

MAYOR'S
YOUTH EMPLOYMENT
INITIATIVE

REQUEST FOR LETTERS OF INTEREST

Announcement Date: September 9, 2015

Deadline: September 30, 2015

Total Funding Available: A minimum of \$450,000 to \$600,000 (contingent on City budget approval) to be disbursed over two years. A minimum of \$200,000 will be available in 2015, with the remaining funding available in 2016.

Description: Funding will be provided to one agency or lead agency to develop a coordinated system for developing and accessing youth employment/internship opportunities.

Eligibility: 501(c)(3) organizations (or has a 501(c)(3) fiscal sponsor) with offices in Seattle, Washington.

Information Sessions: **September 11, 2015 at 8:00 am** and **September 14, 2015 at 10:30**. Information Session will be held at 700 Fifth Avenue, Room 6070, Seattle, WA.

Awards Announced: By October 31, 2015

Summary of Request for Letters of Interest

The City of Seattle is seeking an organization/agency to lead the start-up and ongoing management of an intermediary function to link employers and youth to paid internships and jobs. Initial investment of up to \$600,000 over two years will be available to create a coordinated system for developing and accessing private sector, non-profit and public sector job/internship opportunities for youth.

Background and Need Statement

Seattle's high youth unemployment rate is a stark contrast with the area's accelerated growth. Standing at 13%, Seattle's youth unemployment is at historic high levels and 3 times the general unemployment rate. In addition, there are over 6,300 Seattle youth, ages 16-24, who do not currently hold a job, attend school or have a degree beyond high school. These young people are missing out on critical "first-time" employment experiences which provides them with the knowledge, skills and abilities linked to positive short- and long-term education and employment outcomes.

While there are many youth-serving efforts in our community, Seattle has a highly fractured and confusing youth employment system. On one side, employers report they are overwhelmed by multiple requests for internships and career exploration experiences from high schools, youth serving organizations, City and County programs, community colleges and four year colleges. Young people are

confused about where to find internships. No one single place exists to help young people access information about paid work experiences. Similarly, youth-serving organizations are frustrated with a system that requires considerable staff time and resources to pursue the same pool of employers as their peer agencies. Clearly, nobody is well served or satisfied by the current way employers, youth-serving organizations, and youth connect around employment.

To address the dual challenges of high youth unemployment and diffused employment opportunities and services, the City of Seattle seeks to create a coordinated and streamlined system for employers to provide workplace opportunities and for youth serving organizations and youth to access these opportunities. This request for Letters of Interest (LOI) will identify an agency/organization to create a coordinated system for developing and accessing internship/employment opportunities for youth (Employer Intermediary). This system will include a technology solution that provides a single point of entry for employers and streamlines their connection to youth-serving organizations.

Mayor Murray's Youth Employment Initiative

Building off the success of the Mayor's Youth Employment Initiative and the 2,000 paid work opportunities provided to youth in 2015, Mayor Murray is committed to doubling and tripling the number of youth employment opportunities in the near term.

Supporting this work is a Task Force, comprised of businesses, labor, and funders of youth-serving agencies and youth, who have committed to expanding youth employment/internship opportunities. Task Force members along with the Seattle Metropolitan Chamber of Commerce (Chamber) and the Downtown Seattle Association (DSA) led the effort to recruit businesses to provide more youth internships and jobs. The Task Force members are continuing their commitment to the Mayor's Youth Employment Initiative and will participate in business recruitment and fundraising needed for ongoing program support.

JPMorgan Chase has committed to providing \$450,000 towards developing the Employer Intermediary role and the technology solution that will enable more youth to be connected to meaningful work experiences. This commitment builds on JPMorgan Chase's *New Skills at Work*, a global workforce readiness initiative, and the philanthropic investments the firm has made to create work placement programs, mentorships and skills development opportunities for low-income youth across global markets.

Target Population

Youth ages 14 to 24, with a priority for low-income youth. While youth may be placed into an internship, job or workplace learning activity throughout the year, more youth will be available for placement during the summer.

