



SPOKANE
WORKFORCE
COUNCIL

REQUEST FOR PROPOSAL

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

WorkSource Campus Center Operations

*WorkSource Operator (One-Stop Operator)
Resource Center of Spokane County Operator*

Amount Available
\$300,000

Release Date
February 25, 2022

Due Date
May 3, 2022

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



SPOKANE WORKFORCE COUNCIL

Request for Proposal Contents

Section I: Purpose and Terms

- Overview
- Technical Details
- Eligible Applicants

Section II: Workforce System Background Information

- SWC and Spokane Workforce Development System Overview
- Goals for Workforce Development Area 2020-2024
- SWC Roles and Responsibilities under WIOA

Section III: Fund Source Information

- Workforce Innovation and Opportunity Act Funding Overview

Section IV: Estimated Award

Section V: Timeline

Section VI: Evaluation and Selection Process

Section VII: Design

- WorkSource Operator
- Resource Center of Spokane County Operator
- Safety, Professional Development, and Employee Support and Retention
- WorkSource Campus Hours of Operation and Closures
- Program and Leaseholder Responsibilities
- WorkSource Campus Overview
 - WorkSource Spokane
 - Resource Center of Spokane County
 - Next Generation Zone
- Other Affiliated Sites
- Integrated Service Delivery
- Performance Metrics

Section VIII: Submission Information and Requirements

- General Submission Information
- Proposal Checklist
- RFP Questions



SECTION I: PURPOSE AND TERMS

Overview

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify two operators for the WorkSource Campus with one at each of the following locations: [WorkSource Spokane](#) and the [Resource Center of Spokane County](#). Operators should be goal-driven, visionary, inspirational and highly professional leaders willing to achieve our vision for cutting-edge, functionally integrated service sites. Operators must be capable of leading staff from various agencies in a functionally integrated environment. *Functionally integrated* in this context means a customer flow model that is based on the needs of the customer rather than staff being organized by program or agency, with services delivered and teams staffed by various agencies.

The term “WorkSource Campus” is used to describe the following sites in Spokane, WA (see Section VII: Design for more information):

- WorkSource Spokane: American Job Center at 130 S. Arthur St. (first floor)
- Resource Center of Spokane County (RCSC): WorkSource Connection Site at 130 S. Arthur St. (second floor)
- Next Generation Zone: WorkSource Affiliate Site at 901 E. 2nd Ave.

It is expected that operators will be full-time and will be located in the Spokane region, with the WorkSource operator utilizing WIOA funding issued through this Request for Proposal (RFP), while the RCSC operator may be partially WIOA funded and partially funded using other grant resources.

The WorkSource operator will not be responsible for directly managing programs or staff; however, the RCSC operator may or may not be based on determined needs at that location. The intent of not having an operator responsible for directly managing program staff is to ensure this individual gives equal support to all staff and programs/agencies and does not make decisions that may be perceived as benefiting one agency or program over another. SWC staff will work with the selected agency to address this should the RCSC operator need to assist with programmatic oversight based on site needs.

Technical Details

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

Agencies can bid on one position or both. Contracts resulting from this RFP are anticipated to begin July 1, 2022 and end June 30, 2023. All contracts will be cost reimbursable (profit must be negotiated with the SWC) and will be one-year agreements. The SWC reserves the

right to extend contracts up to two times, resulting in three one-year contracts. Contract extensions may be based on funding availability, satisfactory performance, and other factors. Contract extensions, if granted, will be subject to updated goals for the new program year, as well as awarding additional funding, as available.

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 agency or 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 SWC policies 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.

The anticipated budget for both contracts combined is approximately \$300,000 but we will consider bids reasonably around \$150,000 per contract.

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; and/or to cancel in whole or in part this RFP if it is in the best interest of the SWC to do so. If the SWC does not receive responses that adequately address the services and outcomes requested, it is possible that no award will be made, that the RFP would be modified and rereleased, and/or that SWC staff would deliver services as authorized in state and/or federal policy.

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

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

- Protests must be filed in writing and be received by the Spokane Workforce Council by June 15, 2022. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.
- The SWC will review protests that meet the above conditions.
- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such

requests must be fully responded to within the time designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted relative to this RFP.

- The SWC Chief Executive Officer, in consultation with the SWC board of directors, will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 30, 2022.

