



**Southwest WDA One-Stop Operator
Contract with Equus Workforce Solutions
Effective October 1, 2019 – September 30,
2023**

Statement of Work

ONE-STOP OPERATOR OVERVIEW:

WSW's strategic plan calls for a focus on employer services and targeted investments and seeks to influence and align the investments of partner organizations. The cornerstone of the workforce development system is a one-stop service delivery system that serves the needs of dual customers: the employer and the job seeker. This delivery system is the mechanism through which programs and services are integrated within each community. In the State of Washington, this one-stop system is referred to and branded under the name "WorkSource".

In order to deliver on the aspirations of the strategic plan, the One-Stop Operator will:

- Be an inspirational, goal-driven, highly professional leader;
- Be flexible and willing to change as the needs of the workforce system change;
- Be willing to lead and support creation of a fully functional integrated one-stop center, which will involve change and responsiveness to multiple leaders and needs of a variety of customers;
- Be willing to work on behalf of WSW to achieve its vision for a functionally integrated workforce system that is well-prepared to meet the needs of the local businesses and job seekers.

WSW is committed to Social Equity and does not discriminate on the basis of race, color, national origin, age, perceived or actual physical or mental disability, pregnancy, sex, sexual orientation, gender identity, marital status, creed, religion, honorably discharged veteran or military status, or use of a trained guide dog or service animal. WSW considers equal opportunity, and non-discrimination to be fundamental to the mission, and objectives of the WSW. The One-Stop Operator is encouraged to embrace, continually support and enhance social equity within the workforce system and in the community.

OPERATOR ROLES AND RESPONSIBILITIES:

WSW has designated the Subrecipient as the "One-Stop Operator" [defined in WIOA Section 121(d)] ("Operator"). As a member of the Southwest Washington Regional Operations Team, the Subrecipient agrees to work cooperatively with WSW and other One-Stop Partners to ensure that local, state, and federal policies are implemented; programs align with the goals of WSW's strategic plan; client services are aligned, regardless of funding streams; and ensure performance accountability regionally. Operator will work with WSW and the Community Workforce Partnership Committee to establish and review center-wide goals. The WSW role in providing leadership and oversight of the WorkSource one-stop service delivery system includes holding the Operator accountable for meeting WSW expectations and outcomes. Under the Subrecipient management, and the direction and Functional Leadership of WSW's Director of Strategic Initiatives, the Subrecipient will be responsible for the following:

1. Leadership/Integrated Service Delivery

- Provide and exhibit leadership through implementing and sustaining common values, organizational directions, performance expectations, customer focus, collaboration and cooperative activities, and the shared WSW and partner vision for all WorkSource staff.

- Lead Integrated Service Delivery efforts for WorkSource centers.
- Oversight of Participant Funds: To ensure training funds are invested properly and in response to the hiring needs of local priority industries, Subrecipient will oversee a scholarship review process to award Individual Training Account (ITA) funds. In addition, Subrecipient will be responsible for the management of OJT, short-term training, supportive services funds and other participant funds that may become available.
- In partnership with WSW Project Managers and WorkSource Leadership, develop criteria and processes for assessing and vetting candidates in order to create a system where businesses have access to the candidates they need when they need them. In partnership with WSW Project Managers, develop strategies to target the number and type of occupations that need to be sourced and/or trained to meet the needs of industry. The OSO will then work with the WorkSource Sponsorship Team to provide guidance and expected outcomes to the WorkSource centers.
- Ensure that all staff in the center are properly trained and utilizing the required data management systems for all customer and business data entry and tracking and vetted talent.
- Work with One Stop Leadership to monitor and track progress towards serving target populations in an integrated way.
- Work with Title I and Title II leadership to ensure process for skills gap assessment testing for enrollment into Title I Adult programming.
- Develop process for co-enrolling participants between Title I and Title II when WorkSource participants are in need of remediation.
- Ensure WorkSource partners are tracking the following metrics – if metrics are currently not being tracked, work with partners to develop tracking mechanisms for:
 - Placement into employment
 - Demographics served
 - Service requests
- Subrecipient will coordinate rapid response service delivery to impacted workers in partnership with the Workforce SW Washington (WSW) Business team. Specifically, Subrecipient is responsible for serving impacted workers through training, job placement, etc. and ensuring that the necessary and appropriate WorkSource resources are provided for each unique situation (IE – unemployment insurance information, Trade Adjustment Act information, etc.).

