



SPOKANE
**WORKFORCE
COUNCIL**

REQUEST FOR PROPOSAL

For the period July 1, 2019 – June 30, 2020

Next Generation Zone Service Providers' Consortium

WIOA Title I Youth Program Funding

Preparing Tomorrow's Workforce

Amount Available

\$990,000

Release Date

February 15, 2019

Due Date

April 25, 2019

The Spokane Workforce Council is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711.



SPOKANE WORKFORCE COUNCIL

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SECTION I: PURPOSE AND TERMS

Overview

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium to deliver [Workforce Innovation and Opportunity Act](#) (WIOA) Title I Youth services at the [Next Generation Zone](#). This Request for Proposal (RFP) is designed to identify a consortium capable of offering services in an integrated environment where education, career skills training, community resources, employment assistance and wrap-around support are available in a one-stop career center model for young adults.

This RFP is for service delivery and WIOA program leadership. We are concurrently seeking a Next Generation Zone operator to functionally manage the site and coordinate partners and services. Bidding consortia should review the [WorkSource Campus Operations RFP](#) for additional information on that role. We are also concurrently seeking a consortium to provide business services in support of the Spokane WorkSource System, including the Next Generation Zone. Bidders should review the [Talent Solutions RFP](#) for information regarding the Talent Solutions Center and its staff.

Services funded via this RFP will be delivered at the Next Generation Zone, a WorkSource Spokane Affiliate Site located on the WorkSource Campus, and located at 901 East Second, Suites 100 and 308, Spokane, WA. The funding associated with this RFP will wholly or partially support management and program staff representing two or more agencies working together to provide young adults workforce services in an integrated model. By bidding on funding through this RFP, consortia agree Next Generation Zone will be managed by the [Next Generation Zone operator](#) and that all staff funded using Title I Youth will be located at the Next Generation Zone, unless otherwise proposed by the consortium and approved by the SWC.

Technical Details

As will be addressed in contracts with selected agencies, this funding can only be used to support the goals and services outlined in this RFP. Awarded funding may not be used to support any work specific to the agency or advance individual agency goals without prior approval from the SWC.

Performance measures and additional deliverables for the contract will be negotiated following the award announcement and will be included in the contract. Contracts resulting from this RFP are anticipated to begin July 1, 2019 and end June 30, 2020. All contracts will be cost reimbursable (profit must be negotiated with the SWC), and will be one-year agreements. The SWC reserves the right to extend contracts up to two times, resulting in three one-year contracts. Contract extensions may be based on funding availability, satisfactory performance, and other factors.

Once the contract has been awarded, the SWC reserves the right to modify delivery design, including infusing funds from alternate sources, at any time in order to meet the needs of the workforce system. The SWC also reserves the right to de-obligate funds from contractors who fail to meet performance and/or expenditure requirements or in the event of a rescission of federal funds.

The agencies selected will be required to agree to the SWC's [General Terms and Conditions](#), have all controls securely in place, and agree to comply with any policies created by the SWC and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until the Spokane Workforce Council and the prospective grantee(s) have executed a contract agreement. The final negotiated proposal narrative and budget schedule will constitute the Statement of Work for the contract. The content of the accepted proposals will become the basis for the negotiation of a final contract agreement. Applicants are advised that most documents in the possession of SWC are considered public records and subject to disclosure under the Washington State public records law.

This RFP does not commit the SWC to award a contract or pay any costs incurred in the preparation of a proposal to this request. The SWC reserves the right to request additional data, discussion, or presentation in support of written proposals; to reject any or all proposals received; to negotiate with all designated representatives; or to cancel in whole or in part this RFP if it is in the best interest of the SWC to do so. If the SWC does not receive responses that adequately address the services and outcomes requested, it is possible that no award would be made, that the RFP would be modified and rereleased, or that SWC staff would deliver services as authorized in state policy.

A bidder may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the SWC or any other funding source. Subcontracting is not permitted without written authorization from the SWC. Bidders who have submitted a proposal may protest the award of the contract. The process for protesting the award is as follows:

- Protests must be filed in writing and be received by the Spokane Workforce Council by May 31, 2019. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.
- The SWC will review protests that meet the above conditions.
- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted relative to this RFP.
- The SWC Chief Executive Officer, in consultation with the SWC board of directors, will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 30, 2019.

Eligible Applicants

Organizations eligible to submit proposals may fall within the following categories:

- Governmental agencies
- Private non-profit organizations
- Private for-profit businesses
- Educational entities

SECTION II: WORKFORCE SYSTEM BACKGROUND INFORMATION

SWC and Spokane Workforce Development System Overview

The Spokane Workforce Council, Spokane's local workforce board, is the policy and planning body for workforce development activities in Spokane County, pursuant to [PL 113-128 Workforce Innovation and Opportunity Act](#) (WIOA). The SWC board brings together business and community leaders, appointed by City of Spokane and Spokane County officials, to promote and expand workforce development activities to ensure the long-range economic vitality of the region. The intent of the workforce system is to provide an effective, locally-driven model that offers public and private-sector leaders programs and resources to meet the unique needs of their regional labor markets. Local boards drive innovation in workforce development at the local level to provide America with a highly skilled workforce that competes in the global economy.

