



**ACTION SHEET**  
**CITY COUNCIL COMMITTEE MEETING OF 07/09/14**  
**ITEM FROM FINANCE COMMITTEE MEETING OF 06/30/14**

**ISSUE:**

10. Request for Approval of Professional Services Agreement – YouthWorks Workforce Innovation Program; YouthWorks. (Kate Noble)

**FINANCE COMMITTEE ACTION: APPROVED AS CONSENT ITEM**

Requested approval of professional services agreement for YouthWorks Workforce Innovation Program with Youthworks in the amount of \$196,200 inclusive of gross receipts tax. Budget is available in economic development fund.

**SPECIAL CONDITIONS OR AMENDMENTS**

**STAFF FOLLOW-UP:**

<b>VOTE</b>	<b>FOR</b>	<b>AGAINST</b>	<b>ABSTAIN</b>
COUNCILOR TRUJILLO	Excused		
COUNCILOR RIVERA	X		
COUNCILOR LINDELL	Excused		
COUNCILOR MAESTAS	X		
CHAIRPERSON DOMINGUEZ	X		

3-17/14/FCMissue



**DATE:** June 16, 2014

**TO:** Finance Committee, City Council

**FROM:** Kate Noble, Acting Director, Housing and Community Development Department *KN*

**RE:** Professional Services Agreement – Youthworks Workforce Innovation Program

**Background:**

In 2008, the City's Economic Development Division contracted with Youthworks! to run a workforce development program which places local youth at local businesses in mentored-internships and provides corresponding education and case management to propel the students forward into careers or further education. The program has been nationally recognized on a number of occasions as a model for workforce development using community partnerships.

The program has evolved over the years, but the core function of it remains the same: placing young people from Youthworks! with local businesses and organizations for on-the-job training and mentoring. In the most recent contract, the program has added an entrepreneurial development component, in response to the desires and interests of the young people which Youthworks! serves.

In 2013, Youthworks! was again selected as the primary workforce development contractor after an RFP process. During the most recent contract (2013-2014), Youthworks! has evolved the program and achieved some of the best measured outcomes in the program history. They exceeded the required contract measurements significantly, highlights include: an increase in placements by almost 40% (62 total) program completions (a minimum of 380 hours of training) by 30% over the contract requirements (39 total), almost twice as many participants in the Future Entrepreneur training (24 total), 60% of participants have secured full-time employment as a result of the program (37 total), more than double the number of professional certifications required were achieved (24 total), and by leveraging the program, an additional \$418,000 has been brought into the local economy. Please see attached final report from Youthworks!

**Item and Issue:**

Staff has renegotiated the contract with Youthworks! which is almost unchanged from the previous contract term. The contract provides for the same program operation including placement at local businesses and organizations, educational planning and training, case management and program tracking. It also includes the same minimum benchmarks: a minimum of 45-50 placements in the program and a minimum of 30-35 completions of the program and engagement of youth in the Future Entrepreneur training. The contract amount has increased by roughly \$11,000 in direct wages in order to cover the increase in the Living

Wage. Calculations of the increase of the Living Wage's impact on the program have not been done since the wage was \$10.51. It is now \$10.66 and may increase again in March 2015.

**Recommendation**

Staff recommends approval of the Professional Services Agreement for \$196,200 with Youthworks! for the Workforce Innovation Program. Funding will be allocated from business unit 22116 and line item 510300. The Economic Development Review Sub-Committee (EDRC) and the Business and Quality of Life Committee (BQL) both recommended approval of this contract.

CITY OF SANTA FE

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into by and between the City of Santa Fe (the "City") and YouthWorks (the "Contractor"). The date of this Agreement shall be the date when it is executed by the City and the Contractor, whichever occurs last.

1. SCOPE OF SERVICES

A. Primary Program Goals: The Contractor shall provide workforce development services to the City by executing the Workforce Innovation Program (WIP) for disengaged local youth, as referenced in Appendix A.

B. Desired Program Outcomes: Desired outcomes for the Workforce Innovation Program include:

(1) Train at-risk youth for stable employment in the community.

(2) Assist businesses to manage employment of disengaged youth and integrate them successfully into company operations.

(3) Increase the number of qualified workers in Santa Fe.

(4) Improve the economic stability for youth in Santa Fe and the greater community.

(5) To promote entrepreneurial efforts and business formation knowledge among the youth and young adult community of Santa Fe.

C. Program Components: Successful execution of the WIP includes but is not limited to the following:

(1) Provide enhanced workforce development through soft skills training (i.e. writing resumes, interview skills, appropriate dress, and timeliness.)

(2) Prepare at-risk youth to work in growing industries by building relevant skills for potential career areas including: science and technology, culinary, health care, building trades, and other areas that offer career pathways and opportunity.

(3) Provide apprenticeship placements with local businesses. A completed apprenticeship placement is defined as 360 hours (avg placement is 12 weeks x 30 hrs/week) to include educational development, job and entrepreneurial training, professional training and on the job hours delivered in apprenticeship placement.

(4) Develop and implement higher education and career pathways for WIP program participating youth in alignment with chosen career tracks through enrollment in community college and/or other certification coursework. A

(5) Provide basic entrepreneurial training and business operation knowledge with the option of assisting participants to start-up entrepreneurial ventures under the fiscal and programmatic guidance of YouthWorks, including the potential need to enlist professional consultants/trainers, to promote small business start-up as a potential career pathway.

D. Deliverables: Upon incremental completion of the services outlined in Article 1.B. above, the Contractor shall provide the following deliverables:

(1) A minimum of 20 hours of soft skills training shall be delivered and completed per participant.

(2) A minimum of 240 and a maximum of 380 hours of direct apprenticeship placement shall be completed per participant (the approximate range of 20 hrs per week up to 32 hrs per week with participating employer).

