



workforce
SOUTHWEST WASHINGTON

**Southwest WDA One-Stop Youth Center
Contract with Equus Workforce Solutions
Youth Clark County
Effective July 1, 2020 – June 30, 2023**

Statement of Work

Program Overview

WSW's WIOA Title I Youth contracts ensure that Opportunity Youth in Southwest Washington are prepared for post-secondary and career success, possessing essential skills, credentials, and industry-specific competencies needed to achieve sustainable, living-wage jobs. This work also should result in a skilled and qualified workforce to fill local area industry talent needs in the region's high growth and in demand sectors of Healthcare, Manufacturing, Construction, and Technology, as well as other emerging sectors and public infrastructure endeavors.

This contract describes the roles and mutual responsibility of all parties to ensure the functioning of a collaborative youth one-stop system is efficient, effective, and equitable in providing services and resources to the region's racially, ethnically, and culturally diverse cohort of youth. The means to achieve these aims includes, but is not limited to, providing trauma-informed, culturally responsive care, cross-cultural communication, and inclusionary educational and economic empowerment.

Social systems and structures exist that implicitly and explicitly prohibit or inhibit diverse groups of people in the region from gaining the services and resources necessary to participate in, contribute to, and benefit from a thriving Southwest Washington economy, and robust civic participation. In conducting the work described herein, the Subrecipient acknowledges that among the consequences of structural inequities are implicit and explicit biases that contribute to disparities in access and success, among, and within the intersections of, systems compromising a robust workforce: education, health, and judicial systems based on race, sex, gender, class, sexual orientation, age, and ability and their many intersections. The Subrecipient also acknowledges equitable access to resources provided by these systems is integral to full participation in the region's employment system and achievement of economic security for all people.

The Subrecipient agrees to participate in education and training to both widen and deepen their understanding of, and ability to identify and eliminate, implicit bias within policies, processes, and practices, because structural inequities and implicit bias adversely impact all young people, both those from non-dominant as well as dominant populations in the region. The intention of this work is to respond compassionately and effectively to diverse youth of Southwest Washington while also growing the capacity of the Subrecipient and community partners to offer welcoming, caring, and culturally responsive services and resources.

To this end, the Subrecipient will describe in its Quarterly Performance Report (QPR)

1. professional development activities advancing inclusive and equitable practices provided to its staff, volunteers, and customers as training or educational activities, whether mandatory or volunteer; and
2. equal opportunity compliance training provided to subrecipient or system partner staff and volunteers; and
3. requests it has made of WSW or other state or federal agencies for technical assistance about inclusion or equity.

This funding will support a broad youth vision that elevates the integrated service delivery system and local approach typified in “Next,” Clark County’s youth one-stop center. Next integrates education, training, and career services—all in one place—to help young adults and enrolled participants in Clark County get set to succeed in work and life. Next is a physical place, a brand, and a philosophy of collaboration, that when executed, provides youth the ability to kick open opportunity’s door and design the future they want.

Next Structural Roles

Functional Leadership – Next Consortium

Next is fundamentally an ongoing collaborative project between numerous partners working to create exceptional outcomes for Opportunity Youth. At the head of this effort is the Next Director, who is employed by the Subrecipient. The Next Director is empowered and given responsibility through agency directors to lead the youth Next Consortium in all counties, ensuring open and effective communication between the agencies, determining best practices of agency collaboration, and driving the expansion of the Next Consortium in tandem with Workforce Southwest Washington.

Next Champions Council

The Next Champions Council (NCC) is the advisory committee for Next in Clark County, providing community and agency feedback and guidance for the center’s programming and growth. It is to be considered an informal board for Next which is overseen by Workforce Southwest Washington and the WSW Board of Directors. The Next Director serves as the lead of the NCC. It is the responsibility of the Subrecipient and specifically the Next Director to ensure that the NCC develops a charter/procedure for attendance and contains meaningful content and opportunities for engagement with the Next Consortium of partners. The NCC should be composed of representatives of co-located partners, community-based organizations, Next Youth Leadership Council members (at the discretion of the Next Director), and other meaningful local partners who can contribute to the Next ecosystem of services. The NCC should also include a representative from organizations which advocate for the 10 priority populations identified in this contract.

All co-located partners at Next are required to attend the NCC quarterly meetings and must send a proxy if unable to attend. Keeping clear minutes for these meetings is the responsibility of the Next Office Manager. These minutes should be publicly accessible on the Next website. The NCC will meet formally on a quarterly basis but may meet more frequently on the discretion of the Next Director.

