



SPOKANE
WORKFORCE
COUNCIL

REQUEST FOR PROPOSAL

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

WorkSource Spokane Service Providers' Consortium

WIOA Title I Adult and Dislocated Worker Program Funding

Creating an employer-driven one-stop center

Amount Available

\$1,665,000

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 to deliver [Workforce Innovation and Opportunity Act](#) (WIOA) Title I Adult and Dislocated Worker services at [WorkSource Spokane](#) in a manner designed to meet the needs of local employers. Unlike typical Adult and Dislocated Worker program Requests for Proposal (RFP), this RFP is designed to identify a consortium capable of offering WIOA Title I services in a functional team model, which is accomplished by grouping services by [service level](#) – Basic Career, Individualized Career, and Training – rather than by program or agency. Within the three service levels, teams are designed to meet the needs of customers while services are designed to ensure job-seeking customers are ready to begin work and meet the needs of the regional economy.

The functional team model is described in more detail throughout this RFP, but in summary, functional teams at WorkSource Spokane include the Home Team (Welcome & Career Coaching – WIOA Basic Career services); Continuous Engagement Team (WIOA Individualized Career and Training services); Workshop Team (WIOA Basic Career and Individualized Career services); Skill Discovery and Assessment Team (WIOA Basic Career and Individualized Career services); and Financial Aid and Resource Management Team (financial management and support). See Section VII – Design for more information about each team.

Consortia bidding on this RFP will be responsible for proposing how they would use WIOA Adult and Dislocated Worker funding to serve eligible individuals while working with [WIOA-required partners](#). Detailed information regarding existing and required partners at WorkSource Spokane can be found in the [Spokane WorkSource System Memorandum of Understanding](#).

The SWC encourages bidders to think of WIOA Title I consortium agencies as members of a larger WorkSource Consortium which includes required and leveraged partners. While WIOA Title I funding is critical to WorkSource operations – Title I constitutes approximately 25% of the overall WorkSource budget - and WIOA law governs WorkSource one-stop operations, the larger WorkSource Consortium makes integrated service delivery possible. As such, bidders will be asked to provide an assurance that on-site/required partners will be contributing members at WorkSource Spokane and their funding streams will be honored, including programmatic goals.

Services funded via this RFP will be delivered at WorkSource Spokane, a comprehensive American Job Center located at 130 S. Arthur St. (first floor) in Spokane, WA. WorkSource is located on the WorkSource Campus consisting of WorkSource Spokane, [Next Generation Zone](#), [Talent Solutions Center](#), and [EnVision Center](#). We are concurrently seeking a WorkSource operator to lead WorkSource Spokane, as well as the talent solutions team

responsible for business services. Bidding consortia should review the [WorkSource Campus Operations RFP](#) and [Talent Solutions RFP](#) for additional information.

The funding associated with this RFP will wholly or partially support management and program staff representing two or more agencies working together to provide job seeker services in a functionally integrated model. By bidding on funding through this RFP, consortia agree WorkSource Spokane will be managed by the [WorkSource operator](#), and that all staff funded using Title I will be located at WorkSource Spokane, excluding staff located at Fairchild Air Force Base (see Section VII – Design), unless otherwise proposed by the consortium and approved by the SWC.

It is the intent of the SWC that beginning in Program Year July 2019-June 2020 (PY19-20) all WorkSource Spokane staff will use WorkSource business cards, shared branding and email addresses specific to WorkSource Spokane (example: @worksourcespokane.org). The SWC will negotiate the process with the selected consortium, but we encourage bidding consortia to begin working with their respective agencies to assure unified branding.

Technical Details

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

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

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

The agencies selected will be required to agree to the SWC's [General Terms and Conditions](#); have all controls securely in place; and agree to comply with any policies created by the SWC and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until the SWC and the prospective grantees 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 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.

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.

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.

Goals for Spokane Workforce Development Area 2016-2020

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

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

SWC Roles and Responsibilities as a Local Board under WIOA

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

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

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

SECTION III: FUND SOURCE INFORMATION

Workforce Innovation and Opportunity Act (WIOA) Funding Overview

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

The three hallmarks of WIOA include:

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

The WIOA system is built around the following key principles:

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

and earnings of participants and increase attainment of recognized postsecondary credentials by participants; and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

SECTION IV: EVALUATION AND SELECTION PROCESS

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

SECTION V: 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 meeting
May 16	Provisional contract award announcement
May 17-June 14	Contract negotiations
May 31	Deadline for appeal by COB
July 1	Contractors begin delivering services

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

**The SWC will offer a single Bidders' Conference for all four [RFPs](#) currently available. 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 AWARDS

PROGRAM YEAR 2019-2020 ESTIMATED FUNDING ALLOCATION*	
WIOA Title I Adult	\$895,000
WIOA Title I Dislocated Worker	\$770,000
TOTAL	\$1,665,000

Budget Specifics

- Budget must include all costs associated with operating the contract, including staff and management salaries, benefits, indirect, travel, rent, support services, customer training costs, etc.
- 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, and assessments for customers.
- Rent at WorkSource will be paid via Infrastructure Funding Agreement (IFA) and should be budgeted at \$1,000 per month per staff member. This figure includes all costs necessary to have staff at WorkSource – rent, electricity, computer, IT support, supplies, desk phone, etc.
- Bidders must include \$500 annually per staff member for IFA Other Shared Costs.
- Refer to [budget form](#) for additional information.

SECTION VII: DESIGN

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Campus and WIOA, the SWC is seeking a consortium that can achieve goals through a strong, committed partnership involving entities with the expertise to fulfill aspects of the integrated service delivery model at our largest location: WorkSource Spokane. The selected consortium will be responsible for staffing all positions necessary to carry out WIOA Title I Adult and Dislocated Worker funded services at WorkSource Spokane in a functional team model, which are detailed in the following sections.