Request for Start-up and Management of Youth Employment Intermediary to Support Mayor’s Youth Employment Initiative

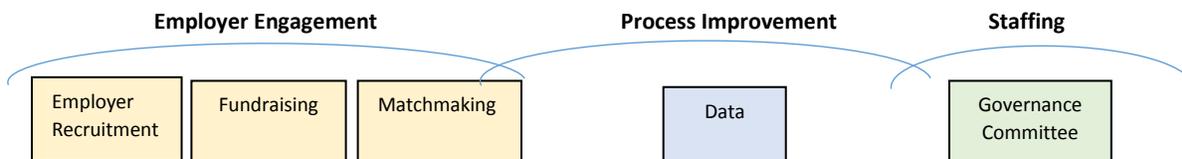
The City of Seattle seeks to fund an agency or an agency partnership to act as an Employer Intermediary within a broader Youth Employment Matching System. This system is built off the need for greater access, coordination and accountability across employers, youth-serving organizations and youth and is illustrated in Attachment A.

The new youth Employment Intermediary will be a key service provider within the overall Youth-Employer Matching System. The functions are summarized in the closed area on the attached diagram and are the subject of this Request for Letters of Interest. The Employer Intermediary will manage the development of employment opportunities, create a technology tool/web portal for employers to access, and connect these opportunities with youth-serving organizations. The Employer Intermediary will also be responsible for fund development and staffing a governance structure (to be appointed) that supports the overall objectives of the Mayor’s Youth Employment Initiative. It is essential that the Employer Intermediary is able to forge strong partnerships with employers and youth-serving organizations to effectively meet the needs of both young people for access and placement in worksites and employers interested in hiring youth.

The Employer Intermediary will work closely with a Community Connections group, comprised of the major funders and youth-serving organizations involved in preparing youth for internships and jobs. This group will be convened by the City of Seattle’s Human Services Department (HSD) and other major funders to align program services, share best practices, and create better entry points for young people to access employment. This group will work with the Employer Intermediary to match youth to internships and job sites.

Key Functions and Desired Qualifications of the Youth Employment Intermediary

We are seeking an entrepreneurial organization that is highly motivated to deliver improved employment results for our area’s young people. Services delivered by the new intermediary beginning in 2015 will include a combination of employer engagement, process improvement and staffing of a governance committee. A summary of the key functions are:



1. Employer Recruitment

The organization will recruit private sector, non-profit and public sector employers to offer paid internships and jobs for youth, ages 14-24, for summer, as well as, year-round opportunities. A considerable effort will focus on attracting employers willing to host youth pursuing their first paid work experience. Employers will also be invited to host worksite tours, job shadows, and participate in career fairs, and speaking events. Employer supervisors will receive training and support on the best ways to successfully work with youth.

2. Fundraising

Private and public sector financial support is critical to supporting the on-going operations and expansion efforts of the Employer Intermediary. Close coordination is required with the Mayor's Office, the Seattle Metropolitan Chamber of Commerce, the Downtown Seattle Association, and the Mayor's Youth Employment Task Force who will help identify and solicit funding support. The intermediary is responsible for organizing these principals around an annual fundraising campaign, as well as securing grant opportunities and coordinating with public sector investors for support.

3. Matchmaking

The intermediary will serve as the hub for matchmaking between employers and youth-serving organizations. Private, nonprofit or public sectors employers will be connected to young people who are prepared and supported by the City, County and youth-serving organizations to enter internships and jobs. The intermediary will maintain a database of internship requirements and hiring qualifications, and work directly with the City's Human Services Department to pair up young people who receive their case management from members of the Community Connection consortia.

4. Data Collection

The intermediary will track key youth and employer data points. It will be important to know the number of youth who apply, secure and complete internships, along with their hourly wage, internship job title and firm name. On the employer side, data collection will trace employer commitments including number of internships or contributions. The intermediary will produce regular reports along with an annual report on outcomes.

5. Technology Solution

The intermediary will develop a web-based portal to streamline access to youth employment internship opportunities. At a minimum, the technology should allow employers a single point of entry.

6. Staffing Governance Committee

A governance committee will provide oversight for the intermediary's annual outcomes, as well as, help drive fundraising goals and lead an evaluation of the effort. Members will be appointed by the Mayor with representatives from the private, public, and nonprofit sectors, as well as young people.

Goals and Desired Outcomes

The new intermediary will provide startup and program management services for two years, with a beginning date of fall of 2015. Future contracts are anticipated to be offered on a three year cycle negotiated by the governance committee.

The 2015 contract deliverables will focus on the launch of the intermediary function. The successful bidder will implement their plan to establish the organization, secure staff and identify a technology platform to connect employers and youth. They will also put in place early employer recruiting and fundraising efforts.

