



SPOKANE
**WORKFORCE
COUNCIL**

REQUEST FOR PROPOSAL

For the period July 1, 2022 – June 30, 2023

Next Generation Zone Service Providers' Consortium

WIOA Title I Youth Program Funding

Preparing Tomorrow's Workforce

Amount Available

\$970,000

Release Date

February 25, 2022

Due Date

May 3, 2022

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.



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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 supports are available in a one-stop model for young adults.

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, 105, and 110, 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. This RFP is for service delivery and WIOA program management at the Next Generation Zone. We are also concurrently seeking a consortium to provide business services in support of the Spokane WorkSource System, including the Next Generation Zone.

By bidding on funding through this RFP, consortia are agreeing to the following (if selected):

- The Next Generation Zone name and brand is the property of the Spokane Workforce Council (the Next Generation Zone name is trademarked by the SWC).
- The site will be managed by the Next Generation Zone Director, an employee of the SWC, unless selected via a separate competitive bid according to [SWC Policy WS818](#). This individual will be involved with all decisions impacting the site, even those that are program specific in nature.
- 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.

Just as our world has changed in the past two years, so too should our mindset regarding how workforce development services are delivered, as well as ensuring that our centers are safe and equitable environments for staff and customers. We look forward to hearing from consortia willing to join us in both envisioning what the future of workforce development could look like and implementing this vision at the Next Generation Zone.

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 to 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, 2022 and end June 30, 2023. 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, and/or presentation in support of written proposals; to reject any or all proposals received; to negotiate with all designated representatives; and/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, and/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 June 15, 2022. 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, 2022.

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.

Purpose

Prepare Spokane County's citizens for successful employment and help businesses meet their current and future human capital needs.

Equity Statement (Summarized)

Our community will be strengthened when all members have a meaningful voice and increased access and will be elevated by creating a culture of hope and prosperity for all people. [Click here for our full equity statement.](#)

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 2020-2024

The SWC's 2020-2024 [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; and lead sector partnerships/strategies.

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 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. SWC staff does not score proposals. 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). Provisional awards will be made on May 26, 2022 by the SWC's Executive Committee,

with the final vote occurring during the June 8, 2022 Spokane Workforce Council (full council) meeting.

SECTION V: ESTIMATED AWARD

PROGRAM YEAR 2022-2023 ESTIMATED FUNDING ALLOCATION	
WIOA Title I Youth	\$970,000

Budget Specifics

When building your budget, please take into 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 FTE 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 (2022)*	Activity and Time (Local Time)
February 25	RFP released and available at www.spokaneworkforce.org
March 4	Pre-registration for Bidders’ Conference to admin@spokaneworkforce.org requested (not mandatory)
March 10	Bidders’ Conference, 11:00am See website for additional information
April 27	Written Q&A deadline - 5:00 p.m. All questions must be submitted in writing to admin@spokaneworkforce.org . Note that all questions and answers will be posted publicly on the SWC website.
May 3	Proposals due electronically to admin@spokaneworkforce.org by 12:00 p.m. (noon). Late proposals will not be accepted.
May 4-17	Evaluation of proposals
May 18	Bidding entities selected to present on 5/23 will be notified by 5:00 p.m.
May 23	Presentations by selected bidders (by invitation only)***

May 26	SWC Executive Committee proposal award approval
May 27	Provisional contract award announcement
June 1-15	Contract negotiations
June 8	Spokane Workforce Council Board of Directors vote on selected providers
June 15	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@spokaneworkforce.org, 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, 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 1,200 young adults with career information, and of those, approximately 700 young adults receive individualized virtual and in-person education and career 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 100 youth graduate with their High School Equivalency Certificate, placed 66 young adults in to employment, 66 youth in to paid internships, and 10 young adults in to post-secondary education in the middle of a global pandemic.

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

Our Why

At the Next Generation Zone, we want to make a difference in the lives of youth and the community as a whole. We aim to provide hope, end the cycle of poverty, and promote equity and inclusion through opportunities and empowerment.

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). Because of the strict eligibility requirements of the WIOA Title I Youth Program, the SWC is committed to continuing to identify alternative sources of funding so that all area 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 skills 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 address/implement the following:

Next Generation Zone Service Provider Goals for 2022-2023

“One Next Generation Zone” Vision

While the Next Generation Zone currently has two separate functional teams (Education Team and Career Team), with multiple funding streams, partnerships, and agencies, the two teams work together towards the same common “why.”

“At the Next Generation Zone, we want to make a difference in the lives of youth and the community as a whole. We aim to provide hope, end the cycle of poverty, and promote equity and inclusion through opportunities and empowerment.”