SWC Mission

To elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnerships so we can cultivate a flourishing Spokane, together.

Vision

A prosperous, enterprising Spokane region sustained by a diverse network of robust workforce resources.

The SWC oversees the [Spokane WorkSource System](#) and provides a portion of the funding necessary to operate the system through the WIOA Title I Adult, Dislocated Worker, and Youth programs. The SWC oversight responsibilities include designation of the WorkSource and Next Generation Zone operators, administration of WIOA Title I program services, management of the Spokane WorkSource System Memorandum of Understanding Infrastructure Funding Agreement, certification of WorkSource Spokane and affiliated service sites, setting local performance standards, and other duties as assigned in the federal workforce law (WIOA) and associated regulations. The overarching intent of the SWC is to help create a vibrant economy by leading and convening a workforce development system that can provide a skilled workforce that meets regional business needs.

Goals for Spokane Workforce Development Area 2016-2020

The SWC's 2016-2020 [Local Integrated Workforce Plan](#) defines its mission, vision, goals, and objectives, which reflect the need to provide multiple pathways toward creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. In addition to remaining focused on the goals and target sectors defined in the integrated workforce plan, the SWC will continue to operate under the following guiding principles:

- Think and act as an integrated system that shares common goals, yet services are delivered by various partners with the best capabilities.
- Maintain and expand a delivery system that is responsive to employers, with services prioritized to respond to high-demand occupations and critical job needs of targeted industry sectors.
- Regularly review program and service performance for quality improvement and adapt to meet changing needs.

SWC Roles and Responsibilities as a Local Board under WIOA

To ensure a well-coordinated workforce system, and per federal law, the SWC will take a lead role in the following efforts, while working with a variety of partners on the WorkSource Campus:

- Workforce research and regional labor market analysis
- Convening regional workforce system stakeholders
- Directing services to businesses/business engagement strategies
- Development of career pathways
- Implementation of technology for the One-Stop System
- Coordination with postsecondary education providers for workforce development efforts and related programming

Specific to business services, the SWC will provide labor market analysis, data and reports; approve all marketing materials or will work with the WorkSource operator for an approval process; functionally supervise the WorkSource operator, who will be responsible for leading the talent solutions team; lead sector partnerships/strategies; employ an apprenticeship development specialist responsible for working with businesses to create new apprenticeship opportunities; and host the Talent Solutions Center.

SECTION III: FUND SOURCE INFORMATION

Workforce Innovation and Opportunity Act (WIOA) Funding Overview

This RFP was prepared based upon the [Workforce Innovation and Opportunity Act of 2014](#) (WIOA) and associated U.S. Department of Labor and Washington State regulations and guidance. WIOA was implemented to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States, and provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory partners include WIOA Title I Adult, Dislocated Worker, and Youth programs; WIOA Title II Adult Education and Family Literacy; WIOA Title III Wagner-Peyser services; WIOA Title IV Vocational Rehabilitation; and others specified in the Act. Bidders are strongly encouraged to read this [Training and Employment Guidance Letter 04-15](#) issued by the U.S. Department of Labor that outlines the vision for the One-Stop System under WIOA.

The three hallmarks of WIOA include:

- The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
- One-Stop Centers (WorkSource centers) provide excellent customer service and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

The WIOA system is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages; and to provide employers with the skilled workers they need to succeed in a global economy.
- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- For purposes of Title I, to provide workforce investment activities through statewide and local workforce development systems that increase the employment, retention, and earnings of participants and increase attainment of recognized postsecondary credentials by participants; and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

SECTION IV: EVALUATION AND SELECTION PROCESS

The SWC Services and Oversight Committee, in partnership with the Youth Employment and Career Readiness Network, on behalf of the SWC Executive Committee, will be responsible for the proposal review and selection process. The review committee will be comprised of individuals who have no fiduciary interest in services offered through this RFP. Committee members will review and score proposals according to the criteria and assigned points specified in this RFP (points details are listed in Section VIII). Final funding decisions will be made by the SWC at its May 15, 2019 Executive Committee meeting.

SECTION V: ESTIMATED AWARDS

PROGRAM YEAR 2019-2020 ESTIMATED FUNDING ALLOCATION	
WIOA Title I Youth	\$990,000

Budget Specifics

When building your budget, please take in to consideration the following:

- Each agency budget must include all costs associated with operating the contract including salaries, benefits, indirect, travel, technology needs, customer support services and training costs, etc.

- The SWC will cover operating costs for Next Generation Zone including: rent, electricity, janitorial services, managed IT support, internet service, supplies, desk phones, etc.
- Agencies with staff located in the center will be required to sign a sublease agreement and pay \$1.00 annually – a Washington State requirement for a legally binding sublease agreement.
- Bidders must include \$500 annually per staff member for IFA Other Shared Costs.
- Bidders do not need to include the following in their budget proposals as all will be covered by the SWC using Infrastructure Funding Agreement/Other Shared Costs: staff training, supplies, accessibility enhancements, assessments for customers, and other operating costs.
- Refer to [budget form](#) for additional information.

