



**SPOKANE  
WORKFORCE  
COUNCIL**

## **REQUEST FOR PROPOSAL**

For the period July 1, 2025 – June 30, 2026

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### **Next Generation Zone Service Providers' Consortium**

WIOA Title I Youth and other youth-affiliated program funding

#### *Preparing Tomorrow's Workforce*

Anticipated Amount Available – WIOA Title I Youth  
\$731,000

Other affiliated funds supporting the Next Generation Zone  
Amounts to be determined

Release Date  
March 13, 2025

Due Date  
April 25, 2025



# SPOKANE WORKFORCE COUNCIL

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## ***SECTION I: PURPOSE AND TERMS***

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### **Overview**

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium of providers 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 Specialized Site on the WorkSource Campus, and located at 901 East Second, 1<sup>st</sup> Floor, 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 with workforce services in an integrated model. This RFP is for service delivery and WIOA program management at the Next Generation Zone.

By bidding on funding through this RFP, consortia agree 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 by 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 several 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, operating creatively and efficiently with blended resources, and implementing this vision at the Next Generation Zone.

## **Consortium Requirements and Details**

The Next Generation Zone/Youth Service Providers' Consortium must meet the following requirements:

- A consortium consists of a minimum of two organizations that are eligible WIOA subrecipients. All organizations in a consortium must meet one or more of the following criteria. Documents validating agency type and status are a required part of the application process.
  - Non-profit organizations
  - Private for-profit businesses
  - Educational institutions
  - Public and government agencies
  - Business associations
  - Faith-based organizations
- At least one agency within the consortium must be able and willing to take on the responsibility of fiscal agent for direct client funds, including work-based learning, training, and supportive services. This includes managing direct client funding and maintaining a parallel policy environment with the SWC.
- Not all members of a consortium are required to be funded by this contract. Some partners may be unfunded and/or utilize leveraged/braided funds; however, all members must be equally committed to shared performance, responsibility, workload, and the functional supervision/integrated services delivery model.
- While we strive for a fully integrated system that leverages the strengths of all parties, the following are not required members of the Youth Service Providers' consortium but are welcome to participate as funded or non-funded partners in eligible consortiums: WIOA Title I (Job Corps, YouthBuild), CDBG, CSBG, WIOA Title II, WIOA Title III, WIOA Title IV, TANF, economic development, organized labor, public libraries, and other community partners and organizations.
- All consortium agencies will be required to sign the Memorandum of Understanding (MOU), Infrastructure Funding Agreement (IFA), and sublease that outlines how costs are shared across partners.
- All organizations in a consortium, funded or not, must not be currently disbarred or otherwise ineligible to receive federal funding.
- The SWC encourages, but does not require, the inclusion of local by-and-for organizations, those serving WIOA priority populations, organizations with staff with lived experience, and/or those who serve other populations in need of services specific to the Spokane area.

## **Technical Details and Terms**

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. Language to this affect will be included in contracts with selected agencies.

Performance measures and additional deliverables 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, 2025, and end June 30, 2026. 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 (2) times, resulting in three (3) 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 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 contract agreements. The content of the selected proposals will become the basis of the negotiation of a final contract agreement, and will constitute the Statement of Work for the contract. 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 will 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 via email sent to [admin@spokaneworkforce.org](mailto:admin@spokaneworkforce.org) and be received by the Spokane Workforce Council by June 15, 2025. 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 timeframe designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted from that entity 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, 2025.

**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 the regional labor market. 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.

The SWC oversees the [Spokane WorkSource System](#) and provides a portion of the funding necessary to operate the system, including WIOA Title I Adult, Dislocated Worker, and Youth program funding. 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 of 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.

<p style="text-align: center;"><b><u>SWC Mission</u></b></p> <p>To elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnerships so we can cultivate a flourishing Spokane, together.</p> <p style="text-align: center;"><b><u>Vision</u></b></p> <p>A prosperous, enterprising Spokane region sustained by a diverse network of robust workforce resources.</p> <p style="text-align: center;"><b><u>Purpose</u></b></p> <p>Prepare Spokane County’s citizens for successful employment and help businesses meet their current and future human capital needs.</p> <p style="text-align: center;"><b><u>Our Commitment to the Community</u></b></p> <p>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.</p>
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**Goals for Spokane Workforce Development Area 2024-2028**

The SWC’s 2024-2028 [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:

- Conduct workforce research and regional labor market analysis
- Convene regional workforce system stakeholders
- Direct services to businesses/business engagement strategies
- Develop career pathways
- Implement technology for the WorkSource System
- Coordinate with postsecondary education providers for workforce development efforts and related programming

Specific to young adult business services, the SWC provides labor market analysis, data and reports, approves all external marketing materials and/or will work with the Talent Solutions Manager or Next Generation Zone Director for an approval process.

