office of Higher Education (OHE) or other appropriate state agency.

Training services may include, but are not limited to:

- Registered Apprenticeships
- Occupational skills training, including training for nontraditional employment (also known as Credentialed Training or Classroom Training)
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs
- Training programs operated by the private sector
- Occupation-specific skill upgrading and retraining Entrepreneurial training programs that assist qualified unemployed individuals who are seriously interested in starting a business and becoming self-employed (note: TAA participants cannot have a goal of self-employment, and entrepreneurial activities are not allowed under TAA law)
- Job readiness training provided in combination with any of the above training services, with the exception of registered apprenticeships (note: job readiness training alone does not constitute a training service)
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

- Non-credentialed training, which is an organized program or course of study that provides occupation-specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at intermediate or advanced levels but does not result in an industry-recognized credential when successfully completed.

EFFECTIVE DATE: April 24, 2024

CONTACT PERSON: WFS Youth Programs Planner

RELATED DOCUMENTS:

Workforce One Training Activity Guide

[ATTACHMENT 6]

WIOA YOUTH POLICY

REVISED: February 25, 2022

TO: Youth Employment Service Providers

FROM: Workforce Solutions

SUBJECT: Incentives for Youth Programming

PURPOSE: The Workforce Innovation and Opportunity Act (WIOA) 20 CFR § 681.640 states that “incentive payments to youth participants are permitted for recognition and achievement directly tied to training activities and work experiences. The local program must have written policies and procedures in place governing the award of incentives outlined in writing before the commencement of the program that may provide incentive payments; align with the local program’s organizational policies; and are in accordance with the requirements contained in 2 CFR part 200.”

BACKGROUND: DOL included the reference to the Uniform Guidance at 2 CFR part 200 to emphasize that while incentive payments are allowable under WIOA, the incentives must be in compliance with the Cost Principles in 2 CFR part 200. For example, federal funds must not be spent on entertainment costs. Therefore, incentives must not include entertainment, such as movie, sporting event tickets, or gift cards to movie theaters or other venues whose sole purpose is entertainment. Additionally, there are requirements related to internal controls to safeguard cash, which also apply to safeguarding of gift cards, which are essentially cash.

While DOL recognizes that incentives could be used as motivators for various activities such as recruitment, submitting eligibility documentation, and participation in the program, *incentives paid for with WIOA funds must be connected to recognition of achievement of milestones in the program tied to work experience, education, or training.* Such incentives for achievement could include improvements marked by acquisition of a credential or other successful outcome.

All Incentive cards are to be kept and tracked, according to the program funding stream in which they were purchased, and according to which type/business they are attached to. For example, all WIOA In School Youth cards are to be locked in an individual folder, and it shall have sections for each support service gift card. WIOA Out of School Youth should have their own separate folder with the same sections specifically marked. By using this method all staff will be able to determine how

many cards are left in each program, and for which businesses or services they can be used.

Workforce One Coding:

The transfer of the Support Service between the EGC and participant shall be case noted using the Subject Line **"Incentive."** The amount, type of

incentive, and goal obtained (reason for the distribution of the incentive), shall all be included in the case note.

The Incentive shall also be recorded under the **Support Service** tab (as there is no Incentive tab in WF1) in WF1, including the Service, Date the transaction took place, and the total amount.

Incentives vs. Support Services:

Incentives and Support Services are tracked through different criteria, and therefore must be specified when distributed to each participant. This policy highlights the specifics of what an incentive is, and how to document those transactions. For definitions and procedures related to Support Services, please read the Support Services Policy.

EFFECTIVE DATE: February 25, 2022

CONTACT PERSON: Youth Programs Planner

[ATTACHMENT 7]

WIOA YOUTH POLICY

REVISED: February 25, 2022

TO: Youth Employment Service Providers

FROM: Workforce Solutions

SUBJECT: Support Services for Youth Programming

PURPOSE: Support services are those services which enable a participant to continue to participate in youth programming activities.

BACKGROUND: The Workforce Innovation and Opportunity Act (WIOA) 20 CFR § 681.570 describes support services for youth as defined in WIOA Sec. 3(59), are services that enable an individual to participate in WIOA activities. These services include, but are not limited to, the following:

- Linkages to community services
- Assistance with transportation
- Assistance with childcare and dependent care
- Assistance with housing
- Needs-related payments
- Assistance with educational testing
- Reasonable accommodations for youth with disabilities
- Legal aid services
- Referrals to health care
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes
- Payments and fees for employment and training related applications, tests, and certifications

PROCEDURES: Youth vendors will utilize support services to encourage and help youth to stay on track with their program activities in order to reach their specific goals and obtain positive outcomes. Support Services will be provided to youth who are in compliance with their employment staff and have shown positive progress at achieving their program goals.