Eligible Applicants

Organizations eligible to submit proposals may fall within the following categories:

- Governmental agencies
- Private non-profit organizations
- Private for-profit businesses
- Educational entities

SECTION II: WORKFORCE SYSTEM BACKGROUND INFORMATION

SWC and Spokane Workforce Development System Overview

The Spokane Workforce Council, Spokane's local workforce board, is the policy and planning body for workforce development activities in Spokane County, pursuant to [PL 113-128 Workforce Innovation and Opportunity Act](#) (WIOA). The SWC board brings together business and community leaders, appointed by City of Spokane and Spokane County officials, to promote and expand workforce development activities to ensure the long-range economic vitality of the region. The intent of the workforce system is to provide an effective, locally-driven model that offers public- and private-sector leaders programs and resources to meet the unique needs of 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.

Purpose

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

Equity Statement (Summarized)

Our community will be strengthened when all members have a meaningful voice and increased access and will be elevated by creating a culture of hope and prosperity for all.

[Click here for our full equity statement](#)

The SWC oversees the Spokane WorkSource System and provides a portion of the funding necessary to operate the system, including through the WIOA Title I Adult, Dislocated Worker, and Youth program funding. The SWC oversight responsibilities include designation of the 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.

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

Goals for Spokane Workforce Development Area 2020-2024

The SWC's 2020-2024 [Local Integrated Workforce Plan](#) defines its mission, vision, goals, and objectives, which reflect the need to provide multiple pathways toward creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. In addition to remaining focused on the goals and target sectors defined in the integrated workforce plan, the SWC will continue to operate under the following guiding principles:

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

SWC Roles and Responsibilities as a Local Board under WIOA

To ensure a well-coordinated workforce system, and per federal law, the SWC will take a lead role in the following efforts:

- Conduct workforce research and regional labor market analysis;
- Convene regional workforce system stakeholders;
- Direct services to businesses/business engagement strategies;
- Develop career pathways;
- Implement technology for the WorkSource System; and
- Coordinate 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 Talent Solutions Manager for an approval process, lead sector partnerships/strategies and functionally supervise the Talent Solutions Team.

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: ESTIMATED AWARD

PROGRAM YEAR 2022-2023 <u>ESTIMATED</u> FUNDING ALLOCATION	
TOTAL OF BOTH CONTRACTS	Approximately \$300,000

Budget Specifics

- Budget(s) must include all costs associated with operating the contract including salary, benefits, indirect, travel and rent.
- Rent at WorkSource will be paid via Infrastructure Funding Agreement (IFA) and should be budgeted at \$1,000 per month. This figure includes all costs necessary to have the operator at WorkSource – rent, electricity, computer, IT support, supplies, desk phone, etc. (\$12,000 annually). For WorkSource only, please include \$500 annually for IFA *Other Shared Costs*. Rent at RCSC will be paid by the SWC on behalf of the operator.
- Bidders do not need to include the following in their budget proposals as all will be covered by the SWC: staff training, accessibility enhancements, and assessments for customers. Refer to [budget form](#) for additional information.

SECTION V: TIMELINE

Dates (2022)*	Activity and Time (Local Time)
February 25	RFP released and available at www.spokaneworkforce.org
March 4	Pre-registration for Bidders’ Conference to admin@spokaneworkforce.org (see SWC website for additional information)
March 10	Bidders’ Conference - 11:00 a.m. (see website for additional information)
April 27	Written Q&A deadline - 5:00 p.m. All questions must be submitted in writing to admin@spokaneworkforce.org . Note that all questions and answers will be posted publicly on the SWC website.
May 3	Proposals due electronically to admin@spokaneworkforce.org by 12:00 p.m. (noon). Late proposals will not be accepted.
May 4 - 17	Evaluation of proposals
May 18	Bidding entities selected to present on 5/23 will be notified by 5:00 p.m.
May 23	Presentations by selected bidders (by invitation only)***
May 26	SWC Executive Committee proposal award approval
May 27	Provisional contract award announcement
June 1 - 15	Contract negotiations
June 8	Spokane Workforce Council Board of Directors vote on selected providers
June 15	Deadline for appeal by COB

July 1	Contractors begin delivering services
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*The SWC reserves the right to make changes to the timeline.