Next Gen Leadership Council

The Next Gen Leadership Council (NGLC) is intended to give voice to Opportunity Youth participants at Next and empower Opportunity Youth to take a greater role in guiding the center’s offerings. The overall size of the NGLC is to be determined by the Subrecipient. Any Next Opportunity Youth enrolled in any co-located program at Next may apply to serve on the NGLC. The NGLC should possess strong representation by youth belonging to the 10 priority populations identified in this contract.

Information about the NGLC, its duties and roles, and how to apply should be easily accessible to youth and posted in a public place. Youth interested in serving on the NGLC will complete a competitive application developed by the Subrecipient and perform an interview with Next staff, who will assess the student’s interest and commitment to the governance body.

The NGLC will meet on at least a quarterly basis and more frequently at the discretion of the Subrecipient. The NGLC will also be empowered with a budget to plan events at the Center (this

budget derives from the Net Gen Leadership Council budget in this contract). The NGLC and its meetings will be scheduled, led, and proctored by staff at the discretion of the Next Director.

Next Consortium Development and Oversight

It is expected that the Subrecipient, led by the Next Director, consistently evaluate the Next system, and assess opportunities for the expansion of community partnerships and co-location, in conjunction with the WSW program team. Next is intended to be a fluid system which can evolve alongside youth needs and the evolving economy. Therefore, it is a core responsibility of the Subrecipient to consider ways to enhance youth services by co-locating and partnering with community organizations which can provide complementary services to opportunity youth. The Subrecipient should prioritize partners who can offer services that enhance youth work-readiness, provide auxiliary support services, support or advise diverse or historically underserved populations, or strengthen the trauma-informed care model.

During the term of this contract, the Subrecipient is expected recruit a minimum of one additional partner organization to co-locate at Next and pay into the Next IFA, to offer complementary services at Next. The partner recruited in this way must provide one or more of the following supports as part of their primary mission: mental health support or counseling, childcare services, or drug and alcohol abuse support.

The Subrecipient is also expected to develop informal partnerships with organizations which can advise Next on diversity, equity, and inclusion matters, provide off-site services to youth, or provide referrals to or from Next. The Subrecipient is expected to develop a minimum of three such partnerships during the term of this contract. Subrecipient is expected to develop these partnerships in line with the strategies identified in the 2020 Next DEI Report, which is to be publicly available on the [Next Website](#).

All partner organizations collocated or partnering with Next are expected to sign a *Next Community Agreement Form*, to be developed by the Subrecipient and approved by the WSW Program Manager, which indicate the consent of the partner organization to work within the Next functional leadership model while at Next and maintaining a commitment to trauma informed care and the center's mission to promote diversity, equity, and inclusion.

Required Program Elements:

GED/HSE:

Next is required to provide access to General Education Development (GED) or High School Equivalency (HSE) programming as a core element of WIOA youth services. It is the responsibility of the Subrecipient to collaborate with WSW to ensure that youth enrolled in services at Next have access to services and programs that meaningfully advance their educational goals. Subrecipient shall ensure that GED services are provided at Next via a subcontract or vendor agreement with one or more qualified providers.

It is the responsibility of the Subrecipient to ensure open lines of communication between the GED providers and other co-located programs to ensure that Opportunity Youth are accessing programs most in line with their individual employment and education goals.

Leadership:

The Subrecipient will execute a subcontract vendor agreement with a community partner to provide leadership and entrepreneurship training to participants.

1. 18 instances of 90-minute Leadership/Entrepreneurship workshops per month, for 12 months during the contract term.
2. Three instances of four-hour Youth Summit events for a minimum of 25 participants per session. These sessions will include 3 elements: challenge activities, inspirational storytelling & self-reflection.
3. Nine instances of 60-minute sessions for four youth participants in Individualized Leadership Development. These youth participants will be selected in a collaborative process between Subrecipient staff and the subcontracted partner or vendor. Youth participating in Individualized Leadership Development should represent the priority populations identified in this contract.

This leadership and entrepreneurial learning will be offered primarily during follow-up. This will allow Opportunity Youth to continue receiving services, maintain contact with Next, and ensure Opportunity Youth meet federal performance measures such as second and fourth quarter placement after exit targets.

Fiscal Oversight and Management

It is the responsibility of the Subrecipient to oversee and manage program expenses and finances within the Next center, including participant expenses for Title I youth programming. Subrecipient will ensure that Title I Youth participant expenses are accessible, allowable, and expended via the Title I Youth Next Talent Development Specialists. Subrecipient staff will utilize the proprietary software Equus WORCs that informs program staff of available funding within budget line items like WEX, and additional support services. Through this system, staff can access real-time amounts spent and amounts obligated at any time. This system empowers staff at every level to clearly understand expenditure needs and capacity. Subrecipient will be responsible for leading conversations around dollars spent and ensuring that participant expenses are reasonably expended within contract timetables and that those expenditures meaningfully contribute to successful participant outcomes.