Youth may receive support services if all eligibility documents are in their file, the staff approves, and the staff obtains the approval of the program supervisor. Support Services are **not to exceed \$1,000.00 per calendar year per participant.**

All Support Service cards are to be kept and tracked, according to the program funding stream in which they were purchased, and according to which type/business they are attached to. For example, all WIOA In School Youth cards are to be kept in an individual folder, and it shall have sections for bus cards, gas cards, Target cards, Sears cards, etc. WIOA Out of School Youth should have their own separate folder with the same sections specifically marked. By using this method all staff will be able to determine how many cards are left in each program, and for which businesses or services they can be used.

Every youth vendor should have their own individualized procedure for safeguarding and tracking support services. Any gift cards provided to participants should be considered and protected as cash. Additionally, vendor cannot request reimbursement for support services until the services (gift cards) are distributed/provided to participants.

Workforce One (WF1) Coding:

The transfer of the Support Service between the staff and participant shall be case noted using the Subject Line **"Support Service."** The amount, type of support service, and the need/reason for the support service, shall all be included in the case note.

The Support Service shall also be recorded under the **Support Service** tab in WF1, including the Service, Date the transaction took place, and the total amount.

Incentives vs. Support Services:

Incentives and Support Services are tracked through different criteria and therefore must be specified when distributed to each participant. This policy highlights the specifics of what a Support Service is, and how to document those transactions. For definitions and procedures related to Support Services, please read the Incentives Policy.

EFFECTIVE DATE: February 25, 2022

CONTACT PERSON: Youth Programs Planner

WIOA YOUTH POLICY

DATED ISSUED: February 28, 2022

TO: Youth Employment Service Vendors

FROM: Workforce Solutions (WFS)

SUBJECT: Participant Stipends

BACKGROUND: In WIOA Youth programs, there are times which it may be appropriate for participants to be compensated for training time, even when they are not engaging in a formal paid work experience, that further develops their occupational or educational skills. In these programs, participants would be compensated for their time with a stipend, rather than with compensation through vendor's payroll system.

PURPOSE: The purpose of this policy is to provide guidance to vendors & their staff on how to administer stipends to youth participants.

POLICY: Stipends may be offered to participants to fairly compensate for their time engaging in approved classroom training, on-the-job training, occupational training or other training activities. The decision to offer stipends for a specific training program will must be approved by WFS staff prior to initiation of recruiting of participants for the program and will be formally incorporated into that specific program model. When approved, a stipend amount will be pre-determined and will be the same for all participants who complete training program. Stipends are considered taxable income to program participants. Participants will be notified of IRS implications.

PROCESS: In the planning of any training programs, vendors, in consultations with WFS, will determine if a stipend for participants is appropriate. If appropriate, vendor will determine the amount of the stipend, the payment structure (lump sum or multiple payments) for the specific program and obtain applicable approvals from relevant Local, State or Federal Agencies.

For any events when a participant will be receiving a stipend, vendor organization will:

- Ensure that the use of stipend is detailed in the participant's Individualized Service Strategy (ISS)

- Track participant's attendance at programming through attendance records, time sheets, certificate of completion, etc. and save documents in participant file
- Ensure that participant meets program requirement to qualify for stipend (hours completed, milestones met, etc.)
- Inform participants that stipend is income, and they will need to consider this in regard to their personal income taxes