## **SECTION III: FUND SOURCE INFORMATION**

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### **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 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**

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The SWC Services and Oversight Committee, 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 do 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 22, 2025 by the SWC’s Executive Committee, with the final vote occurring during the June 11, 2025 Spokane Workforce Council (full council) meeting.

#### **SECTION V: ESTIMATED AWARD**

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<b>PROGRAM YEAR 2025-2026 ESTIMATED FUNDING ALLOCATION*</b>	
<b>WIOA Title I Youth</b>	\$731,000*
<b>Work-Based Learning Direct Client Wages + Benefits Minimum**</b>	\$112,000

*\*This is an estimated award, based on level funding from PY24. We have not yet received allocations for PY25, and the amount is subject to change. We will work with the selected consortium on final budgets, adjustment, and performance targets as a part of the negotiation process. The SWC reserves the right to adjust this amount at any time.*

*\*\*Of the total estimate funding allocation, at least \$112,000 must be set aside for Direct Client Wages and Benefits for Paid Work Experiences (WEX).*



## **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 the Next Generation Zone, including rent, electricity, janitorial services, managed IT support, internet service, supplies, desk phones, etc. Bidders do not have to include these costs in their budgets.
- Agencies with staff located in the center will be required to sign a sublease agreement.
- Bidders must include \$600 annually per FTE for IFA Other Shared Costs (for example, if you are proposing 2.5 WIOA Youth FTE, the formula is 2.5 x \$600).
- 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 the appropriate budget form for additional information:
  - [Budget form with direct client services](#)
  - [Budget form without direct client services](#)

## **SECTION VI: TIMELINE**

<b>Dates (2025)*</b>	<b>Activity and Time (Local Time)</b>
March 13	One Stop Operator, WorkSource Service Provider, Next Generation Zone Service Provider, and Talent Solutions Team RFPs released and available at <a href="https://spokaneworkforce.org/funding">https://spokaneworkforce.org/funding</a> .
March 18	Pre-registration for Bidders' Conference on or before March 18 <sup>th</sup> . Please <a href="#">click here to register</a> .
March 19	Bidders' Conference, 11:00 a.m. at SWC Office - Event Center and Zoom**
April 22	Written Q&A deadline - 5:00 p.m. <i>Q&amp;A will only be accepted <a href="#">via this form</a>. Replies will be posted within three (3) business days on our website.</i>
April 25	Proposals will be submitted using <a href="#">this application link</a> by 12:00 p.m. (noon). <b>Late proposals will not be accepted.</b>
April 28-May 9	Evaluation of proposals
May 12	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 22	SWC Executive Committee meeting
May 23	Provisional contract award announcement
May 26-June 6	Contract negotiations

June 11	Board approval of selected PY25 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 available. To ensure a productive conference, questions may be submitted in advance via our [Q&A form by clicking here](#), 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. The SWC also reserves the right to issue provisional awards without bidder presentations.

## **SECTION VII: DESIGN**

In order to deliver on the aspirations of the SWC's Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Campus and WIOA service delivery, 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 and education 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 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 750 young adults with career information, and of those, approximately 500 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 services, 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 organizational 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 post-secondary 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, and we take a trauma-informed approach in program design, policies, and one-on-one interactions with youth.