SECTION V: TIMELINE

Dates (2019)*	Activity and Time (Local Time)
February 15	RFP released and available at www.wdcspokane.com
March 4	Pre-registration for Bidders' Conference to admin@wdcspokane.com requested (not mandatory)
March 7	Bidders' Conference, 10:00 a.m. at SWC Office - Event Center**
April 22	Written Q&A deadline - 5:00 p.m.
April 25	Proposals due electronically to admin@wdcspokane.com by 12:00 p.m. (noon). Late proposals will not be accepted.
April 26-May 9	Evaluation of proposals
May 10	Bidding entities selected to present on 5/14 will be notified by 5:00 p.m.
May 14	Presentations by selected bidders (by invitation only)***
May 15	SWC Executive Committee proposal award approval
May 16	Provisional contract award announcement
May 17-June 14	Contract negotiations
May 31	Deadline for appeal by COB
July 1	Contractors begin delivering services

*The SWC reserves the right to make changes to the timeline.

**The SWC will offer a single Bidders' Conference for all four [RFPs](#) currently posted. To ensure a productive conference, questions may be submitted in advance to admin@wdcspokane.com, which will allow staff time to research each question thoroughly.

*** The SWC reserves the right to ask selected bidders to give a presentation and participate in a question-and-answer session with the review committee.

SECTION VII: DESIGN

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Campus and WIOA, the SWC is seeking a youth service providers consortium that can achieve goals through a strong, committed partnership involving entities with the expertise to deliver high quality services at our youth career center—the Next Generation Zone. The selected consortium will be responsible for staffing all positions necessary to carry out WIOA Title I Youth funded services at the Next Generation Zone (except the operator), and the program design elements outlined in the following sections.

A. Background

The [Next Generation Zone](#), our region's only career and education one-stop center for young adults ages 16-24, consists of approximately 17-20 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone provides over 1,750 young adults with career information, and of those, approximately 750 young adults receive individualized in-person career and education services. The center is designed to mitigate barriers to success by co-locating key social service, education, career skills training, and other youth-serving agencies under one roof. The model is a true “one-stop” that has successfully streamlined operations, achieved a highly functional and collaborative organization structure, and is able to allocate more resources to programming and direct customer services as it realizes operations cost savings.

The Next Generation Zone is designed to serve young adults that are not connected to the workforce or postsecondary education by focusing on relationships through re-engagement to address barriers to employment and education. The ultimate goal is for each young adult to successfully obtain a job and/or enter an education or training program. About half of the youth served come to the Next Generation Zone because they were not successful in high school for a variety of reasons. The site offers onsite education resulting in High School Equivalency (GED) through the Open Doors Reengagement Program and Community Colleges of Spokane. Most youth have experienced trauma of some kind, and we take a trauma-informed approach in program design, policies, processes, and one-on-one interactions with youth. Last year, the Next Generation Zone had over 150 youth graduate with their High School Equivalency certificate, and placed over 120 young adults into employment and/or post-secondary education. Young adults who completed Next Generation Zone programming were earning an average of \$12.45/hour, and 125 youth completed the 36-hour 21st Century Career Skills Academy.

Partner organizations physically at the Next Generation Zone include:

- Career Path Services
- Goodwill Industries of the Inland Northwest
- NorthEast Educational Service District 101/Open Doors Reengagement
- Spokane Community College

Mission of the Next Generation Zone

Preparing Tomorrow's Workforce

B. WIOA Youth Program Services

The WIOA Youth Program in Spokane County at the Next Generation Zone will be open to youth ages 16-24 with a focus on out-of-school youth (approximately 90-95% of enrollments), defined as those that are disconnected from school and/or employment. Additionally all youth enrolled into the WIOA program must meet the [eligibility criteria](#), and at least 20% of Youth Program funding must be spent on work-based learning (includes direct payments to students and associated staff time). It is because of the strict eligibility requirements of the Youth Program that the SWC is committed to continue to identify alternative sources of funding so that all youth can access the Next Gen Zone.

WIOA funds will be available for eligible youth, who must have access to the following 14 program activities and services (see [SWC policies](#) for additional information):

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to a completion of the requirements for a secondary school diploma or its equivalent, or a recognized post-secondary credential;
2. Alternative secondary school services or dropout recovery services;
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experiences;
4. Occupational skill training that leads to recognized post-secondary credentials that align with in-demand industry sectors;
5. Leadership development opportunities;
6. Supportive services;
7. Adult mentoring for a duration of at least twelve months, that may occur during and after program participation;
8. Follow-up services for not less than 12 months after the completion of participation (a variety of services including career counseling, supportive services and training are allowable during follow up);
9. Comprehensive guidance and counseling, including drug and alcohol counseling and referral to counseling as appropriate to meet the needs of the individual youth;
10. Financial literacy education;
11. Entrepreneurial skills training;
12. Services that provide labor market and employment information about in-demand industry sectors and/or occupations;
13. Activities that help youth prepare for and transition to post-secondary education and training; and
14. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or cluster.

In addition to the 14 required services for youth, the consortium receiving funding through this RFP will also need to implement/offer the following:

WIOA Youth Program Manager

The WIOA Youth Program Manager is the WIOA subject matter expert and lead for the Next Generation Zone and is functionally supervised by the operator. This leadership-level position will be a primary contact for staff with all WIOA program and compliance related items. Specific duties and responsibilities include:

- Implement and ensure compliance with all SWC WIOA-specific policies.