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

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

SECTION VI: EVALUATION AND SELECTION PROCESS

The SWC Services and Oversight Committee, in partnership with the Youth Career Readiness Network, on behalf of the SWC Executive Committee, will be responsible for the proposal review and selection process. The review committee will be comprised of individuals who have no fiduciary interest in services offered through this RFP. SWC staff does not score proposals. Committee members will review and score proposals according to the criteria and assigned points specified in this RFP (points details are listed in Section VIII). Provisional awards will be made on May 26, 2022 by the SWC's Executive Committee, with the final vote occurring during the June 8, 2022 Spokane Workforce Council (full council) meeting.

SECTION 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 bids for operators to serve in the roles described below.

Each operator should have the following qualities:

- Have the ability to lead and make decisions on behalf of the site without seeking to impart their agency's goals or values, but rather consistently ensuring the vision, values and goals of the respective site.
- Be an inspirational, visionary, goal-driven and highly professional leader.
- Have the ability to learn, interpret and implement a wide variety of rules and regulations including WIOA federal law and [SWC WorkSource System Policies](#).
- Establish 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 modify goals as the needs of the WorkSource Campus change.
- Ensure the voice of business is included, allowing us to offer a workforce center that helps our community's businesses thrive and grow.
- Be capable of communicating changes to staff to ensure a shared vision.
- Be willing to negotiate and compromise to achieve mutually beneficial goals.
- Be someone who is willing to take risks developing and deploying new service strategies while working closely with the SWC, partners and other site operators to understand and mitigate certain risks.

- Be sensitive to the feelings of staff and management as they work through changes.
- Have a commitment to partnership.
- Be willing to work on behalf of the SWC to achieve its vision for a functionally integrated WorkSource Campus that is well-prepared to meet the needs of customers, employers, and the regional economy.
- Be committed to staff and customer safety as well as ensuring an equitable environment for all.

WorkSource Operator

May be known as the One-Stop Operator, WorkSource Operator, or by another title approved by the SWC. Responsibilities include but are not limited to the following:

- 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 operation (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 businesses by providing a prepared workforce, high quality customer service with a focus on equity, 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, performance standards, and contractual obligations of all partners; maintain an awareness of successes, challenges and ongoing strategies; and ensure cross-training among all staff. The sharing of this information is intended to enable the operator to support and maintain awareness of all work that is conducted from the WorkSource office.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies. Use human-centered design principles, with an equity framework, in gathering customer feedback and implementing service delivery changes.

- Ensure functional teams are meeting their goals and work with the respective agencies and team leads to implement changes as necessary.
- 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 assure 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 take guidance from, stay in regular contact with and work together to jointly achieve goals.

See [WorkSource One-Stop Operator policy](#) for additional information.

WorkSource Operator Goals 2022-2023

In addition to the work outlined above, for Program Year 2022-2023, the WorkSource operator will be responsible for the following:

- Working with the selected consortium, offer/coordinate professional development for WorkSource staff.
- Create a Diversity, Equity and Inclusion plan for WorkSource Spokane.
- Prioritize both in-person and remote/hybrid service options for customers.
- Working with the selected consortium and the SWC, create and/or update a safety plan that addresses the changing landscape within our community.
- Working with the selected consortium and the SWC, create/update a plan that addresses prioritizing the mental wellbeing of WorkSource center staff.

Resource Center of Spokane County Operator

May be known as center/site operator, director, manager, or another title approved by the SWC. Responsibilities include:

- Manage the RCSC, including hours of operations (in agreement with the SWC COO), space configuration, space usage, space design and layout, customer flow, and manage the center following integrated service delivery design principles.
- Work with the SWC COO to determine the number of staff and workspaces, as well as the programs and projects operated within the center.
- Approve all partner-funded 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 being held within center or in representation of center within the community.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the site; and contributing to collective accountability that recognizes success of all partners.
- Lead the WorkSource Connection Site Certification process for RCSC.
- Operationalize the vision for the site, including high quality customer service, a warm and welcoming environment, and functional teams.
- Assure that appropriate referrals are made among the partners.

- Promote the services available including development of marketing and outreach materials, with support from the Spokane Workforce Council.
- Be knowledgeable of the mission and performance standards of all partners and facilitate cross-training on routine operations of the center for all staff.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Work with all partners to define and provide a means to meet common operational needs, such as training, technical assistance, additional resources, etc.
- Ensure 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 Chief Operations Officer. In this context, “functionally report to” means take guidance from, stay in regular contact with, and work together to jointly achieve goals.
- Align with WorkSource and the Next Gen Zone to ensure the WorkSource Campus is operating in a cohesive fashion.

