



SPOKANE
**WORKFORCE
COUNCIL**

REQUEST FOR PROPOSAL

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

WorkSource System Talent Solutions

Services for Business Customers

Amount Available

\$305,000

Release Date

February 15, 2019

Due Date

April 25, 2019

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



SPOKANE WORKFORCE COUNCIL

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SPOKANE WORKFORCE COUNCIL

SECTION I: PURPOSE AND TERMS

Overview

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium of agencies to offer talent solution services, also known as business services, on behalf of the Spokane WorkSource System and the SWC. Services funded via this Request for Proposal (RFP) will be delivered at our new Talent Solutions Center, which will open March-April 2019 at 140 S. Arthur St., Suite 300B, Spokane, WA. It is the goal of the SWC that the talent solutions team strive to be a national leader in talent solution services.

The funding associated with this RFP may be used support a portion of the talent solutions team staff, as well as a full-time team manager. The remaining talent solutions team staff/funding may include existing partners, as well as staff leveraged by the consortium identified through this RFP. A full description of the existing team, funding and partners can be found in Section VII – Design. We are concurrently seeking a WorkSource operator to lead WorkSource Spokane and functionally or directly lead talent solution services. Additional information on the operator’s role can be found in Section VII- Design as well as in the [WorkSource Campus Operations Request for Proposal](#).

It is the intent of the SWC that Talent Solutions Center staff will be selected based on their proven abilities to work with businesses in a professional manner, have all the skills listed in Section VII – Design, and will be considered staff representing the entire [WorkSource System](#) rather than be representatives of individual agencies or solely representing WorkSource Spokane. All talent solutions staff will be located at the Talent Solutions Center, will be functionally supervised by the team manager, and functionally led by the WorkSource operator. The SWC will provide Talent Solutions Center staff with matching business cards, branding, email addresses (such as @talentsolutions.org), etc. The SWC will negotiate this process with the selected consortium, but we encourage bidding agencies to begin working through their respective processes for ensuring Talent Solutions Center branding.

The intent of the Talent Solutions Center is to deliver individualized advising, group training, and recruitment assistance to human resource professionals, business owners, and business executives, including the self-employed. Talent Solutions Center staff will partner with a myriad of organizations in the public, private and nonprofit sectors to support employers. The [Workforce Innovation and Opportunity Act](#) (WIOA) will serve as the guiding legislation for staff funded through this RFP, as well as for the Talent Solutions Center, and as such, the center will adopt WIOA rules and regulations regarding business services, while recognizing the goals and intent of all funding used to support the center. [WIOA legislation](#) includes a heightened emphasis on addressing the needs of regional businesses and aligning service strategies with regional labor markets and economic development activities.

Technical Details

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

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

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

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

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

A bidder may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the SWC or any other funding source. Subcontracting is not permitted without written authorization from the SWC.

Bidders who have submitted a proposal may protest the award of the contract. The process for protesting the award is as follows:

- Protests must be filed in writing and be received by the Spokane Workforce Council by May 31, 2019. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an

alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.

- The SWC will review protests that meet the above conditions.
- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted relative to this RFP.
- The SWC Chief Executive Officer, in consultation with the SWC board of directors, will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 30, 2019.

Eligible Applicants

Organizations eligible to submit proposals may fall within any of 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 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.

SWC Mission

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

Vision

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

The SWC oversees the [Spokane WorkSource System](#) and provides a portion of the funding necessary to operate the system, including through the 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.

Goals for Spokane Workforce Development Area 2016-2020

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

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

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

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

SECTION III: FUND SOURCE INFORMATION

Workforce Innovation and Opportunity Act (WIOA) Funding Overview

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

specified in the Act. Bidders are strongly encouraged to read this [Training and Employment Guidance Letter 04-15](#) issued by the U.S. Department of Labor that outlines the vision for the One-Stop System under WIOA.

