



Cedar Riverside Opportunity Center

Program Design

2/26/17

Contents

Mission/Vision	2
Overview	3
Partners.....	4
EMERGE.....	4
HENNEPIN COUNTY LIBRARY - (LIBRARY)	4
MINNEAPOLIS COMMUNITY AND TECHNICAL COLLEGE - (MCTC).....	5
HENNEPIN COUNTY WORKFORCE DEVELOPMENT - (WFD)	6
CITY OF MINNEAPOLIS - (CITY OF MPLS)	6
Core Team	7
Culturally Responsive Service	7
Space Design	8
Technology.....	9
Youth Entrepreneurship.....	9
Programming	10
ORIENTATION	10
EMPLOYMENT/JOBS.....	10
CAREER PATHWAYS.....	11
Skill Building.....	11
Credentials.....	13
Outcomes.....	15
APPENDIX.....	16
Appendix A.....	17
Appendix B.....	18
Appendix C.....	19
TABLE 1.....	19
TABLE 2	20
TABLE 3	21
Appendix D.....	22
Appendix E.....	23
Appendix F.....	27

VISION

Transform Cedar Riverside into a thriving economic community by connecting youth and community to quality education and employment.

MISSION

Provide access to employment and training opportunities for Cedar Riverside residents by bringing employers and higher education to the community and building greater prosperity for all.

DRAFT

Overview

Cedar Riverside is a dense urban neighborhood south of downtown Minneapolis. With approximately 8000 people within .549 square miles radius, the neighborhood is culturally diverse and home to many immigrant populations, including Korean, Latino and the largest concentration of East African immigrants in the state. There are a number of restaurants, cafes and venues for performance art and music that add to the vibrancy of the neighborhood.

While the neighborhood is located in close proximity to the West Bank campus of the University of Minnesota, Fairview Health Services and many other major employers, the unemployment rate is at 18%, double the state average. There are high rates of poverty (57% below poverty level) and low educational attainment (33% of residents have not earned a high school diploma). The ratio of young adults is extremely high with 43% of residents between 18 and 24 years of age.

While there is no shortage of organizations offering services to the Cedar Riverside neighborhood, there is a need for organizations to collaborate and provide integrated and well-coordinated services utilizing existing resources. To this end, the Cedar Riverside Opportunity Center (opportunity center) was designed to be a youth focused one-stop shop for educational, workforce and career pathway services with direct access to skill building opportunities that lead to well-paying jobs. For the purposes of the opportunity center, youth and young adults 16-24 years of age in the East African community will be the target population. The age range is aligned with the WIOA (Workforce Innovation and Opportunity Act) out-of-school youth definition. Young people in the neighborhood face a unique set of challenges and needs, including a high unemployment rate, substantial English learning needs, challenges to entering the workforce and difficulty accessing technology. (See Appendix A). In order to address these challenges, opportunity center efforts will focus on the following programming areas:

- Employment/Jobs
- Career Pathways
- Skill Building
- Credentials

Partners

Five anchor partners were identified to provide integrated services and resources for the opportunity center:

EMERGE

EMERGE will serve as the managing partner for operations, scheduling and management of the center. It will provide intake, assessment, job search/career exploration, employment counseling, job development, job placements, remedial education referrals and support (GED) and case management services to youth and adult job seekers in the neighborhood. This will be accomplished through via EMERGE's MFIP, Career Services (City of MPLS/MET-funded) and West Bank GPS (DEED Youth-funded) programs and satellite services. With EMERGE's new technology training center located within walking distance of the opportunity center, EMERGE will continue to develop training programs such as Game IT and IT Essentials.

HENNEPIN COUNTY LIBRARY - (LIBRARY)

The Library will be vital to the integrated approach of the opportunity center, partnering with other organizations to build enthusiasm in youth sparking ideas and building skills to support career pathways. The work will be done within the vision of the Hennepin County Library Strategic Plan, promising to responsively engage with the community. Program opportunities will enhance technology proficiency, support individuals in building job and language skills, and connect individuals to resources offered by the library and in the neighborhood. Library staff

members will be integrated in the community and versed in building relationships and making connections, including connecting Cedar Riverside community members to nearby libraries, (East Lake Library, Franklin Library, Minneapolis Central Library and Southeast Library) with a goal of removing barriers to library access and provide a sense of welcome.