See RCSC [Site Operations Policy](#) for additional information.

RCSC Operator Goals 2022-2023

In addition to the work outlined above, for Program Year 2022-2023, the RCSC operator will be responsible for the following:

- Create a professional development plan for RCSC staff and coordinate training offerings.
- Create a Diversity, Equity and Inclusion plan for the RCSC that addresses the needs of staff and customers.
- Prioritize both in-person and remote/hybrid service options for customers.
- Continue to strengthen existing partnerships and assist the SWC with identifying additional partners.
- Oversee the implementation and usage of a shared database/referral system to be used by partner agencies.
- Create and/or update a safety plan that addresses the changing landscape within our community.
- Create and/or update a plan that addresses prioritizing the mental wellbeing of RCSC staff.

Safety, Professional Development, and Employee Support and Retention

It is important that staff is provided opportunities to develop new skills and hone their current abilities. It is expected that service providers and operators will work with the SWC to plan for staff development opportunities during the year, which may be in collaboration with other campus partners in order to provide consistent and high-level training across the workforce system. In 2022, the Spokane Workforce Council will be launching a learning management system, which will include real-time professional development opportunities as well as virtual trainings available 24/7. Examples of training topics include Workforce 101, Leadership Development and Career Coaching. We will work with leaders from across the campus to create and offer these trainings and will collect feedback from operators regarding additional trainings that may be of benefit to staff and that might otherwise be helpful in staff development and retention.

Additionally, staff mental health, wellbeing, and work-life balance are also of high importance to the SWC. It is expected that selected agencies will have policies that allow for considerations for staff wellbeing. Lastly, safety of staff and clients is also of high importance to the SWC and its board, and it is expected that all on-campus agencies work together, under the guidance of each respective site operator, to address safety planning, actively engage in the site safety committee, and foster a culture of physical and emotional safety for all.

WorkSource Campus Hours of Operation and Closures

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

- Buildings will be unlocked and open for customers from 9:00 a.m. to 5:00 p.m. Monday through Friday (Next Generation Zone - 8:00a to 4:30p).
- For sites opening to customers at 9:00a, staff training and professional development, staff meetings, and team meetings will occur from 8:00 a.m. to 9:00 a.m.
- All sites will be closed to customers the following days:
 - New Year's Day - January 1*
 - Martin Luther King, Jr. Day - Third Monday in January
 - President's Day - Third Monday in February
 - WorkSource System Staff Training Day – One day each spring (April-June)
 - Memorial Day - Last Monday in May
 - Juneteenth – June 19
 - Independence Day - July 4*
 - Labor Day - First Monday in September
 - Veteran's Day - November 11
 - Thanksgiving Day – Third Thursday in November*
 - Christmas Day - December 25*

If a legal holiday falls on a Saturday, the preceding Friday will be observed as the holiday. If a holiday falls on a Sunday, the following Monday will be observed as the holiday.

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

Program and Leaseholder Responsibilities

Throughout the life of the contract(s) associated with this RFP, the Employment Security Department (ESD) will remain the leaseholder at WorkSource Spokane, and Spokane County is anticipated to remain the leaseholder of the RCSC. As such, respectively, ESD and the County 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

respective leaseholder in collaboration with the appropriate parties and operator. 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 operator.

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

For program and program funding, each agency will be responsible for the day-to-day operations of individual programs/funding streams; however, as all sites must work in an integrated environment, the site operator will have a role in ensuring a design that works to meet all funded program goals. Service providers at each location will be responsible for managing individual programs/contracts, directly providing services to customers, reaching outcome targets, program/functional team management and process improvement, performance analysis, and additional funds implementation, all in partnership with the respective site operator.

The consortium at WorkSource and the agencies located at the RCSC are pivotal to the success of each site. Each operator is expected to honor their contributions and involve them in decisions critical to the operation of the site. The operator of each site 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.

WorkSource Campus Overview

WorkSource Spokane

[WorkSource Spokane](#) is a proud partner of the nationwide system of American Job Centers and provides a full range of assistance to job seekers and businesses under one roof.

This site offers in-person, phone, and virtual services, exceeding 20,000 customer assistance services annually, which includes 8,000 career coaching sessions (78% WIOA Title 1/Title III co-enrollment rate), 11,500 guidance and support services, and the delivery of over 1,040 workshops supporting approximately 6,500 workshop participants.