The three hallmarks of WIOA include:

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

The WIOA system is built around the following key principles:

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

SECTION IV: EVALUATION AND SELECTION PROCESS

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

SECTION V: TIMELINE

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

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

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

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

SECTION VI: ESTIMATED AWARD

PROGRAM YEAR 2019-2020 <u>ESTIMATED FUNDING ALLOCATION</u>	
WorkSource System Talent Solutions	\$305,000

Budget Specifics

- Budgets must include all costs associated with operating the contract excluding the items listed below.
- Bidders do not need to include the following in their budget proposals as all will be

covered by the SWC: rent and infrastructure, desks, chairs, supplies, IT and IT support, and desk phones.

- Bidders must include \$500 annually per staff member for Infrastructure Funding Agreement Other Shared Costs, which will support staff training, accessibility enhancements, WorkSource system coordination and more.
- Refer to [budget form](#) for additional information.

SECTION VII: DESIGN

Talent Solutions Overview

In order to deliver on the aspirations of the [SWC Local Integrated Workforce Plan](#), the vision for a functionally integrated WorkSource Campus, WIOA and the SWC board of directors, we are seeking a consortium to provide talent solution services on behalf the SWC and the entire WorkSource System in coordination with three sites on the WorkSource Campus: WorkSource Spokane, Next Generation Zone, and EnVision Center. 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.

Engagement with business is the cornerstone of our model, which the SWC and partners currently fund using WIOA Title I (funding issued via this RFP), as well as WIOA Titles II, III and IV, WorkFirst-Temporary Assistance for Needy Families (TANF) and other grant funding. In spring 2019, the SWC and WorkSource will be launching a Talent Solutions Center, which will be certified as a WorkSource Connection Site, located at 140 S. Arthur, Suite 300B, consisting of a team of approximately 10 staff. This site will offer by-appointment and walk-in support to employers, business outreach to connect WorkSource system customers with available openings, and other services that meet the needs of local businesses. The site will also offer a Talent Solutions Event Center, which will be available for various events, employers use, and where we will collectively host business-focused workshops and seminars, such as Behavioral Interviewing and Succession Planning. The existing talent solutions staff (currently called the Business Engagement Team) is known for recording the highest number of business services in the statewide WIOA management information system each month, with workforce information being provided to over 1,000 businesses and 180 businesses receiving staff-assisted support monthly.

Talent Solutions Goals 2019-2020

Based on the services allowable under WIOA, as well as guidance from the Spokane Workforce Council board of directors, goals for the contracts associated with this RFP will include:

1. Increased community awareness of the services available through the Talent Solutions Center. Specific goals will be negotiated with the successful bidders.
2. Increased number of businesses receiving services from the talent solutions team. Specific goals will be negotiated with the successful bidders.
3. A wide variety of workshops and course offerings for employers, including in-person and via webinar. Specific goals will be negotiated with the successful bidders.
4. Connections between WorkSource System staff and employers for [On-the-Job Training](#) placements in various sectors that meet business need (not necessarily management of the OJT contracts). Specific goals will be negotiated with the successful bidders.
5. Partner with WorkSource sites to identify and build regional talent based on employer

- needs. These needs will be communicated to the team via SWC sector strategy reports and through regular formal and informal communication.
6. Market/promote SWC-prioritized sector information to WorkSource sites to increase awareness of employer needs including hard-to-fill vacancies.
 7. Creation of various methods of promoting and filling hard-to-fill job openings in Spokane. Specific goals will be negotiated with the successful bidders.
 8. Employers report being satisfied with the services they receive. Specific goals will be negotiated with the successful bidders.
 9. All activities listed below are offered, and these activities are provided by professional, highly-qualified staff meeting the minimum skill requirements listed on page 13.

Talent Solutions Activities

The following activities will be provided by the talent solutions team with leadership from the WorkSource operator, with ultimate approval/decision residing with the SWC:

Provision of Basic Talent Solutions Services

- Market and provide talent solutions within Spokane County, or within the Spokane region per approval by the SWC.
- Establish relationships with area employers in order to learn about and ultimately assist with their workforce needs.
- Provide recruitment and placement assistance for employers that meets their needs.
- Understand regional business needs and communicate those needs to the broader WorkSource System.
- Assist businesses with various governmental program offerings, e.g. Federal Bonding, Work Opportunity Tax Credit, etc.
- Connect businesses with labor market information and industry reports.
- Provide assistance with crafting effective job postings and reviewing job descriptions.
- Promote resources available on www.worksourcewa.com.