- Work with the Next Generation Zone operator and the fiscal entity for the Next Generation Zone service providers consortium to ensure compliance with all local policies.
- Provide support and strategies to Career Specialists from all consortium agencies as they work towards team performance goals, including engaging in positive goal-oriented feedback sessions to help understand what staff need to meet those goals.
- Set tone for entire team to include relationship strengthening, optimism, openness, availability, visibility, and consistency.
- Contribute to a Next Generation Zone wide customer-first philosophy.
- Prepare monthly loading chart and narrative and submit to operator/director for submission to the SWC.
- Collaborate with other program leads/managers to ensure seamless service delivery and referrals between programs (i.e. Open Doors, YouthBuild, etc.)
- Function as the lead for all WIOA-related program monitoring (local, state, and federal). This includes preparing required materials and questionnaires, staff training needs, acting as the onsite contact for monitors, and all other monitoring related items. The WIOA Program Manager will work and communicate with the Next Generation Zone operator as needed.
- Represent the Next Generation Zone and home agency at SWC Board of Directors meetings, the Youth Employment and Career Readiness Network, and participate in the One-Stop Campus and Next Generation Zone leadership teams.
- Stay current on WIOA policies, case management strategies, and performance management in order to ensure an ongoing and developing skill set with WIOA.

Mental Health Therapist

Starting in Program Year 2017, the SWC invested in a dedicated Mental Health Therapist, leveraged with other fund sources. The SWC will continue to invest in a portion of time for a Mental Health Therapist, up to .3 FTE depending on availability of funds. Bidders will state in their narrative if and how they are able to leverage funds for this position.

The overarching intent is to provide mental health services and referrals to better equip young adults for the world of work. This is accomplished by the ability to have an accessible and trained in-house professional who can assess, counsel and/or refer young adults to appropriate services. This staff member will support the overall mission of “Preparing Tomorrow’s Workforce” by enabling career specialists and other Next Generation Zone staff to focus on their areas of expertise. The mental health professional will play a dual role of counseling/referring young adults and providing consultation support to staff to train them and help more effectively redirect youth toward career readiness preparation. This staff member will bring expertise on trauma-informed practice and will support the adopted trauma-informed principles of Safety, Consistency, and Predictability both operationally and in process and policy. The intent for this position is to integrate into operations to better support staff, provide ongoing training/consultation, and help young adults tap into their own abilities to manage and solve issues that will enable them to be more productive and successful in work and school. It is not intended that this person would carry a regular long-term clinical caseload, instead this person would focus on crisis intervention, short-term needs and issues, and referrals to other resources. This staff person must equally serve youth and staff on the first floor and third floors of the Next Generation Zone and ensure flexibility to assist staff members as needed.

Next Generation Zone Orientation

The Youth Service Providers' Consortium, in partnership with other onsite programs, will design and deliver a singular orientation for all young adults. This orientation will provide all young adults interested in services a general overview of the array of available services, culture, and expectations at the Next Generation Zone. Program-specific orientations may take place after the singular Next Generation Zone orientation.

Pathway Planning

In an effort to provide a focused and streamlined career and education center, the Youth Service Providers' Consortium will structure services in "pathways," including but not limited to Apprenticeship, Post-Secondary Education, Short-Term Training and Employment. Pathways will clearly articulate and package the steps and services the Next Generation Zone offers to assist each young adult in to a defined career pathway and will be built upon a career interests and skills assessment. Pathways will include exploration within career fields, labor market data, and staff creating opportunities for career connected learning (tours, internships, networking, etc.) in each pathway. While it is understandable that young adults may transition between pathways as they explore and learn their interests, the core requirements will remain the same (GED/HSE, Assessments, and 21st Century Skills Academy). The consortium will work with the SWC as they develop and pilot the pathways model.

21st Century Career Skills Academy

It is expected that the 21st Century Career Skills Academy will continue and will be offered at the Next Generation Zone as a foundational component of service delivery. This curriculum includes information on in-demand industries, speakers representing local business, career assessments and exploration, résumé development, financial literacy, interview training, soft-skill development, team building, and civic involvement. This cross-sector approach will expose all young adults to multiple in-demand careers in industries with upwardly mobile career pathways. It is strongly encouraged that the Academy be a requirement for all young adults served by the Next Generation Zone.

Career Connected Learning and Apprenticeship

Over the last year, there has been an expanded focus at the state level on career connected learning and apprenticeship, and funding received through the [Career Connect Washington](#) grant, increased the focus on providing career connected learning opportunities and apprenticeship to out-of-school youth. The Youth Service Providers Consortium will integrate multiple opportunities for career connected learning including, but not limited to: articulating career connections within high-school equivalency instruction, industry speakers in the Academy, business tours, job shadows, career fairs, networking events, mock interviews, on-the-job training/internships, pre-apprenticeship, and apprenticeship. Additionally, the consortium will be required to support SWC career connected learning initiatives, such as Summer Career Connections, through promotion, community presentations and workshop offerings.