MINNEAPOLIS COMMUNITY AND TECHNICAL COLLEGE - (MCTC)

MCTC will bring a technology focus on providing services and seek ways to integrate technology and other supports into a seamless information gathering and career pathway process. While employing the use of Talent Neuron Recruit, MCTC will assist job seekers in finding information on careers, real-time opportunities and/or identify education and credentialing pathways.

MCTC staff will support participants and/or users and partner tenants in the opportunity center by highlighting career and technical education pathways with both current and prospective students community partners and employers, the larger Minnesota State (aka MnSCU) system and the Cedar Riverside community, supporting participants in ongoing development of individualized education and career plans from interests and skills assessments with clear education and/or employment goals, while identifying barriers and their solutions including Higher Education Pathways session to promote CTE pathways to opportunity center users. These sessions will be informed by the needs and interests of opportunity center users and will include utilization of Talent Neuron Recruit, ONET and other resources to educate and inform possible education and credentialing pathways.

MCTC staff at the opportunity center will coordinate and facilitate MCTC Student Services visits to the opportunity center and assist prospective students in being enrolled at the MCTC. Departments include Admissions, Financial Aid, and Career Services on a regular basis in conjunction with other opportunity center partners. MCTC will also include CTE program

specific visits such as HVAC and others on a regular basis.

HENNEPIN COUNTY WORKFORCE DEVELOPMENT - (WFD)

WFD will recruit employer partners who wish to interview and/or hire onsite at the Opportunity Center. Through Career Connections, WFD will work with employers and training partners to develop sector based career pathways, removing barriers to employment and expanding work experiences to place well-trained, high potential job seekers in positions throughout Hennepin County.

CITY OF MINNEAPOLIS - (CITY OF MPLS)

The City of Mpls will employ a full time cultural navigator to play a leading role in coordinating services in the Cedar Riverside neighborhood through community engagement and collaboration. This includes building relationships in the community in order to link service in a culturally responsible manner. The cultural navigator will work directly in the community and facilitate relationships between the employers, educators and training providers.

Primary duties and responsibilities of the cultural navigator are:

- Partner with city departments, government agencies, and private organizations to implement new employment and training initiatives
- Facilitate and coordinate partnerships to deliver strategic, inclusive and responsive services, particularly those related to employment and training
- Convene, coordinate and lead partner meetings, serving as the representative of the city to communicate current initiatives and create strategies for effective services related to employment
- Work with community based organizations, employers and educational institutions to develop their capacity to serve community needs

- Coordinate and implement community engagement initiatives with individuals and organizations to fit local needs and reflect the mission and vision of the Opportunity Center.
- Participate at community meetings and events to stay connected with the community and promote Opportunity Center and neighborhood services available
- Work collaboratively with Opportunity Center partners (EMERGE, Library, MCTC, WFD) and the community partners based on community needs (See Appendix D)

Core Team

A Core Team, comprised of representatives of the anchor partners and community stakeholders, was formed during the planning/design phase of the Opportunity Center.

(Appendix D) The Core Team played a critical role in helping develop the vision and program design while serving as a communication channel to a larger group of stakeholders and impacted residents. A continued advisory role of the Core Team will be an essential element to assuring the vitality and success of the Opportunity Center.

Culturally Responsive Service

It is essential to consider the culture of Cedar Riverside residents when planning the design and implementation of services. Understanding participant values, traditions, history and institutions is integral to providing high quality and effective services. Therefore, the managing partner will develop the cultural responsiveness of staff administering services in the Center as an ongoing priority that includes but is not limited to having staff in place that reflect the community. Anchor partners will engage in seminars and staff hired, employers and recruiters will be experienced with a deep commitment to engaging effectively with a young and culturally diverse population.

Hennepin County Library will support and highlight the priority of cultural heritage in the space. The library has a foundation of success in providing culturally specific programming to communities, supporting the whole person in their goals. Programming could include East African language preservation Conversation Circles and traditional arts and heritage classes.