Specialized Talent Solutions Services

- In partnership with the Division of Vocational Rehabilitation, provide workplace accommodation consultation, assessment and training for employers hiring/employing persons with disabilities.
- Using various methods, support businesses with fill hard-to-fill job openings in Spokane.
- Assist with candidate screening by serving on interview committees, reviewing applications or other methods developed by the team.
- Conduct business needs assessments including skill gaps of incumbent workforce, and coordinate services and resources to assist.
- Be familiar with a wide variety of pre-employment assessments, including those most commonly used in our region; research assessments; and promote assessment options as it meets business need.

Talent Pipeline Development and Placement Services

- Develop of On-the-Job Training accounts on behalf of [WorkSource Spokane](#) and [Next Generation Zone](#).

- Assist [WorkSource System](#) with strategies to recruit individuals into in-demand sectors to ensure local employers have the talent pipeline they need to sustain and grow their business(es).
- Assist employers with internships, apprenticeships, customized skills training and incumbent worker training as requested.

Employer Workshops, Courses and Events

- Offer and/or coordinate large- and small-scale community-wide job fairs and events.
- Offer and/or coordinate Featured Employer sessions and company-specific hiring events in partnership with [WorkSource Spokane](#) and [Next Generation Zone](#).
- Conduct industry-specific and targeted job fairs, including assistance meeting equal opportunity requirements.
- Coordinate and conduct business engagement events in SWC-targeted industries (see [Local Integrated Workforce Plan](#) for more information).
- Provide both no-cost and for-fee workshops, courses and trainings in-person and via webinar on workforce topics, such as:
 - Behavioral interviewing
 - Succession planning
 - Using assessments in the hiring process
 - Americans with Disabilities Act
 - Diversity in the workplace
 - Employment law
 - Best practices on promoting from within

Partnership Development

- Explore in-depth partnership opportunities with area employers, such as identifying businesses to promote and/or financially support the Talent Solutions Center and WorkSource System offerings, e.g. hiring events, job fairs, tours, sector reports, etc.
- Create and maintain an engagement strategy with the Inland Northwest Society of Human Resource Management (INSHRM).
- Establish and maintain effective relationships with firms that can respond to business needs including economic development, small business development centers, labor organizations, education partners, Washington State Department of Commerce, associations, chambers of commerce, etc.

Layoff Aversion and Layoff Response

- Coordinate comprehensive [layoff response/Rapid Response](#) strategies and outplacement assistance in partnership with WorkSource:
 - Immediately contacting an affected employer to assess the layoff situation and develop a strategy to address it.
 - On-site contact with employers and labor unions, as applicable, to assist affected workers.
 - Convening service partners to deliver services to affected businesses and workers.
 - Coordinate targeted hiring events to connect businesses with available workers.
 - Coordinate with WorkSource to connect affected employees to workshops and other needed group intervention activities. Such services include:
 - Reviewing affected workers' assistance needs;
 - Providing workshops to assist with career transition, job search,

- résumé preparation, and interviewing techniques;
 - Assess re-employment prospects for workers in the local community, working in collaboration; and
 - Providing information on resources to meet the short and long-term needs of affected workers.
- Develop comprehensive [layoff aversion](#) strategies and activities to prevent or minimize unemployment, including:
 - Ongoing engagement, partnership, and relationship-building activities with businesses in order to create an environment for successful layoff aversion efforts.
 - Assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs and assessment of the needs of and options for at-risk firms.
 - Connecting businesses to resources such as business assistance programs, market analyses and economic development activities to address needs and prevent layoffs.
 - Work with SWC staff and WorkSource operator to develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion.
 - Providing reports to SWC and WorkSource operator on collected business intelligence that provides trends, patterns, statistics and figures that helps to develop strategies to retain, attract and expand jobs.