A. Integrated Service Delivery

The [integrated service delivery](#) (ISD) model utilized at WorkSource Spokane reduces duplicative and administrative activities that add little value; instead the model allows staff to provide high-value services including screening, assessment, skill development, and skill certification relevant to regional economic and business needs in a team model that works for customers. Staff is organized into functional teams to meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs, and earn better wages; and for businesses to find the talent they need to succeed and grow.

The components of integrated service delivery include:

- Co-enrollment and co-funding of job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.

- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- A greater focus on skill development and certification based on labor market requirements.
- Using customer input or Customer Centered Design processes to continuously improve services.

B. WorkSource Spokane Overview

[WorkSource Spokane](#) is a proud partner of the nationwide system of American Job Centers and provides a full range of assistance to job seekers and businesses under one roof. Please note most business services will be moving to the Talent Solutions Center on the WorkSource Campus in spring 2019 - see [WorkSource System Talent Solutions RFP](#) for additional information. Annually, WorkSource Spokane serves over 8,000 customers in-person, with 4,600+ co-enrolled in WIOA Title I Adult, and 600+ enrolled in Dislocated Worker Basic Career Services in 2018. We anticipate most to all customers will be co-enrolled in WIOA Adult Basic Career Services in PY19-20, with another 1,500 being enrolled in Dislocated Worker Basic Career Services. Approximately 11,500 more customers receive on-line services annually. In addition to one-on-one services, staff at WorkSource offer over 500 workshops each year, which are attended by approximately 6,500 customers (workshop visits, not individual customers).

Established under the Workforce Investment Act and reauthorized in the [Workforce Innovation and Opportunity Act of 2014](#), the center offers training referrals, career counseling, job listings, and similar employment-related services. WorkSource Spokane has staff representing various partner organizations who provide employment services and collectively employ approximately 55-60 staff as well as 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

WorkSource Spokane Mission

Serving our business and career seeker customers in order to provide employment solutions and enhance the economic development of Spokane

C. WorkSource Spokane Functional Teams and Goals for PY19-20

At the heart of WorkSource Spokane's philosophical ethos is the structuring of services around functional teams. This structure is designed to assist customers in navigating the WorkSource center and receiving the best possible employment solutions from staff members with a common functional expertise level. This functional team model embraces the talents and skills of staff in support of common processes and goals.

Functional teams at WorkSource Spokane include:

- Home Team (Welcome & Career Coaching – WIOA Basic Career services)
- Continuous Engagement Team (WIOA Individualized Career, Supportive, and Training services)
- Workshop Team (WIOA Basic Career and Individualized Career services)
- Skill Discovery and Assessment Team (WIOA Basic Career and Individualized Career services)
- Financial Aid and Resource Management Team (financial management and support)

Home Team

The Home Team provides welcome services and career coaching, which are defined as [Basic Career Services](#) in WIOA law. This team welcomes approximately 8,000 customers to the center and provides approximately 7,600 with Basic Career Services annually. In the welcome function, this team shares with customers how they can utilize WorkSource as their primary employment assistance resource. They present each customer with an overview of the services offered at WorkSource and assist customers with WorkSourceWA.com registration. In the career coaching function, Home Team members assist customers in developing an employment action plan and reaching their goals. This may include referrals to workshops, assessments, training, and hiring events.

WorkSource Spokane provides access to computer lab/resource room, known as the Hub, to all customers at the Basic Career Service level. The Hub is a central location where customers can use technology to access and apply to job postings, receive labor market information, conduct research related to employment and receive expert advice from workforce professionals. Home Team staff support customers in the Hub by working rotating shifts and supporting the community volunteers that make the Hub model possible.

To assist bidders with creating their WIOA Title I budget in response to this RFP, the following outlines the current operating budget of the Home Team. It is anticipated the PY19-20 operating budget will be similar; however, that will depend on available funding and partners agreeing to continue offering services in the model currently in place. Bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget.

The current operating budget of the Home Team is approximately \$2.4M, which supports 18 team members, one team manager (currently funded approximately 10% with Title I), and a portion of WorkSource leadership and support staff (excluding the [WorkSource operator](#) as that position is bid out separately). This figure includes salaries, benefits, rent (IFA), indirect, Other Shared Infrastructure Funding Agreement costs (\$500 per FTE annually), and all other costs associated with employing and supporting the team. There are no direct customer costs managed within the Home Team, e.g. support services.

Current approximate funding includes:

- WIOA Title I Adult and Dislocated Worker (available through this RFP) – **Approximately \$208,000***
- Examples of other fund sources utilized by Home Team – approximately \$2.2M
 - Reemployment Services and Eligibility Assessment (RESEA)

- Temporary Assistance for Needy Families (WorkFirst)
- WIOA Title I Rapid Response
- WIOA Title III Wagner-Peyser

*Bidding consortia are allowed to adjust this amount by increasing or decreasing the amount of WIOA Title I funding utilized by each team, but the total amount of funding available through this RFP will not be adjusted.

Allowable uses of WIOA Title I Funding - Home Team

The goal of Basic Career Services is to provide workforce activities to customers - in partnership with WIOA Title III Wagner-Peyser and other partners/funding streams - that increase the employment, retention, earnings and occupational skill attainment of all job-seeking customers.