2. Facilities, Equipment and Operations Management:

Facilities, Equipment and Operations responsibilities under this contract include the following:

- Maintaining Center hours, opening and closing, posting notices and providing community flexibility for WorkSource hours and services as applicable and necessary for connection and affiliate work and service delivery.
- Managing space configuration and space signage.
- Communicating with landlord regarding any facilities issues such as heating, cooling, restrooms, janitorial service, risk management and safety, necessary repairs or other issues related to space and furniture.

- Overseeing the center calendars to ensure all classes and activities are adequately staffed and offered appropriately.
- Ensuring technology is functional and current.
- Coordinate with the State's Department of Enterprise Services (DES) and partners to dispose of surplus items, office relocation or modifications.
- Ensuring that all [Americans with Disabilities Act](#) requirements are met and managed as required by WIOA.
- Ensuring that equipment is maintained and appropriately secured.
- Assisting in coordinating comprehensive, affiliate and connection sites.
- Work with WorkSource partners to develop one WorkSource Orientation for all programs

3. Infrastructure Funding Agreement (IFA):

- Under the direction of the WSW Director of Strategic Initiatives and in partnership with the Leadership team, the Operator will create and maintain an IFA as necessary to ensure partners are contributing their share of the costs of the center; and
- Ensure that all shared costs are transparent to all partners; and
- Under the direction of the WSW Fiscal Team, compile the appropriate partner data and staff counts to update the IFA quarterly or as defined by the MOU.

4. Staff Training: (Must occur quarterly at a minimum)

- Develop and post opportunities for staff training in areas of leadership, customer service, workforce development, lean processes, networking, public speaking and other skills to be determined; and the Operator will require all appropriate WorkSource staff to participate in WSW-sponsored training.
- Establish and maintain a training schedule and tracking system so that all staff assigned to direct customer service functions receive training or demonstrate knowledge of programs and service delivery methods, including the Menu of Jobseeker Services.
- Under the direction of the WSW Director of Strategic Initiatives, establish training opportunities and requirements for partners to gain knowledge about each other's target customers, available services, applicable policies and regulations governing delivery of services, customer eligibility, and performance requirements. This includes the facilitation of frequent cross training sessions and peer-to-peer training sessions amongst WorkSource staff and partners.
- Connect with local ETO Trainers in the WorkSource centers to make sure that all staff receiving ongoing training in WorkSourceWA and ensure all staff are trained for any future management information systems.
- Stay involved and up to date on ETO and any future management information system in order to become an expert/trainer for WorkSource staff for all data systems used.
- Provide on-going opportunities for all WorkSource center staff to become CPR/First Aid certified and/or to become re-certified and have working knowledge of the in-house defibrillator.

- Ensure a self-sufficiency tool is used where possible with the majority of enrolled participants to document program impact on participant progress toward self-sufficiency and to help low-income individuals and jobseekers with career planning and budgeting.

5. Marketing and Outreach:

- Expand Southwest Washington’s WorkSource centers overall online presence through a coordinated outreach plan to reach professional job candidates that may not be currently accessing WorkSource services. Increase utilization of the center’s Facebook, LinkedIn and other digital media pages with the support and under the direction of WSW Communications Manager.
- Collaborate with additional partners to participate in one stop service provision, and/or in-kind or other resources as appropriate to support ISD, the work of WSW, and partner agencies.
- Work with Staff Committees to develop customer referral forms for community partners to assist in the coordination of WorkSource Services.