Data and Tracking

- Track all services in the data management information system provided by the State of Washington, and utilization by all Talent Solutions Center staff of the SWC's customer resource management tool.
- Collect information from employers regarding in-demand skills, competencies and industry-valued certificates/credentials and provide trend data to the SWC.

Sector Partnerships/Sector Strategies

The Spokane Workforce Council will convene employers and educators to work on sector partnership initiatives and sector strategies, and will work with the talent solutions team to advance these efforts. Sector partnerships/strategies includes designing workforce services in partnership with public schools, colleges, and universities to ensure education and training aligns with targeted industry needs. These sectors must also be aligned with economic and business development efforts to maximize effectiveness. To assist the SWC with this task, the talent solutions team will:

- Build relationships with employers that reflect regional employment demands and/or disciplines for which customers are in training.
- Work with WorkSource System partners to develop a systematic approach regarding how employers will be contacted and how those contacts will be tracked.
- Assist the SWC and WorkSource operator in creating a strategic communications plan to build and/or expand WorkSource/Talent Solutions Center brand awareness with employers in Spokane County.

Role of the WorkSource Operator

the WorkSource operator will lead the [talent solutions team](#) in cooperation with the SWC Chief Operations Officer to ensure the team is working on behalf of all businesses and with the entire WorkSource system. The WorkSource operator will lead the team by functionally

or directly supervising the team manager, depending on the design proposed by bidders; approve team strategies and goals; work on behalf of the SWC to implement changes and provide and/or coordinate staff training and continued professional development; and lead [equal opportunity](#) policy implementation and maintenance. The ultimate goal is to have the team recognized as the go-to business resource for talent solutions in Spokane County.

While we have made great strides in creating a dynamic, cutting-edge talent solutions team, the WorkSource operator will be responsible for continuing the team's growth and working with the SWC to operationalize our vision of this team serving as the go-to business resource for talent solutions in Spokane County. Please see the [WorkSource Campus Operations RFP](#) for additional information about the WorkSource operator.

Team Manager Essential Functions

- Manage the day-to-day operations of the talent solutions team with guidance and leadership from the WorkSource operator.
- Create and/or maintain a working environment that motivates staff and ensures a high level of staff morale while meeting performance targets.
- Develop and maintain a plan for team members that ensures all work described in this RFP is completed and provide reports to the operator/SWC highlighting accomplishments and challenges.
- Develop and maintain a work plan that aligns with the goals of WIOA Title I and leveraged funding sources and is agreed to by all agencies employing talent solutions team staff.
- Ensure all team members correctly collect and enter data into required data systems.
- Develop practices to manage work to ensure the team reaches WIOA employer performance targets.
- Participate in and/or facilitate meetings with employers to establish, expand and improve understanding and utilization of economic development programs and WorkSource System services.
- Organize or delegate the organization of employer forums and job fairs in coordination with WorkSource System partners.
- In coordination with the WorkSource operator and SWC, coordinate marketing and public relations efforts.
- Represent the WorkSource System at community events, especially those designed for area employers.
- Attend meetings designed to attract or retain businesses in Spokane County.
- Obtain or maintain proficiency in providing labor market information, providing area profiles, providing wage survey data to determine prevailing wages, and disseminating market and wage information to employers, government agencies, and the local community.
- Provide presentations to employers and WorkSource System staff and partners relating to talent solutions.
- Lead the [WorkSource Connection Site Certification process](#) for Talent Solutions Center.

Team Manager Essential Skills

- Previous experience managing WIOA contracts, or a plan approved by the SWC to ensure strict adherence to all federal, state, and local regulations and policies.