Summary of 2016 Employer Intermediary Outcomes:

- Recruiting and managing employer relationships that result in 4,000 internship and job opportunities for the summer and year round;
- Coordinating the Mayor’s office and Mayor’s Youth Employment Task Force to fundraise to support the intermediary’s operations and pay for internship wages;
- Bi-monthly tracking of a Performance Dashboard charting progress towards 2016 internship/job and fundraising goals;
- Launching a technology interface to improve employer-youth internship and job connections;
- Producing an annual report on 2016 results; and
- Staffing six meetings of the governance committee.

The 2016 contract outcomes are directed toward expanding internships and fundraising, reporting results, setting up and supporting the governance committee, and instituting process improvements at the end of the year.

These goals will be supported by key partners who will help meet the overall internship, jobs and fundraising goals. Mayor Murray and his staff and the Mayor’s Youth Employment Task Force will seek new internships and fundraising commitments from major employers and philanthropic interests. The intermediary is charged with organizing their efforts, communicating results and following up on all commitments. In addition, the City of Seattle’s Human Resources Department will cultivate internship placements within city government for the intermediary during the first two years. Future coordination will be negotiated between the intermediary and the governance committee.

Funding to Establish Intermediary and Support Youth Internship Expansion

The annual budget needed to operate all the youth intermediary functions – recruitment, matching, communication, database management, and fundraising – is anticipated to require more ongoing and sustained funding than is available through this Request for Letters of Interest. The Employer Intermediary will need to develop and implement a funding approach for this initiative that will raise additional funds to support operations and youth wages. Demonstrated experience in raising funds is a key factor in selection.

Minimum Qualifications

1. Experience marketing to and recruiting employers for internships, jobs, or worksite learning.
2. Demonstrated familiarity and experience with connecting youth and young adults to career opportunities.
3. Demonstrated fundraising experience.
4. Demonstrated experience of collaborating among numerous partners, creating a common agenda and coordinating mutually reinforcing activities.

Timeline

Date	Action
September 9	Request for Letters of Interest (RFLOI) issued
September 11	Information Session #1
September 14	Information Session #2
September 30	Finalists Identified & Invitation to Submit Detailed Program Proposal, to include proposed approach, timeline, budget, and staffing plan.
October 16	Detailed Program Proposal Due
October 31	Agency Announced

Letter of Interest – due September 30

Organizations that are strongly aligned with the above qualifications are invited to submit a letter of interest (not to exceed five pages) that answers the following questions:

1. How does managing a youth Employment Intermediary align with your organization’s mission and delivery of services?
2. Please describe your qualifications and track record to deliver on the start-up and management of the youth Employment Intermediary.
3. Please describe your qualifications to select and manage a technology platform linking employers and youth-serving organizations and data management.
4. What is your track record for recruiting employers for internships and jobs? Please describe your outcomes.
5. Please describe your communications and fundraising experience and your results.
6. Who will be the principal staff members likely to be involved with the intermediary providing employment engagement and staffing of the Governance Committee? Please also include a few sentences about their relevant experience.

Procedures and Requirements

- Equal Benefits:

Seattle Municipal Code Chapter 20.45 (SMC 20.45) requires consideration of whether Proposers provide health and benefits that are the same or equivalent to the domestic partners of employees as to spouses of employees, and of their dependents and family members. The Consultant Questionnaire requested in the Submittal instructions includes materials to designate your equal benefits status.

- Women and Minority Subcontracting:

The Mayor’s Executive Order and City ordinance require the maximum practicable opportunity for successful participation of minority and women-owned subcontracts. All proposers must agree to SMC Chapter 20.42, and seek meaningful subcontracting opportunities with WMBE firms. The City requires a plan for including minority- and women-owned firms, which becomes a material part of

the contract. The Plan must be responsive in the opinion of the City, which means a meaningful and successful search and commitments to include WMBE firms for subcontracting work. The City reserves the right to improve the Plan with the winning Consultant before contract execution. Consultants should use selection methods and strategies sufficiently effective for successful WMBE participation. At City request, Consultants must furnish evidence such as copies of agreements with WMBE subcontractors either before contract execution or during contract performance. The winning Consultant must request written approval for changes to the Inclusion Plan once it is agreed upon. This includes changes to goals, subconsultant awards and efforts.

- Proprietary Materials:

The State of Washington's Public Records Act (Release/Disclosure of Public Records) Under Washington State Law (reference RCW Chapter 42.56, the Public Records Act) all materials received or created by the City of Seattle are considered public records. These records include but are not limited to bid or proposal submittals, agreement documents, contract work product, or other bid material.

The State of Washington's Public Records Act requires that public records must be promptly disclosed by the City upon request unless that RCW or another Washington State statute specifically exempts records from disclosure. Exemptions are narrow and explicit and are listed in Washington State Law (Reference RCW 42.56 and RCW 19.108).