The selected consortium will work with the Director, SWC leadership, program leadership, and staff together as a team to further the vision of “One Next Generation Zone.” This comes at a timely moment as the Education Team moves from the third floor to the first floor in early 2022. This will include integration of teams, cross training staff, ensuring a seamless experience of youth between teams, co-case management of youth, taking a customer/youth-centered design approach, and maximizing limited resources to best serve young adults both virtually and in-person.

Partnership with Open Doors of Spokane County

Since its inception in 2014, the Spokane Workforce Council and Next Generation Zone have had a strong partnership with Open Doors of Spokane County, administered by NorthEast Washington Educational Service District 101 (ESD101). In the last seven years, both Open Doors and Next Generation Zone have mutually benefited from this partnership, and the SWC’s advocacy and support led to the inclusion of re-engagement youth being eligible for out-of-school youth services under the WIOA law. The selected consortium will work with Open Doors leadership and staff to continue to deliver a seamless operation that blends education with career services. Bidders may choose to propose blended/leverage funding positions between the teams; this is encouraged if funds are available, but there is no specific requirement nor funding allocated in this RFP for blended positions at this time.

Staffing Model Considerations

COVID-19 has significantly shifted our resource allocations and staffing, and with funds needing to be allocated to client services and work-based learning, there are several changes that need to be made to staffing considerations. While the bidding consortia has discretion to propose whichever staffing model they choose to meet the needs of the program, please take into consideration the following:

- Priority for WIOA funded positions needs to be given to positions that carry a WIOA Youth caseload, directly deliver WIOA Youth program elements, and to program management, before leveraging funds for positions.
- Employing a WIOA Youth Program Manager position is required. The WIOA Youth Program Manager is the WIOA subject matter expert and lead for the Next Generation Zone and is functionally supervised by the Director. This leadership-level position will be a primary contact for staff with all WIOA program and compliance related items.
- All funded positions need to be able to demonstrate their service delivery in the state MIS (currently ETO), and demonstrate contribution to WIOA Youth performance and service delivery targets.
- The consortia may propose to continue funding existing leveraged positions, but no funding is specifically dedicated or set aside for leveraged positions at this time.

Flexible Hybrid Virtual/In-Person Services

With the many changes in our world over the past two years, the selected consortium will need to prioritize both in-person and remote services/hybrid options in order to reduce barriers to receiving services and meet the needs of young adult customers. The selected consortium will partner with the Director as he/she/they leads efforts to:

- Increase accessibility and identify creative solutions for driving customers to the center or to virtual service offerings; and
- Request SWC Marketing team support in designing and delivering communications that reflect hybrid offerings.

Blended Funds and Discretionary Funding

The SWC continually develops opportunities to blend grants into the Next Generation Zone to enhance program delivery and increase sustainability. The service providers consortium is expected to work with the SWC and the Next Generation Zone Director in the development, strategic integration and implementation of these grants and funding resources. Current programs and funding sources that all consortium agencies are expected to deploy include:

- Basic Food Employment and Training Program (BFET) is a program designed to provide Basic Food (SNAP) recipients with job search, training, education, and job readiness activities designed to improve their employment prospects and wage-earning potential. The Washington State Department of Social and Health Services (DSHS) provides a 50% match on non-federal funding that is spent on serving customers enrolled into the BFET program. BFET funds were first deployed at Next Generation Zone in Program Year 2021, and it is the intention of the SWC to continue providing these services going forward.
- Contracts of non-WIOA funds to support staff time. While these contracts are relatively small, they support our braided funds model and provide resources for WIOA-funded staff to serve all youth regardless of program eligibility. Each consortium agency with WIOA-funded staff is required to also take a non-WIOA staff funds contract, as there are funds available, to support this design.

- Other grants as developed by the SWC and/or Director, in partnership with the Next Generation Zone Service Providers Consortium and leadership.

Partnering with Talent Solutions Team to Strengthen Employer Connectivity

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 employer connections, including internships and on-the job training opportunities for young adult customers. Next Generation Zone staff will continue to work to increase business engagement at the center including enhancing job shadows, industry tours, career fairs and other career-connected learning opportunities. Programming will center on valuable employer-youth interaction and connections.

21st Century Career Skills Academy

The Academy has been a core element of Next Generation Zone services since 2014, and over the last two years it has evolved in to blend of virtual and in-person service delivery. It is expected that the 21st Century Career Skills Academy content will continue and will be offered at the Next Generation Zone, but also recognizing that updates may need to be made to structure, content, and relevancy. Academy curriculum includes information on in-demand industries, guest 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 (or components of it) be a requirement for all young adults served by the Next Generation Zone. The Director will lead discussion among Next Generation Zone leaders and staff to review/modify this offering, if needed, and design other similar offerings to best meet the needs of young adults.