Partner organizations currently at the Next Generation Zone include:

- Career Path Services
- Goodwill Industries of the Inland Northwest

- NorthEast Educational Service District 101/Open Doors Reengagement
- Spokane Colleges – Adult Basic Education/GED program

**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 services made available to eligible youth must include 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 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 no 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 2025-2026**

#### “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.” – Next Generation Zone staff created Why statement*

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 includes the integration of teams, cross training staff, ensuring a seamless transition 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 ten 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 youth in re-engagement programs (students who are released from a school district) being eligible for out-of-school youth services under 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

While bidding consortia have discretion to propose whichever staffing model they choose to meet the needs of the program, please take into consideration the following:

- Employing a WIOA Youth Program Operator/Manager is required. The WIOA Youth Program Manager is the WIOA subject matter expert for the Next Generation Zone and is functionally supervised by the Director. This leadership-level position will be the 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/or the Business Services MIS (currently HubSpot), and demonstrate a significant and measurable contribution to WIOA Youth performance and service delivery targets.
- Consortia may propose to continue funding existing leveraged positions, but no funding is specifically dedicated or set aside for leveraged positions at this time.
- 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 other positions.
- Due to resource constraints, all funded staff positions must have performance metrics and accountability built in. ROI must be demonstrated to fund all positions.

## 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:

- State Economic Security for All (EcSA) and Community Reinvestment Program (CRP) funding:
  - Economic Security for All is a poverty-reduction initiative that provides intensive case management and wrap-around services to workforce system participants who are below our area's self-sufficiency standard or are at risk of falling into poverty. Participants are also enrolled into WIOA-funded services, including WIOA Youth. EcSA is a Washington State initiative and receives funding annually from the WA State Legislature.
  - The Community Reinvestment Project is a state-funded initiative from the Washington State Department of Commerce designed to help mitigate the ill effects of the "War on Drugs" on our state's Black, Latino, and Native communities. Workforce Development Boards statewide received a portion of CRP funding for several purposes: 1) to support minority-owned businesses in our communities, 2) to provide cash incentives to EcSA participants to help them be successful in their training and career exploration activities, and 3) to provide a matched savings program to our participants to make asset growth for their households a reality. As of the writing of this RFP, CRP is not funded for PY25, but we are hopeful it will be included in the final state budget.
- Washington Jobs Initiative (WJI) Healthcare:
  - The Washington Jobs Initiative (WJI) Healthcare Talent Pipeline Development project is part of the larger, nationwide Good Jobs Challenge initiative from the U.S. Department of Commerce's Economic Development Administration (EDA) that aims to fill crucial patient-facing healthcare gaps within Spokane County by coordinating and partnering with three main area employers (CHAS, Providence, and Eastern State Hospital) that offer paid on-the-job training opportunities for these roles. Participants are provided with wraparound supports and one-on-one case management to ensure that they are able to remain in their training programs and gain employment into a "good job," which provides, at minimum, a living wage, full-time benefits, and opportunities for career advancement. Currently, this program is operated out of Next Generation Zone, and there is funding through September 30, 2025.
- Basic Food Employment and Training Program (BFET):
  - The Basic Food Employment and Training (BFET) program, funded by the Washington State Department of Social and Health Services (DSHS), provides employment readiness opportunities for Basic Food (SNAP) recipients who are not participating in the state's TANF or Refugee Cash Assistance programs. Our BFET program is based out of the Next Generation Zone to provide low-income youth (ages 16-24) with job search training, basic education, vocational training, skills training, wraparound services, and job retention services to improve each participant's employment prospects and wage-earning potential.
- 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 these funds 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.

#### Strengthen Employer Connectivity

The Next Generation Zone will continue to connect young adults in our community with meaningful work experiences with local employers. The service providers' consortium will work directly with the WorkSource Talent Solutions Team (and/or fund a dedicated Youth Business Services Specialist) to develop employer connections, including work-based learning 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. If hiring a Youth Business Services Specialist, positive performance metrics and return on investment is expected of this work, and those performance metrics will be contained in the contract.

#### 21<sup>st</sup> 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 21<sup>st</sup> Century Career Skills Academy content will continue and will be offered at the Next Generation Zone, but this RFP also recognizes that updates may need to be made to structure, content, and relevancy. The 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 discussions 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.

#### 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. The minimum amount of direct client funds that must be spent on WEX (wages + benefits) is on page 8 of this RFP and must be reflected in your budget.

#### Placements into Employment, Post-Secondary Education, and Apprenticeships

One of the primary and core missions of WIOA Youth is for young adults to enter employment, post-secondary education, and/or apprenticeship. The successful bidder will articulate a strong plan that blends in achievement of performance targets with the challenges of serving young adults including a longer caseload duration, higher needs of engagement, and wraparound supportive and community services.