In the [Integrated Service Delivery \(ISD\)](#) model used at WorkSource Spokane, all customers who meet [basic eligibility requirements](#) (age, Selective Service, and eligible to work in the U.S.) are co-enrolled in at least WIOA Title III Wagner-Peyser and WIOA Title I Adult and/or Dislocated Worker programs. In addition to ensuring the best possible services available for customers, this co-enrollment model also allows WorkSource Spokane to braid funding while also ensuring each fund source is paying for services for enrolled customers. More specifically, this model ensures that Basic Career Services are available to all customers, and that a variety of partners, in some capacity, can share the staffing and funding responsibility for the delivery of services. This may include direct charging of staff time, leveraged staff time, direct charging of management time, leveraged management time, or infusing Title I resources in other ways, e.g., improvements to the physical space/appearance of the WorkSource center, technology, etc. While bidding consortia are responsible for proposing how they would use Title I resources in the Home Team to support customers and meet WIOA Title I performance targets, the SWC will work with the selected consortium through a negotiation process to finalize the design.

Basic Career Services in the Home Team are available to all customers, including those registered as an Adult and/or Dislocated Worker, and may include but are not limited to the following:

- Determination of eligibility to receive additional services beyond WIOA Basic Career Services.
- One-on-one or group services at the Basic Career Service level, including basic career coaching.
- Labor exchange services, including job search and placement assistance.
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and other workforce development programs when appropriate.
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs (includes referrals to Assessment Team for formal assessments).
- Provision of workforce and labor market information, including the provision of accurate information relating to local, regional, and national labor market areas; job vacancy listings; information on job skills necessary to obtain the vacant jobs listed; information relating to local occupations in demand and the earnings; skill requirements; and opportunities for advancement for those jobs.
- Job search and placement assistance, and where appropriate, career counseling.

- Consumer information regarding local performance, supportive services and how to file unemployment insurance claims.

For a full list of Basic Career Services authorized by WIOA, please review [Training and Employment Guidance Letter 19-16](#).

SWC Goals for PY19-20 – Home Team

In addition to the work outlined above, the SWC is seeking a consortium to offer the following in PY19-20, which can be accomplished using Title I or leveraged funding:

- In partnership with the WorkSource operator, implementation of a professional development plan that ensures Home Team staff become the experts in Spokane County at the following:
 - **Understanding the needs of local businesses and how to actively apply that information when working with a customer.** Examples of how staff might acquire this knowledge include staying abreast of [data and reports](#) published by the SWC, participating in training developed by leadership, accessing the Journal of Business, joining talent solutions staff for visits to local employers, and participating on interview panels at local businesses to understand their processes and needs.
 - **Employment referrals**, including being the experts in search tools, job application best practices, having knowledge of open positions, and being able to speak to customers about anticipated job openings, e.g. new companies moving to Spokane.
 - **Expectations of in-demand jobs**, including the working environment, best practices applying for in-demand positions, and essential skills required for in-demand occupations. One example of how staff might learn these skills is participating in site visits to local employers.
 - **Understanding career and job advancement strategies**, including within a company and when switching careers.
 - **In-depth understanding of the roles and offerings of all functional teams** within WorkSource Spokane, and when to make a referral to each team.
- Explore creation of staff position(s) to serve as a Greeter to ensure consistency in messaging to customers. Currently, staff rotate through this role.
- Ensure staff employed by a variety of partner agencies serve on the Home Team.

Continuous Engagement Team

The Continuous Engagement Team (CET) provides [Individualized, Training and Follow-up services as defined by WIOA](#) to approximately 1,000 customers at the Individualized Service level, with approximately 200 receiving Training services annually. Customers who present with significant barriers and are in need of services beyond the Basic Career Services level, as well as those who enter training and those who require regular [follow-up](#) due to contractual requirements, are served by the CET. The CET develops [Individual Employment Plans](#) and provides personalized pre-vocational skills training, including development of learning skills, communication skills, interviewing skills, and others as needed to prepare individuals for employment or training opportunities. In addition, the CET determines support service necessity and suitability and coordinates with the Financial Resource Management Team for support service distribution to customers. The CET also works closely with the SWC to develop in-demand, short-term training, including cohorts and contract-based training, which lead to an industry-recognized certificate or degree.

To assist bidders with creating their WIOA Title I budget in response to this RFP, the following outlines the current operating budget of the CET. It is anticipated the PY19-20 operating budget will be similar; however, that will depend on available funding and partners agreeing to continue offering services in the model currently in place. Bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget.

The current operating budget of the CET is approximately \$2.7M, which supports 17 team members, a shared CET-Assessment Team manager (currently supported 8% using Title I within CET), a portion of WorkSource leadership and support staff (excluding the [WorkSource operator](#) as that position is bid out separately); Individualized career coaching for approximately 1,000 customers and training-level services for 200 customers; direct customer costs including [support services funds](#); paid work experiences/paid internships; and training: [Individual Training Accounts](#), [On-the-Job Training](#), [pre-vocational training](#) and class-sized/cohort training. Staff costs includes salaries, benefits, rent, indirect, Other Shared Infrastructure Funding Agreement costs (\$500 per FTE annually), and all other costs associated with employing and supporting the team. The following breaks down total team costs and funding available through this RFP.