(3) 45-50 total participants shall be engaged in the services provided through the WIP program throughout the program year.

(4) 30-35 individuals (approximately 70%) shall successfully complete the WIP program in the course of the program year. Successful program completion is quantified as 380 hours of combined educational development, job and entrepreneurial training and direct apprenticeship placement.

(5) 20% (approx. 10 participants) of WIP participants shall be enrolled in at least one community college course or any career or skills oriented certification course within the timeframe of the placement or within the six month program follow-up period.

(6) 12-14 participants may attend WIP Future Entrepreneur Program's entrepreneurial courses as designed. Each enrollee shall receive knowledge and skills to understand simple, small business design and each shall be required to create and submit a business plan by the completion of the course.

(7) Five (5) Future Entrepreneur Program participants may be selected to receive business start-up seed funding in order to launch a small business. Selection criteria shall include, but is not limited to, a viable business plan. These potential five individuals/businesses shall receive one on one and group coaching in product/idea design, marketing and business sustainability through the professional assistance of the Future Entrepreneur Program Coordinator(s).

Additionally, promising entrepreneurial small business ventures may be launched in the creation of eventual youth-run businesses with the assistance/guidance of YouthWorks and necessary professional trainers.

(8) Tracking of participant program

achievements and post program information shall be conducted for a minimum of six months after program exit to include documentation of subsequent educational and/or career steps. This information shall include, but is not limited to, a) number of participants employed, b) number enrolled in higher education or career certification, c) other notable job and career achievements, d) number participating/attending entrepreneurial program workshops, and e) those for whom no information is no longer available.

(9) Narrated results of participant intake and exit skills assessment surveys shall be documented for each participant. Data shall be provided to the City of Santa Fe via quarterly reporting as assessment data is compiled and is available.

E. Quarterly Reports: Provide Quarterly Reports that reflect the contract deliverables and economic development impacts for the City of Santa Fe. The report shall include both quantifiable and qualitative measures.

(1) Number of program participants positively engaged in the WIP program per quarter.

(2) Number of program participants who receive or make progress towards levels of GED attainment and/or any certifications or college credits obtained.

(3) Number of program participant hours completed to date, breakdown of those hours (training, apprenticeship and job type, entrepreneurial) and progress towards completion of program (per participant), as well as distinct progress towards the completion of total WIP contract deliverables.

(4) Quarterly reported data /tracking chart that depicts case management items to be addressed for every participant, depicting a checklist that pertains to resource needs of each apprentice- needs and needs met, any notes as to barriers.

(5) Provide a list of businesses/employers participating in the program including business type.

(6) Provide a list of Future Entrepreneurial Program Workshop dates and number of participants in attendance. Narrated workshop content/subject matter will be attached, as well as any instructional tools or materials that were provided to participants.

F. Final Report: Provide a final aggregate report and summary, upon completion of all services, regarding all WIP activities undertaken and data obtained to support overall program evaluation and effectiveness.

G. Marketing: The Contractor agrees to include on all marketing materials, the City of Santa Fe Economic Development Division program's logo and related branding.

2. STANDARD OF PERFORMANCE; LICENSES

A. The Contractor represents that it possesses the personnel, experience and knowledge necessary to perform the services described under this Agreement.

B. The Contractor agrees to obtain and maintain throughout the term of this Agreement, all applicable professional and business licenses required by law, for itself, its employees, agents, representatives and subcontractors.

3. COMPENSATION

A. The City shall pay to the Contractor a sum not to exceed one hundred ninety six thousand two hundred dollars (\$196,200) inclusive of gross receipts taxes. Payment shall be made according to the following:

(1) A sum of ninety three thousand fifteen dollars (\$93,015) for program management services. This payment shall be made on a bi-weekly basis in the amount of for twelve months.

(2) A sum of one hundred three thousand one hundred eighty five dollars (\$103,185) shall be made to the Contractor for direct expenses related to participants in the

program. This includes, but is not limited to, wages, tuition, and supplies and contractual Entrepreneurial Consulting fees, and seed funds for up to 5 participants to start small businesses. This shall be reimbursed with supporting documentation of actual expenses.

B. The Contractor shall be responsible for payment of gross receipts taxes levied by the State of New Mexico on the sums paid under this Agreement.

C. Payment shall be made upon receipt of biweekly invoices and approval by the City. Invoices shall include short detailed statements containing a description of work completed for WIP, which shall include but is not limited to staff achievements and accomplishments of WIP participants. This is in addition to the quarterly and final reports indicating satisfactory progress towards deliverables of this Agreement.

#### 4. APPROPRIATIONS

The terms of this Agreement are contingent upon sufficient appropriations and authorization being made by the City for the performance of this Agreement. If sufficient appropriations and authorization are not made by the City, this Agreement shall terminate upon written notice being given by the City to the Contractor. The City's decision as

to whether sufficient appropriations are available shall be accepted by the Contractor and shall be final.

5. TERM AND EFFECTIVE DATE

A. This Agreement shall be effective when signed by the City and the Contractor, whichever occurs last, and terminate amended to June 30, 2015, unless sooner pursuant to Article 6 below.

B. Option to Renew. The City retains the right to renew this Agreement up to three (3) additional one (1) year terms contingent upon parties reaching an agreement as to the terms and conditions. The option may be exercised by the City by notifying Contractor in writing at least 45 days prior to the expiration.

6. TERMINATION

A. This Agreement may be terminated by the City upon 30 days written notice to the Contractor.

(1) The Contractor shall render a final report of the services performed up to the date of termination and shall turn over to the City original copies of all work product, research or papers prepared under this Agreement.

