



workforce
SOUTHWEST WASHINGTON

**Southwest WDA One-Stop Youth Center
Contract with Equus Workforce Solutions
Youth Cowlitz & Wahkiakum Counties
Effective July 1, 2020 – June 30, 2023**

Statement of Work

Program Overview

The primary goal of this WIOA Title I Youth Contract is to ensure that Southwest Washington Opportunity Youth are prepared for post-secondary and career success, which results in a skilled and qualified pipeline to fill local area workforce demands 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 board members, staff, volunteers, or customers; and
3. requests it has made of WSW or other state or federal agencies for technical assistance about inclusion or equity.

A major deliverable of this contract is to implement a Cowlitz County and Wahkiakum County youth collaboration which serves the needs of local opportunity youth. In executing this contract, the Subrecipient will develop an integrated, co-located youth system in Cowlitz County that may draw best practices from the established Next model in Clark County, and/or existing local assets to effectively serve the specific needs of Opportunity Youth and industry in Cowlitz/Wahkiakum Counties. The Cowlitz/Wahkiakum Counties' Next Consortium will collaborate across agencies to develop a system which streamlines enrollment, demystifies programmatic practices, welcomes growth and the proliferation of resources in the community.

Structural Roles

Functional Leadership – Next Consortium

The Cowlitz-Wahkiakum County Next Consortium is intended to coherently knit together the processes of numerous partners working to create exceptional services for Opportunity Youth. The Next Director, who is employed by the Subrecipient, will drive the development of the partnership in Cowlitz County.

The Next Director will be empowered and given responsibility through agency directors to lead the Next Youth Consortium, ensuring open and effective communication between the agencies, determining best practices of agency collaboration, and driving the expansion of the consortium in tandem with WSW.

This emphasis on integrated service delivery aligns center partners around a shared vision and goals; provides participants with an intuitive, service-driven experience based on their needs, enhances communication and knowledge exchange among programs/partners; and enhances resource leveraging and use. It is the responsibility of the Subrecipient and Next Director to ensure effective, open collaboration between partners that fulfills the vision of this contract and provides employment and career focused services to Opportunity Youth.

Consortium Development – Phase 1

The Subrecipient will execute independent agreements as indicated with each partner organization included in its proposed Title I consortium to provide the following programmatic and systemic roles: Executing these subcontracts will serve as the first step to co-locating the following partners and synergizing their existing services and procedures:

All partner organizations collocated or partnering with the consortium 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 consortium's collaborative partnership model and maintaining a commitment to trauma informed care and the consortium's mission to promote diversity, equity, and inclusion.

PAX Learning Center: The Subrecipient will execute an agreement with PAX Learning Center (PAX) to provide individualized GED exam prep for Opportunity Youth in Cowlitz/Wahkiakum Counties. It will be the Subrecipient's responsibility to ensure that PAX GED supports are offered in conjunction with other GED completion programs. At an appropriate point in the student's GED progress, PAX instructors will refer the youth to Title I for enrollment. This allows youth to focus on educational goals and reduces their time on program. It is the responsibility of the Subrecipient to ensure open lines of communication between the GED providers to ensure that Opportunity Youth are accessing programs most in line with their individual employment and education goals.

The Underdog Mentality (Cowlitz): The Subrecipient will execute an agreement with The Underdog Mentality (TUM) to provide leadership and entrepreneurship training to participants.

1. Five instances of a 90-minute Leadership and Entrepreneurship workshop.
2. One four-hour Youth Summit event for a minimum of 25 participants. This session will include 3 elements: challenge activities, inspirational storytelling & self-reflection.
3. Nine 60-minute Individualized Leadership Development sessions with one for Cowlitz County youth participant. This youth participant will be selected in a collaborative process between Subrecipient staff and TUM leadership. The Youth participating in Individualized Leadership Development should represent the priority populations identified in this contract.

This leadership and entrepreneurial training 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.

The Underdog Mentality (Wahkiakum): The Subrecipient will execute an agreement with The Underdog Mentality (TUM) to provide leadership and entrepreneurship training to participants.

1. One 90-minute Leadership and Entrepreneurship workshop.

This leadership and entrepreneurial training 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.

Non-subcontracted Partners:

Goodwill of the Olympics and Rainier Region (Goodwill):

While Goodwill will be a direct subcontractor of WSW for the provision of the services in this contract, the subrecipient and Goodwill will be expected to cooperate closely to coordinate services provided at Goodwill's location in Cowlitz County, the program home and physical space for the consortium (Longview Goodwill Work Opportunity Center). Goodwill's primary duties under their contract will be business engagement and work experience (internship) development and placement. Goodwill will also provide community outreach, work-experience, and Opportunity Youth participants. Goodwill will make co-enrollment in other programs including Open Doors GED, Jumpstart to Youth Employment, Job Corps, and other Goodwill programs available to Opportunity Youth participants.