Current approximate funding includes:

- WIOA Title I Adult and Dislocated Worker (available through this RFP) – **Approximately \$920,000***
 - Staffing and associated costs - \$715,000
 - Supportive services and interpreter services (direct customer costs) - \$65,000
 - Individualized career services (direct customer costs) - \$10,000
 - Training services (direct customer costs) - \$130,000

- Examples of other fund sources utilized by CET - \$1.8M
 - Staffing and associated costs – \$1M
 - Individualized Career and Training services (direct customer costs) - \$600,000
 - Basic Food and Employment (BFET)
 - DOL American Apprenticeship Initiative
 - Local Veterans Employment Representative grant
 - Reemployment Services Eligibility Assessments (RESEA)
 - SWC-funded unrestricted grants
 - Temporary Assistance for Needy Families (TANF)
 - Trade Adjustment Assistance (TAA)
 - WIOA Title I Rapid Response-Dislocated Worker grant
 - WIOA Title III Wagner-Peyser
 - Worker Retraining
 - SWC-sponsored in-demand training - managed by SWC but utilized by CET (see Training Career Services – page 16) (direct customer costs) - \$220,000
 - WIOA Title I Adult - \$50,000
 - WIOA Title I Dislocated Worker - \$50,000
 - Non-WIOA formula funding for Adult-enrolled customers – \$30,000
 - Non-WIOA formula/leveraged funding for DW-enrolled customers – \$90,000

*Bidding consortia are allowed to adjust this amount by increasing or decreasing the amount of WIOA Title I funding utilized by each team, but the total amount of funding available through this RFP will not be adjusted.

Allowable uses of WIOA Title I Funding - CET

Individualized Career and Training Services are available through the CET, and Title I funding can be used to support those who are eligible Adults and Dislocated Workers per WIOA. Bidders should review [SWC policies](#) for information on eligible individuals and services. To access most CET services, an customer will need to be recognized as eligible through the Full WIOA Title I eligibility determination process (see [SWC Policy WS816 R1 Eligibility and Documentation Requirements](#)).

Individualized Career Services activities include, but are not limited to:

- In-depth evaluation to identify employment barriers and employment goals;
- Development of an individual employment plan to identify appropriate objectives and combination of services for the customer to achieve the employment goals;
- Group counseling;
- Individualized career planning;
- Business internships/paid work experiences;
- Short-term prevocational services including development of skills in learning, communication, interviewing punctually, personal maintenance, and professional conduct to prepare individuals for unsubsidized employment or training;
- Workforce preparation services including development of basic academics, critical thinking, digital literacy, self-management, and non-specific employment skills such as safety, first aid, work-place hygiene, and hazardous materials handling;
- Financial literacy services;
- Job retention and wage progression services after placement; and
- Out-of-area job search assistance.

Training Services are available for eligible Adult and Dislocated Workers who - after an interview, evaluation, or assessment, and career planning - are determined to be in need of training services to obtain or retain self-sufficient employment. When appropriate, a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program may be used to justify delivery of training services. Training determination criteria are:

- Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through the career services alone;
- In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- Has the skills and qualifications to successfully participate in the selected program of training services; and
- Unable to obtain grant assistance from other sources to pay for the cost of training.

Training services include:

- Occupational skills training;
- On-the-Job Training;

- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Adult education and literacy activities provided in combination with other training services; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

In PY19-20, the SWC will sponsor training for occupations with demand in Spokane County and the surrounding region by providing seats to approximately 100 customers, depending on available grant funding and employer partnerships. Beginning in PY19, customers will be asked to co-invest in their training plan by contributing to the cost of their coursework. The SWC will work with the selected consortium to determine the best process for co-investing. These training numbers can be included in bidders' [customer activity plan/loading chart](#), but the cost for this training should not be included in the budget as the SWC will contract with and directly pay education providers. We anticipate seats for 50 Adult and 50 Dislocated Worker customers. The following outlines the anticipated training plan:

- Two class-sized cohorts offering in-demand credentials in courses not yet available in Spokane. The contract will cover the cost of class creation and will offer seats for 15 per course for a total of 30 training seats (15 Adult customer and 15 Dislocated Worker customers).
- Approximately 70 served through contract-based training for individual seats (35 Adult customers and 35 Dislocated Worker customers). All trainings will lead to recognized industry credentials. The SWC will release one or more RFPs in 2019 to identify educational training providers in courses such as:
 - Commercial Driver's License - Class A
 - Phlebotomy
 - Property and Casualty Insurance
 - Microsoft Office
 - Certified Information Systems Security Professional (CISSP)
 - Cisco Certified Network Associate (CCNA)
 - Microsoft SQL Server Certification
 - Oracle Java Certification (OCA/OCP/OCE)
 - CompTIA A+, Network+, and Security+

Retention services (follow-up services) are offered post-employment and are designed to assist customers in maintaining and succeeding in their jobs, as well as increasing wages to achieve self-sufficiency. Retention services must be provided as appropriate for participants who are placed in unsubsidized employment, for no fewer than twelve (12) months after the first day of employment. Follow-up services do not extend the date of exit in performance reporting. These services could include, but are not limited to:

- Additional career planning and counseling;
- Contact with the participant's employer, including assistance with work-related problems that may arise;
- Peer support groups;
- Information about additional educational opportunities; and

- Referral to supportive services available in the community.

For a full list of Career Services authorized by WIOA, please review [Training and Employment Guidance Letter 19-16](#).