(2) Compensation is not based upon hourly rates for services rendered, therefore the City shall pay the Contractor for the reasonable value of services

satisfactorily performed through the date Contractor receives notice of such termination, and for which compensation has not already been paid.

7. STATUS OF CONTRACTOR; RESPONSIBILITY FOR PAYMENT OF EMPLOYEES AND SUBCONTRACTORS

A. The Contractor and its agents and employees are independent contractors performing professional services for the City and are not employees of the City. The Contractor, and its agents and employees, shall not accrue leave, retirement, insurance, bonding, use of City vehicles, or any other benefits afforded to employees of the City as a result of this Agreement.

B. Contractor shall be solely responsible for payment of wages, salaries and benefits to any and all employees or subcontractors retained by Contractor in the performance of the services under this Agreement.

C. The Contractor shall comply with City of Santa Fe Minimum Wage, Article 28-1-SFCC 1987, as well as any subsequent changes to such article throughout the term of this contract.

8. CONFIDENTIALITY

Any confidential information provided to or developed by the Contractor in the performance of this Agreement shall be kept confidential and shall not be made

available to any individual or organization by the Contractor without the prior written approval of the City.

9. CONFLICT OF INTEREST

The Contractor warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under this Agreement. Contractor further agrees that in the performance of this Agreement no persons having any such interests shall be employed.

10. ASSIGNMENT; SUBCONTRACTING

The Contractor shall not assign or transfer any rights, privileges, obligations or other interest under this Agreement, including any claims for money due, without the prior written consent of the City. The Contractor shall not subcontract any portion of the services to be performed under this Agreement without the prior written approval of the City.

11. RELEASE

The Contractor, upon acceptance of final payment of the amount due under this Agreement, releases the City, its officers and employees, from all liabilities, claims and obligations whatsoever arising from or under this Agreement. The Contractor agrees not to purport to bind the City to any

obligation not assumed herein by the City unless the Contractor has express written authority to do so, and then only within the strict limits of that authority.

12. INSURANCE

A. The Contractor, at its own cost and expense, shall carry and maintain in full force and effect during the term of this Agreement, comprehensive general liability insurance covering bodily injury and property damage liability, in a form and with an insurance company acceptable to the City, with limits of coverage in the maximum amount which the City could be held liable under the New Mexico Tort Claims Act for each person injured and for each accident resulting in damage to property. Such insurance shall provide that the City is named as an additional insured and that the City is notified no less than 30 days in advance of cancellation for any reason. The Contractor shall furnish the City with a copy of a Certificate of Insurance or other evidence of Contractor's compliance with the provisions of this section as a condition prior to performing services under this Agreement.

B. Contractor shall also obtain and maintain Workers' Compensation insurance, required by law, to provide coverage for Contractor's employees throughout the term of

this Agreement. Contractor shall provide the City with evidence of its compliance with such requirement.

C. Contractor shall maintain professional liability insurance throughout the term of this Agreement providing a minimum coverage in the amount required under the New Mexico Tort Claims Act. The Contractor shall furnish the City with proof of insurance of Contractor's compliance with the provisions of this section as a condition prior to performing services under this Agreement.

13. INDEMNIFICATION

The Contractor shall indemnify, hold harmless and defend the City from all losses, damages, claims or judgments, including payments of all attorneys' fees and costs on account of any suit, judgment, execution, claim, action or demand whatsoever arising from Contractor's performance under this Agreement as well as the performance of Contractor's employees, agents, representatives and subcontractors.

14. NEW MEXICO TORT CLAIMS ACT

Any liability incurred by the City of Santa Fe in connection with this Agreement is subject to the immunities and limitations of the New Mexico Tort Claims Act, Section 41-4-1, et. seq. NMSA 1978, as amended. The City and its "public employees" as defined in the New Mexico Tort Claims

Act, do not waive sovereign immunity, do not waive any defense and do not waive any limitation of liability pursuant to law. No provision in this Agreement modifies or waives any provision of the New Mexico Tort Claims Act.

15. THIRD PARTY BENEFICIARIES

By entering into this Agreement, the parties do not intend to create any right, title or interest in or for the benefit of any person other than the City and the Contractor. No person shall claim any right, title or interest under this Agreement or seek to enforce this Agreement as a third party beneficiary of this Agreement.

16. RECORDS AND AUDIT

The Contractor shall maintain, throughout the term of this Agreement and for a period of three years thereafter, detailed records that indicate the date, time and nature of services rendered. These records shall be subject to inspection by the City, the Department of Finance and Administration, and the State Auditor. The City shall have the right to audit the billing both before and after payment. Payment under this Agreement shall not foreclose the right of the City to recover excessive or illegal payments.

17. APPLICABLE LAW; CHOICE OF LAW; VENUE

Contractor shall abide by all applicable federal and state laws and regulations, and all ordinances, rules and

regulations of the City of Santa Fe. In any action, suit or legal dispute arising from this Agreement, the Contractor agrees that the laws of the State of New Mexico shall govern. The parties agree that any action or suit arising from this Agreement shall be commenced in a federal or state court of competent jurisdiction in New Mexico. Any action or suit commenced in the courts of the State of New Mexico shall be brought in the First Judicial District Court.

18. AMENDMENT

This Agreement shall not be altered, changed or modified except by an amendment in writing executed by the parties hereto.

19. SCOPE OF AGREEMENT

This Agreement incorporates all the agreements, covenants, and understandings between the parties hereto concerning the services to be performed hereunder, and all such agreements, covenants and understandings have been merged into this Agreement. This Agreement expresses the entire Agreement and understanding between the parties with respect to said services. No prior agreement or understanding, verbal or otherwise, of the parties or their agents shall be valid or enforceable unless embodied in this Agreement.