Collaboration with Adult Workforce System

It is incumbent upon the Subrecipient to maintain the collaborative relationship between the Youth Next Consortium and Southwest Washington's Adult Workforce system at WorkSource (partner of American Job Center Network). This includes developing further programmatic alignments between Title I Youth programs and Title I Adult programs including but not limited to CareersNW, LinkedIn Learning, virtual program elements, and other emerging initiatives. The Subrecipient should take advantage of the geographic proximity of Next and WorkSource to co-enroll youth in complementary programs in both centers as it meaningfully contributes to student goals. For Opportunity Youth program participants who are seeking postsecondary credentials in in-demand occupations, Subrecipient will strategically co-enroll appropriate Youth into WorkSource programming and regularly report outcomes to WSW.

Program Staff

Subrecipient possesses the authority to staff the Title I program as necessary to accomplish contractual and systemic deliverables. Outside of the Next Director, the Subrecipient will employ several required Next staff who will conduct work under this contract and contribute to the center's objectives. No staff titles should contain reference to any specific program (i.e. Title 1 Manager).

The Subrecipient must take steps to ensure that new staff hired at Next are representative of a diversity of backgrounds and experiences and resemble diverse populations of Opportunity Youth. By the end of September 2022, the Subrecipient is expected to present to WSW an updated policy for internal hiring to ensure that Next staff represents *diverse* populations (especially the 10 priority

populations identified in this contract), develops *equitable* hiring practices, and promotes *inclusion* for active team members. After completion, this policy is to be integrated into the Next operations manual.

Next Director: The Next Director acts as the lead of the Southwest Washington integrated youth system in Clark, Cowlitz, and Wahkiakum counties. The Next Director's duties will include.

- Acting as the functional lead and supervisor of youth staff and programming operations in all three counties. Provide and exhibit leadership through implementing and sustaining common values, organizational direction, performance expectations, customer focus, collaboration and cooperative activities, and the shared WSW and partner vision for all Next staff.
- Leading performance planning and assuring effective operations.
- 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.
- Assuring the proper implementation of the Next Brand.
- Leading Next's coordination with co-located partners, supporting the introduction of new partners to the consortium and memorandum of understanding.
- Leading the Next Champions Council and overseeing the expansion and functioning of the group.
- Assuring that next embraces Diversity, Equity, and Inclusion practices and operationalizes anti-discrimination actions in Next's policy and operations.
- Communicate 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.
- 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 youth programs, 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. In addition, ensuring center is accessible and co-facilitating the required Equal Opportunity staff trainings.
- Maintain 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.
- Ensure WorkSource partners are tracking the following metrics – if metrics are currently not being tracked, work with partners to develop tracking mechanisms for:
 - o Placement into employment
 - o Demographics served, including enrollment and placement into employment

Office Manager: The Office Manager (OM) will provide Next front desk coverage, support when needed for the Next Director, and will oversee the Center's outreach and marketing efforts. The OM's duties will include:

- Providing front desk coverage including greeting Opportunity Youth and visitors, answering phones, taking messages, and connecting Opportunity Youth to appropriate programs in Next.

- Supporting staffing of the resource room, managing the Center calendar, ordering supplies for the office, attending leadership meetings, and recording minutes. The OM will also maintain knowledge of who is currently in the Center, who is out, and when they will return.
- Conducting duties specific to Title I investments, including approving vouchers for case managers/participants through WORCs, ensuring accuracy of data entered when approving vouchers, which includes monitoring participant expenditure budgets. The OM will work with Equus Workforce Solutions' fiscal team to process WEX paperwork, timesheets, paychecks, and process transactions with Equus Workforce Solutions' PCard for staff.
- Managing inventory and asset management at Next and connecting with the WSW Office Manager monthly with updates.
- Providing support and coverage towards administering GED tests for the center partners.
- Managing media channels for Next (Including but not limited to Instagram, Facebook, Tik Tok, LinkedIn and website) in conjunction with Next Branding guidelines, and in coordination with the WSW Communications Director. The OM will develop with the support of center staff outreach strategies and marketing materials both physical and digital to advertise its programs in conjunction with other center staff. This will be overseen by the Next Director and be supported by the Next Operations Manager and the Next Business Development Specialist. The OM will also work to develop direct-to-participant outreach strategies to reduce Next's reliance on inter-agency referrals for enrollment.
- Oversee, in conjunction with the Next Director policies and procedures to ensure the physical, psychological, and emotional safety of youth and staff at Next, including coordinating policies to accord with local public health measures.