SWC Goals for PY19-20 - Continuous Engagement Team

In addition to the work outlined above, the SWC is seeking a consortium to offer the following in PY19-20, which can be accomplished using Title I or leveraged funding:

- In partnership with the WorkSource operator, a professional development plan that ensures CET staff become the experts in Spokane County at the following:
 - **Understanding the needs of local businesses and how to actively apply that information when working with a customer.** Examples of how staff might acquire this knowledge include staying abreast of [data and reports](#) published by the SWC, professional development created by WorkSource leadership, access to the Journal of Business, joining [Talent Solutions](#) staff for visits to local employers, and participating on interview panels at local businesses to understand their processes.
 - **Expectations of in-demand jobs**, including the working environment, best practices at applying for in-demand positions, and essential skills required for in-demand occupations. One example of how staff might learn these skills is participating in site visits to local employers.
 - **Training needs and available training**, including skills of customers accessing WorkSource, training needs of local employers, and available training in our region in order to assist businesses with training their future workforce.
 - **Recruiting potential students for training**, including in-demand training and state-registered apprenticeship training. Examples of methods for potential student recruitment include knowing skills and interests of CET customers; outreach to customers receiving Basic Career Services and/or unemployment insurance; outreach to customers accessing services through any affiliated site; and outreach to individuals not accessing WorkSource, e.g. through advertising. Starting in PY19-20, the SWC will provide CET an updated list of targeted courses for which it is critical to the Spokane economy that classes are filled to meet business need. These individuals do not necessarily need to be enrolled in Training Services through WorkSource.
 - **Supporting CET-enrolled students in training**, including any cohort or course targeted by the SWC as important for talent pipeline development and the regional economy. Current examples include: SWC-sponsored cohort classes, Spokane Community College Skilled Trades Preparation course, and all state-registered apprenticeship training programs. Starting in PY19-20, the SWC will provide CET an updated list of targeted courses.
 - **In-depth understanding of the roles and offerings of all functional teams** within WorkSource Spokane, and when to make a referral to each team.
- Creation of a post-training alumni tracking system to support training graduates, as well as to learn of success stories, and potentially have employed graduates return to WorkSource to speak about their experiences.

Workshop Team

The Workshop Team (WST) creates, provides and continuously improves professional-level workshops and classes taught by staff certified as WorkSource instructors. Most workshops

are considered a Basic Career Service as defined by [WIOA](#), but a few are considered Individualized Career Services. This service strategy works both for our current customer base and will assist with future needs should we see an increase in customers. Most Instructors deliver the material in a classroom setting, with the option for customers to attend hands-on labs as well. The WST works with employer advisors to ensure the most current information is being presented in the workshops and analyzes customer feedback to continuously improve the classes being taught. WorkSource offers over 500 workshops each year, which are attended by approximately 6,500 customers (workshop visits, not individual customers). Information on current workshop offerings can be found on the [WorkSource website](#).

To assist bidders with creating their WIOA Title I budget, the following outlines the current staff operating budget of the Workshop Team. It is anticipated the PY19-20 operating budget will be similar; however, bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget.

The current operating budget of the Workshop Team is approximately **\$452,000**, which supports five (5) staff, one manager (currently funded 37% using Title I), and a portion of WorkSource leadership and support staff (excluding the WorkSource operator). This figure includes salaries, benefits, rent and associated costs, Other Shared Infrastructure Funding Agreement costs (\$500 per FTE annually), indirect, and all other costs associated with employing and supporting the team.

Current approximate funding per source includes:

- WIOA Title I Adult and Dislocated Worker (available through this RFP) - **\$132,000***
- Examples of other fund sources utilized by the Workshop Team - \$320,000
 - Department of Social and Health Services – Strategies for Success Grant
 - Temporary Assistance for Needy Families (TANF)
 - Washington State Department of Labor and Industries
 - WIOA Title I Rapid Response grant
 - WIOA Title III Wagner-Peyser

*Bidding consortia are allowed to adjust this amount by increasing or decreasing the amount of WIOA Title I funding utilized by each team, but the total amount of funding available through this RFP will not be adjusted.

Allowable uses of WIOA Title I Funding – Workshop Team

While most [workshops](#) are considered a WIOA Basic Career Service, those that offer multi-day content will require customers to be enrolled at the Individualized Career Services level either in Title I or Title III. Title I funding can be used for any aspect of the workshop team but customers must be correctly enrolled at either the basic or individualized level, respectively. Instructors may be employees of agencies located at WorkSource, or bidders can propose how they would contract for these services. For a full list of Career Services authorized by WIOA, please review [Training and Employment Guidance Letter 19-16](#).

SWC Goals for PY19-20 – Workshop Team

In addition to the work outlined above, the SWC is seeking a consortium to offer the following in PY19-20, which can be accomplished using Title I or leveraged funding:

- Creation of new Individualized Career Service level workshops that meet the needs of customers and are in-line with regional business needs.
- Workshops offered through virtual options, such as webinars or recordings available on WorkSource Spokane website.

Skill Discovery and Assessment Team

The Skill Discovery and Assessment Team (SDAT) works with job seekers and employers to deliver state-of-the-art employment-related assessments to ensure better job matches and improve customer satisfaction. This team proctors assessments, promotes the use of assessments, researches and implements new assessments and skill discovery tools, and provides expert interpretation of assessment results to employers, job seekers, and staff. The SDAT also assists job seekers in the Hub with taking and interpreting basic level assessments on skills, abilities, and interests. Assessments currently available at WorkSource Spokane are listed below.

Paid by SWC using Infrastructure Funding Agreement-Other Shared Costs resources:

- [World of Work Inventory \(WOWI\)](#)
- [Northstar Digital Literacy](#)
- [Picture Interest Career Survey](#)
- [eSkill Pre-Employment Assessments](#)

Free online assessments currently utilized include:

- [Career Cluster Assessment](#)
- [MySkills MyFuture Assessment](#)
- [CareerOneStop](#) – various interest and skills assessments

To assist bidders with creating their WIOA Title I budget, the following outlines the current staff operating budget of the Skill Discovery and Assessment Team. It is anticipated the PY19-20 operating budget will be similar; however, bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget.