20. NON-DISCRIMINATION

During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for an employment position to be used in the performance of services by Contractor hereunder, on the basis of ethnicity, race, age, religion, creed, color, national origin, ancestry, sex, gender, sexual orientation, physical or mental disability, medical condition, or citizenship status.

21. SEVERABILITY

In case any one or more of the provisions contained in this Agreement or any application thereof shall be invalid, illegal or unenforceable in any respect, the validity, legality, and enforceability of the remaining provisions contained herein and any other application thereof shall not in any way be affected or impaired thereby.

22. NOTICES

Any notices required to be given under this Agreement shall be in writing and served by personal delivery or by mail, postage prepaid, to the parties at the following addresses:

City of Santa Fe:  
Housing and Community  
Development Department  
P.O. Box 909  
Santa Fe, NM 87504

Contractor:  
YouthWorks  
1000 Cordova Place #415  
Santa Fe, NM 87505

IN WITNESS WHEREOF, the parties have executed this Agreement on the date set forth below.

CITY OF SANTA FE:

CONTRACTOR:  
YOUTHWORKS

\_\_\_\_\_  
JAVIER M. GONZALES, MAYOR

\_\_\_\_\_  
(Name & Title)

DATE: \_\_\_\_\_

DATE: \_\_\_\_\_

CRS # 02-471161-006  
City of Santa Fe  
Business  
Registration # 13-0091367

ATTEST:

\_\_\_\_\_  
YOLANDA Y. VIGIL  
CITY CLERK

APPROVED AS TO FORM:

*Kelley A. Brennan for*  
\_\_\_\_\_  
KELLEY A. BRENNAN,  
INTERIM CITY ATTORNEY *5/29/14*

APPROVED:

\_\_\_\_\_  
MARCOS A. TAPIA, DIRECTOR  
FINANCE DEPARTMENT

22116.510300  
BUSINESS UNIT/LINE ITEM

## APPENDIX A:

**Project Narrative:** The Workforce Innovation Program (WIP) is a job training and workforce development program with an entrepreneurial component that will engage forty-five (45) to fifty (50) disadvantaged youth and young adults (ages 16-24) in job training and apprenticeships up to (but not limited to) 380 hours per participant over the course of the 12 month grant period.

The primary goal of the Workforce Innovation Program is to build the skills and labor market preparedness of Santa Fe's workforce through paid mentored, internship placements for disadvantaged youth in partnership with local businesses and professionals. Through the integration of:

- on-the-job training and
- intensive job readiness/soft-skills training,
- skills assessments/educational needs assessments,
- career path interest identification,
- individualized case management,
- specialized skills development through college or professional certification course enrollment, and
- the opportunity to receive entrepreneurial training workshops and consultancy,

the Workforce Innovation Program (WIP) will equip every participant with the entry-level skills needed to transition to either 1) unsubsidized career-track employment, 2) the pursuit of advanced training/education, or 3) apply gained knowledge in regard to entrepreneurialism and business start-up models and initiatives.

Entrepreneurial Program participants will each prepare a small business plan, with the possibility for a select few to receive start-up business seed funds to launch a small income producing operation.

Job placement will include but is not limited to the following areas:

- (1) Health Care and associated Medical Arts
- (2) Trades (Green and Traditional)
- (3) Science and Technology
- (4) Landscaping/Horticulture
- (5) Media Arts and Production
- (6) Culinary Arts
- (7) Newly established Business operations of any nature.

**WIP Program Process:** Participants will be selected from a pool of applicants that pass through an application process, which includes an interview conducted by trained staff, a week of mental toughness to include pre-placement assessments, and a three-day orientation that includes soft skills training and that provides an overview of program requirements and program expectations.

**Apprenticeship Pay Structure:** Selected participants will receive stipends of \$10.66 per hour for up to 32 hours per work/training week for up to twelve weeks or any combination of approved program engagement hours totaling up to a minimum of 240 to a maximum of 380 hours.

**Participating Program Employers:** Employers will participate in a program orientation outlining requirements and expectations. Employers will be eligible to receive coaching and support in the provision of positive mentoring and supervision of participant intern/employees. Employers will be required to commit to contribute \$7.15 per hour for each trainee with additional costs and insurance covered by iYouthWorks!.

**Job and Career Coaching:** Before placement, the WIP program Coordinator/Job coach will help participants explore job interests through the application of a career interest/skills assessment tool to match career options with their interests. Results will be analyzed and utilized to ensure appropriate apprenticeship placement and to assist in the design of an impactful educational/training plan for use in the future. In addition, the assessments will be administered twice throughout the apprenticeship period to measure all areas of skills gain/improvement over time.

**Individualized Case Management:** Participants will receive weekly individualized coaching and case management to ensure successful placement. Case managers will work closely with participants to assist to solve personal issues and identify supportive resources & services, such as obtaining a driver's license or finding housing that will enable participants to successfully complete their apprenticeship placement as well as achieve their future with sustained stability. Case management is a critical component in working with this disenfranchised population. Case management delivers a wrap around support system designed to fully engage and support youth and young adults in their employment commitment. Case managers support each individuals' personal growth and community engagement throughout the program, and thereafter. This support delivers measurable positive impact in the lives of participants as well as for the reduction of recidivism and non-productivity among the youth and young adult population of Santa Fe in the community part of the program will prepare students for college and career success by building basic soft and technical skills, including but not limited to: literacy, math, time management, , communication skills and the ability to work as a team member.