The OM will conduct their duties at Next and will work in conjunction with other co-located partners to achieve the center's strategic goals and ensure consistent application of trauma informed care principles. Next Director will provide oversight and management for this role.

Next Operations Manager: Subrecipient will employ a Next Operations Manager (NOM) who will lead a team of Next Talent Development Specialists in **all three counties (Clark, Cowlitz, Wahkiakum)**. Roles of the NOM will include:

- Overseeing and leading day-to-day activities of the Title I talent development team while assuring the completion of Title I performance metrics, and compliance with all relevant regulations.
- Working with the Next Director to ensure that Title I activities are coordinated with other in-center partners.
- Assuring that youth can access adult system services and co-enrollment.
- Assuring the extension of trauma informed care best practices into case management activities and all student interactions.
- Planning on-site and off-site events for youth participants in collaboration with leadership.

The NOM will conduct their duties at Next and will work in conjunction with other co-located partners to achieve the center's strategic goals related to Title I service delivery. The NOM will be supervised by the Next Director, who will provide oversight and management for this role.

Service Delivery

Functional Leadership – Service Delivery

Next utilizes a functional leadership model that places inter-agency teams under the management of the Next Director. The Next Director is empowered and given responsibility through agency directors

to drive performance, influence and adjust program design as it relates to Next, and ensure all inter-agency staff are cooperating and working towards Next's Strategic Plan goals.

This emphasis on integrated service delivery aligns center partners around a shared vision and shared goals; provides participants with an intuitive, service-driven experience based on their needs, enhances communication and knowledge exchange among programs/partners; reduces duplication in service delivery; and enhances resource leveraging and use. By co-locating their staff at Next, agency partners consent to have their staff acquiesce to the leadership, supervision, and assigned tasks of the Next Director.

In-Center Collaboration

For Next and this contract to be successful, the Subrecipient must ensure that inter-agency partners located at Next meaningfully collaborate as a singular unit. The Next Operations Manager and Next Director must ensure that the team of Talent Development Specialists are in continuous communication with other center partners and collaborate with these partners to ensure Opportunity Youth are connected to appropriate services. Mutually beneficial collaboration between in-center partners is a cornerstone of Next, which allows partners to build capacity and carry out agreed-upon plans for service delivery to meet quality standards across all aspects of the system.

Business engagement, which is led by the Next Director, must likewise be coordinated amongst all center partners. All business contacts developed under any program operating out of Next, or under the auspices of a WSW initiative must be entered in Launchpad (within 7 days of contact).

All business relationships developed must be designated with a single point of contact within the youth system to reduce redundant contact with business partners, assuring that outreach to businesses comes from Next as a singular entity rather than from disparate partner agencies. The Next Director will work in partnership with the WSW Business Team, who will provide the Next with business contacts in the strategic sectors of Manufacturing, Technology, Healthcare, and Construction. Subrecipient will engage businesses in the following ways:

- Develop relationships with presenters for workshops in areas such as career ladder opportunities within their companies, provide financial literacy education, entrepreneurial education, to conduct practice interviews, or to reinforce company hiring processes and requirements.
- Develop relationships with businesses to participate as worksites, supervisors, work-based mentors, worksite tours, industry fairs, mock interview sessions, and job shadows.

The Subrecipient must schedule and regularly host program leadership and all-staff meetings monthly, at minimum, and more frequently as required. These meetings are intended to solicit input and communicate anticipated changes, strengthen team relationships, discuss and problem solve in-center obstacles and disputes. Title I programmatic meetings will be led and facilitated by the NOM, and all-staff meetings will be led and facilitated by the Next Director.

Outreach to Target 14 Populations + Priority Populations:

Subrecipient will put forth program elements that encompass the following 14 populations (to the extent that these populations overlap with Opportunity Youth ages 16-24) and that include a wide variety of tools and accommodations designed to make all its features accessible to those with alternative abilities.

Subrecipient is expected to develop relationships with outside organizations who possess expertise in working with these populations. Preferred partner organizations with expertise serving these communities already exist in Southwest Washington, and many are already partners of the Next

Consortium. These partners are referenced below. Even if a population already has a preferred partner organization, other organizations may be added.