EFFECTIVE DATE: February 28, 2022

CONTACT PERSON: WFS Youth Planner

YOUNG ADULT PROGRAM EVALUATION

WORK READINESS TOOL

EMPLOYER NAME:		EMPLOYEE EVALUATION			
Participant Name:		Worksite:			
Participant Job Title:		Worksite Supervisor/Reviewer:			
Start Date:		Current Review Date:			
FOUNDATION SKILL	PERFORMANCE EXPECTATIONS	Performance Improvement Plan Needed (1)	Needs Development (2)	Proficient (3)	Exemplary (4)
See page 3 for more detailed grading descriptions					
ATTENDANCE	Understanding work expectations for attendance and adhering to them. Notifying supervisor in advance in case of absence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PUNCTUALITY	Understanding work expectations for punctuality. Arriving on time for work, taking and returning from breaks on time, and calling supervisor prior to being late.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORKPLACE APPEARANCE	Dressing appropriately for position and duties. Practicing personal hygiene appropriate for position and duties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TAKING INITIATIVE	Participating fully in task or project from initiation to completion. Initiating interaction with supervisor for next task upon completion of previous one.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
QUALITY OF WORK	Giving best effort, evaluating own work, and utilizing feedback to improve work performance. Striving to meet quality standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATION SKILLS	Speaking clearly and communicating effectively – verbally and non-verbally. Listening attentively. Using language appropriate for work environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RESPONSE TO SUPERVISION	Accepting direction, feedback, and constructive criticism with positive attitude and using information to improve work performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TEAMWORK	Relating positively with co-workers. Working productively with individuals and teams. Respecting diversity in race, gender, and culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROBLEM-SOLVING/ CRITICAL-THINKING	Exercising sound reasoning and analytical thinking. Using knowledge and information from job to solve workplace problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORKPLACE CULTURE POLICY AND SAFETY	Demonstrating understanding of workplace culture and policy. Complying with health and safety rules. Exhibiting integrity and honesty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPECIFIC WORKPLACE AND CAREER SKILL	PERFORMANCE EXPECTATIONS	(1)	(2)	(3)	(4)
ENGAGEMENT IN “SOMETHING MEANINGFUL”	Either attending high school, completing high school degree, completing a GED, applying to/accepted into/attending a post-secondary institution (e.g. college, technical school, etc.), applying to/maintaining paid employment, or engaging in “professional volunteering” (E.g., Peace Corp, VISTA, internship, etc.), or entering the military.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCIAL SELF-SUFFICIENCY	Creating and adhering to a budget or being able to do so, earning or taking steps to earn a living wage, and having and regularly contributing to personal savings or taking steps toward doing so	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JOB APPLICATION/ EMPLOYABILITY SKILLS	Has skills necessary to secure a job, including ability to effectively locate open positions, identify positions that are a good match for them, write a resume, complete a job application, write a cover letter, and engage in an interview.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employers may add as many or few additional skills as they see fit based on the position.	TOTAL SCORE _____ (add 4-box total; average score = total/# of skills)	# checked X 1 Total: _____	# checked X 2 Total: _____	# checked X 3 Total: _____	# checked X 4 Total: _____

To meet work readiness skill attainment:

- (1) * employee must have an overall average score that is “proficient” (3.0) or employee must meet “proficient” standard in 80% of the total categories listed.
- (2) supervisor MUST verify that performance on job was satisfactory.
- (3) employee must not have been fired from this work experience.

**Examples: If there are 10 skill categories, participant must have a minimum score of 30 (3 x 10) out of a possible 40 or be proficient in at least 8 of the 10 categories. If an employer chose 15 skills to measure, participants would need minimum score of 45 (3 X15) out of a possible 60 or be proficient in at least 12 of the 15 categories.*

Employee had satisfactory work performance and has met minimum total score:

Employer Signature: _____

Employee Signature _____

Date: _____ (see page 2 for comments)

Review Comments/Goals:

Employer Initials:

TIPS FOR IMPLEMENTING WORK READINESS TOOL

- **FLEXIBILITY:** This work readiness tool is modifiable to best meet employer's needs. Ten foundation skills have already been listed. Employers may measure all or most of these skills and are also encouraged to add any additional workplace and career skills.
- **SAMPLE SKILLS:** Listed below are examples of potential additional skills.

Occupation/Technical Skills	Academic Skills	Leadership Skills	Business Skills
-- Occupation-specific skills -- Industry-sector skills -- Industry-wide skills -- Understanding all aspects of an industry	-- Written communication -- Reading and reviewing -- Mathematics and data analysis -- STEM: science, technology, engineering, and mathematics -- Basic computer skills	-- Leadership -- Creative thinking/innovation -- Project management -- Teaching and instructing	-- Customer service skills -- Telephone skills -- Planning and organizing -- Scheduling & coordinating -- Using computer applications

- **PREPARATION:** Employers should review tool with the youth on or prior to the first day of the work experience. Depending on the number of youth at a worksite and the employer's discretion, this can be done as part of an employer-led group orientation or individually with each young worker. At the conclusion, each youth should have a clear understanding of their job description and expectations, what work readiness skills they will be measured on, and how often they will be measured.
- **FREQUENCY:** It is recommended that employers conduct more than one evaluation. Benefits of administering bi-weekly or "mid-point" assessments include the ability for employers to: offer youth constructive feedback; formally recognize positive work performances; address small issues before they become larger ones; and formally communicate youth performance with local program staff to ensure added support. An additional benefit is that local areas may be able to document the work readiness progress if a participant who has already proven to be proficient in work readiness leaves the program prior to its end.
- **FIRST EVALUATION:** The first evaluation can also be used as a helpful diagnostic and developmental tool that is maximized when delivered within the first two or three weeks. For participants experiencing challenges and have received a "1" in any category, a performance improvement plan should outline a set of goals in the comment section. In the past, some employers have had youth first assess their own performance and use any gaps in assessments to promote positive communication.
- **GRADING SCALE:** A grading scale of foundation skills has been listed on page 3 for employer convenience. To add any additional skills, employers can copy the language in the "general key" and modify as they see fit.