Youth Career Readiness Network (YCRN)

The YCRN is the subcommittee of the SWC Board 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 YCRN and its work and support the Director in implementing the vision of the board.

Work-Based Learning (WBL) and Training

While WBL and training are WIOA Program Elements, the SWC would like to emphasize that work-based learning and classroom training are essential elements for career exploration and placing young adults in meaningful employment. In your response, please highlight your plan and strategies for meeting the 20% work-based learning expenditure requirement.

Community Engagement

It is important that the Next Generation Zone engage in the community, including with our local high schools, partner programs such as YouthBuild, and others, to promote access to system resources (in-person and virtual) and to raise awareness of services available to all young adults in the community regardless of their school status. The Service Providers Consortium will be required to coordinate with the Director to present and deliver content to the community. This may be through a combination of in-person and virtual methods. The Director is responsible for approving community engagement activities and working with the selected consortium to achieve its goals.

Staff Professional Development, Support, Safety, and Employee Retention

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 Director to plan for staff development opportunities during the year, which may be in collaboration with other campus partners in order to provide consistent and high-level training across the youth workforce system. In 2022, the Spokane Workforce Council will be launching a Learning Management System, which will include real-time professional development opportunities as well as virtual trainings available 24/7. Initial training topics include Workforce 101, Leadership Development and Career Coaching.

Staff mental health, wellbeing, and work-life balance are also of high importance to the SWC. It is expected that each consortium agency will have interagency policies that allow for considerations for staff wellbeing, and it is also expected that each agency work with the Director and their program leadership to support staff.

Safety of staff and clients is also of high importance to the SWC and its board, and it is expected that consortium agencies work with the Director on safety planning, actively engage in the site safety committee, and work together to foster a culture of physical and emotional safety for all.

Equity & Inclusion

The Spokane Workforce Council is committed to continuing to learn and grow in the racial equity space, normalize conversations about systemic racism and all inequities, foster equitable workplace culture for our business and system partners, and support our partners with education and resources. We strive for each of our sites to provide equitable and inclusive services, and for our partners to be committed to learning and growing with us in addition to setting concrete metrics to measure our progress. The selected consortium will work with the SWC, Next Generation Zone Director, and system leaders to operationalize equity and inclusion metrics and set up system-wide training for all staff. [Click here to find out more about the SWC's equity statement and vision.](#)

Trauma-Informed Principles

Starting in 2015, the Next Generation Zone worked with a consultant to integrate trauma-informed principles into operational policies, processes, and into 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 work with the Director to 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/Director to achieve this goal, with the key value of creativity and innovation at the forefront of all we do.

C. Next Generation Zone Director

The Director of Next Generation Zone is currently an employee of the Spokane Workforce Council. The Director is not intended to directly manage programs and/or staff but is intended

to functionally lead and guide the leadership team and staff; serve as a visionary for the Next Generation Zone; and assist with grant writing, fund development support and sustainability planning on behalf of the Next Generation Zone. It is required that the selected Youth Service Providers Consortium will work together with the Director to coordinate program design, service delivery and campus-wide coordination of services. Please read and familiarize yourself with the SWC's [Next Generation Zone Director/Operator Policy](#) for more information on specific roles and responsibilities.

D. WorkSource Campus Hours of Operation and Closures

To ensure a cohesive WorkSource Campus, as well as the safety of staff and customers, the following hours of operations will apply to all sites. Each operator has the authority to close their respective site due to inclement weather or other necessity. Consistent hours of operations assist WorkSource Campus security with providing service during standard business hours. These hours apply to WorkSource Spokane, Next Generation Zone, and Resource Center of Spokane County. In addition to sites offering in-person services, it is understood that customers best served virtually should have that option available during the business hours outlined below.

- Next Generation Zone is open to customers from 8:00 a.m. to 4:30 p.m. Monday through Friday.
- Staff training and development, staff meetings, and team meetings will occur from 2:00-3:00pm on Mondays.
- 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
 - Juneteenth – June 19
 - 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 Director.

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 Director 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 2022-2023. 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.

This site offers in-person, phone and virtual services and assistance, exceeding 20,000 customer assistance services per year, which includes 8,000 career coaching sessions, 11,500 guidance and support services and the delivery of over 1,040 workshops supporting approximately 6,500 workshop participants.

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 50-65 staff and volunteers.

Partner organizations currently located at WorkSource Spokane include:

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

Talent Solutions Team

The Talent Solutions Team provides services on behalf the SWC and the entire WorkSource System in coordination with WorkSource Spokane, Next Generation Zone, and the Resource Center of Spokane County. The intent of [talent solutions/business services](#) 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. Services that the TST provides are available across campus, to the business community, and specifically to the staff at the Next Generation Zone.