Space Design

The Opportunity Center will be designed to be a welcoming and inviting space with an open floor plan and providing anchor partners and community partners with flexible workspaces. (See Appendix D) Every effort to incorporate culturally specific artwork and interior design into the site will be made. While the larger Cedar Riverside community will be served by the Opportunity Center, the focus is on youth and young adults age 16-24 years. Youth engagement requires a welcoming environment for young people to gather. It is important that the space go beyond just being a physical location and become an open and accepting environment, to impact behaviors and interactions. The space will accommodate 8-10 youth that may gather in pockets. Library youth services staff will play a leading role in shaping the environment by building relationships with youth using the space. A goal will be to have an environment where youth feel empowered in building community, sparking ideas about jobs and careers and where youth have a sense of ownership and shared accountability in the space. It can be considered the main gathering point and fulfill the social interaction goals of the facility. Additionally, the space will be visible from the reception area. Entrance to the area should be viewed as the portal to other areas of programming. Potential equipment for the space include music docking stations, outlets for cell phones and bulletin boards for posting.

Technology

Technology will play a significant role in the services offered through the Opportunity Center. A component of participant intake will consist of a self-guided triage that utilizes tablets to capture requested information. An app is being designed to simplify the process of participants scheduling on-site appointments. This will allow staff to organize work utilizing the participant's expressed interest, specific service or request for a particular staff member. A large screen visible to the street and the high volume of foot traffic common in Cedar Riverside neighborhood will be used to share information regarding upcoming and current activities scheduled at the Opportunity Center and in the surrounding community. Interactive touch screens will be available for participants to utilize in conjunction with their job search and educational activities. (See Appendix B)

Youth Entrepreneurship

Youth will have opportunities for entrepreneurship. Coyle Community Center will offer training opportunities for youth between 16 – 24 years of age with internship opportunities assisting students how to run their own businesses. Anchor partners will work with existing youth entrepreneurship efforts in the neighborhood to educate participants and offer occasions for real life learning experiences where they can take risks, manage the results and learn from the outcomes. A coffee station staffed by youth will be on-site. Youth entrepreneurship opportunities enhance leadership development, interpersonal skills and basic work readiness which are competencies highly sought by employers today.

Programming

ORIENTATION

Orientation sessions will be offered weekly to provide information to individuals regarding scope of services, scheduled activities and available resources. Basic information will be requested from individuals to triage and link them with appropriate services. Individuals identified through orientation sessions who need or request an alternative method of triage will be provided assistance.

EMPLOYMENT/JOB

Using the 'employer of the day' concept, major employers will conduct both onsite informational and appointment based interviews with job seekers. Fairview Health Services, Hennepin County Medical Center, City of Minneapolis and the University of Minnesota are among the major employers committed establishing a robust recruiting presence at the Opportunity Center. Both group and one-on-one settings will be available.

When not conducting interviews, employers will serve in a mentor function to job seekers assisting with resumes and other activities as appropriate. Hennepin County HR will deploy recruiters (and other hiring managers and supervisors) to Opportunity Center on a regular basis. The recruiter's presence will reflect the Hennepin County's engagement as an employer conducting recruitment, interviews and hires. WFD will also support logistics including coordination and scheduling with HR representatives from different employers.

MCTC staff and other identified licensed users will utilize Talent Neuron Recruit software to scan participant resumes using occupational, educational and credential filters, in order to help job seekers find and apply for a customizable list of job opportunities. Talent Neuron Recruit helps to illustrate how an individual's resume fits the job opportunities they are

seeking. Touch screen technology will allow for this to be an interactive process completed individually or in groups and cohorts.

EMERGE will provide experienced bilingual staff and Workforce Coaches to team with participants to craft Individual Development Plans (IDP) that guide services and referral to employment remedial and career training opportunities. While some Workforce Coaches will directly focus on IDP's with program participants there will be other Workforce staff dedicated to work with employer partners and EMERGE's Workforce team to locate job opportunities and host employer fairs. In addition, EMERGE staff will administer participant support services (transportation assistance, uniform/tools assistance, referrals to basic needs, etc.) through various programming pathways through participants' engagement with EMERGE. In addition to job search and job placement services, staff will continue to work with/follow-up with participants for at least one year following job placement.

CAREER PATHWAYS

Recruitment and navigation services into structured career pathways and training opportunities will be made available to participants through Career Connections workforce development programming in partnership with MCTC. The Career Connections program will guide qualified and diverse participants into career paths that include training, work experience and provide professional support once hired.

Skill Building

The Opportunity Center will employ skill building to provide knowledge, training and exposure for participants with the goal of employment. Services offered will support the participant's needs with specific goals for increased skills.