The current operating budget of the SDAT is approximately **\$208,000**, which supports two (2) staff, one manager (funded 7% using Title I), and a portion of WorkSource leadership and support staff (excluding the WorkSource operator). This figure includes salaries, benefits, rent and associated costs, Other Shared Infrastructure Funding Agreement costs (\$500 per FTE annually), indirect, and all other costs associated with employing and supporting the team. The SWC collects \$500 per FTE in the WorkSource center to pay for items classified as IFA Other Shared Costs, which includes assessment. Bidders do not need to budget for the cost of assessments through this RFP.

Current approximate funding includes:

- WIOA Title I Adult Dislocated Worker (available through this RFP) - **\$140,000***
- Examples of other fund sources utilized by the Assessment Team - \$60,000
 - Trade Adjustment Assistance (TAA)
 - WIOA Title III Wagner-Peyser
- IFA-funded assessments – \$8,000

*Bidding consortia are allowed to adjust this amount by increasing or decreasing the amount of WIOA Title I funding utilized by each team, but the total amount of funding available through this RFP will not be adjusted.

Allowable uses of WIOA Title I Funding – SDAT Team

While most assessments are considered a WIOA Basic Career Service, those that are comprehensive or specialized in nature (as defined in [SWC Policy WS816 R1 – Attachment C](#)) will require customers to be enrolled at the Individualized Career Service level either in WIOA Title I or Title III. The following is an overview of the assessment levels:

- Basic assessments (Basic Career): A cursory or general assessment of a client's skills, education/career objectives, and/or service needs.
- Comprehensive assessments (Individualized Career): Assess a complete inventory of a customer's skills, including level of proficiency or a complete inventory of service needs.
- Specialized assessments (Individualized Career): Assess skills that involve specific knowledge or training or specific service needs in great detail.

Title I funding can be used for any aspect of the assessment team as long as customers are correctly enrolled at either the Basic or Individualized Career Service level, respectively. For a full list of Career Services authorized by WIOA, please review [Training and Employment Guidance Letter 19-16](#).

SWC Goals for PY19-20 – Skill Discovery and Assessment Team

In addition to the work outlined above, the SWC is seeking a consortium to offer the following in PY19-20, which can be accomplished using Title I or leveraged funding:

- Creation of a matrix showing assessment categories, available assessments and examples of when each is ideally used or indicated. Example of assessment categories: skills assessments, personality assessments, integrity assessments, and interest assessments.
- Research and recommend to the SWC new assessments to be available for which IFA funding is requested to support the cost of the assessment(s).
- Published list of available assessments on WorkSource Spokane website.
- Creation of training to inform other WorkSource system staff how to interpret and use assessment results to assist customers.

Financial Aid and Resource Management Team

The Financial Aid and Resource Management Team (FiRM) team plays a critical role at WorkSource Spokane, serving as the team responsible for the integrity of individual programs, while allowing the rest of the center to blend service offerings in an integrated environment to meet customer needs. In this role, they are the team responsible for understanding the various program contracts and performance measures, program eligibility requirements, and serving as the central source for fiscal and programmatic information for WorkSource management and staff.

The FiRM determines eligibility for Individualized and Training level programming; and is responsible for customer file management, ensuring fiscal and programmatic quality control, program data analysis, and program reporting. The team monitors the performance of all WorkSource contracts and works directly with functional team leads in managing funding

stream budgets. In addition, the FiRM maintains the WorkSource Continuous Quality Improvement database which provides customer feedback analytics for WorkSource leadership and staff.

To assist bidders with creating their WIOA Title I budget, the following outlines the current staff operating budget of the FiRM. It is anticipated the PY19-20 operating budget will be similar; however, bidders are welcome to explore additional leveraged funding sources, which would increase the overall operating budget. It should be noted that assessment costs do not need to be budgeted using funds available through this RFP, as the SWC collects funding to support assessments through the Infrastructure Funding Agreement.

The operating budget of the FiRM is approximately **\$500,000**, which supports approximately five (5) staff, one manager (currently fully funded by Title I), and a portion of WorkSource leadership and support staff (excluding the WorkSource operator). This figure includes salaries, benefits, rent and associated costs, Other Shared Infrastructure Funding Agreement costs (\$500 per FTE annually), indirect, and all other costs associated with employing and supporting the team.

Approximate funding per source includes:

- WIOA Title I Adult and Dislocated Worker (available through this RFP) - **\$265,000***
 - Staffing and team manager - \$265,000
- Examples of other fund sources utilized by the FiRM - \$230,000
 - Staffing and associated costs - \$230,000
 - Basic Food and Employment (BFET)
 - SWC-funded unrestricted grants
 - Temporary Assistance for Needy Families (TANF) (WorkFirst)
 - Trade Adjustment Assistance (TAA)
 - WIOA Title I Rapid Response-Dislocated Worker grant
 - Reemployment Services Eligibility Assessments (RESEA)
 - WIOA Title III Wagner-Peyser

*Bidding consortia are allowed to adjust this amount by increasing or decreasing the amount of WIOA Title I funding utilized by each team, but the total amount of funding available through this RFP will not be adjusted.

Allowable uses of WIOA Title I Funding – FiRMTeam

WIOA Title I funding may be used to support any aspects of the FiRM team's work as long as funding is shared proportionally with other leveraged resources. Specific duties include:

- Determining program eligibility for Individualized Career and Training level services;
- Processing [supportive services](#) requests;
- File management, including paper files and training staff on how to manage paperless files;
- Ensuring programmatic and fiscal quality control;
- Program data analysis, WIOA program reporting, and WIOA quarterly reporting;
- Ensuring performance on all contracts, and if there is a problem, working with WorkSource leadership to create a solution;

- Managing data entry for all career service levels, which can include training staff how to correctly input data and monitoring to ensure data integrity;
- Managing processes and files for program and fiscal compliance;
- Processing OJT and WEX payments and protocols to ensure compliance;
- Creating and/or managing universal financial aid/program enrollment forms and processes; and
- Creating and/or managing universal voucher processes.