- Provision of basic Talent Solutions services including establishing relationships with area employers in order to assist with their workforce needs, providing recruitment and placement assistance for employers that meets their needs, and understanding regional business needs and communicating those needs to the broader WorkSource System.
- Talent pipeline and placement services for customers at WorkSource Spokane, the Next Generation Zone, and the Resource Center of Spokane County.
- Campus wide hiring events, specialized young adult hiring events, and large-scale community-wide job fairs.
- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning
- Layoff response services
- Candidate screening
- Access to other tax credits, helping to offset the cost of new hires

Resource Center of Spokane County

The [Resource Center of Spokane County](#) (RCSC) is designed to help the underserved members of our community achieve economic empowerment by increasing access to opportunities and restoring hope. Through an integrated social services design, 19 partner agencies are available on-site to deliver diverse services and resources to the most marginalized communities with a focus on economic empowerment, educational advancement, health and wellness and self-improvement. The site provides access to 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. The RCSC and WorkSource share many customers, including those enrolled in WIOA Title I, as the RCSC assists with access to services necessary to attain or retain employment.

Launched in 2019, the site served approximately 1,500 customers its first year, but since the pandemic began, it has become a cornerstone of social services in the Spokane community, with over 7,500 customers served since March 2020. Of those, 840 families have been provided access to rent and utility assistance.

RCSC partner organizations include:

- Aerospace Joint Apprenticeship Committee
- The Arc of Spokane
- Career Path Services
- Catholic Charities of Eastern Washington
- CHAS Health
- City of Spokane*
- Community Colleges of Spokane
- Compass Career Solutions
- Department of Social & Health Services
- Employment Security Department
- Frontier Behavioral Health
- Goodwill Industries of the Inland Northwest
- Partners with Families & Children
- Pioneer Human Services
- Revive Reentry & Home Services
- SNAP (Spokane Neighborhood Action Partners)
- Spokane Housing Authority
- Spokane County*
- Spokane Workforce Council

*Not on-site but financially support the RCSC and/or are otherwise responsible for the success of the site.

Other Affiliated Sites

In addition to the sites on the WorkSource Campus – WorkSource Spokane, Next Generation Zone, Talent Solutions Center, and Resource Center of Spokane County - the WorkSource System is also comprised of [other affiliated sites](#), including 19 off-campus connection sites and one satellite office.

Our connection sites provide general information about WorkSource Spokane and provide 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 (4 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

The [integrated service delivery](#) (ISD) model utilized at WorkSource Spokane reduces duplicative and administrative activities that add little value; instead the model allows staff to provide high-value services including screening, assessment, skill development, and skill certification relevant to regional economic and business needs in a team model that works

for customers. Staff is 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:

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

O. 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.</p> <p>PY22 Youth Target: 58.8%</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.</p> <p>PY22 Youth Target: 61.4%</p>
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>\$3,608.00</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> <ul 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>PY22 Youth Target: 66.3%</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 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.</p> <p>40.7%</p>

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@spokaneworkforce.org 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 20 pages)
- [Budget](#)
- [Participant Planning Form](#)
- [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 250 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

A. Consortium Experience and Philosophy (90 points)

Summarize what you want the review committee to know about your consortium and its agencies, including strengths, opportunities, and experience in the following areas:

- a. Managing youth employment and education programs and providing services to disadvantaged populations.
- b. Managing and meeting performance outcomes, operating federally-funded programs, and fiscal management and controls.
- c. Operating in an environment with functional supervision (staff reporting to other agencies' management in addition to their own agency's management), and being innovative in an environment with a multitude of regulations.
- d. Operating inclusive workforce development programs, fostering collaboration and partnerships.
- e. Information sharing across a variety of partners and programs and leveraging and blending existing agency youth-serving programs into the operations at Next Generation Zone.

- f. Working on diverse/divergent issue agendas to reach outcomes.
- g. How each consortium agency is or will be monitoring the wellbeing of staff as well as planning for cross-training and session planning.
- h. What community or workforce-specific challenges do you believe would impact your consortium's staff at the Next Generation Zone, how would the consortium work to address those challenges, and what support would you need from the SWC/Director?
- i. Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

B. Service Delivery Design (90 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 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 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 gain 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 Director to coordinate the implementation of new funding.
- g. Describe your experience and/or philosophy with serving diverse customers and ensuring diversity, equity, and inclusion for all.
- h. How many youth do you propose serving, including those still enrolled in services as of June 2022. Please provide narrative for participant planning form.
- i. 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 (25 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 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, including but not limited to BFET and non-WIOA staff-time contracts.
- 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.

- e. Provide and assurance that your agency is committed to aligning with and representing the values and goals described throughout the RFP.

D. Budget and Performance (45 points)

Complete the budget form and participant planning form, and in narrative format respond to the following:

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