Leadership and staff from both Goodwill and subrecipient are expected to be in close and regular communication to assure effective implementation of services and optimize programming through the use of co-enrollment and other collaborative strategies.

Fiscal Oversight and Management

It is the responsibility of the Subrecipient to oversee and manage program expenses and finances, 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 Subrecipient staff will utilize the proprietary software ResCare 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 expenditures and obligations at any time. This system empowers staff at every level to clearly understand current expenditure needs and capacity. Subrecipient will be responsible for leading conversations around dollars spent and ensuring that participant

expenses are reasonable within contract timetables and meaningfully contribute to successful participant outcomes.

Collaboration with Adult Workforce System

It is incumbent upon the Subrecipient to maintain the collaborative relationship between the Next Youth Consortium and Southwest Washington's adult workforce system (at the WorkSource Kelso). This includes developing further programmatic alignments between Title I Youth and Adult programs and other programs including but not limited to CareersNW, LinkedIn Learning, virtual program elements, and other emerging initiatives. For Opportunity Youth program participants who are seeking postsecondary credentials in in-demand occupations, Subrecipient will strategically co-enroll appropriate youth into adult 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. The Subrecipient will employ several required staff who will conduct work under this contract and contribute to the center's systemic objectives. The Cowlitz Next Youth Consortium must have its own version of each identified staff member except for the Next Operations Manager who will **serve all three counties (Clark, Cowlitz, Wahkiakum)**.

The Subrecipient should take steps to ensure that new staff hired on are representative of a diversity of backgrounds and experiences and resemble diverse populations of Opportunity Youth.

Talent Development Specialist: Subrecipient will employ one (TDS) to provide career exploration and work readiness opportunities to young adults. Roles of the TDS will include:

- Develop customized career plan with participants
- Administer assessments with participants to determine skills and interests
- Provide ongoing case management and support for participant
- Work closely with the Business Development Specialist to define, assess, and create a plan and process for local business partnerships and local industry mentors in relation to their engagement with the current and future youth workforce pipeline.
- Collaborate with the Next Youth Instructor to provide Next's Workforce Academy (essential skills course) and guide the implementation of the New World of Work curriculum and other workshops in Cowlitz County.

Next Operations Manager: Subrecipient will employ a Next Operations Manager (NOM) who will lead a team of 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.

The NOM 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 functionally supervised by the Next Director, who will provide oversight and management for this role.

In-Center Collaboration

For this Title I contract to be successful, the Subrecipient must ensure that inter-agency partners located at The Goodwill Opportunity Center meaningfully collaborate as a singular unit. Co-location

alone is insufficient to ensure the success of the Next Youth Consortium. In addition, it is incumbent upon the Subrecipient to ensure that in-center processes are being woven together in a way that ensures integrated service delivery.

The NOM 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 youth are connected to appropriate services. Mutually beneficial collaboration between in-Center partners is crucial, as it 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 Business Development Specialist, must likewise be coordinated amongst all center partners. All business contacts developed under any program operating under the auspices of a WSW initiative must be swiftly entered in Launchpad (within 7 days of contact). All business relationships developed should be designated with a single point of contact within the youth system in order to reduce redundant contact with business partners, assuring that outreach to businesses comes as a singular entity rather than from disparate partner agencies.

The Next Director will work in partnership with the WSW Business Services Team, who will provide the rest of the team with business contacts in the strategic sectors of manufacturing, technology, healthcare, and construction. Subrecipient will engage businesses in the following ways:

- Developing 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.
- Developing 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.

Additionally, a key role of the Subrecipient once co-location occurs is to implement synchronized and interwoven processes and tools that ensure that the co-located partners function collaboratively under the principles of integrated service delivery. For example, the Subrecipient and all consortium partners should develop common student forms for intake and support services. Likewise, businesses should be provided with a common worksite agreement form developed by the Subrecipient to ensure unified outreach to employer partners.

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 Youth 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	TBD
Native 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 Involve	Cowlitz County Jail
Homeless Individuals/ Individuals Experiencing Homelessness	Housing Opportunities of SW WA
Youth who are in or have aged out of foster care	TBD
English Language Learners: individuals with low levels of literacy and/or individuals facing substantial cultural barriers	Lower Columbia College
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)	WorkSource

**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).

WSW is also designating 10 priority populations who have been historically or are currently underserved by the public workforce system, or who face systemic barriers and impediments to success. Note that 2 of these identified populations (Indigenous Youth and Youth Experiencing Homelessness, are shared with the 14 WIOA populations).