**Trainee Education:** iYouthWorks! will offer staggered educational resources based on the needs of WIP participants measured by The Adult Basic Education Test (TABE), including: GED preparation courses, pre-GED testing assessments, college advisement, college course enrollment, certificate program enrollment, and tutoring services in all subject areas. Additionally, Computer Literacy courses will be offered at the facilities to prepare students for increased technological demands in the workplace. iYouthWorks! will partner with staff at Santa Fe Community College (SFCC) and trades professionals to place participants in appropriate classes and workshops and provide educational support for college and career certification success. By becoming involved with local businesses, professionals and the community college, students will increase their leadership skills and critical thinking abilities while becoming productive members of the community.

**Future Entrepreneurs Training:** The Entrepreneurial Training Course will educate youth in the concepts surrounding the starting and owning of their own businesses. They will be led through the development of an idea or product by designing a basic business plan. YouthWorks may appropriate funds for up to 5 participants' business plan designs for start-up seed funding. These five participants will receive individualized business coaching, product/idea development and assistance with marketing to launch a small business.

**Project Schedule:** A series of 12-week apprenticeships and/or "mentored-internship" sessions will be conducted during the 12-month program period. A final report for the City of Santa Fe will be prepared at the end of the 12-month contract period. During each apprenticeship period, iYouthWorks! will deliver 1) an orientation for businesses 2) as well as participants, 3) soft skills training for all participants prior to and as needed throughout placement, 4) administration of two skills assessment tests to take place during the 12 week period, to measure skills gain and progress, and a 5) final employer and 6) apprentice evaluation will be conducted. 7) A bi-annual scheduled Entrepreneurship Training Program coursework will be conducted through contractual coordination of entrepreneurial trainer(s), open to current and potential participants.

Each quarterly WIP session will consist of youth participants working an average of 32 hours per week for 12 weeks or the equivalent of 380 total hours. An estimated total of 45-50 at-risk-youth participants will participate in the WIP; The program will begin in July 2014 and finalize in June 2015.

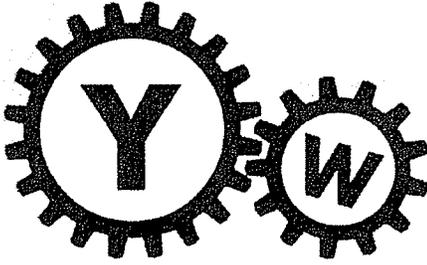
#### **Planning Phase:**

1. Update and create additional program materials, policies, procedures and program structure
2. Create a detailed timeline by which to implement all program components
3. Recruit and retain contractual Entrepreneurship Coordinator(s) for Future Entrepreneurs Program Course and materials design and implementation.
4. Recruit interested employer/businesses for apprenticeship placement.

5. Define apprenticeship program opportunities and employer needs
6. Identify other programs to support apprenticeships
7. Finalize College Course Curriculum and Soft Skills Curriculum
8. Collaborate with Santa Fe Community College to set-up enrollment, registration and administration procedures and processes for potential college or certification course enrollment
9. Plan and develop employer mentoring training for employers

**Benchmarks:**

1. Initiate youth interviews and participant orientation at the beginning of each program session.
2. Recruit and retain interested businesses and employers.
3. Interview employers and youth to make appropriate placements and matches.
4. Conduct entrepreneurial training courses in collaboration with local professionals such as Santa Fe Business Incubator and other resources.
5. Develop relationships with employers and apprentices to resolve conflicts and provide support
6. Maximize placement of participants for each period
7. Conduct and record assessments and skills attainment for progress reporting
8. Conduct case management and follow up services for each participant



# Workforce Innovation Program

## April 2013-June 2014

### Final Report

iYouthWorks!  
1000 Cordova Place #415  
Santa Fe, NM 87505  
[www.santafeyouthworks.org](http://www.santafeyouthworks.org)  
505.989.1855

### **iYouthWorks!**

iYouthWorks! is a non-profit, community-based organization that creates opportunities for disconnected youth and families in Northern New Mexico to become engaged and valued members of their communities. Through our programs: job training and placement, life skills, counseling, intensive case management, education, and leadership development - we inspire youth to realize their full potential.

### **Introduction**

iYouthWorks! Workforce Innovation Apprenticeship Program (WIP) has been developed based upon previous years' successes and has incorporated critical lessons learned in order to create a highly impactful local program. While WIP has continued to create opportunities for youth employment and training in Santa Fe, as well as contributing to the needs and growth of local businesses, it has creatively added program enhancements that have led to even further success. These enhancements have added depth to the training and workforce preparation provided to youth and young adults in the program, while also inspiring participants to consider entrepreneurship through the delivery of a series of basic, small business start-up courses for participants.

At the time of this report, YouthWorks WIP program has placed 62 youth apprentices. These are youth who have barriers or would not otherwise attain career track employment year. One of the goals of the program is to give youth hands-on job experience and employment education that will contribute to the attainment of full-time employment and/or continuation of career education and certification. In addition, the Workforce Innovation Apprenticeship Program has achieved: 1) development of workforce experience and training among youth who are traditionally underrepresented in workforce demographics, 2) trainable and reliable workforce support for local businesses through subsidized labor and pre-screened employees, and 3) pre-employment education, soft-skills training, intensive case management services to

support and strengthen resiliency and stabilize the lives of youth in the workforce, while creating a multitude of opportunities in a difficult economy.

As a result of the training delivered as part of this program each participant has been equipped with the entry level skills needed to transition to either 1) unsubsidized career-track employment, 2) the pursuit of advanced training/education, or 3) apply gained knowledge in regard to entrepreneurialism and business start-up models and initiatives.

The Workforce Innovation Apprenticeship Program, incentivizes employers to teach basic trade skills and mentor youth by offering subsidized wages and pre-screened candidates, thus leveraging resources for both employer and employee.