Established under the Workforce Investment Act and reauthorized in the [Workforce Innovation and Opportunity Act of 2014](#), the center offers training referrals, career counseling, job listings, and similar employment-related services. WorkSource Spokane, which is a certified Comprehensive One-Stop Center, has staff representing various partner organizations who provide these services and collectively employ approximately 50-65 staff and volunteers.

Partner organizations currently located at WorkSource Spokane include:

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

- Washington State Employment Security Department

In 2022, WorkSource will offers the following functional teams unless another design is created in agreement with the SWC:

- Customer Assistance & Resource Team (welcome/greet)
- Home Team (career coaching – WIOA Basic-Level Career Services)
- Continuous Engagement Team (WIOA Individualized-Level Career Services, supportive, and WIOA Training-Level services)
- Workshop and Assessment Team (WIOA Basic- and Individualized-Level Career Services)
- Financial Aid and Resource Management Team (financial management)
- Talent Solutions Team (business services)

Resource Center of Spokane County

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

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

RCSC partner organizations include:

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

- Spokane Housing Authority
- Spokane County*
- Spokane Workforce Council*

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

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 15 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone provides over 1,200 young adults with career information, and of those, approximately 700 young adults receive individualized virtual and in-person education and career services. The center is designed to mitigate barriers to success by co-locating key social service, education, career skills training, and other youth-serving agencies under one roof. The model is a true “one-stop” that has successfully streamlined operations, achieved a highly functional and collaborative organization structure, and is able to allocate more resources to programming and direct customer services as it realizes operations cost savings.

The Next Generation Zone is designed to serve young adults that are not connected to the workforce or postsecondary education by focusing on relationships through re-engagement to address barriers to employment and education. The ultimate goal is for each young adult to successfully obtain a job and/or enter an education or training program. About half of the youth served come to the Next Generation Zone because they were not successful in high school for a variety of reasons. The site offers onsite education resulting in High School Equivalency (GED) through the Open Doors Reengagement Program and Community Colleges of Spokane. Most youth have experienced trauma of some kind, and we take a trauma-informed approach in program design, policies, processes, and one-on-one interactions with youth. Last year, the Next Generation Zone had over 100 youth graduate with their High School Equivalency Certificate, placed 66 young adults into employment, 66 youth into paid internships, and 10 young adults into post-secondary education in the middle of a global pandemic.

Partner organizations physically at the Next Generation Zone include:

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

Other Affiliated Sites

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

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

- Goodwill Industries of the Inland Northwest

- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Spokane Public Library District (4 locations)
- Spokane County Library District (11 locations)

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

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-enrolling and co-funding 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, which allows for better service delivery based on subject matter expertise within the functional teams.
- 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.

Performance Metrics

While operators are not directly responsible for ensuring targets specific to individual programs are met, they are responsible for creating a customer service model that assists with achieving the programmatic targets below. It should be noted that the impact of state negotiations as well as changes from federal guidance may cause these targets to change. 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>PY21 Adult Target: 65.1% PY21 Dislocated Worker Target: 65.6%</p>	
<p>Employment Rate 4th Quarter – The percentage of participants in unsubsidized employment during the fourth quarter after common exit.</p> <p>PY21 Adult Target: 60.3% PY21 Dislocated Worker Target: 69.7%</p>	
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>PY21 Adult Target: \$6,660 PY21 Dislocated Worker Target: \$8,043</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>PY21 Adult Target: 56.3% PY21 Dislocated Worker Target: 71.3%</p>	
<p>Measurable Skill Gains – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.</p> <p>PY21 Adult Target: 43.4% PY21 Dislocated Worker Target: 46.1%</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>PY21 Youth Target: 58.8%</p>	
<p>Education & Employment Rate 4th Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.</p> <p>PY21 Youth Target: 61.4%</p>	
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>PY21 Youth Target: \$3,608</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.

PY21 Youth Target: 66.3%

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.

PY21 Youth Target: 40.7%

PERFORMANCE METRICS – EFFECTIVENESS IN SERVING EMPLOYERS

Performance metrics for effectiveness in serving employers have not yet been identified by Washington State.

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

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

Bidders may propose to serve in one or more roles outlined in this RFP. A separate response is required for each operator position.

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 in the order and associated with lettering/numbering provided. There are 250 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

NOTE: A separate proposal is required for each operator position.