EMERGE will provide recurring cohort trainings onsite as well as their nearby tech training center location. The following trainings will be made available to participants:

- A bi-weekly, week-long Work Readiness series facilitated (and/or interpreted as needed) by staff that teaches employer expectations, workplace communication, and conflict resolution; participant empowerment, self-awareness, and navigation of local cultural differences; career exploration and job search; and resume development and mock interviewing at the Opportunity Center
- A two-week Digital Foundations training that teaches participants basic computer skills, internet job search, and Microsoft Word (achieving multiple Northstar Digital Literacy certifications in the process) provided on a bi-monthly basis that includes recruitment at the Opportunity Center and classes at the Training center
- Four Cornerstones of Financial Education Workshops at the Opportunity Center
- Weekly or biweekly resume workshops- facilitated instruction in an open lab setting for participants to learn how to craft and update their resumes, recruitment at the Opportunity Center and classes at the tech center
- Cisco IT Essentials and StemFuse and Game IT – IT training for youth and adults (quarterly cohorts).
- Cedar Riverside Property Maintenance Technician cohorts at the Opportunity Center
- Regularly recurring resource and job fairs in tandem with neighborhood partners and partnering employers at the Opportunity Center and Brian Coyle
- Access to continuum of EMERGE supports, including:
 - Career exploration opportunities (youth and adults) in Advanced Manufacturing industry via connection to Northside EMERGE Career & Technology Center.

- Transitional employment opportunities at one of four EMERGE social enterprises (EmergeWORKS Staffing, Second Chance Recycling, Furnish Office & Home, Custom Manufacturing).
- Hennepin County Library's Teen Tech Squad is a series of drop-in programs at the library in which youth participate in hands-on STEM and technology-based learning through participation in creation-based activities such as, 3D printing, stop motion animation and beyond. These informal, drop-in classes are led by older youth from the local community who are paid library employees.

To help prepare job seekers with interview preparation, a variety of options will be:

- 'Big Interview', a web cam based software in which the software asks mock interview questions and allows job seekers to record and review interview by themselves or with staff may be utilized.
- The Library will offer employment focused Learning Circles to support individuals in learning the soft skills needed to effectively perform during an interview. Learning Circles will help build community and networks of support.
- The Library offers access to key databases that aid job search, resume building, interview preparation and educational support (ex. Job Now, Job and Career Accelerator and Lynda.com). Participants will have the opportunity to utilize databases to build and strengthen their skills, expanding the reach of the center.

Credentials

In order to explore options for employment, education and training, job seekers many times need to undergo a process of discovery to determine what is needed to move forward. The appropriate credentials can help to get a job or advance in a career path.

Career planning and exploration will be offered to assist job seekers to acquire information on careers via real time opportunities available through MCTC's use of Talent Neuron Recruit. Job seekers will be able to target their resume for the exact job they are seeking and design an educational pathway to obtain credentials needed.

Hennepin County will support the development of pathways to employment and internships. The county will connect employers to pathways, provide input and assistance during the creation of new pathways and continue to expand student opportunities at the county. Partners will connect both youth and adults with available internship and apprenticeship opportunities.

The Library will host weekly Adult Homework Help classes to support individuals in their educational goals. Homework Help volunteers will be recruited from the Cedar Riverside community, providing a volunteer and leadership experience for community members. Homework Help services will be designed to support individuals transitioning into education or credentialing services.

EMERGE will administer assistance to participants interested in obtaining credentials in the following areas:

- Special Engineer Boiler License
- Certified Nursing Assistant
- Trained Medication Aide
- Commercial Driver's License
- IT Comptia A+
- Medical Coding
- Construction

- CNC Machining
- Property Maintenance License
- Welding
- Administrative Assistant
- HVAC

Recruitment activities will take place in the Cedar Riverside community for the following: OSHA, ServSafe, American Welding Society MIG Welding, National Institute of Metalworking Skills (NIMS), Materials, Measurement, and Safety; Turning.

Participant referral and potential tuition payment to external training programs and/or Minnesota State providers will be made by EMERGE. Additionally, Serve Safe, Forklift, Northstar Digital Literacy certification, Cisco IT Essentials certification, Property Maintenance Technician certification and the state of MN Special Boiler's License are some of the many examples of training for those interested in training opportunities.

