



workforce  
SOUTHWEST WASHINGTON

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

**Statement of Work**

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**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. Training is provided by Equus Workforce Solutions, specifically the Next Director.
3. requests it has made of WSW or other state or federal agencies for technical assistance about inclusion or equity.

This contract is in line with ongoing efforts to create a system of Cowlitz County and Wahkiakum County youth collaboration which serves the needs of local Opportunity Youth. In executing this contract, the Subrecipient will support the 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/Youth 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 Equus Workforce Solutions, will serve as the functional Youth consortium lead, and 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 to ensure effective, open collaboration between partners that fulfills the vision of this contract and provides employment and career focused services to Opportunity Youth.

### **Work Experience Development**

The primary responsibility of the subrecipient under this contract is to cultivate relationships with Cowlitz and Wahkiakum County businesses, develop Work Experience (WEX) placements (AKA Internships) at these employers, and oversee student placement in these positions, ensuring student completion and success in these opportunities. The subrecipient is expected to utilize their local community connections, business development expertise, and skills engaging with youth to ensure successful local program implementation of WEX and internships.

### **Fiscal Oversight and Management**

It is the responsibility of the Subrecipient to support Equus Workforce Solutions in managing relevant program expenses and finances, including participant expenses for Title I youth programming. Subrecipient will coordinate with Equus Workforce Solutions to ensure that Title I Youth participant expenses are accessible, allowable, and expended via the Title I Youth Subrecipient staff.

### **Collaboration with Adult Workforce System**

It is incumbent upon the Subrecipient to maintain and support the collaborative relationship between the Next Youth Consortium and Southwest Washington's adult workforce system (at the WorkSource Kelso location). This includes developing and supporting further programmatic alignments between Title I Youth programs and Title I Adult programs. The Subrecipient will collaborate with other WSW investments and strategies, including 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 coordinate

with Equus to 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 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.

**Business Development Specialist:** Subrecipient will employ a Business Development Specialist (BDS) to coordinate local partnership with industry and facilitate work experience and other opportunities for youth.

- Working with the Next Director to ensure that Title I activities are coordinated with other in-center partners.
- Assuring that youth can access employment readiness and work experience activities at local employers.
- Develop relationships with businesses to serve as WEX sites and other relevant partnerships for programming.
- Assuring the extension of trauma informed care best practices into placement activities and all student interactions.

The BDS will work in conjunction with other co-located partners to achieve the center's strategic goals related to Title I service delivery. The BDS 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 subrecipient must work closely with Equus Workforce Solutions, specifically the Next Operations Manager (NOM) and Next Director to ensure that Goodwill staff 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, including Equus Workforce Solutions. 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 BDS 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:

The Subrecipient must regularly attend 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 in the co-location partnership is to support 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 co-develop common student forms for intake and support services. Likewise, businesses should be provided with a common worksite agreement form developed by the Subrecipient and Equus Workforce Solutions 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 Cowlitz/Wahkiakum Youth Consortium. These partners are referenced below. Even if a population already has a preferred partner organization, other organizations may be added.

<b>Population</b>	<b>Preferred Partner Organization</b>
Displaced Homemakers	TBD
Low-Income Individuals	TBD
Native Americans, Alaska Natives, and Native Hawaiians	Cowlitz Tribe, 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	TBD
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).

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, in coordination with Equus Workforce Solutions and led by the Next Director and Next Operations Manager, are expected to connect with at least one organization representing each of the following 10 priority populations.

<b>Population</b>	<b>*Preferred Partner Organization</b>
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 stand-alone 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 report will evaluate current participation in the program by individuals representing these populations and identify specific recommendations that could be implemented in future contract terms for enhancing equitable access and positive outcomes for non-dominant populations.

Subrecipient staff are encouraged to collaborate with Equus Workforce Solutions 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 within the Cowlitz/Wahkiakum Youth Consortium.
3. Identify specific recommendations that will enhance student success at the Consortium 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 Subrecipient will meet monthly with Equus 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**

The integrated WIOA Youth system is required to provide 14 Program Elements, which are listed below. In this contract, the subrecipient is only charged with providing service 3 (Paid and Unpaid Work Experience). However, the subrecipient must ensure that youth engaging with the Cowlitz/Wahkiakum consortium are able to access all services through the collaborative system and other system partners.

<b>Element Name</b>	<b>Element Description</b>	<b>Consortium Partner</b>
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, Lower Columbia College
2: Alternative secondary school services	Alternative secondary school services or dropout recovery services, as appropriate	PAX Tutoring, Open Doors, 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	Equus Workforce Solutions

	or occupations outlined on the WSW Demand Training List	
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
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
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
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
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
14: Postsecondary Transition	Activities that help youth prepare for and transition to postsecondary education and training.	Lower Columbia College, WSUV, Equus Workforce Solutions, 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.

### **Talent Development (service delivery)**

The Subrecipient will assure youth can access a wide array of activities through Equus Workforce Solutions partners to prepare youth for in-demand occupations. Goodwill will assure that Work-based learning activities overseen by Goodwill are accessible to youth participants.

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 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.

**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.