Cohort Training

In PY19-20, the SWC will sponsor in-demand training by providing seats to approximately 25 youth customers, depending on grant funding and employer partnerships. Beginning in PY19, customers will be asked to co-invest in their training plan by contributing to the cost of their coursework. The SWC will work with the selected consortium to determine the best process for young adult customers. Cohort training will be offered in coordination with [WorkSource Spokane's Continuing Engagement Team](#) (CET). These numbers can be included in your performance plan but will not need to be budgeted for through this RFP. The youth service

providers consortium will work with the CET to develop a process for enrolling suitable youth in training, setting up a structure for retention and successful completion of training, and working with the Talent Solutions Team on placement after completion. All trainings will include an industry-recognized credential.

The SWC will release one or more RFPs in 2019 to identify educational training providers, and there may be seats available to youth in the following courses:

- Commercial Driver's License - Class A
- Phlebotomy
- Insurance
- Microsoft Office
- Certified Information Systems Security Professional (CISSP)
- Cisco Certified Network Associate (CCNA)
- Microsoft SQL Server Certification
- Oracle Java Certification (OCA/OCP/OCE)
- CompTIA A+, Network+, and Security+

Connections with Employers

The Next Generation Zone will continue to connect young adults in our community to meaningful work experiences with employers. The service providers consortium will work directly with the WorkSource Talent Solutions Team to develop internships and on-the-job training opportunities for young adult customers. The Next Generation Zone staff will continue to work to increase business engagement at the center including enhancing job shadows, industry tours, will, career fairs, and other career-connected learning opportunities. Programming will center on valuable employer-youth interaction and connections. Next Generation Zone staff will also work with the SWC to execute the annual Next Gen Job Fair.

Youth Employment and Career Readiness Network (YECRN)

The YECRN is the group that oversees strategic planning for the Next Generation Zone and youth workforce programming in our region. As this group creates their strategic plan, it is required that the goals identified by this SWC board committee are incorporated in the design of the Next Generation Zone. The consortium funded through this RFP is expected to actively attend, participate, and engage with the YECRN and its work.

Promote, Populate, and Utilize Passport to Career Success

Responding to the need to provide career pathways planning tools to all young adults, the selected proposal will integrate the [Passport to Career Success](#) into its programming at the Next Generation Zone.

Mentorship

The Next Generation Zone currently offers group mentorship experiences with employers during the 21st Century Skills Academy. One of the goals in the next three years is to expand and develop a more intensive and structured mentorship program. The consortium is expected to work with the SWC to integrate this into current Next Generation Zone operations, and to increase the number of program participants participating in one-on-one mentorship experiences. This will be discussed at the contracting phase and built in to contract performance measures.

Community Engagement

While WIOA has shifted our direct services focus to out-of-school youth, it is important that the Next Generation Zone engage in the community, including with our local high schools, to

promote access to online resources (i.e. the Passport) and raise awareness of resources and initiatives available to all young adults in the community regardless of their school status. The Service Providers Consortium will be required to coordinate with the operator to present and deliver content to the community. This can be through webinars, in-person, online resources or a combination.

Staff Development and Training

It is important that Next Generation Zone staff is provided opportunities to develop new skills and hone their current abilities. It is expected that the youth service providers consortium will work with the selected Operator/Director to plan for staff development opportunities during the year, which may be in partnership with other Next Generation Zone partners in order to provide consistent and high-level training across the youth workforce system.

Discretionary Funding

The SWC continually develops opportunities to blend grants in to the Next Generation Zone, and the service providers consortium is expected to work with the SWC and the Next Generation Zone Operator/Director in the development, strategic integration and implementation of these grants and funding resources.

Trauma-Informed Principles

Starting in 2015, the Next Generation Zone worked with a consultant to integrate trauma-informed principles in to operational policies, processes, and in to staff training. The Next Generation Zone adopted three trauma informed principles that guide and shape work with youth and how we make decisions about programming. The selected consortium will commit to operating in a trauma-informed manner and will integrate the principles of Safety, Predictability and Consistency into its work.

Creativity and Innovation

A core value of the Next Generation Zone is creative and innovative youth programming. The SWC strives to lead an excellent youth program that strives for professionalism in service delivery, performance, community involvement, and above all connecting young adults to meaningful opportunities and career pathways. The youth service providers consortium will work together with the SWC to achieve this goal, with the key value of creativity and innovation at the forefront of all we do.

C. Operator

This year, the SWC is releasing a separate [WorkSource Camus Operations RFP](#), which is intended to separate site operations and service delivery to benefit the center as a whole. The operator is not intended to directly manage programs and/or staff, but is intended to serve as a visionary for the Next Generation Zone and its programs. The intent of having operators not responsible for directly managing program staff is to ensure the operator gives equal support to all staff and programs/agencies and does not make decisions that may be perceived as benefiting one agency or program/funding stream over another. It is expected that the selected Youth Service Providers Consortium will work together with the selected operator to coordinate program design, service delivery and campus wide coordination of services.

D. WorkSource Campus Hours of Operation and Closures

To ensure a cohesive WorkSource Campus, as well as safety of staff and customers, the SWC will be establishing a policy regarding hours of operation and minimum closures for the

campus. Each operator has the authority to close their respective site due to inclement weather or other necessity.

Consistent hours of operation, as outlined below, assist WorkSource Campus security with providing service during standard business hours. These hours apply to WorkSource Spokane, Next Generation Zone, EnVision Center and the Talent Solutions Center.