Utilizing current workforce trends and needs of the local economy, ¡YouthWorks! WIP program has prioritized placements in the high-growth, high-demand industries, while also working to create training opportunities to complement these trends. The following is a sample of those career focus areas:

- ***Culinary Arts and Food and Beverage***
- ***Landscaping/ Horticulture and Property Maintenance***
- ***Water Conservation and Environmental Restoration***
- ***Wildland and Urban Fire Prevention***
- ***Construction Trades (Green and Traditional)***
- ***Healthcare and Associated Medical Arts***
- ***Customer Service and Retail***

In the past year 62 apprentices have been placed in a variety of jobs, 37 of which have been offered long term employment or garnered other job opportunities through their apprenticeships. Notable achievements that have resulted from ¡YouthWorks! WIP Apprenticeship Program:

- ***37 out of 62 have obtained long term employment, a 60% rate of job placement/retention***
- ***17 have entered College or Advanced Career Training***
- ***13 out of 43 seeking high school completion have achieved a GED/Diploma***
- ***12 out of the remaining 30 have achieved partial completion towards GED attainment***
- ***24 Trades/Career Certifications have been obtained***
- ***The formation of 2 small youth-run businesses has taken place under the guidance of ¡YouthWorks!***
- ***The creation of a nationally-recognized Healthcare Personal Care Assistant Training Certification course (previously unavailable in the State of New Mexico);***

## Program Performance

The following chart outlines iYouthWorks! Workforce Innovation Program's performance as compared to target numbers set out in the program contract:

Description	Contract Designation	Actual Delivered	Information/Notes
# of Apprenticeship placements	45	62	62 WIP apprenticeship placements have been made as of 6/4/14. This number reflects 38% over targeted contract numbers.
# of successful placements	30	39	39 out of 59 (three apprentices are in the midst of placement) completed at least 380 hours of apprenticeship job placement, educational hours, soft skills and entrepreneurial training hours. This number reflects a 30% increase over the projected designation. * see below
# who are permanently employed	---	37	60% of apprentices have obtained full-time work with a local employer as a result of the WIP Program involvement.
# of college/advanced career training placements	---	17	At this juncture 17 former apprentices have entered college or advanced career training.
# of certifications achieved	10	24	24 youth received certifications during or as a result of WIP program placement to date.
# of estimated case management hours applied per youth apprentice over 3 months	---	24	An average of 30 hours of case management was delivered to each apprentice during apprenticeship placement totaling 1860 hours. This total does not include case management services delivered during follow-up period.
# of GED's achieved	---	13	13 out of 43 needing to complete their GED were successful.
# who have achieved 1-3 GED tests toward completion	---	12	12 youth out of the remaining 30 students have achieved partial completion toward GED attainment

# attended Future Entrepreneurs training coursework	12-14	23	At this time twenty-three former apprentices have enrolled in the Future Entrepreneurs Training
# no info available at 6 -9 months follow-up	---	4	YouthWorks has lost contact with four individuals who were enrolled in the apprenticeship program at the 6-month follow-up period.
# of (non-apprentices) youth placed directly in jobs as a result of WIP program staff indirect help	---	28	At least 28 additional youth (non-apprentices) were served by YouthWorks WIP staff in securing local job placements. This number 28 plus 62 apprenticeships totals 90 youth having entered the local workforce in the past program year
<b>Other Notable Achievements</b>			
Total hours worked by youth in apprenticeship placements	Avg 32 hrs/wk x 3 months	47,616	Approximately 47,616 hours were worked by apprentice youth in local businesses through the WIP apprenticeship program.
Other funds leveraged to support Santa Fe's youth in job-training		\$418,000	YouthWorks has been able to leverage Federal Dept Of Labor funds to train and educate 30 additional youth through in-house programs bringing an additional \$418,000 to the Santa Fe economy for workforce enhancement in the past year.

\*YouthWorks! has determined that the result of this local innovate training strategy, the apprenticeship program, experiences a remarkably high success rate with apprentices completing the 3-month program as designed to suit businesses with training requirements. Success has been measured in terms of each apprentice having delivered between 240-380 total hours of work in placement. 39 out of 59 apprenticeships were deemed successful this program year, a rate of 65% successful (3 are currently underway and cannot be counted into the total successes yet).

The remaining percentage accounts for partially completed apprenticeships- reasons for partial completion include:

- lack of or difficulty with transportation to and from place of employment,
- obtained full-time work elsewhere,
- employer inability to pay their employment portion of apprentice' pay,
- pregnancy, or other health related issues,
- legal issues,
- family crisis,
- a physical move that took apprentice away from Santa Fe or out of state

## **Demographics**

¡YouthWorks! engages marginalized youth, those who have been excluded from traditional educational frameworks and who may be at risk of criminal and gang activity. ¡YouthWorks! provides youth and young adults with free education, life skills and leadership development, free counseling and intensive case management along with soft skills training, paid and unpaid job training and work experience through construction trades training and environmentally based work crews as well as participation in the WIP Program. ¡YouthWorks! is dedicated to the development of entrepreneurial models for youth and workforce development and to the creation of a wide array of employment opportunities designed to be made exclusively available to youth.