Population	Preferred Partner Organization
Displaced Homemakers	TBD
Low-Income Individuals	Partners in Careers/Janus Youth
Indigenous Americans, Alaska Natives, and Native Hawaiians	TBD
Individuals with Disabilities	Washington State School for the Blind/Division of Vocational Rehabilitation
Older Individuals*	N/A
Ex-Offenders/Justice Involved	Clark County Juvenile Court/Clark County Jail
Individuals Experiencing Homelessness	Council for the Homeless/Vancouver Housing Authority/Janus Youth
Youth who are in or have aged out of foster care	Bridgeview/Caples Terrace
English Language Learners: individuals with low levels of literacy and/or individuals facing substantial cultural barriers	LULAC
Eligible migrant and seasonal farmworkers*	N/A
Individuals within two years of exhausting lifetime eligibility under TANF*	N/A
Single parents (including single pregnant women)	TBD
Long-term unemployed individuals*	TBD
Veterans and eligible spouses (as determined by the Governor)	TBD

**Unlikely to overlap with Opportunity Youth services – does not require a preferred partner organization.*

By the end of Q3, Subrecipient is expected to have identified a preferred partner organization for each of the 14 core populations (except where indicated as not necessary), if one has not already been designated. These preferred partner organizations are to be invited to join the Next Consortium as appropriate and will be invited to participate as members of the Next Champions Council.

WSW is also designating 10 priority populations who have been historically or are currently underserved by the public workforce system, and/or who face systemic barriers and impediments to success. Note that two of these identified populations (Indigenous Youth and Youth Experiencing Homelessness), are shared with the 14 WIOA populations.

The Subrecipient is expected to prioritize these populations for Title I services and cultivate connections with community partners who possess expertise serving and advocating for these populations. The Subrecipient, led by the Next Director and NOM, is expected to connect with at least one organization representing each of the following 10 priority populations. Next will utilize these partnerships to develop strategies to provide culturally specific outreach, engagement, and service delivery strategies.

Population	*Preferred Partner Organization
Black**	NAACP, TBD
Indigenous / Native American / Alaska Native**	Cowlitz Tribe, TBD
Asian American**	TBD
Hispanic/Latinx**	LULAC, TBD

Pacific Islander**	TBD
LGBTQIA+	The Children's Home Society of Southwest Washington/QIRK, TBD
Individuals experiencing Mental Health Issues	The Children's Home Society of Southwest Washington, TBD
Justice Involved**	Clark County Justice Center, TBD
Individuals Experiencing Homelessness**	Council for the Homeless, Janus Youth, TBD
Women in Non-traditional Occupations	PDX WIT, Oregon Tradeswomen, TBD

*Identified organizations who the Subrecipient are strongly encouraged to partner with however, Subrecipient may identify alternate organizations who serve these populations to fulfil this contract's requirements at their discretion.

**Subrecipient is expected to collect data on the number of enrollments from these populations and report to WSW at regular intervals.

It is expected that the Subrecipient connect with at least one organization which advocates for or serves each designated priority population. If not already identified, a partner for each priority population is to be engaged with and established as a partner of Next by the Subrecipient by the end of the October-December quarter. The Subrecipient shall identify up to 10 individuals (minimum one individual per organization) employed by local organizations, who can provide expertise to Next in developing strategies to outreach to and address barriers for these priority populations (payment must be made to established LLC's or organizations, not unaffiliated individuals). The Subrecipient may pay up to \$500 in consulting fees, at a rate of \$100 per hour for up to 5 hours of paid work, for the provision of expertise in developing strategies for each population. Subrecipient must ensure all procurement policies are followed.

Evaluative Report:

The Subrecipient is expected to create and deliver a detailed evaluative report to WSW by the end of the Quarter 3 of this contract, which provides detailed analysis on Next's efforts to serve the diverse populations identified above and provide recommendations for future improvement. This report is expected to be delivered as a standalone report, separate from regular required quarterly reporting.

This report is to be informed through the consultancy work with the preferred partnership organizations identified above and by other conversations with community partners.

This report is to examine each of the priority populations identified above and provide a four-part recommendation for each. These recommendations must be informed by input from community partners serving these populations, including those serving as consultants as identified in the previous section:

1. Identify detailed outreach strategies for each priority population. Including but not limited to population specific advertising, social media, and engagement efforts.
2. Identify potential barriers that each distinct priority population may experience when pursuing services and supports at Next.
3. Identify specific recommendations that will enhance student Success at Next for young adults who represent these priority populations.
4. Identify specific next steps and timelines for implementing recommendation and strategies to support the populations identified in the report.

The compilation and development of this report will be led by the Next Director, NOM, and Office Manager, who may further delegate responsibility to other center staff at their discretion.

Additional Demographic Guidance:

The demographic breakdown of enrolled participants should reflect the increasingly diverse demographics of Southwest Washington and the Next service area. Below is a table of the demographics for the 2020-2021 Southwest Washington Kindergarten class. In preparation for serving the increasingly diverse local population of Southwest Washington, the Subrecipient should aspire to serve numbers of young adults commensurate with or exceeding the current population diversity of Southwest Washington, and not exceed the current population of white or male participants. This approach is designed to ensure equitable recruitment and enrollment in Next, which prepares the young adult system to serve a diverse cohort of participants more effectively.