6. Additional Requirements for the Subrecipient:

- Work closely with the ESD Administrator and Title I Project Manager to ensure that Southwest Washington WorkSource Centers are functioning properly and move towards a fully integrated system over the course of the next program year. **Specifically, all Title I participants receiving Basic Enrollment Services will be co-enrolled with Title III services. Work with Title I and Title III Leadership to implement and track progress. Request monthly Co-enrollment Reports for Title I and Title III.**
- Provide a quarterly Operator Report to WSW that includes information regarding the overall status of WorkSource operations, Core and additional partnership work, employer services, talent development and vetted talent pool progress, and participant success stories.
- Develop a deep knowledge and understanding of the mission and performance standards of all partners inside the WorkSource center.
- Ensure Equal Employment Opportunity (EEO) requirements are met, including coordinating staff training and assuring EO posters and processes are in place. Acting as the “Complaints Officer” for the WorkSource Center, receiving and resolving complaints or escalating to WSW Equal Opportunity Officer as needed. This includes resolving conflicts among partners in alignment with dispute processes, responding to complaints of all one-stop customers, keeping detailed logs and reporting them to the WSW EO Officer.
- Promote continuous quality improvement, using the Principles of Lean Enterprise and Human Centered Design, within an integrated service delivery model, understanding that Subrecipient is a key part of the WorkSource brand and identity. Subrecipient will conduct regular surveys and screenings of center-wide customers and staff members for continuous improvement of all services and environments of WorkSource centers extending to connection sites and affiliate sites as appropriate. Surveys and screenings will be conducted throughout the contract period. A specific timeframe will be developed with mutual agreement between WSW and Subrecipient upon contract execution.

PARTNERSHIP WITH KEY STAFF:

Subrecipient is committed to execute all functions of the Operator efficiently and leverage the partnership currently established with all WIOA Titles I-IV partners including but not limited to WIOA Title I Adult/Dislocated Worker, Adult Basic Education (Title II), Wagner-Peyser (Title III), Department of Vocational Rehabilitation and Department of Services for the Blind (Title IV) and Temporary Aid to Needy Families/Department of Social and Health Services as well as other key community stakeholders as identified by WSW.

As the Operator, ***the Subrecipient plays a critical role in establishing strong relationships with local Administrators, WSW Leadership (CEO, COO, CFO, Directors) and also key community and agency partners.*** The Operator is responsible for coordinating, promoting and facilitating the integration of service delivery in Southwest Washington. In order to effectively implement, Integrated Service Delivery (ISD), the Operator must work closely with the WSW Director of Strategic Initiatives to support the following activities:

- Oversight and support of affiliate and partner sites, including the coordination of agreements and on-going certification (policy 5612), including negotiating IFA costs with WIOA-mandated partners and other organizations and agencies as deemed necessary by WSW.
- Support implementation and delivery of one-stop services as described in the [Southwest Washington Local Integrated Workforce Plan](#), the [Operations Manual for Integrated Service Delivery](#), the local Workforce System MOU, and any other integration initiatives in compliance with all applicable federal, state and local regulations, policies, and procedures as outlined by WSW.
- Assist with fostering partnership within the center to function as a multi-agency team and promote participation in collective accountability that recognizes system outcomes, in addition to individual partner program outcomes.

DISPUTES

This section addresses disputes that may arise in the implementation of this operating agreement. Disputes should be resolved whenever possible at the level closest to the dispute and with the WSW Director of Strategic Initiatives. Disputes amongst service providers/partners will be resolved and addressed according to the existing MOU executed on July 1, 2020. If disputes arise and cannot be resolved at the lowest organizational level or with the WSW Director of Strategic Initiatives, Subrecipient should notify the WSW Chief Executive Officer for additional assistance and guidance.

CONTRACT OVERSIGHT AND EVALUATION

Subrecipient will participate with WSW in a process of ongoing communication, contract oversight and technical assistance. This process includes monitoring and evaluation of program delivery and customer satisfaction (participants and employers) through annual Quality and Compliance audits, as well as regular meetings and reviews of performance reports, other written reports when requested, and monthly billings.