The majority of youth participating in the WIP apprenticeship program enter the program demonstrating serious financial need. Below are some of the measurements that classify youth participating in the GCJ Program as disenfranchised:

- ***52 apprentices qualify as low-income meaning that they receive cash assistance or/and food stamps and/or fall under the national poverty level;***
- ***92% of apprentices are Hispanic/Latino or Native American;***
- ***16 of the apprentices are young parents; and***
- ***Throughout the grant period, there have been multiple youth in the program that were or have been homeless.***

## **Business Outreach**

Outreach has been conducted to over 140 businesses and organizations in Santa Fe. ¡YouthWorks! utilizes a community-wide networking system of outreach, soliciting businesses and contacts made through previous Apprenticeship Program participation as well as through ¡YouthWorks! Board members and friends of ¡YouthWorks! to conduct outreach for apprenticeship placements. ¡YouthWorks! conducts an in-depth career interest and intake interview in order to determine each youth's career interests, and then methodically targets businesses that match those interests. Likewise, ¡YouthWorks! uses these career intakes in order to match potential candidates with employers' expressed needs for employees. The majority of business outreach is conducted in person, and is supplemented with fliers, social media, monthly newsletters, as well as regular broadcasts to the Santa Fe Community Foundation and the Small Business Development Center, Kiwanis, Rotary and the Elks. Satisfied business owners often refer other businesses to the ¡YouthWorks! program, and it is common for employers to call and inquire about the program or inform ¡YouthWorks! about position openings.

## **Featured Businesses with Apprenticeship Placements**

WIP apprentices have been placed with the following businesses this program year:

- City of Santa Fe Water Department
- City of Santa Fe Fire Department
- Party City
- The Write Choice Consulting Business
- Blue Corn Café
- Courtyard by Marriot Bistro
- Cheflink
- Espanola Valley Animal Shelter
- Steve Pompei Construction
- Cedarwood Animal Clinic
- Doug Maahs Construction
- SouthWest Sciences
- Santa Fe Habitat for Humanity
- Atalaya Construction
- Bureau of Land Management
- City of Santa Fe River Program and Storm Water Management
- CG Higgens Chocolate
- Strata
- ¡YouthWorks! Office reception
- RM Young Construction
- Morris Surveying and Engineering
- Sure Shot Custom Motors
- YouthWorks start-ups:
  - YW Small construction repair co;
  - YW "From the Ground Up Landscaping and Property Maintenance
  - YW Culinary and Catering Co.

Of note, this program year ¡YouthWorks! approached the Santa Fe Fire Department Chief with the apprenticeship concept and as a result has developed a formal partnership between the two organizations. As a result, ¡YouthWorks! has placed 2 apprentices with the Santa Fe Fire Department thus far. Both parties are in hope of placing one apprentice with the Fire Department each quarter.

### **Placement Success Stories**

The WIP Apprenticeship Program is helping local youth make real moves towards careers that they have targeted for themselves. This apprenticeship opportunity has put them a step closer to achieving their life goals.

### ***Doug Maahs Construction***

- One young man made such strides with his employer as to be able to launch a very small construction and repair business of his own, with his previous employer assisting with job referrals.

### ***Santa Fe Habitat for Humanity***

- Another apprentice made such an impression on the customers and supervisors in his placement that he was hired permanently and the employer called ¡YouthWorks! for two additional apprentices with the intent of hiring one or both permanently after the training period is complete.

### ***Morris Surveying and Engineering***

- One young man had expressed interest in “working with computers.” He was placed at a Surveying and Engineering Firm as a land-surveying drafter. He demonstrated such drive, motivation and innate talent that he was offered permanent employment in this technical job even having had no professional technical training.

### ***Cheflink***

- One participant had an affinity for working with and fixing machines. This led to a placement at Cheflink who specialize in commercial culinary equipment sales and service. After a successful apprenticeship term this young man was offered permanent full-time employment with the company and recently has received a promotion. As a result of his success Cheflink has now taken on a second apprentice through the program.

## **Job Development**

The WIP program has enabled ¡YouthWorks! to develop a job skills training curriculum and placement process that helps youth to build resumes, cover letters, and gain interview skills necessary to attain and sustain employment. In addition, program procedure requires apprentices to sign an agreement that outlines what ¡YouthWorks! and employers expect of them and all employees, such as reporting to work on time and wearing appropriate clothing.

With the assistance of ¡YouthWorks! Case Managers, the designated ¡YouthWorks! Apprenticeship Coordinator has assisted at least another 28 youth in finding local permanent employment. ¡YouthWorks! experiences approximately 6-8 youth per week that come into its facility to look for employment. ¡YouthWorks! assists them in building resumes, learning appropriate dress, interview skills, job search skills and completing employment application submissions.

### WIP Program Summary of Skills gained through Apprenticeship Placements

Roofing	Facility Maintenance	Landscaping
Mechanical Repair	Culinary and Catering	Carpentry
Framing	Drywall installation	Plumbing
Electrical	Warehouse Management	Restaurant Equipment repair
Property Maintenance	Construction remodeling /repair	Safe food handling techniques
Urban Firefighting	Wildland Firefighting/mgmt.	CPR/First Aid/Heartsaver certif.
Recreational trail construction	Native Species Identification	Restaurant management
AutoCad / Terramodel Drafting	Architectural Blueprint Use	Government land management
Confection production	Chainsaw use and safety	Office receptionist
Office admin skills-software use	Data management	Website management
Retail customer service	Animal healthcare	Adobe making & construction
Auto body repair	Auto customization	Irrigation installation/repair
Home healthcare assistance	Meat cutting/butchering	Land surveying
GPS mapping via satellite	FEMA Incident Command	Childcare

This program has provided youth essential experience in real work situations, while teaching them soft skills such as appropriate dress, hygiene, timeliness, reliability, responsible work habits, and how to provide quality customer service. By gaining both soft skills and technical skills, apprentices are better prepared and able to find meaningful and well paid employment.

In addition to critical job skill development, ¡YouthWorks! has delivered wrap around case management services for all WIP apprentices. ¡YouthWorks! case managers work closely with participants to assist in solving personal issues and identify supportive resources & services, such as obtaining a driver’s license or finding housing that will enable participants to successfully complete their apprenticeship placement as well as achieve their future with sustained stability. Case management is a critical component in working with this disenfranchised population. Case managers support each individual’s personal growth and community engagement throughout the program and thereafter. This support delivers measurable positive impact in the lives of participants as well as for the reduction of recidivism and non-productivity among the youth and young adult population of Santa Fe.