SWC Goals for PY19-20 - FiRM

In addition to the work outlined above, the SWC is seeking a consortium to offer the following in PY19-20, which can be accomplished using Title I or leveraged funding:

- Utilization of software or database, either purchased using IFA funding or built by the FiRM, to support integration by including all funding managed by WorkSource that highlights available funding, spending restrictions, and spending deadlines.
- Create a process to fully integrate all resources across funding sources to meet customer needs.

D. Serving Veterans and Their Families

While all veterans, military personnel and their spouses can be served at WorkSource Spokane, the SWC is committed to providing this priority population with enhanced offerings by having WorkSource staff available on-site at Fairchild Air Force Base. As such, the selected consortium will be required to provide services on-base and must include services beyond those for veterans with a disability. This service offering does not have to be funded using WIOA Title I; it can be leveraged, and it can also be a rotating staff member. The intent is to connect this priority population with information about WorkSource services, and to ultimately connect them to local businesses that need their talent, work ethic and in-demand skill sets. It is up to bidding consortia to determine how this service offering will be funded, and if the individual(s) providing the service will serve on a functional team at WorkSource Spokane.

E. Rapid Response

Rapid Response activities are provided to enable Dislocated Workers to transition to new employment as quickly as possible, following either a permanent closure or mass layoff. These services must be customized to meet the needs of both the employer and employees. Rapid Response activities are defined in the [Workforce Innovation and Opportunity Act Section 3 \(51\)](#), and generally include the following activities:

- On-site contact with employers, representatives of the affected workers and the local community (lead: Talent Solutions Center)
- Conduct Rapid Response layoff orientations for impacted employees (in coordination with the talent solutions team)
- Assistance with application for Unemployment Insurance (lead: WorkSource)
- Job search workshops (lead: WorkSource)
- Referral of affected workers to appropriate short and long-term resources for finding new jobs and/or upgrading their skills (lead: WorkSource)

It is up to bidding consortia to propose which teams will play a role in Rapid Response and how this service will be coordinated between WorkSource and Talent Solutions Center staff

(see [WorkSource System Talent Solutions RFP](#) for additional information on their role in Rapid Response).

F. Functional Leadership

In blended teams throughout the WorkSource Campus, members from multiple agencies serve on functional teams with a functional leader. This leader coordinates the day-to-day work and 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. 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

G. Program, Leaseholder and Operator Responsibilities

Throughout the life of the contract associated with this RFP, the Employment Security Department (ESD) will remain the leaseholder at WorkSource Spokane. As such, ESD will be responsible for maintaining the physical facility, rental agreements, and items addressed in each respective master lease. 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 hours of operation, facility design/layout, customer flow, or where specific staff offices are located within the building (other than as each apply to cost and resource sharing), as this is the responsibility of the WorkSource operator.

As changes relating to design, customer flow, etc. can carry a cost, the WorkSource operator will be required to work with the leaseholder and the SWC. It is the responsibility of the operator to work with the ESD Office Services Department, as well as within state guidelines, so that resulting costs can be assigned appropriately.

The selected consortium will be responsible for the day-to-day operations of the contract associated with this RFP; however, as the site is designed using ISD, the operator will have a role in ensuring a design that works to meet all funded program goals throughout the WorkSource center. Service providers will be responsible for managing individual program/funding streams, directly providing services to customers, reaching outcome targets, program/functional team management and process improvement, performance analysis, and additional funds implementation, in partnership with the operator.

Each agency providing staff for a functional 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. The selected 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 leveraged funding streams. If the team or individual members are not meeting the goals/targets, the manager and/or the operator may request assistance from agency leaders to create a solution. It is required that agencies assist with reaching resolution, and in some cases that could include professional development or team member transfers within WorkSource.

WorkSource Operator

The WorkSource operator will work to support the entire center and coordinate services across the site. The WorkSource operator is expected to honor the consortium's contributions and involve their leadership in decisions critical to the operation of the site. The operator will be required to work with the service providers to make changes to service delivery, but ultimately the operator will inform, guide, and direct the operations of each site. The consortium providing the services described in this RFP will work under the guidance and functional oversight of the WorkSource operator, who will:

- Be knowledgeable of all laws and rules associated with managing a one-stop, including applicable portions of [WIOA law](#) and [TEGL 16-16](#).
- [Manage WorkSource Spokane](#), including hours of operations (in consultation with SWC), space configuration, space usage, space design and layout, customer flow, and managing the center following integrated service delivery design principles.
- Determine the number of staff and workspaces at WorkSource Spokane, as well as the programs and projects operated within WorkSource.
- Work with the SWC and partners to define and provide a means to meet common operational needs, such as training, technical assistance, additional resources, etc.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the system.
- Approve all changes in advance and in writing for office furniture, office equipment, and IT hardware and software. It is understood that reasonable accommodations and federal or state-mandated changes cannot be denied by the operator.
- Approve all community, agency, and other meetings held within WorkSource Spokane and/or in representation of WorkSource Spokane within the community.
- In partnership with the SWC, coordinate communication and partnerships across the WorkSource Campus and affiliated service locations in Spokane County.
- Lead the One-Stop Site Certification process for WorkSource Spokane.
- Operationalize the vision of the SWC for WorkSource Spokane as communicated through formal documents as well as through informal communication. This vision includes a center designed to meet the needs of area business by providing a prepared workforce, high quality customer service, Integrated Service Delivery, and a professional environment with up-to-date technology.
- Establish the expectations of dress and attire and hold agencies accountable for enforcing these expectations.
- Assure appropriate referrals are made among the partners.
- Promote the services available on the WorkSource Campus, including development of marketing and outreach materials, with support from the SWC.