General Reporting

Subrecipient shall submit all Financial, Participant MIS and all other reports required by WSW in accordance with the specified time frames in this contract. Subrecipient shall provide WSW access to all records and data necessary to verify or clarify information requested or provided in such reports. Failure to submit reports by specified timeframes or provide adequate substantiation of reports as specified by WSW may result in suspension of payments to the Subrecipient until such time as all delinquent obligations are fulfilled.

A quarterly narrative Operator report on progress made towards meeting expectations set in this agreement is due 30 days after the end of each quarter.

Subrecipient agrees to provide a report within 30 days of the end of each quarter that describes key activities, outcomes, and relevant challenges in the following areas:

- Resource Development/Partnership (in-kind services, new partnerships, and/or financial support)
- Customer service survey results and recommendations
- Co-enrollment reports across system partners
- Other elements as requested by WSW, CWPC, Executive Committee or WSW Board.

County Specific Reporting—In the One Stop Operator Quarterly report, the Subrecipient will be responsible for providing detailed financial spending and narrative service reports broken out by counties and programs.

Additionally, if Subrecipient fails to comply, WSW may take action in accordance with the Disallowance of Payments section.

Productivity Plan and Performance Measures

All service components must be aligned with federal, state and local performance requirements. Subrecipient will be held accountable for achieving all measures and targets, see [TEGL 10-16 Change 1](#).

Federal WIOA Performance Indicators:

1. Employment:

Adult

- a. The percentage of program participants who are in unsubsidized employment, **during the second quarter after exit** from the program must meet **66%**.
- b. The percentage of program participants who are in education or in unsubsidized employment, **during the fourth quarter after exit** from the program must meet **66.4%**.

Dislocated Worker

- a. The percentage of program participants who are in education or in unsubsidized employment, **during the second quarter after exit** from the program must meet **83.2%**.
- b. The percentage of program participants who are in education or in unsubsidized employment, **during the fourth quarter after exit** from the program must meet **78%**.

2. Earnings:

Adult

- a. The median earnings of program participants who are in unsubsidized employment **during the second quarter after exit** from the program must meet **\$6,131.00**.

Dislocated Worker

- a. The median earnings of program participants who are in unsubsidized employment during **the second quarter after exit** from the program must meet **\$12,564.00**.

3. Credential Attainment:

Adult

- a. The percentage of program participants enrolled in an education or training program (excluding those in OJT and customized training) who attained a recognized postsecondary credential, or a secondary school diploma, or its recognized equivalent, **during participation in or within 1 year after exit** from the program must meet **66.4%**.

Dislocated Worker

- a. The percentage of program participants enrolled in an education or training program (excluding those in OJT and customized training) who attained a recognized postsecondary credential, or a secondary school diploma or its

recognized equivalent (subject to clause B below), **during participation in or within 1 year after exit** from the program must meet **71.3%**.

4. Measurable Skills Gains):

Adult

- a. 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 toward such a credential or employment must meet **50%**.

Dislocated Worker

- a. 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 toward such a credential or employment must meet **50%**.

*MSG must be entered and tracked in ETO according to [WIN0098](#) and TEGL 10-16 Change

Key Performance Indicator (KPI) Table

| Strategy | Outcome |
|--|---|
| Co-Enrolled adults across the system | At least 40% co-enrolled adults into Title I and Title III across the system |
| Development of vetted talent pool | 1,000 job seekers vetted as pre-qualified |
| Investments support industry demands | 100% of Title I investments align with WSW focus industries/occupations |
| Investment strategies support sufficient wages and are informed by WSW's industry partners | 100% of participant fund investments lead to employment outcomes above 275% of FPL for a single person. |
| Functional Teams | Maintain sector teams, develop welcome team, develop customer flow in alignment with Sector teams |
| WorkSource Strategic Plan | Lead WorkSource Strategic Plan Update |
| Customer satisfaction | Create multiple customer feedback loops to gather customer satisfaction data – Minimum 95% customer satisfaction rate |