Outcomes

Employment and education will be the two primary functions at the Opportunity Center. It is anticipated that within two years, the Opportunity Center will cut unemployment in half, from its current 17.8%, to 8.9% and increase higher education attainment of degrees and/or certifications by 50% in Cedar Riverside. Accordingly, two primary outcomes will be to:

- Lower the unemployment rate by 50% in the Cedar Riverside neighborhood within two years.
- Increase higher education attainment of degrees and/or certifications and enrollment by 50% in Cedar Riverside in two years. (See Appendix C)

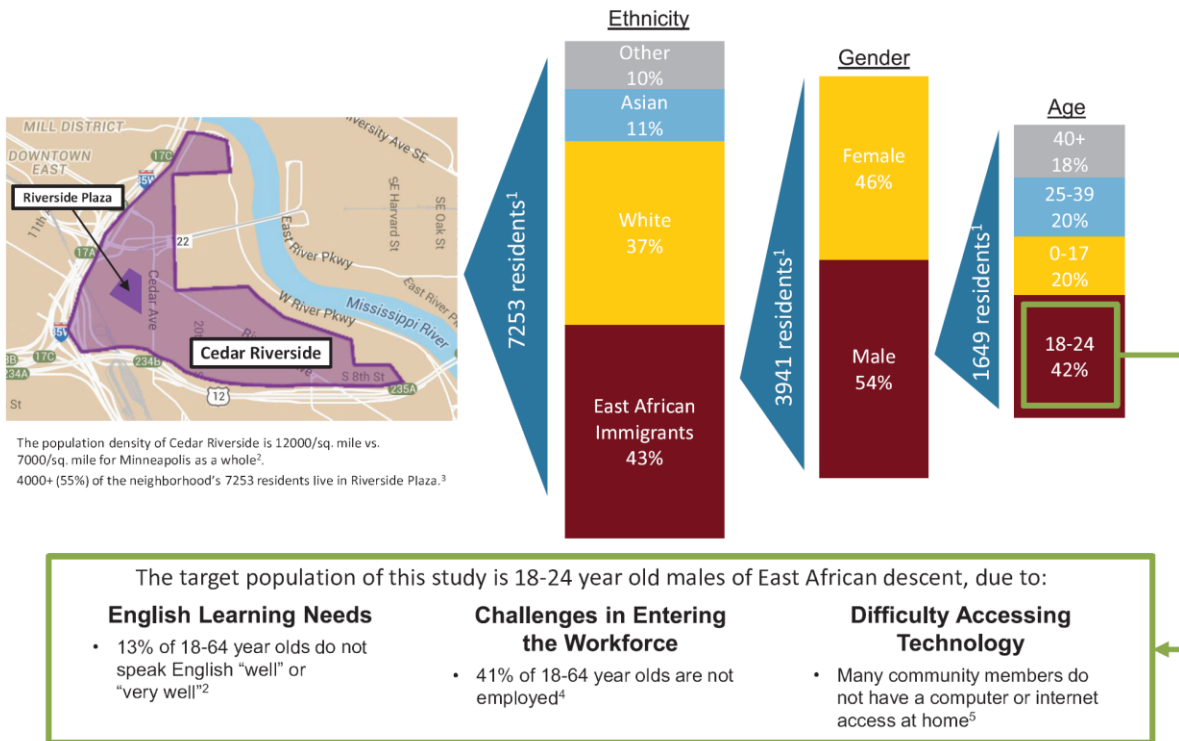
APPENDIX

DRAFT

Appendix A

The target population of this project is African immigrants and their families who reside in the Cedar Riverside community of southeastern Minneapolis, due to their unique set of challenges and needs.