The consortium team 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.

Population	*Preferred Partner Organization
Black	TBD
Indigenous / Native American / Alaska Native	Cowlitz Tribe, TBD
Asian American	TBD
Hispanic/Latinx	TBD
Pacific Islander	TBD
LGBTQIA+	TBD
Dealing with Mental Health Issues	Columbia Wellness, TBD
Justice Involved	Cowlitz County Jail, TBD
Experiencing Homelessness	Housing Opportunities for Southwest Washington, TBD
Women in Non-traditional Occupations	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.**

It is expected that the Subrecipient connect with at least one organization which advocates for or serves each designated priority population. A partner for each priority population is to be identified by the Subrecipient by the end of the October-December quarter.

Evaluative Reports:

The Subrecipient is expected to create and deliver an evaluative report to WSW by the end of the July-September Quarter, which provides detailed analysis on the Next Consortium's efforts to serve the diverse populations identified above and provide recommendations for future improvement in Cowlitz and Wahkiakum Counties, respectively. This report is expected to be delivered as a standalone report, separate from regular required quarterly reporting.

The report will examine the demographic makeup of participants served by the Cowlitz/Wahkiakum County Title I program in the current co-located setting and identify enrollment and completion of services by the priority populations identified in this contract.

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:

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 program staff at their discretion.

Subrecipient staff are encouraged to collaborate with Goodwill staff to coordinate report findings and efforts across their respective reports.

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.

Marketing/Outreach

The Subrecipient will work in tandem with co-located partners to develop a cooperative brand for the Next Consortium's programs (which may be an existing community brand or "Next"). All co-located staff will coordinate to align and promote a consortium brand which enhances community recognition and facilitates youth access to co-located programming.

The Subrecipient will, in conjunction with co-located partners, develop flyers, pamphlets, information sheets, and other physical or digital materials to raise awareness of the consortium and its programs in target youth populations, community-based organizations, and businesses.

The Subrecipient will also continue to make sure that marketing and outreach is equitably extended to priority populations identified above and will continue to develop effective community partnerships throughout Cowlitz 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. Additional efforts to grow the Next Consortium include, but are not limited to:

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

Social Media and Advertising

The 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 youth services.

The Subrecipient will 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.

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	Consortium Partner
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, Open Doors (Goodwill), Lower Columbia College
2: Alternative secondary school services	Alternative secondary school services or dropout recovery services, as appropriate	PAX Tutoring, Open Doors (Goodwill), Lower Columbia 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, ESD112, WorkSource, Goodwill
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, Goodwill
5: Occupation Training	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, Goodwill

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, Goodwill
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
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, Goodwill
10: Comprehensive guidance and counseling	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate	Local Behavioral Health Partners, Equus Workforce Solutions, Goodwill
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.	Local Financial Institutions, 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, understand various options for acquiring capital and the trade-offs associated with each option, and communicate effectively and market oneself and one's ideas.	Equus Workforce Solutions, The Underdog Mentality
13: Career Awareness	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, Goodwill
14: Postsecondary Transition	Activities that help youth prepare for and transition to postsecondary education and training.	Lower Columbia College, WSUV, Equus Workforce Solutions, Open Doors (Goodwill), Job Corps

Sector Alignment

The 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

The Subrecipient will ensure the continued offering and improvement of the "Design Your Future" curriculum. 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 (virtual and in-person) and experiential 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 youth aptitudes and interests in relation to the four targeted sectors. An 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 Workforce Class, the 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.

The 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 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)

The 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.

The Next Youth Consortium 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 the Next Youth Consortium'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 the Next Youth Consortium; 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 the Next Youth Consortium. We understand the importance of building a positive community 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 the Next Youth Consortium; 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 works to empower 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 are able to successfully support our participants in building these skills through intensive case management and access to programs on site that build needed skills.

Equipping our participants to be able to apply the skills they have built in real-world environments is a primary goal of the Next Youth Consortium. Our staff are committed to making community connections with positive mentors who are willing to directly engage with our participants on job sites, college campuses, training programs, and other next step options for youth who have successfully built-up necessary skills inside the walls of the Next Youth Consortium's co-located facility.

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. The 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 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.

These quarterly Next Director reports will provide:

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

Additionally, if the 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 the first Monday of every month 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.