- Have the ability to manage staff from various agencies, and the ability to make decisions on behalf of the team with guidance from the WorkSource operator and in work partnership with consortium agencies.
- Be an inspirational, goal-driven and highly professional leader.
- Have the ability to implement, with assistance from the WorkSource operator and the SWC, a wide variety of rules and regulations including WIOA federal law and [SWC Policies](#).
- Have the ability to ensure the team reaches goals while utilizing an inclusive, partnership-based approach.
- Be familiar with Customer Centered Design principles and seek to utilize them as much as possible.
- Be a skilled communicator who is flexible and willing to communicate changes as the needs of the WorkSource Campus evolve.
- Be willing to negotiate and compromise to achieve mutually beneficial goals.
- Have a commitment to partnership.
- Be sensitive to the feelings of staff as they work through changes.

Team Member Essential Skills

- Trusted and dependable business service professionals.
- Skilled at addressing the talent development needs of businesses.
- Ability to build relationships with business representatives in order to connect them to the workforce development system, WorkSource Campus services, other available resources and services, business startup assistance, industry roundtables, human resource assistance, etc.
- Specialized in and focused on meeting the needs of businesses.
- Skilled at building long-term relationships in order to better understand and address business needs.
- Skilled at referring businesses to a network of services to support human resources development and business growth.
- Ability to contribute to the design and implementation of regional, industry-driven sector strategies.
- Thorough understanding of the needs of local job seekers, including an existing relationship with WorkSource or a plan approved by the SWC regarding how such a relationship will be formed and maintained.
- Ability to establish linkages between employers and job seeker services by coordinating closely with the WorkSource system.
- Knowledge of regional industries and employers.
- Strong business acumen and professional presence.
- Ability to work with various demographics, large and small businesses and educational partners.
- Knowledge of the region, including demographic, economic, political and social factors.
- Proven ability to deliver services using a consortium or partnership model.

WorkSource Campus Hours of Operation and Closures

To ensure a cohesive WorkSource Campus, as well as safety of staff and customers, the SWC will be establishing a policy regarding hours of operation and minimum closures for the campus. Each operator has the authority to close their respective site due to inclement weather or other necessity.

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

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

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

Talent Solutions Center Leaseholder Responsibilities

Throughout the life of the contract associated with this RFP, the SWC will be the leaseholder for the Talent Solutions Center and event center space. In this role, the SWC will provide at no cost all aspects of the physical space necessary to operate the center, including the space/rent, electricity, internet access, phones and phone lines, IT server and support, furnished workspaces, furnished staff breakroom, furnished conference and meeting rooms, etc. Additionally, at least for the first year, the SWC will provide supplies such as pens, paper, copy paper, etc. Once an annual supply cost is known, it is possible these costs will be shared using a resource sharing agreement or similar agreement. Individual agencies will be responsible for supplying or paying the SWC to supply computers, tablets, 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.

All facility-related decisions will be made by the leaseholder in collaboration with the appropriate parties. However, leaseholder authority is limited to the physical facility and does not include being responsible for the design layout, customer flow, or where specific staff workspaces are located within the center (other than as each apply to cost and resource sharing), as this is the responsibility of the Talent Solutions Center Manager (team manager).

Consortium Responsibilities

In addition to providing the services outlined in this RFP, the selected consortium will also have a role in working with partners supporting other talent solutions team staff (see following section) to achieve targets. Each agency providing staff for the team will be responsible for working through the team manager and WorkSource operator to ensure the work plan and day-to-day work of individual staff meet leveraged programs/funding streams goals as well as the overall team goals. The consortium is expected to develop methods for ensuring the success of the team manager and individual staff, and the team manager is expected to honor the contributions of all funding streams, including associated program/contract goals, while also ensuring all staff on the team have the skills described above. As this team will be externally-facing and representing the SWC and entire WorkSource system, it is critical that the selected consortium creates a process for determining and evaluating the staff and skills required to serve on this team. Additionally, the WorkSource operator will have a role in determining if the staff members selected meet the needs of the team and the SWC's vision for talent solution services.

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.