- Buildings will be unlocked and open for customers from 9:00 a.m. to 5:00 p.m. Monday through Friday.
- Staff training and development, staff meetings, and team meetings will occur from 8:00 a.m. to 9:00 a.m. Monday through Friday.
- All sites will be closed to customers the following days:
 - New Year's Day - January 1*
 - Martin Luther King, Jr. Day - Third Monday in January
 - President's Day - Third Monday in February
 - WorkSource System Staff Training Day – One day each spring (April-June)
 - Memorial Day - Last Monday in May
 - Independence Day - July 4*
 - Labor Day - First Monday in September
 - Veteran's Day - November 11
 - Thanksgiving Day – Third Thursday in November*
 - Christmas Day - December 25*

If a legal holiday falls on a Saturday, the preceding Friday will be observed as the holiday. If a holiday falls on a Sunday, the following Monday will be observed as the holiday. For the holidays indicated above with an asterisk, if the holiday falls on a Tuesday or Thursday, the day prior to or following the holiday will be closed to customers but open for staff. It is anticipated that work difficult to accomplish when customers are in the center will be accomplished during these days, such as deep cleaning of the site, site repairs, file maintenance, etc.

E. Next Generation Zone Facility Considerations

The SWC will remain the leaseholder at the Next Generation Zone and will execute a sublease agreement with each individual agency in the youth service providers consortium. The SWC will provide janitorial and Managed IT Services at the Next Generation Zone, and will be closely engaged in decisions affecting program and operations of the site. All new programs and funding being integrated into the Next Generation Zone require approval by the Next Generation Zone operator per the operator [policy](#). Similar to the operator of WorkSource, the Next Generation Zone operator will serve as an agent of the SWC to operate the location on behalf of the SWC. Zone, and will be closely engaged in decisions affecting program and operations of the site. Service providers are required to adhere to the [Next Generation Zone Operator Policy](#) before implementing any changes to staffing, equipment requests, etc.

F. Functional Leadership

In blended teams throughout the Spokane WorkSource system, members from multiple agencies serve on functional teams with a functional leader. This leader coordinates the day to day work/activities of the members of the team, and in many cases, the functional team leader may be from a different agency than some of the team members. It is important for staff members to distinguish the differences between their agency supervision and functional team leadership. The table below illustrates how functional leaders and agency supervisors

share responsibility for staff supervision. At the Next Generation Zone, the perator will act as the Functional Leader for all WIOA and non-WIOA funded staff. In addition, the WIOA Program Manager will act as a functional leader for Career Specialists and other WIOA-funded positions. The below is an example of how agency supervision and functional leadership duties may be separated. Bidders may propose a specific model, if desired.

AGENCY SUPERVISOR	FUNCTIONAL LEADER
Conducts performance evaluations	Provides inputs to agency supervisor for performance evaluations
Approves agency staff vacations and other leave requests	Coordinates team member leave requests with agency supervisor based on operational needs
Approves agency staff travel requests and reimbursements	Coordinates team member travel requests with agency supervisor based on operational needs
Prepares and provides specific agency required training for staff in coordination with functional leader to mitigate impact upon the work of the team	Prepares and provides functional team specific training for team members
Communicates outcomes of any issues involving agency staff with the functional leader	Forwards issues regarding team members to the agency supervisor to assist in resolution

G. Overview of WorkSource Spokane Campus

Bidders should review the WorkSource and Next Generation Zone [service providers RFPs](#) for information regarding the design of each site in 2019-2020. In addition to Next Generation Zone, the WorkSource Campus is also home to the following WorkSource sites:

WorkSource Spokane

[WorkSource Spokane](#) is a proud partner of the nationwide system of American Job Centers and provides a full range of assistance to job seekers and businesses under one roof. Please note most business services will be moving to the Talent Solutions Center on the WorkSource Campus in spring 2019 (see [WorkSource System Talent Solutions RFP](#) for additional information). Annually, WorkSource Spokane serves over 8,000 customers in-person, with 4,600+ co-enrolled in WIOA Title I Adult, and 600+ enrolled in Dislocated Worker Basic Career Services in 2018. We anticipate most to all customers to be co-enrolled in WIOA Adult Basic Career Services in 2019-2020, with another 1,500 being enrolled in Dislocated Worker Basic Career Services. Approximately 11,500 more customers receive on-line services annually. In addition to one-on-one services, staff at WorkSource offer over 500 workshops each year, which are attended by approximately 6,500 customers (workshop visits, not individual customers).

Established under the Workforce Investment Act and reauthorized in the [Workforce Innovation and Opportunity Act of 2014](#), the center offers training referrals, career counseling, job listings, and similar employment-related services. WorkSource Spokane, which is a certified Comprehensive One-Stop Center, has staff representing various partner organizations who provide these services and collectively employ approximately 55-60 staff and supervise approximately 10 volunteers. Partner organizations physically at WorkSource Spokane include:

- Career Path Services
- Community Colleges of Spokane
- Division of Vocational Rehabilitation
- Employment Security Department
- Washington State Department of Labor and Industries