Sources: Tool content and design is based on three general sources encompassing public study, private research, and practical local application.

- (1) US Dept. of Labor – ETA's "Building Blocks for Competency Models" http://www.careeronestop.org/CompetencyModel/pyramid_definition.aspx
- (2) Employer research collaboration of The Conference Board, Partnership for 21st Century Skills, Corporate Voices, & Society for HR Management includes online-accessible reports: "New Graduates' Workforce Readiness", "Are They Really Ready to Work?", and "The Ill-Prepared US Workforce".
- (3) Sample tool design is based most closely on the Massachusetts Work-Based Learning Plan (<http://www.skillslibrary.com/wbl.htm>). The Seattle King County's Learning and Employability Profile, and other tools from the 2009 Summer Youth Employment Initiative under the American Recovery and Reinvestment Act were also utilized. For more info, see: "Tips on Measuring Work Readiness" www.workforce3one.org/view/5000910643776065645/info

EMPLOYEE EVALUATION GRADING SCALE

ATTENDANCE

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Excessive absences consistently impact work performance. Additional training is needed.	Below 90% attendance, but participant seeks out opportunities to make up missed work.	Maintains 90% attendance and notifies supervisor ahead of time prior to absence.	100% attendance or missed one day with valid reason that did not occur during first two weeks.

PUNCTUALITY

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Excessive lateness consistently impacts work performance. Additional training is needed.	Inconsistent in arriving to work, returning from breaks on time, and calling supervisor prior to lateness.	Arrives to work & returns from breaks on time with rare exception. If late, calls supervisor ahead of time.	Perfect or near perfect in arriving for work and returning from breaks on time. Model for other workers.

WORKPLACE APPEARANCE

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Has not yet demonstrated appropriate appearance and/or personal hygiene for position and duties.	Inconsistent in demonstrating appropriate appearance and/or personal hygiene for workplace.	Dresses appropriately and practices hygiene for position and duties with rare exception.	Consistent display of professional appearance and hygiene serves as a model for other workers.

TAKING INITIATIVE

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Reluctant to begin tasks without significant staff intervention. Needs frequent reminders. Additional training may be needed.	Inconsistently begins or remains on task. Needs occasional prompting. Often satisfied with bare minimum performance.	Begins and remains on task until completion with rare exception. Can work independently. Initiates interaction for next task.	Consistently begins/remains on task until completion, and initiates interaction for next task. Can work independently, and leads others.

QUALITY OF WORK

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Has not yet given best effort. Rarely evaluates work and utilizes feedback. Completes work inconsistently. Additional training may be needed.	Uneven work quality. Sometimes evaluates own work and utilizes feedback, but inconsistent in meeting quality standards.	Quality of work meets expectations. Evaluates own work, and utilizes employer feedback to improve performance.	Quality of work often exceeds expectations. Consistently gives best effort. Evaluates own work and utilizes employer feedback.

COMMUNICATION SKILLS

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Seldom speaks clearly or listens attentively. Repeatedly uses inappropriate language for the workplace. May need additional training and support.	Inconsistent in communicating in manner and language appropriate for workplace. Inconsistent in effort to speak clearly or listen attentively.	Demonstrates positive oral and non-verbal communication with rare exception. Listens attentively and uses language appropriate for workplace.	Consistently demonstrates positive oral/non-verbal communication skills. Speaks clearly and listens attentively, Can effectively present to a group if needed.

RESPONSE TO SUPERVISION

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Reluctant to accept feedback and constructive criticism from supervisor. Responds with poor verbal or non-verbal communication. Additional training may be necessary.	Inconsistent in accepting direction, feedback, and constructive criticism from supervisor. Shows potential for improvement.	Accepts direction and constructive criticism with positive attitude with rare exception. Uses feedback to improve work performance.	Consistently accepts direction and constructive criticism with positive attitude. Uses feedback to improve work performance, and provides new and useful ideas to employer.