Population	Current Kindergarten Demographics	*Next Service Targets
Asian	3.5%	</3%
White	63.8%	>/70%
Black/African American	2.1%	</2%
More than 2 Races	8.8%	</7%
Native Hawaiian/Pacific Islander	1.3%	</1%
American Indian	0.7%	</1%
Hispanic	19.7%	</20%
Female	48.6%	</50%
Male	51.4%	>/50%

*</ indicates “no less than,” while >/ indicates “no greater than.”

In addition, there should be every effort made to provide reasonable accommodations to all programs, policies, and procedures to accommodate known physical, mental, or sensory barriers. Subrecipient is expected to demonstrate efforts to provide universal access by:

- Providing outreach to all populations of eligible participants
- Provide meaningful support for individuals with limited English proficiency
- Offer information about services and activities to all eligible participants
- Provide accessibility in the physical space, by communication services, and through auxiliary aids and services

Marketing/Outreach

Subrecipient will continue to operate under a single “Next” brand and standardize youth services across Clark County. It is also the Subrecipient’s responsibility to ensure that all agencies operating out of Next likewise utilize the single Next brand. This includes:

- All staff located at the center must use their Next email addresses when conducting business related to Next, or on programs that are collocated at or operate out of Next. Likewise, all co-located staff must utilize their Next business cards when undertaking engagement with youth, colleagues, or external partners. All co-located staff, when engaging with participants or external partners, must identify themselves as Next Staff, as opposed to staff of their home agency.
- Subrecipient will develop flyers, pamphlets, information sheets, and other physical or digital materials to raise awareness of Next and its programs in target youth populations, community-based organizations, and businesses.

Subrecipient will also continue to make sure that marketing and outreach is equitably extended to the priority populations identified above and will continue to develop effective community partnerships throughout Clark County, including but not limited to: The K-12 system, especially high schools, community-based organizations, non-profit organizations, banks and financial institutions, training providers, and organizations that advocate for specific underserved populations. It is expected that Next operates with a growth mindset that is modelled by the Subrecipient, that consistently develops ties with the community to raise awareness of Next services, increase the number of students coming into the center, and eventually increase the size of the Next Consortium by adding more co-located partner organizations at Next. These efforts include, but are not limited to:

- The Subrecipient will develop at least one “champion” in every high school who understands Next’s eligibility and target populations. The champions will be actively engaged, helping recruit for enrollment, cohort trainings, and work experience opportunities.
- The Subrecipient will actively develop relationships with local community-based organizations, non-profits, and businesses. while outreach to businesses will be led by the Next Director.
- The Subrecipient will consider, if advantageous, place Next staff part time at community satellite sites operated by community partners, for the purposes of directing enrollments to Next. The Subrecipient will collaborate with the WSW program team to develop such arrangements.

Social Media and Advertising

Subrecipient is expected to develop new and innovative outreach strategies designed to increase the number of Opportunity Youth coming into the center, and work to increase the number of young adults from underserved communities not yet substantially reached by Next services. Social Media efforts will be led and coordinated by the Next Office Manager.

- Subrecipient will continue to develop and execute social media strategies for the social media platforms that Next currently operates. This strategy will also include procedures for implementing, consistent, effective, and engaging content on these platforms. Subrecipient will also implement mechanisms to assess if a youth heard about Next through social media content. This data will be collected to guide future social media engagement.
- Subrecipient will also explore other advertising options including radio, television, or print advertising directed either at Opportunity Youth or their families, or other innovative outreach and engagement strategies identified by the Subrecipient.

Subrecipient is also encouraged to utilize techniques including radio advertising, participation in local events, and other strategies to engage with participants.

The Subrecipient will meet monthly with other Title 1 funded partner staff and share monthly performance for all indicators listed in this contract, as well as financial performance to ensure a collaborative approach towards service delivery. Documentation of these meetings will be sent to WSW Director of Programs for both Q1 and Q2 of this contract term.