EnVision Center

The City of Spokane began working on a concept for a collaborative social services site in June 2017 with the goal of reducing barriers for those seeking services. The hard work of a Project Team including staff from the City, the SWC and the Spokane Housing Authority, is paying off with the opening of an [EnVision Center](#) expected in early 2019. The Spokane EnVision Center is one of 18 HUD-designated EnVision Center Demonstration Sites in the United States designed as centralized hubs that serve as an incubator to support four key pillars of self-sufficiency: (1) economic empowerment, (2) educational advancement, (3) health and wellness, and (4) character and leadership. Spokane's EnVision Center will be located at 130 S. Arthur St. on the second floor of the WorkSource building, and it will serve as a one-stop for a variety of services including housing assistance, healthcare access, pre-employment, re-entry/justice, basic needs assistance (food assistance, clothing closet), peer mentoring and educational workshops. Provider agency commitments are being finalized and it is anticipated up to 35 staff will have workstations in the center. Once established, the site will apply to be certified as a WorkSource Connection Site, and it is expected to serve up to 100 customers each day through a collaborative service model once fully operational. The site will provide many WorkSource customers enrolled in WIOA Title I with access to services necessary to attain or retain employment, such as stable housing, community resources, and financial well-being services.

Talent Solutions Center

The intent of [business services](#) (also referred to as talent solutions) is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation, and meeting the hiring needs of employers. Per WIOA law, the SWC will lead regional sector strategies and business services, and as such, will contract with agencies through a separate RFP for talent solutions staff who will work with and on behalf of the SWC.

Talent solutions are the cornerstone of our model, which the SWC and partners fund using WIOA Titles I, II and IV, TANF, and other grant funding. In spring 2019, the SWC and WorkSource will be launching a Talent Solutions Center, which will be certified as a WorkSource Connection Site, located at 140 S. Arthur St., Suite 300B (SWC office suite), consisting of a team of approximately 10 staff. This site will offer by-appointment and walk-in support to employers, as well a Talent Solutions Event Center, which will be available for employers to use as needed, and where we will collectively host business-focused workshops and seminars. The current [Business Engagement Team](#), which will become staff of the Talent Solutions Center, is known for recording the highest number business services monthly in the statewide database, with workforce information being provided monthly to over 1,000 businesses, and 180 businesses receiving staff-assisted support monthly.

Beginning in 2019, the WorkSource operator will be functionally supervising [talent solutions](#), in cooperation with the SWC Chief Operations Officer, to ensure they are working on behalf of all businesses and with the entire WorkSource campus. Please refer to the [WorkSource System Talent Solutions RFP](#) for information about the role and function of the talent solutions team. The WorkSource operator will guide those funded to deliver business services by

functionally supervising the team and team manager, and will work on behalf of the SWC to implement changes and provide and/or coordinate staff training, establish goals, and continue developing that team as the go-to business resource in Spokane County.

There are many talent acquisition and workforce development services available to local businesses through Spokane's Workforce Development System, both through the SWC and the business services team. Examples include (for a full list, please see the [WorkSource System Talent Solutions RFP](#)):

- Access to labor market information and reports
- Connection to customized training and incumbent worker training
- Outplacement assistance
- Assistance crafting effective job postings
- Free listing on statewide job seeker website www.worksourcewa.com
- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning
- Layoff response services
- Candidate screening
- Large-scale community-wide job fairs
- Featured employer sessions and company-specific hiring events
- Industry-specific and targeted job fairs
- Assistance recruiting individuals into in-demand sectors by guiding them through appropriate education and training programs
- On-the-Job Training (OJT) funding to offset the cost of training new hires
- Access to other tax credits, helping to offset the cost of new hires

Other Affiliated Sites

In addition to the sites on the WorkSource Campus – WorkSource Spokane, Next Generation Zone, Talent Solutions Center, and EnVision Center - the WorkSource System is also comprised of [other affiliated sites](#), including 18 off-campus connection sites and one satellite office.

Our connection sites provide general information about WorkSource Spokane and employment related services to job seekers. These off-campus connection sites include:

- Goodwill Industries of the Inland Northwest
- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Spokane Public Library District (3 locations)
- Spokane County Library District (11 locations)

Our satellite office on Fairchild Air Force Base is housed within the Airman and Family Readiness Center. Workforce professionals at this site prepare transitioning military service members and their spouses with key skills to gain employment in the Spokane area and provide career coaching services to the entire base community.

H. Integrated Service Delivery

[Integrated service delivery](#) (ISD) is the model utilized on the WorkSource Campus to reduce duplicative and administrative activities that add little value in favor of a positive customer

experience. ISD allows staff to provide customers higher value services including screening, assessment, skill development, and skill certification related to regional economic and business needs. Staff working in an integrated environment will be organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs, and earn better wages; and for businesses to find the talent they need to succeed and grow.

The components of integrated service delivery include:

- Co-enrollment and co-funding of job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- A greater focus on skill development and certification based on labor market requirements.
- Using customer input – known as Customer Centered Design or Human Centered Design - to continuously improve services.

I. Performance Metrics

The following charts demonstrate anticipated program targets for WIOA Title I Youth, but it is important to note that these can change due to federal guidance and state negotiations.

PERFORMANCE METRICS - YOUTH
<p>Education & Employment Rate 2nd Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit. PY19 Youth Target: 70.0%</p>
<p>Education & Employment Rate 4th Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit. PY19 Youth Target: 66.1%</p>
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit. No target at this time.</p>
<p>Credential Attainment – The percentage of participants who are enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:</p> <ol style="list-style-type: none"> 1. Attain a recognized postsecondary credential or its recognized equivalent; or 2. Attain a secondary school diploma or its recognized equivalent and are employed or enrolled in an education or training program leading to a recognized postsecondary credential. <p>PY19 Youth Target: 52.7%</p>
<p>Measurable Skill Gains – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or</p>

employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

No target at this time.