AGENCY SUPERVISOR	FUNCTIONAL LEADER
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

Current Talent Solutions Team Overview

The existing talent solutions team at WorkSource Spokane (which will be moving to the Talent Solutions Center in March 2019) consists of eight staff and one manager representing the following agencies: Employment Security Department, Career Path Services and Division of Vocational Rehabilitation. As all may have some funding dedicated to talent solutions services in PY19, it is expected the selected consortium will work with these agencies to ensure the success of the Talent Solutions Center.

To assist bidders with creating their WIOA Title I budget(s), the following outlines the current operating budget. It is anticipated the PY19-20 operating budget will be similar, but that depends on partners agreeing to continue the existing funding model. Bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget.

The current operating budget of the talent solutions team is approximately **\$695,000**, which supports eight (8) team members, one team manager, support staff and agency leaders (excluding the WorkSource operator as that contract is bid out separately). Current PY18-19 funding per source includes:

- WIOA Title I (available through this RFP) - **\$305,000**
- Examples of other funding currently utilized by team – **\$390,000**
 - Jobs for Veterans State Grant
 - Opportunity Partnership
 - Spokane Community College and Spokane Falls Community College Student Employment Navigation Grant
 - Temporary Assistance for Needy Families (TANF)
 - WIOA Title I Rapid Response-Dislocated Worker
 - WIOA Title III Wagner-Peyser
 - WIOA Title IV

Overview of WorkSource Spokane Campus

Bidders should review the WorkSource and Next Generation Zone [service providers RFPs](#) for information regarding the design of each site in 2019-2020.

WorkSource Spokane

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

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

- Career Path Services
- Community Colleges of Spokane
- Division of Vocational Rehabilitation

- Employment Security Department
- Washington State Department of Labor and Industries

Next Generation Zone

The [Next Generation Zone](#), our region's only career and education one-stop center for young adults ages 16-24, is home to approximately 17-20 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone provides over 1,750 young adults with career information, and of those, approximately 750 young adults receive individualized in-person career and education services.

The Next Generation Zone is designed to serve young adults that are not connected to the workforce or postsecondary education by focusing on relationships through re-engagement to address barriers to employment and education. The ultimate goal is for each young adult to successfully obtain a job and/or enter an education or training program. About half of the youth served come to the Next Generation Zone because they were not successful in high school for a variety of reasons. The site offers onsite education resulting in High School Equivalency (GED) through the Open Doors Reengagement Program and Community Colleges of Spokane. Most youth have experienced trauma of some kind, and we take a trauma-informed approach in program design, policies, processes, and one-on-one interactions with youth. Last year, the Next Generation Zone had over 150 youth graduate with their High School Equivalency certificate, and placed over 120 young adults into employment and/or post-secondary education. Young adults who complete Next Generation Zone programming earn an average of \$12.45/hour, and 125 youth completed the 36-hour 21st Century Career Skills Academy in 2018.

Partner organizations physically at the Next Generation Zone include:

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

EnVision Center

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

Talent Solutions Center

As described throughout this RFP, the SWC and WorkSource will be launching a Talent Solutions Center in early 2019, which will be certified as a WorkSource Connection Site located at 140 S. Arthur St., Suite 300B. This site will offer by-appointment and walk-in support to employers, as well a Talent Solutions Event Center, which will be available for employers to use as needed, and where we will collectively host business-focused workshops and seminars.

Other Affiliated Sites

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

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

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

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

Performance Metrics

While the talent solutions team will not be directly responsible for ensuring WIOA job seeker targets are met (listed below under Adult, Dislocated and Youth), they are responsible for supporting WorkSource Spokane and the Next Generation Zone in reaching these goals by connecting them with businesses for job placement, on-the-job training placements, job fairs, hiring events, and more. The team will also be responsible for reaching WIOA employer-specific targets once they are established by the State of Washington. In absence of state established performance targets, the SWC will negotiate contract-specific performance targets with the selected consortium.

The following chart demonstrates anticipated program targets, but it is important to note that these targets are based on an older service delivery model and do not reflect the anticipated impact of ISD. The impact of ISD on state negotiations as well as changes from federal guidance may cause these targets to change. Additionally, certain performance targets have not yet been set by DOL or Washington State. If and when changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers.

PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER
<p>Employment Rate 2nd Quarter – The percentage of participants in unsubsidized employment during the second quarter after common exit.</p> <p>PY19 Adult Target: 85.4% PY19 Dislocated Worker Target: 80.6%</p>
<p>Employment Rate 4th Quarter – The percentage of participants in unsubsidized employment during the fourth quarter after common exit.</p> <p>PY19 Adult Target: 84.5% PY19 Dislocated Worker Target: 77.2%</p>
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>PY19 Adult Target: \$6,833 PY19 Dislocated Worker Target: \$8,415</p>
<p>Credential Attainment – The percentage of participants in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:</p> <ol style="list-style-type: none"> 1. Attain a recognized postsecondary credential or its recognized equivalent; or 2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential. <p>PY19 Adult Target: 63.4% PY19 Dislocated Worker Target: 66.8%</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>No target at this time.</p>
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>PY19 Youth Target: 70.0%</p>
<p>Education & Employment Rate 4th Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.</p> <p>PY19 Youth Target: 66.1%</p>
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>No target at this time.</p>
<p>Credential Attainment – The percentage of participants who are enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:</p> <ol style="list-style-type: none"> 1. Attain a recognized postsecondary credential or its recognized equivalent; or

2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential.

PY19 Youth Target: 52.7%

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.

No target at this time.

PERFORMANCE METRICS – EFFECTIVENESS IN SERVING EMPLOYERS

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

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

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

SECTION VIII: SUBMISSION INFORMATION AND REQUIREMENTS

General Submission Information

To be considered for funding, a single consortium proposal must be submitted 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 proposals.

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

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

Proposal Checklist

All proposals must contain the following documents:

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

RFP Questions

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. **Proposals must include the exact questions as written below.** There are 200 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

A. Experience and Philosophy (80 points)

Describe your consortium's philosophy and experience with the following:

- a. Providing cutting-edge talent solutions services while operating within structured rules and guidelines.
- b. Fostering collaboration and partnerships while operating in an environment with functional supervision.
- c. Managing federal and state funding, and specifically include experience managing Workforce Innovation and Opportunity Act contracts.
- d. Monitoring system integrity and employer services performance management.
- e. Measuring employer customer satisfaction and staff morale and implementing changes as necessary.
- f. Utilizing Customer Centered Design principles to guide key decisions and strategies.
- g. Information sharing across a variety of partners and programs.
- h. Working on diverse/divergent issues or agendas to reach outcomes.
- i. Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and young adults.
- j. Any other areas of experience you would like the review committee to know about as it relates to this RFP.

B. Approach (80 points)

- a. Detail your plan for delivering all services outlined in this RFP and highlight any areas you think are particularly innovative in your approach.
- b. Describe your plan for achieving the goals listed under Talent Solutions Goals 2019-2020, include your suggested target for each goal, and discuss the number of businesses your consortium proposes to serve in PY19-20.
- c. Describe how your consortium will ensure all staff on the team have the essential skills required in this RFP, and include your suggestions regarding how you will work with partners to ensure the same for staff not funded through this RFP.
- d. Describe your ideas for ensuring a close working relationship between the WorkSource operator, the team manager and the SWC, and include if your consortium suggests having the operator-team manager be a functional or direct supervision relationship.
- e. Describe how you will ensure a close working relationship and communication between talent solutions staff and WorkSource/Next Generation Zone staff.

- f. Describe what your consortium is most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s).

C. Assurances and Flexibility (20 points)

- a. Provide an assurance that your consortium will use this funding as described in this RFP and not to complete work towards individual agency goals or agency projects.
- b. Provide an assurance that your consortium understands the role of the WorkSource operator and the functional team manager as described in the RFP.
- c. Provide an assurance that your consortium is prepared to provide staff with the qualifications outlined in this RFP, and that you are prepared to work with leveraged funding sources to ensure only the highest qualified staff are placed on the talent solutions teams.

D. Budget (20 points)

Complete the budget form and in your narrative response detail proposed costs for each category.