#### Focus on co-enrollment, maximizing resources, and flexible service offerings.

With over twenty different grants and funding streams across the WorkSource Spokane campus, including multiple partner agencies and new services, there are many resources available across the campus to meet both the employment and social service needs of

young adults. The selected consortium will continue to operate a formalized and streamlined co-enrollment and referral processes between Next Generation Zone and WorkSource Spokane, as appropriate. In addition to grant co-enrollment, Next Generation Zone staff will utilize cross campus workshops, events, and partner agencies (Pioneer Human Services, CHAS, and others) as needed. The SWC will work with the consortium, Next Generation Zone Program Operator, and Director on ways to track and monitor progress towards this goal.

The selected consortium will need to prioritize both in-person and remote services/hybrid options to reduce barriers to receiving services and meet the needs of young adult customers. The selected consortium will partner with the Director as they lead efforts to increase accessibility and identify creative solutions for driving customers to the center. The selected consortium will commit to staffing the center five (5) days per week, with at least one staff person available to serve “walk-in” customers during business hours.

### Community Engagement

It is important that the Next Generation Zone engages in the community, including with our local high schools, partner programs such as YouthBuild, and others, to promote access to program resources 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, which 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 members are 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 to provide consistent and high-level training across the youth workforce system. Please highlight in your response what trainings staff have and/or will attend, including how many staff are currently certified by organizations such as (but not limited to): NAWDP, SHRM, etc....

Mental health, wellbeing, and work-life balance for staff 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 will 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 will 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.

### Our Commitment to Community

The Spokane Workforce Council is committed to serving all individuals in our community, including WIOA priority populations, and deepening relationships with under-served and under-resourced groups. We strive for each of our sites to provide inclusive services, to be a place of belonging, 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 this vision of inclusivity, belonging, and community involvement metrics.

#### Trauma-Informed Principles

Starting in 2015, the Next Generation Zone worked with a consultant to integrate trauma-informed principles into operational policies, processes, and 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.

#### Youth Career Readiness Network (YCRN) or Youth Committee

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. The consortium funded through this RFP is expected to actively attend, participate in, and engage with the YCRN/committee and support the Director in implementing the vision of the board.

#### Campus Connectivity

With the amount of interconnected grants, work, and staff across campus at Next Generation Zone and WorkSource, it is vital that staff and leaders stay connected. All partners, agencies, and teams at the Next Generation Zone will have representation at the regularly scheduled all-campus meetings, held at WorkSource Spokane at least monthly. All partner agencies and staff will attend the 2025 WorkSource System Conference, typically held in June or the summer months.

#### Hybrid Work

Currently the Next Generation Zone offers a in-person and virtual hybrid work schedule. The consortium will work with the Next Generation Zone Director, analyze data, and gather customer feedback, to ensure a schedule that best meets business needs and serves customers.

### **C. Next Generation Zone Director**

The Next Generation Zone Director 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 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 and Next Generation Zone. 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 p.m. -3:00 p.m. 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 that is 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. Non-compliance with this pre-approval process could result in breach of contract.

#### **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. 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 table below illustrates how agency supervision and functional leadership duties may be separated. Bidders may propose a specific model, if desired. It is paramount that any agency involved in the consortium bid of this RFP be able and willing to support the functional team model and allow day-to-day operational oversight of team members to be coordinated by the Program Operator.

<b>AGENCY SUPERVISOR</b>	<b>FUNCTIONAL LEADER</b>
Conducts performance evaluations	Provides input 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 of 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](#) 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

### **Other Affiliated Sites**

In addition to the sites on the WorkSource Campus – WorkSource Spokane and Next Generation Zone – the WorkSource System is also comprised of [other affiliated sites](#), including 19 off-campus connection and/or specialized sites.

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 Public Library District (4 locations)
- Spokane County Library District (11 locations)

Our specialized sites provide employment-related services and connectivity to WorkSource Spokane to specific community members. These specialized sites include:

- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Fairchild Air Force Base, housed within the Military and Family Readiness Center. Workforce professionals from WorkSource 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 are 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:

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

## I. PY25 Anticipated Performance Metrics

The following charts demonstrate anticipated program targets for WIOA Title I Youth and are reflective of PY24 targets, but it is important to note that these can change due to federal guidance and state negotiations.