14 Program Elements

Each proposer is responsible for providing access to the following 14 program elements, as needed for enrolled Opportunity Youth:

Element Name	Element Description	Next Consortium Partner
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1: Improving Educational Attainment	Tutoring, study-skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.	Equus Workforce Solutions, PAX Tutoring, Clark College
2: Alternative secondary school services	Alternative secondary school services or dropout recovery services, as appropriate.	PAX Tutoring, Clark College
3: Paid and unpaid work experiences that have as a component academic and occupational education,	Summer employment opportunities and other employment opportunities available throughout the school year, Pre-apprenticeship programs, Internships and job shadowing, On-the-job training opportunities, Career Launch programs.	Equus Workforce Solutions, WorkSource, Career Team
4: Occupational skill training	Occupational skill training, which shall include priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations outlined on the WSW Demand Training List.	Equus Workforce Solutions, Career Team, WorkSource
5: Education offered concurrently with workforce preparation and training for a specific occupation	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	Equus Workforce Solutions, Career Team, WorkSource
6: Leadership development opportunities	Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.	The Underdog Mentality
7: Supportive services	Provided to participants to support them in their ISS goals towards their next steps.	Equus Workforce Solutions, WorkSource, Career Team
8: Adult mentoring	Adult mentoring for the period of participation and a subsequent period, for a total of no fewer than 12 months.	Equus Workforce Solutions, Job Corps, The Underdog Mentality, CareerTeam
9: Follow-up services	Follow-up services for at least 12 months after exiting the program to ensure continuity of services and progress towards performance outcomes. Follow-up services must be provided by the same program that provides case management during program participation. The type of services provided must be based on the needs of the individual.	Equus Workforce Solutions, The Underdog Mentality
10: Comprehensive guidance and counseling	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.	Children's Home for Southwest Washington
11: Financial literacy education	Financial literacy education refers to activities that provide youth with the knowledge and skills that they need to achieve long-term financial stability, including but not limited to creating budgets; setting up checking and saving accounts; managing spending, credit, and debt.	HAPO Community Credit Union, Columbia Bank, IQ Credit Union, Equus Workforce Solutions
12: Entrepreneurial skills training	Helps youth develop the skills associated with entrepreneurship and the gig economy, such as the ability to take initiative, creatively seek out and identify business opportunities, develop budgets and forecast resource needs,	Equus Workforce Solutions, The Underdog Mentality

	understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market oneself and one's ideas.	
13: Career Awareness – Services that provide labor market information	Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration service.	Equus Workforce Solutions, Job Corps, WorkSource, Career Team
14: Postsecondary preparation and transition activities	Activities that help youth prepare for and transition to postsecondary education and training.	Clark College, WSUV, Equus Workforce Solutions, Job Corps

Sector Alignment

Subrecipient's program activities will be aligned with WSW's regional sector plan goals for the high growth and high demand sectors of healthcare, manufacturing, construction, technology, with secondary emphasis on "first jobs." This will occur by infusing emphasis on preparing for targeted sector employment throughout the service delivery process.

Essential Skill Development

Subrecipient will ensure the continued offering and improvement of the "Design Your Future" curriculum at Next. The curriculum will be offered to all Opportunity Youth at all locations, at staggered times so no young person waits to begin preparing for employment. Completion of the program will result in youth receiving a locally recognized certificate, which becomes part of their employment preparation and business engagement portfolio. The program will include:

- Classroom (blend of virtual and in-person) and related interactive activities designed to teach critical essential skills to succeed in the 21st century workplace and allow youth to demonstrate these skills.
- Work-based learning provides the environment for youth to practice, demonstrate, and receive constructive criticism from supervisors to build these skills.
- Instructors will operate the entire program in a way that teaches and reinforces these skills. Expectations for Opportunity Youth participation will mirror those for work, and team members will be good role models of professionalism, dependability, and responsibility.
- Not all participants will need to start from the beginning of each class and can have an individualized plan to allow for positive individual outcomes. This decision is based on the initial assessment with the student and determined appropriate by the primary Talent Development Specialist or the Youth Instructor.

Assessment

The Subrecipient will identify young adult aptitudes and interests in relation to the four targeted sectors. Assessment of these interests assists in the completion of their High School Diploma/GED, and their possible participation in other programs featured at Next. This will be documented in the participant's ETO file upon enrolling. As participants progress through programming, notably the Next Workforce Class, Subrecipient will assess their readiness to enter the workforce. Using Next's Quality Standards, Subrecipient will assess and document in the participant's ETO file:

- L – Leadership, helping others succeed, integrity, accountability, and a balance of pride and humility.
- E – Environment, collaboration, trust, transparency, and honesty.
- G – Get Going, thinking, planning, and acting with intent.
- A – Attitude, taking a can-do approach, aiming high, and adapting.
- C – Communication, professional tone, messaging, and coordination.
- Y – You, being authentic and showing your character.

Subrecipient will identify youth aptitudes and interests in relation to the four targeted sectors and connect youth to relevant experiences that connect to those areas of interest.

In addition, each enrolled participant will complete a pre/post survey prior to and following their work experience survey regarding any work experience. The survey will inform the Next Director and Talent Development Specialist about the participants overall experience with the site.