TEAMWORK

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Has not yet demonstrated appropriate group behaviors. Improvement needed in treating others with respect. Rarely contributes to group efforts. Additional training may be necessary.	Inconsistent in promoting positive group behaviors amongst coworkers, and in contributing to group efforts. Shows potential for improvement.	Works well with co-workers, is respectful, and contributes to group efforts with rare exception. Respects diversity within the workplace.	Consistently facilitates positive group dynamics. Demonstrates leadership that plays a significant role in success of group efforts. Promotes larger group unity.

PROBLEM-SOLVING/CRITICAL THINKING

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Makes little or no effort to use knowledge learned from the job to solve workplace problems.	Inconsistent in using sound reasoning to solve work problems. Shows potential for improvement.	Uses sound reasoning, and job knowledge to solve workplace problems. Shows initiative in improving skills.	Consistently applies sound reasoning to solve work problems. Identifies potential problems before they can occur.

WORKPLACE CULTURE, POLICY AND SAFETY

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Has not demonstrated understanding of workplace policies/ethics. Has not completed applicable training on workplace .	Inconsistent in demonstrating understanding of workplace culture, policies, and safety rules.	Demonstrates understanding of workplace policies. Completed safety training if applicable, and adheres to rules. Exhibits honesty and integrity.	Shows clear understanding of work policies and safety rules. Exhibits honesty and integrity. Has completed applicable safety trainings and has led coworkers.

ENGAGEMENT IN SOMETHING MEANINGFUL

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Isn't working towards any of the following: completing high school or obtaining a GED, attending a post-secondary institution, entering the military, or participating in a professional volunteering opportunity.	Is working towards one of the following, but needs substantial support to be successful: completing high school or obtaining a GED, attending a post-secondary institution, entering the military, or participating in a professional volunteering opportunity	Either is (a) in high school and doing just enough to graduate; (b) completing a GED; (c) applying to the military, jobs, a "professional volunteering" opportunity, or a post-secondary institution.	If person is in high school, then he/she is on target to graduate with honors or with other notable accomplishments. If person has completed high school or a GED, either is (a) accepted into or is attending a post-secondary institution and is on track to graduate, (b) participating in the military or a professional internship and is doing well, or (c) has secured or is maintaining employment.

FINANCIAL SELF-SUFFICIENCY

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Is not yet demonstrating or developing the skills and commitment required for planning and adhering to a budget, maintaining a living wage job, and creating and contributing to a personal savings. May need additional training.	Inconsistent in demonstrating and developing the skills and commitment required for planning and adhering to a budget, maintaining a living wage job, and creating and contributing to a personal savings, and development is needed.	With rare exception, demonstrates the skills and commitment required for planning and adhering to a budget, maintaining a living wage job, and creating and contributing to a personal savings, and shows initiative in improving skills.	Consistently demonstrates skills and commitment required for planning and adhering to a budget, maintaining a living wage job, and creating and contributing to a personal savings required for the position. Often exceeds expectations.

JOB SEEKING SKILLS/EMPLOYABILITY SKILLS

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Is not yet demonstrating or developing the skills needed to apply for a job successfully, such as being able to effectively locate open positions, identify positions that are a good match for them, write a resume, complete a job application, write a cover letter, and engage in an interview; and needs to have a formal plan for improving skills. May need additional training.	Inconsistent in demonstrating and developing skills needed to apply for a job, such as being able to effectively locate open positions, identify positions that are a good match for them, write a resume, complete a job application, write a cover letter, and engage in an interview; and development is needed.	Has the basic skills required to apply for a job, such as being able to effectively locate open positions, identify positions that are a good match for them, write a resume, complete a job application, write a cover letter, and engage in an interview; and shows initiative in improving skills.	Has the basic skills necessary for applying for a job, and is either exemplary in one or more of the required areas or has secured a job using these skills (i.e., being able to effectively locate open positions, identify positions that are a good match for them, write a resume, complete a job application, write a cover letter, and engage in an interview)..

GENERAL KEY

Perf. Improvement Plan Needed	Needs Development	Proficient	Exemplary
Is not yet demonstrating the skills required for the position and needs to have a formal plan for improving skills. May need additional training.	Inconsistent in demonstrating and developing skills for the position, but development is needed.	Demonstrates the skills required for the position with rare exception, and shows initiative in improving skills.	Consistently demonstrates skills required for the position. Often exceeds expectations and has emerged as leader that improves overall team.
<i>This general key is adaptable for employers to copy, paste in boxes on page 1, and modify accordingly for job-specific skills.</i>			