Bidders/proposers must be familiar with the Washington State Public Records Act and the limits of record disclosure exemptions. For more information, visit the Washington State Legislature's website at <http://www1.leg.wa.gov/LawsAndAgencyRules>).

If you have any questions about disclosure of the records you submit with your bid, please contact the Project Manager named in this document.

- Ethics Code:

Please familiarize yourself with the City Ethics code:

http://www.seattle.gov/ethics/etpub/et_home.htm

View a pamphlet for Consultants, Customers and Clients:

<http://bottomline.seattle.gov/wp-content/uploads/2015/09/Contractor-Vendor-Brochure.pdf>

Any questions should be addressed to Seattle Ethics and Elections Commission at 206-684-8500.

- No Gifts and Gratuities:

Consultants shall not directly or indirectly offer anything (such as retainers, loans, entertainment, favors, gifts, tickets, trips, favors, bonuses, donations, special discounts, work, or meals) to any City employee, volunteer or official, if it is intended or may appear to a reasonable person to be intended to obtain or give special consideration to the Consultant. An example is giving a City employee sporting event tickets to a City employee on the evaluation team of a solicitation to which you submitted. The definition of what a "benefit" would be is broad and could include not only awarding a contract but also the administration of the contract or evaluating contract performance. The rule works both ways, as it also prohibits City employees from soliciting items from Consultants. Promotional items worth less than \$25 may be distributed by the Consultant to City employees if the Consultant uses the items as routine and standard promotions for the business.

- Involvement of Current and Former City Employees:

The Consultant Questionnaire within your submittal documents prompts you to disclose any current or former City employees, official or volunteer, that is working or assisting on solicitation of City business or on completion of an awarded contract. Update that information during the contract.

- Contract Workers with over 1,000 Hours:

The Ethics Code applies to Consultant workers that perform over 1,000 cumulative hours on any City contract during any 12-month period. Any such employee must abide by the City Ethics Code. The Consultant is to be aware and familiar with the Ethics Code accordingly.

- No Conflict of Interest:

Consultant (including officer, director, trustee, partner or employee) must not have a business interest or a close family or domestic relationship with any City official, officer or employee who was, is, or will be involved in selection, negotiation, drafting, signing, administration or evaluating Consultant performance. The City shall make sole determination as to compliance.

- Background Checks and Immigrant Status:

The City has strict policies regarding the use of Background checks, criminal checks and immigrant status for contract workers. The policies are incorporated into the contract and available for viewing on-line at <http://www.seattle.gov/business/WithSeattle.htm>

- Consultant Questionnaire:

Submit the following in your response, even if you sent one in to the City for previous solicitations. <http://bottomline.seattle.gov/wp-content/uploads/2015/09/Consultant-Questionnaire.docx>

- Inclusion Plan:

You must submit the following in your response. Click on the link to open the Consultant Inclusion Plan:

http://www.seattle.gov/Documents/Departments/FAS/PurchasingAndContracting/WMBE/InclusionPlan_ConsultantContracts.docx

How to Submit Your Proposal and Contact Information

If you are interested in submitting a Letter of Interest, please attend, or plan to telephone conference in on, one of the required information sessions. Your response should be packaged with each of the following. This list assists with quality control before submittal of your final package:

1. Cover Sheet
2. Letter of Interest
3. Consultant Questionnaire (see embedded form)
4. Proof of Legal Business Name
5. WMBE Inclusion Plan (see embedded link)

Please submit your Letter of Interest and Cover Sheet to Nancy Yamamoto at

Nancy.Yamamoto@Seattle.gov by 5 p.m. Pacific Time on Wednesday, September 30, 2015. If the letter is mailed or delivered, it must be received no later than 5pm Pacific Time on September 30, 2015 at the City of Seattle, Office of Economic Development, 700 Fifth Avenue, Suite 5752 or PO Box 94708, Seattle, WA 98124. **If mailing, it is necessary to include PO Box 94708 for timely delivery.**

Selection

Following the request for Letter of Interest deadline of September 30, 2015, staff and representatives from the Mayor's Youth Employment Task Force will identify and contact finalist agencies to discuss their proposal and request additional information. From that pool of finalist, one applicant will be selected by October 31 and awarded initial funding for program development.

List of Attachments

Attachment A: Graphic of Youth Employment Intermediary

Youth-Employer Matching System, 9/01

Request for Proposal for Employer Intermediary