<b>PY25 DRAFT PERFORMANCE METRICS - YOUTH</b>
<p><b>Education &amp; Employment Rate 2nd Quarter</b> – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit.</p> <p>PY24 Youth Target: 58.9%</p>
<p><b>Education &amp; Employment Rate 4th Quarter</b> – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.</p> <p>PY24 Youth Target: 57.5%</p>
<p><b>Median Earnings 2nd Quarter</b> – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>PY24 Youth Target: \$3,207</p>
<p><b>Credential Attainment</b> – 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"><li>1. Attain a recognized postsecondary credential or its recognized equivalent; or</li><li>2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential.</li></ol> <p>PY24 Youth Target: 59.2%</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.

PY24 Youth Target: 22.8%

## **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 [utilizing this form](#) 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 three (3) working days of submission. Questions will be accepted via [the Q&A form 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. Supplemental uploads of up to five (10) pages will be allowed.

### **Proposal Checklist**

All proposals will be submitted electronically, [utilizing this form](#). It is recommended that bidders review the form ahead of time to understand the layout and expectations. The following required documents will be uploaded to the submission form. Accepted file types of attachments include: Word, PDF, Excel, PPT, JPG, PNG.

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 20 pages)
- [Budget form with direct client services](#)
- [Budget form without direct client services](#)
- [Participant Planning Form - Youth](#)
- [Information Form & Risk Assessment](#)
- \*Optional: Letters of Support (no more than 4 pages, bundled in one PDF)
- \*Optional: Supplemental documents (including consortium org chart)

### **RFP Questions**

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. **Proposal narratives 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. Narratives will be uploaded to the JotForm application and may not be longer than 20 pages total.

### **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 and underserved 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, partnerships, and a sense of belonging for staff and customers.
- 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 differences within individual agency 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 succession 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 and/or Next Generation Zone Director?
- i. Discuss any other areas of expertise you would like the review committee to know about as it relates to this RFP.

### **B. Service Delivery Design (90 points)**

Describe your 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 pertaining 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 direct client service funds be managed?
- e. How will participant 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 integrated in and managed, if available. 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 a wide range of young adults with multiple barriers and challenges, and ensuring belonging and accessibility for all.

- h. How many youth do you propose serving, including those still enrolled in services as of June 2025. Please provide a narrative accompanying the 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)**

*These assurances will be attested to when you submit your application in JotForm*

- 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 seekers and/or business customers, including current existing and future funds.
- 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 an 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 utilizing the below instructions.

- 1. Budget Submission Requirements
  - a. The submitted budget must itemize all costs associated with operating the contract, including staff salaries, benefits, indirect costs, travel, rent, and other necessary expenses.
  - b. WEX direct salaries + benefits must total a minimum of \$112,000.
  - c. Rent at the Next Generation Zone is set at \$1 per year. Bidders must allocate \$600 per FTE annually for IFA Other Shared Costs.
  - d. Bidders should not include expenses for accessibility enhancements or customer assessments, as these will be covered by the SWC.
  - e. Refer to the budget form for detailed instructions on completing and submitting budget information. Note that there are two versions of the budget form, one that includes direct client costs and one that does not.
- 2. Budget Narrative - In addition to completing the budget form, applicants must provide a narrative explanation addressing the following:
  - a. Staffing Plan – Describe all staff positions, including roles specified in this RFP, along with qualifications, experience, and key responsibilities. If any positions are vacant, outline required qualifications and competencies for recruitment.
  - b. Leveraged Resources – Identify any leveraged resources your organization/consortium will bring into the Next Generation Zone. Specify any staff positions that will be co-funded with other program resources, including the percentage of WIOA Title I Youth funds allocated to leveraged positions.

- c. Budget Justification – Clarify any budget items that may require additional explanation to ensure the review committee fully understands your proposed financial plan.
  - d. Allocation of Funds – Provide a rationale for how funds will be distributed between direct client services and staffing costs.
  - e. Work-Based Learning – Describe your strategy for meeting WIOA’s requirement that at least 20% of funds be spent on youth work-based learning activities.
3. Performance Metrics
- a. The final performance targets for this contract are subject to change based on state negotiations and federal guidance. Any updates to program targets will be renegotiated with selected service providers. Preliminary performance targets are provided here.
  - b. While not all performance metrics outlined in this RFP may apply to each bidder, they are provided as reference information to ensure bidders understand program expectations.