### **Future Entrepreneurial Training**

¡YouthWorks! as part of its commitment to creating innovative solutions to youth and local employment has developed a basic series of consecutive workshops to impart knowledge to participants in the practices of starting a small business. This series of courses has captured the interest of at least 23 youth that have contact with ¡YouthWorks! for job placement or other programs. The course covers basic ideas and

strategies for developing a small business citing local examples as well as featuring several experiential field trips to businesses, the Santa Fe Business Incubator and The Small Business Development Center. \*The Entrepreneurial Training Powerpoint guide is attached to this report.

## **Certifications and Career Certification Development**

iYouthWorks! has documented 24 career enhancing or industry-recognized certifications have been obtained by participants through our WIP program work to deepen the skills base for WIP participants' successful future employment and career pursuits.

The following certifications were earned by WIP participants this program year:

- Home Builders Institute's Pre-Apprenticeship Certificate Training (PACT)
- NM Environment Department Food Safety Certification
- American Heart Association Heartsaver/Red Cross First-Aid/CPR Certification
- American Heart Association Healthcare Provider (CPR card)
- FEMA IS-700 (National Incident Management System, An Introduction)
- FEMA IS-800 (National Response Framework, An Introduction)
- FEMA ICS 100 (Introduction to the Incident Command System)
- FEMA ICS 200 (ICS for Single Resources and Initial Action Incidents)
- National Wildfire Coordinating Group S-130 Wildland Firefighter Training
- National Wildfire Coordinating Group S-190 Introduction to Wildland Fire Behavior
- Wildland Firefighter Type II

In addition, iYouthWorks! has researched, designed and developed a healthcare training track that will lead to certification for participants in just 40 hours of coursework. This 10 week certification program will lead participants into the healthcare field at the level of Personal Care Assistant, an entry-level, obtainable certification for many. Our research indicated that there was no such training available locally for entry into this basic level of the healthcare field. With the healthcare industry growing at such a rapid pace in the state of NM, the need for entry-level as well as graduated levels of care providers is the fastest growing industry of job placement. Due to the development of this track and certification, iYouthWorks! has created potential employment partners with many local home health care agencies and nursing facilities for resulting job

placements. ¡YouthWorks! has also partnered with Santa Fe Community College, Cristus St. Vincent Hospital, and the City of Santa Fe Senior Center to utilize classrooms and medical training labs. Through this connection this course may also become a college creditable course offering. This certification track is in the currently in process. We expect a successful pilot that will result in numerous certifications and therefore future placements for many.



## City of Santa Fe Summary of Contracts, Agreements, & Amendments

**Section to be completed by department for each contract or contract amendment**

1 **FOR: ORIGINAL CONTRACT**  or **CONTRACT AMENDMENT**

2 Name of Contractor Youthworks

3 Complete information requested  Plus GRT  
 Inclusive of GRT

Original Contract Amount: \$196,200.00

Termination Date: June 30, 2015

Approved by Council Date: \_\_\_\_\_

or by City Manager Date: \_\_\_\_\_

**Contract is for:** Execute the Workforce Innovation Program (WIP) for disengaged local youth.

Amendment # \_\_\_\_\_ to the Original Contract# \_\_\_\_\_

Increase/(Decrease) Amount \$ \_\_\_\_\_

Extend Termination Date to: \_\_\_\_\_

Approved by Council Date: \_\_\_\_\_

or by City Manager Date: \_\_\_\_\_

**Amendment is for:**  

4 **History of Contract & Amendments:** (option: attach spreadsheet if multiple amendments)  Plus GRT  
 Inclusive of GRT

Amount \$ \_\_\_\_\_ of original Contract# \_\_\_\_\_ Termination Date: \_\_\_\_\_

Reason: \_\_\_\_\_

Amount \$ \_\_\_\_\_ amendment # \_\_\_\_\_ Termination Date: \_\_\_\_\_

Reason: \_\_\_\_\_

Amount \$ \_\_\_\_\_ amendment # \_\_\_\_\_ Termination Date: \_\_\_\_\_

Reason: \_\_\_\_\_

Amount \$ \_\_\_\_\_ amendment # \_\_\_\_\_ Termination Date: \_\_\_\_\_

Reason: \_\_\_\_\_

Total of Original Contract plus all amendments: \$ \_\_\_\_\_



# City of Santa Fe Summary of Contracts, Agreements, & Amendments

5 **Procurement Method of Original Contract:** (complete one of the lines)

RFP# 13/12/P Date: \_\_\_\_\_

RFQ  \_\_\_\_\_ Date: \_\_\_\_\_

Sole Source  \_\_\_\_\_ Date: \_\_\_\_\_

Other \_\_\_\_\_

6 **Procurement History:** Second of 4 years  
example: (First year of 4 year contract)

7 **Funding Source:** Economic Development Fund BU/Line Item: 22116.510300

8 **Any out-of-the ordinary or unusual issues or concerns:**

\_\_\_\_\_  
(Memo may be attached to explain detail.)

9 **Staff Contact who completed this form:** Jessica Sandoval

Phone # \_\_\_\_\_ -6334

10 **Certificate of Insurance attached.** (if original Contract)

**Submit to City Attorney for review/signature**

**Forward to Finance Director for review/signature**

**Return to originating Department for Committee(s) review or forward to City Manager for review and approval (depending on dollar level).**

**To be recorded by City Clerk:**

Contract # \_\_\_\_\_

Date of contract Executed (i.e., signed by all parties): \_\_\_\_\_

Note: If further information needs to be included, attach a separate memo.

**Comments:**