- Be knowledgeable of the mission and performance standards of all partners and facilitate cross-training among all staff and a common performance management system.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Ensure that the SWC's non-program-related policies and procedures are effectively communicated and carried out at WorkSource.
- Ensure non-program equal opportunity requirements are met, including coordinating staff training, and assuring equal opportunity posters and processes are in place.
- Ensure safety policies and practices, including a safety team and safety bulletin board, are in place and are working effectively.
- Functionally report to the SWC's Chief Operations Officer. In this context, "functionally report to" means takes guidance from, stays in regular contact with and works together to jointly achieve goals.
- Convene and lead, in partnership with the SWC COO, a site operators' committee to review topics relevant across the WorkSource Spokane campus.

See WorkSource One-Stop Operator policy for additional information:
<https://wdcspokane.com/worksource-system>.

H. 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. The WorkSource operator has the authority to close the 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.

I. Overview of WorkSource Spokane Campus

In addition to WorkSource Spokane, the WorkSource Campus hosts the following WorkSource sites:

Next Generation Zone

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

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

The intent of [business services](#), which will be known as talent solutions beginning in PY19-20, is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation and meeting the hiring needs of employers. Per WIOA law, the SWC will lead regional sector strategies and business services, and as such, will contract with agencies through a separate [RFP](#) for talent solutions staff who will work with and on behalf of the SWC.

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

Beginning in 2019, the WorkSource operator will functionally supervise [talent solutions](#), in cooperation with the SWC Chief Operations Officer, to ensure they are working on behalf of all businesses and in coordination with the entire WorkSource Campus. Please refer to the [WorkSource System Talent Solutions RFP](#) for information about the role and function of the talent solutions team. The WorkSource operator will guide those funded to deliver business services by functionally supervising the team and team manager and will work on behalf of the SWC to implement changes and provide and/or coordinate staff training, establish goals, and continue developing that team as the go-to business resource in Spokane County.

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

- Access to labor market information and reports
- Connection to customized training and incumbent worker training
- Outplacement assistance
- Assistance crafting effective job postings
- Free listing on statewide job seeker website www.worksourcewa.com

- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning
- Layoff response services
- Candidate screening
- Large-scale community-wide job fairs
- Featured employer sessions and company-specific hiring events
- Industry-specific and targeted job fairs
- Assistance recruiting individuals into in-demand sectors by guiding them through appropriate education and training programs
- On-the-Job Training (OJT) funding to offset the cost of training new hires
- Access to other tax credits, helping to offset the cost of new hires

While we have made great strides in creating a dynamic, cutting-edge talent solutions team in recent years, 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 resource for businesses in Spokane County.

J. 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 provide employment-related services to job seekers. These off-campus connection sites include:

- Goodwill Industries of the Inland Northwest
- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Spokane Public Library District (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.

K. Performance Metrics

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 – EFFECTIVENESS IN SERVING EMPLOYERS	
<p>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:</p> <p>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.</p> <p>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.</p>	

SECTION VIII: SUBMISSION INFORMATION AND REQUIREMENTS

General Submission Information

To be considered for funding, bidders 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 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](#)
- [Client Activity Chart/Loading 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. **Proposals must include the exact questions as written below.** There are 200 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

A. Consortium Experience and Philosophy (60 points)

Summarize your consortium’s strengths and experience in the following areas:

- Managing employment programs
- Meeting performance outcomes
- Fiscal management and controls
- Operating federally-funded programs
- Operating in an environment with functional supervision or an integrated working environment as described in this RFP
- Providing services to disadvantaged populations
- Being innovative in an environment with a multitude of regulations.
- Operating inclusive workforce development programs
- Fostering collaboration and partnerships
- Information sharing across a variety of partners and programs
- Working on diverse/divergent agendas to reach outcomes

B. Approach (100 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 the WIOA Title I funds issued through this RFP be used to meet the needs of WorkSource customers? Please be specific.
- b. How will you meet the goals outlined for each team? Please be specific and include each goal and address how you will meet each.
- c. How will you ensure qualified staff to meet team goals? How will your consortium respond if a team is not meeting goals, and how will you respond if a team manager suggests individual staff may not be meeting the goals of the team?
- d. Describe your plan for working in an integrated service delivery environment where all or most customers are co-enrolled in both Wagner-Peyser and Adult Basic Career Services.
- e. Describe your proposed model for how Adult and Dislocated Worker Individual and Training Services will be delivered and highlight what you consider to be the most creative approaches to service delivery.
- f. How will customer service funds be managed, e.g. by a single agency, by multiple agencies, etc.?
- g. How will program performance be managed?
- h. How will additional grant funds be managed, if available, including how does your consortium propose to work with the WorkSource operator to coordinate the implementation of new funding.
- i. How will your consortium provide on-base services to transitioning military members, veterans, and their families?
- j. 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. Budget (20 points)

Complete the budget form and loading chart, and in narrative format detail proposed costs for each category and discuss your enrollment and outcome targets.

D. Assurances and Flexibility (20 points)

- a. Provide an assurance that your consortium has the willingness and ability to operate in a functionally integrated environment.
- b. Provide an assurance that your consortium has the willingness and ability to support and work within the described WorkSource operator model.
- c. Provide an assurance that your consortium has the willingness and ability to implement and manage additional funds identified by the SWC for the purpose of increasing services to job seeker and/or business customers.
- d. Provide an assurance that it is understood on-site/required partners will be contributing members at WorkSource Spokane and their funding streams will be honored, including programmatic goals.