PERFORMANCE METRICS – EFFECTIVENESS IN SERVING EMPLOYERS

Performance metrics for effectiveness in serving employers have not yet been identified by Washington State. Two proposed measures from the Department of Labor are being piloted by Washington State, which will be used to evaluate and identify a standard indicator for serving employers beginning in PY19. The two proposed measures being piloted are:

Repeat Business Customers – The percentage of employers who, during a program year, are using WIOA core program services more than once. No target at this time.

Employer Penetration Rate – The percentage of employers who, during a program year, receive a WIOA core program service compared to the total employers operating in the Workforce Development Area (Spokane County). No target at this time.

SECTION VIII: SUBMISSION INFORMATION AND REQUIREMENTS

General Submission Information

To be considered for funding, entities must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the SWC will consider how well the respondent has complied with these instructions and provided the required information. The SWC reserves the right to request clarifications from any bidder regarding information in their proposal.

Bidders can contact the SWC by email at admin@wdcspokane.com during the technical assistance (Q&A) period to request clarification that may be needed to comply with these instructions. Questions are considered public information and will be posted in their entirety on the SWC website with answers within two (2) working days of submission. Questions will be accepted by email only.

Responses to this RFP should be economically prepared, with emphasis on completeness and clarity of content. The proposal, as well as any reference materials presented, must be typed in English in at least 11-point font and must be on standard 8 ½” by 11” paper with no less than one-inch margins. Foldouts containing charts, spreadsheets, and oversize exhibits are permissible.

Proposal Checklist

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 15 pages)
- [Budget](#)
- [Information Form & Risk Assessment](#)

RFP Questions

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. **Proposals must**

include the exact questions as written below. There are 200 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

A. Consortium Experience and Philosophy (60 points)

Summarize what you want the review committee to know about your consortium and its agencies, including strengths and weaknesses, and experience in the following areas: managing youth employment and education programs, performance outcomes, fiscal management and controls, operating federally-funded programs, operating in an environment with functional supervision (staff reporting to other agencies' management in addition to their own agency's management), providing services to disadvantaged populations, and being extremely innovative in an environment with a multitude of regulations. Other potential areas that can be addressed in this section may include but are not limited to your experience with the following:

- Operating inclusive workforce development programs
- Fostering collaboration and partnerships
- Information sharing across a variety of partners and programs
- Leveraging and blending existing agency youth-serving programs in to the operations at Next Generation Zone
- Working on diverse/divergent issue agendas to reach outcomes

B. Service Delivery Design (100 points)

Describe the consortium's proposed design, including each agency's role, as it relates to all aspects of required services described in this RFP, and include responses to the following:

- a. How will your consortium ensure and adopt a model where consortium management is functionally coordinated by, and in respects to certain aspects of the work, functionally supervised by the Next Generation Zone Operator/Director?
- b. Describe your proposed plan for implementing/integrating the 14 WIOA Youth Program Elements into the service delivery structure.
- c. Describe your proposed plan for implementing/operating within each of the 16 additional service delivery/program design elements as described in this RFP.
- d. How will client service funds be managed, e.g. by a single agency, by multiple agencies, etc.?
- e. How will program performance be managed? How will your consortium design a performance management structure with the majority of performance outcomes occurring six or more months after an individual has been exited from services? How will your consortium manage the implementation of new services to be offered or measured when information about final performance targets is available, e.g., skill gains and employer measures?
- f. How will additional grants funds be managed, if available, including how does your consortium propose to work with the Next Generation Zone Operator/Director to coordinate the implementation of new funding.
- g. Is there anything else you want the review committee to know about your proposed service delivery or design that has not yet been addressed in your proposal?

C. Assurances and Flexibility (20 points)

- a. Provide an assurance that your consortium has the willingness and ability to operate in a functionally integrated environment.
- b. Provide an assurance that your consortium has the willingness and ability to support and work within the described Next Generation Zone Operator/Director model.

- c. Provide an assurance that your consortium has the willingness and ability to implement and manage additional funds identified by the SWC for the purpose of increasing services to job seeker and/or business customers.
- d. Provide an assurance that your consortium has the willingness and ability to operate within the described WorkSource Campus Hours of Operations (opening/closing times, holiday dates), regardless of agency policy and schedules.

D. Budget (20 points)

Complete the budget form and loading chart, and in narrative format:

- a. Describe all staff positions, including roles specifically mentioned in this RFP, including names, qualifications and experience, and any specific duties within the consortium.
- b. Describe any leveraged resources your consortium proposes to bring in to the Next Generation Zone.
- c. Please identify if any staff positions will be leveraged with other program funds not included in this RFP, and at what rates WIOA Title I Youth will support leveraged positions.
- d. Detail items contained in your budget that are not clear or may require additional information for the review committee to understand your proposed budget.
- e. Please specify your rationale for direct client services vs. staff funding, and how you plan on meeting the 20% youth work-based learning requirement under WIOA.