CEDAR RIVERSIDE NEIGHBORHOOD & DEMOGRAPHICS



¹ 2008-2012 American Community Survey

² 2010 US Census

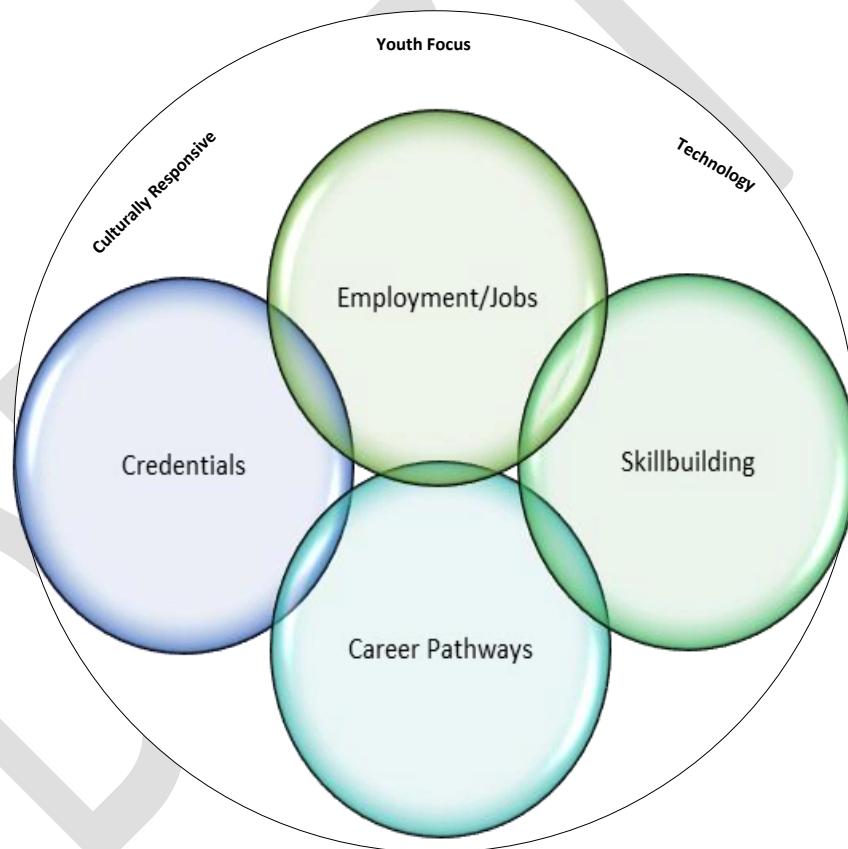
³ <http://www.sherman-associates.com/riversideplaza>

⁴ <http://www.mncompass.org/profiles/neighborhoods/minneapolis/cedar-riverside>

⁵ Envisioning a Crossroads Library: A Report on Public Engagement and the Future of the Southeast Library, Steve Kelley, January 2015

Appendix B

Cedar Riverside Opportunity Center Venn Diagram



Appendix C

TABLE 1

Cedar Riverside Unemployment Figures - ZCTA5 55454

	Total	In labor force	Number in labor force	Unemployment rate	Number of unemployed
Population 16 years and over	6,416	58.6%	3,760	17.8%	669
AGE					
16 to 19 years	1,708	44.8%	765	25.2%	193
20 to 24 years	1,569	68.2%	1,070	8.4%	90
25 to 44 years	1,650	87.0%	1,436	21.5%	309
45 to 54 years	417	61.2%	255	25.1%	64
55 to 64 years	459	33.3%	153	9.8%	15
65 to 74 years	316	25.0%	79	0.0%	-
75 years and over	297	0.0%			-

S2301: EMPLOYMENT STATUS

2009-2013 American Community Survey

TABLE 2

**EDUCATIONAL ATTAINMENT BY EMPLOYMENT
STATUS FOR THE POPULATION 25 TO 64 YEARS
2013**

ZCTA5 55454

Total:	2,526
Less than high school graduate:	710
In labor force:	366
Employed	306
Unemployed	60
Not in labor force	344
High school graduate (includes	399
In labor force:	292
Employed	208
Unemployed	84
Not in labor force	107
Some college or associate's degree:	666
In labor force:	504
Employed	389
Unemployed	115
Not in labor force	162
Bachelor's degree or higher:	751
In labor force:	681
Employed	553
Unemployed	128
Not in labor force	70

TABLE 3

EDUCATIONAL ATTAINMENT BY EMPLOYMENT STATUS FOR THE POPULATION 25 TO 64 YEARS 2014

	Minneapolis		Cedar-Riverside 55454		50 percent increase	Project compositi on
	Population	Composition	Population	Composition		
Total:	222,253		2,526			
Less than high school graduate:	23,961	11%	710	28%		
High school graduate (includes	35,422	16%	399	16%		
Some college or associate's degree:	56,719	26%	666	26%	999	40%
Bachelor's degree or higher:	106,151	48%	751	30%	1,127	45%

Appendix D

Cedar Riverside Opportunity Center Community Partners	
African Development Center	Minneapolis Public Schools
Augsburg College	Minneapolis Youth Coordinating Board
Cedar Riverside Neighborhood Partnership	Pillsbury United Communities
City of Minneapolis	Riverside Plaza Tenants Association
Fairview Health Services	St. Catherine University
Legal Aid	West Bank Community Coalition
Minneapolis Park and Recreation	Youth Worker Collaborative
Cedar Riverside Neighborhood Revitalization Program	Confederation of Somali Community Minnesota