A. Experience and Philosophy (130 points)

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

1. Visionary leadership while operating within structured rules and guidelines, including innovative approaches successfully implemented. Provide examples.
2. Fostering collaboration and partnerships, including operating in an environment with functional supervision, and aligning efforts across multiple entities or agencies.
3. Monitoring system integrity, measuring customer satisfaction, staff morale and staff wellbeing and implementing changes as necessary.
4. Utilizing Customer Centered Design principles to guide key decisions and strategies.
5. Information sharing across a variety of partners and programs and working on diverse/divergent issues or agendas to reach outcomes.
6. Serving diverse customers and ensuring diversity, equity, and inclusion for all.
7. Understanding federal laws and/or workforce or related laws. Provide examples.
8. Leading and/or coordinating professional development for a diverse audience.
9. Ensuring a working environment that meets the changing needs of job seeker and business customers and staff.
10. Managing a workforce that is both in-person and remote. Describe your philosophy regarding how to ensure staff remain connected to the mission, vision, values and goals of the site while working remotely.
11. Tailoring services based on the need in a local community and supporting a leader in this type of position.
12. Promoting a brand such as WorkSource or the RCSC, as well as honoring brand and representing the respective site while respecting the contribution of the respective employing agency.
13. Discuss any other areas of experience you would like the review committee to know as it relates to this RFP.

B. Approach (80 points)

WorkSource Operator

1. Describe how you will approach achieving a mutually beneficial relationship between service providers, the SWC and the operator; including how the voice of business will be woven into decisions.
2. After visiting WorkSource – or reviewing the [website](#) if unable to visit the site – please provide suggested changes or enhancements to the site, website, or service delivery model based on the information available to you.
3. Describe your approach to supporting service providers and teams in achieving their program targets and service delivery goals.

4. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s). What do you perceive will be your largest barrier in being able to deliver on the aspirations of the site as described in this RFP? Identify at least one.
5. List the qualifications of the individual suggested to serve as operator. If this individual is not known, describe the required qualifications and core competencies to be included in the job posting.
6. Discuss your suggestion(s) regarding how performance on this contract should be measured.
7. How will your operator convene key leaders within the site and/or collect feedback about decisions to be made, and what partnership commitments or agreements would need to exist, in your opinion, for this position to be successful?
8. What community or workforce-specific concerns do you believe would impact this position and the site? How would your agency work to address those challenges? What support would you need from the SWC?

Resource Center of Spokane County Operator

1. Describe how you will approach achieving a mutually beneficial relationship between service providers, the SWC, and the operator.
2. Describe your experience leading programming for individuals with multiple barriers, such as homelessness, mental health challenges, and food insecurity.
3. Describe your approach to sustaining and growing the center.
4. After reviewing publicly available information about the site, please provide your suggestions for improving or enhancing service delivery.
5. Describe your approach to supporting service providers in achieving their program targets and service delivery goals.
6. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s). What do you perceive will be your largest barrier in being able to deliver on the aspirations of the site as described in this RFP? Identify at least one.
7. List the qualifications of the individual suggested to serve as operator. If this individual is not known, describe the required qualifications and core competencies to be included in the job posting.
8. Discuss your suggestion(s) regarding how performance on this contract should be measured.
9. How will your operator convene key leaders within the site and/or collect feedback about decisions to be made, and what partnership commitments or agreements would need to exist, in your opinion, for this position to be successful?
10. What community or RCSC population-specific concerns do you believe would impact this position and the site? How would your agency work to address those challenges? What support would you need from the SWC?

C. Assurances and Flexibility (20 points)

1. Provide an assurance that your agency has the willingness and ability to operate in a functionally integrated environment, as well as work through challenging partnership issues should any arise.
2. Provide an assurance that your agency will work with the SWC for the selection of the operator, including replacements should turnover occur, and describe your suggested process.
3. Provide an assurance that your agency understands they are agreeing to employ an individual to lead the site, and that person is to operate in a manner they see

best for the site regardless of how that may or may not align with achieving your agency's overarching or programmatic goals.

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

D. Budget (20 points)

Complete the budget form and in your narrative response detail any proposed costs that may not be self-explanatory. In the narrative, please provide information about leverage funding should any be utilized. The anticipated budget for both contracts combined is approximately \$300,000 but we will consider bids reasonably around \$150,000 per contract, while considering the cost/benefit of proposals.