Talent Development (service delivery)

Subrecipient will provide a wide array of activities to prepare youth for in-demand occupations, including work-based learning, short-term training to earn industry-recognized credentials, mentoring by adults employed in their chosen occupation, and preparation for/transition to postsecondary training to earn credentials and degrees to enter in-demand jobs.

The case management model will follow the Next Pillars of Practice:

Positive Youth Development is an evidence-based approach that is best defined by the Interagency Working Group on Youth Programs (IWGYP) as an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.

Next is built on a foundation of positive youth development (PYD) approaches that are strengths-based, while providing and enhancing leadership opportunities for all participants that walk-through Next's doors. PYD is a commitment to understanding protective factors and resiliency in young people and involving youth as equal partners in programming. This is true from the start for participants at Next; each participant is able to determine the best pathway for their futures as they are paired with a Talent Development Specialist who develops an ISS in partnership with the participant. Participants are given many options for engagement in different programming opportunities.

- We **partner** rather than parent
- We **empower** rather than enable
- We support a journey toward **self-sufficiency** rather than saving participants

Trauma Informed Care includes a commitment to safety, consistency, and predictability, and an acknowledgment of historical and ongoing trauma, including structural forms of discrimination, which have an active and ongoing impact on outcomes for youth.

Connecting is all about creating a warm, exciting, fun, and safe environment for participants as soon as they walk in the door at Next. We understand the importance of building a positive community within our walls for our participants so that they can fully engage in programs that will help them walk up to opportunity's door and kick it wide open. We are committed to providing nurturing staff, a safe, consistent, and predictable environment where participants can make friendships among peers, mentorships with staff and community members, and truly provide the casual and comfortable space to talk and dream about their future.

Building our participants up is one of our most important focuses at Next; that is why we offer program options that allow our participants to gain confidence through building skills in employment, education, and personal development. Our programming is strengths-based and empowers our participants through choice, leadership opportunities, and soft skill development. In addition, we are committed to providing an environment that is healing and forgiving because we understand the importance of being able to make mistakes and move on from those mistakes without judgment. We successfully support our participants in building these skills through intensive case management and access to skill building programs. Services will take place in-person and in virtual settings.

Equipping our participants to apply skills they have built in real-world environments is a primary goal of Next. Our staff are committed to making community connections with positive mentors who directly engage with our participants in various services, college campuses, training programs, and other next step options for youth who have successfully built-up necessary skills inside the walls of Next.

In addition, every effort should be made to provide reasonable accommodations to all programs, policies, and procedures to accommodate known physical, mental, or sensory barriers. Subrecipient is expected to demonstrate efforts to provide universal access by:

- Providing outreach to all populations of eligible participants
- Provide meaningful support for individuals with limited English proficiency
- Offer information about services and activities to all eligible participants
- Provide accessibility in the physical space, by communication services, and through auxiliary aids and services

General Reporting

Subrecipient shall submit all Financial, Participant MIS, Program Performance, 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.

Subrecipient will send quarterly reports to the WSW Program Manager utilizing a template that is created by the Next Director and the WSW Senior Program Manager. The reports will be due to the WSW Program Manager within 10 days following the end of the quarter. Program reports will summarize the scope of services, progress towards deliverables, and any other pertinent information as requested. These reports will be used to monitor program progress, program gaps in services, and identify any potential problems requiring WSW attention.

The reports will provide:

- A narrative assessment of activities at the Next center both from the Subrecipient and other co-located partners
- A summary of partnership activities within and outside the center
- Summary of Next Champions and Youth Leadership Activities
- Service delivery data for the quarter
- Demographic data including detailed data on the demographics of enrolled participants, and the center's progress in recruiting and serving diverse participants, especially those identified as priority populations in this contract.

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

Next Director-WSW Meetings: The Next Director will participate in a standing check-in with a WSW Program Manager on a minimum monthly basis for the duration of this contract. If the proposed dates and times cannot be utilized for this meeting, it is the responsibility of the Subrecipient to determine alternative dates.

Next Operations Manager Meetings: It is the responsibility of the Next Operations Manager to coordinate a standing meeting of the Title I Youth team, to ensure coordination and cooperation between members of the team. These meetings are to take place at least twice a month, for each month that this contract is in effect.

Staff Trainings: Subrecipient will complete a minimum of **three** (3) staff development trainings covering topics including trauma informed care, diversity, equity, and inclusion, and other educational topics and competencies relevant to the mission of Next and the populations served at the center.

WSW Systems Change Trainings: Subrecipient will attend quarterly Systems Change Trainings as organized by WSW's staff, to advance equity for individuals and execute WSW's strategic plan.