RESOLUTION ADOPTING IMPLEMENTATION PLAN FOR CEDAR RIVERSIDE OPPORTUNITY CENTER

WHEREAS, the Cedar Riverside Partnership is committed to working collaboratively to identify and mobilize long-term, strategic investments to promote a vibrant Cedar Riverside neighborhood as a safe and healthy place to live, learn, work, and play;

WHEREAS, the Partnership has identified that young adults in Cedar Riverside ages 18-25 are often lacking important resources and support to advance their education and find employment opportunities; further deliberation has identified the importance of extending the focus to include youth ages 16-17 in this effort;

WHEREAS, on November 13, 2014, the Partnership identified potential public and private resources that could align to provide support for a Cedar Riverside location for integrated education and job counseling and placement resources;

WHEREAS, on March 5, 2015, the Partnership adopted a preliminary planning framework to pursue a collaborative model for an opportunity hub that would integrate workforce development, library, and other services, and the Partnership directed its Counsel to provide support to Hennepin County and other partners in the development of this opportunity hub, to identify short-term opportunities among community partners, and to provide a report on its feasibility by June 30, 2015;

WHEREAS, on July 27, 2015, the Partnership adopted a refined planning framework that detailed participating partners and identified the FIVE15 on Park building as a suitable and feasible site for the combination of workforce, library and other services for this Opportunity Center;

WHEREAS, community partners have continued to meet regularly to develop plans for this Opportunity Center, and have formed a Core Team of participants to devote focused effort to this initiative and keep other key parties informed;

WHEREAS, these partners continue to affirm the concept of a creative hybrid -- made up of library, workforce, and other community services -- delivered through collaborative model and managed by trusted connections navigators; this collaborative model would have a managing partner that acts as a backbone by bringing together a series of programs from multiple organizations, coordinating the use of space and managing the facility; EmERGE has agreed to

serve as this managing partner and to lead the fundraising effort with support from the Partnership;

WHEREAS, Hennepin County, Emerge, and Minneapolis Community & Technical College, together with the Core Team, have continued to refine and update a detailed Program Design for the Opportunity Center which details the roles of various partners, the specific role of a Cultural Navigator, and the general importance of cultural competency and youth accessibility in the design and operation of the Opportunity Center;

WHEREAS, the current list of public and private organizations that have expressed interest in delivering scheduled services and programming in the Opportunity Center includes:

- Hennepin County Workforce;
- Hennepin County Libraries;
- City of Minneapolis;
- Minneapolis Park and Recreation Board;
- Minneapolis Youth Coordinating Board;
- West Bank Community Coalition;
- Pillsbury United Communities;
- Emerge;
- African Development Center;
- Riverside Plaza Tenants Association;
- Augsburg College;
- Minneapolis Community & Technical College;
- St. Catherine University;
- Fairview Health Services;
- Cedar Riverside NRP;
- University of Minnesota; and
- West Bank Business Association;

WHEREAS, Hennepin County has executed a Letter of Intent with Fine Associates to negotiate a lease for the Opportunity Center at the FIVE15 on Park site, which provides until June 30, 2016 for the County to make a “go/no go” decision on this lease, based on the Partnership’s success in raising sufficient funds to undertake the necessary improvements in the space for use as the Opportunity Center;

WHEREAS, Hennepin County has committed \$250,000 for the funding of the improvements; the City of Minneapolis has committed \$100,000; Senator Kari Dzeidzic and Representative Phyllis Kahn introduced legislation which resulted in state funding for the Opportunity Center of \$400,000 in the tax bill; this tax bill was not signed by the Governor and did not become law, and it is hoped that a special session will include a revised tax bill that continues to include this funding commitment to the Opportunity Center; and there are currently approximately \$775,000 in pending grant applications with private funders;

NOW THEREFORE BE IT RESOLVED that the Cedar Riverside Partnership hereby adopts the following Implementation Plan for the Opportunity Center:

1. Support for Hennepin County Commitment: The Partnership hereby expresses its continued support for the Opportunity Center, and the commitment of its counsel to assist in raising the necessary funds (\$1 million for capital improvements, \$500,000 to launch programming support and operations) sufficient for the County to proceed with its commitment decision on the lease at FIVE15 on Park;
2. Updated Program Design: On April 11, 2016, the Partnership adopted a draft of the Program Design to guide the programming of the Opportunity Center, with the understanding that the Core Team and community partners will have a critical ongoing role in refining and guiding this process; Core Team members have continued to meet to revise and update this Program Design;
3. Support for EMERGE as Managing Partner: The Partnership recognizes that EMERGE has committed to a sub-lease and has assumed fundraising and operating responsibilities as the managing partner of the Center; the Partnership hereby expresses its support for EMERGE in this role as the backbone organization for this collaboration of multiple partner organizations; the Partnership also specifically expresses its support to pursue the necessary resources so that sufficient and appropriate new youth program staff may be included in the Opportunity Center;
4. Support for a Governance Framework: The Partnership hereby expresses its support for the following framework to provide governance and coordination of this unique collaboration:
 - a. Recognition of Legally Responsible Parties: The Partnership recognizes that Hennepin County is the party that will sign a long term lease for the Opportunity Center, and that EMERGE will sign a sub-lease with Hennepin County; accordingly, the parties with the ultimate decision making responsibility for the Opportunity Center are Hennepin County and EMERGE, as detailed in their respective lease agreements;
 - b. Core Team in Collaborative Advisory Role: The Partnership recognizes that the Core Team of participating partner organizations who are committed to contributing programming and services at the Opportunity Center has played a critical role in developing the vision and program design, and also in serving as communication channels to a larger group of stakeholders and impacted residents and participants; the continued advisory role of the Core Team will be an essential element to assuring the vitality and success of the Opportunity Center; the Core Team will be a key resource to EMERGE and Hennepin County in the launch and ongoing operations;
 - c. Recommendation for a Memorandum of Understanding: the Partnership hereby expresses its support for a Memorandum of Understanding to be signed by all organizations that would provide programming or services at the Opportunity Center, and identify how the Center will link its services with those provided by community organizations and partners, in order for all participants to understand

clearly their roles and responsibilities and the Opportunity Center's mission and purpose as a one-stop destination to provide pathways to employment for Cedar Riverside residents, with a special focus on the needs of East African youth and young adults ages 16-25; Partnership Counsel is directed to work with Hennepin County and EMERGE, and may consult with the Core Team as available to develop this MOU;

- d. Partnership in Ongoing Oversight and Coordination Role: the Partnership will continue to serve as a forum for the integration of policies and the mobilization and coordination of resources to support the Opportunity Center in successfully pursuing its mission.
5. Establishment of Anchor Employer Relationships: The Partnership shall encourage its employer members to be among the initial public and private sector employers committing to establishing anchor employer relationships with the Opportunity Center – providing youth internships, regularly scheduled and ad-hoc recruiting events, outreach and conducting interviews of youth and adults onsite at the Center.

Attest: _____
Paul Pribbenow, Chair

Date: June 20, 2016

Appendix F

Partner	Services Provided	Staffing Status (onsite at O.C.)	FTE / Position		Funding source (if known)	Staffing Status (offsite-Riverside)	FTE / Position	Funding source (if known)
EMERGE	Employment counseling Job fairs Job search assistance Training	Relocation of current staff from Brian Coyle Center	4.0	MFIP Staff ¹	Hennepin County	1.0	Training Coordinator	City of MPLS
			2.0	Workforce Coach 18+yrs	City of MPLS	1.0	Community Tech Empowerment Project	Affiliate Partner Staff- Located in Riverside Plaza Career Lab
			.5	MFIP Manager / Workforce Director		2.0	Trainers	
			1.0	AmeriCorps Member 18+yrs	DEED	4.0	Total	
			1.0	Workforce Coach 18+ years				
			8.5 Subtotal					
		New staff for Opportunity Center	2.0	Workforce Coach 18+ years	TBD			
			1.0	Workforce Coordinator				
			3.0	1.0 Center Director 1.0 Receptionist 1.0 Building Coordinator				
			6.0 Subtotal					

			1.0	
Hennepi n County HR/Work force Develop ment	Recruitment Employer of the Day Navigation into career pathways	Current staff	Limited hours/TBD	
			Limited hours TOTAL HC Workforce Development	
			19.0	GRAND TOTAL

DRAFT