



**SPOKANE
WORKFORCE
COUNCIL**

REQUEST FOR PROPOSAL

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

WorkSource Spokane Service Providers' Consortium

WIOA Title I Adult and Dislocated Worker Program Funding

*Creating an employer-driven one-stop center that meets the needs of the
current and changing economy*

Amount Available

\$1,845,000

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

- Introduction
- Technical Details
- Eligible Applicants

Section II: Workforce System Background Information

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

Section III: Fund Source Information

- Workforce Innovation and Opportunity Act Funding Overview

Section IV: Evaluation and Selection Process

Section V: Timeline

Section VI: Estimated Award

Section VII: Design

- A. Integrated Service Delivery
- B. WorkSource Spokane Overview
- C. WorkSource Spokane Functional Teams
- D. Additional Areas of Focus
- E. Functional Leadership
- F. Program, Leaseholder and Operator Responsibilities
- G. WorkSource Campus Hours of Operation and Closures
- H. Overview of WorkSource Campus
- I. Other Affiliated Sites
- J. Performance Metrics

Section VIII: Submission Information and Requirements

- General Submission Information
- Proposal Checklist
- RFP Questions



SECTION I: PURPOSE AND TERMS

Introduction

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium to deliver services at [WorkSource Spokane](#) utilizing Workforce Innovation and Opportunity Act (WIOA) Title I Adult and Dislocated Worker funding. Unlike typical Adult and Dislocated Worker program Requests for Proposal (RFP), this RFP is designed to identify a consortium capable of offering services using Spokane's [integrated service delivery model](#), which was created using [Human Centered Design](#) practices to best meet customer need. This model includes grouping services by functional team rather than by program or agency and co-enrolling most customers into WIOA Title 1 Basic Services and Wagner-Peyser, as well as other funding streams.

The SWC is proud of the work accomplished thus far by the leaders and staff at WorkSource Spokane to design and implement an integrated service delivery model that has been recognized as a [national best practice](#). On behalf of the of the local workforce system, the SWC will continue to support and drive change that advances the integrated service delivery model, as we believe it meets the vision and objectives set forth in [WIOA federal law](#) and improves customer experience and outcomes.

In addition to our ongoing support and investment in the integrated service delivery model, in the 2022-2023 program year we are expanding our areas of focus. We are seeking a consortium to partner with us, the [WorkSource Spokane One-Stop Operator](#) and/or the Talent Solutions Team, as appropriate, to work towards collective goals and progress on the following:

- Exploring new ways to assist local businesses during times of talent shortages;
- Sharing promising practices with local businesses in the following: designing employment opportunities that most effectively attract potential candidates, offering family-friendly and family-wage employment opportunities, staff retention and succession planning;
- Increasing our commitment to equity and inclusion;
- Implementing best practices to support staff safety, mental well-being, professional development, and retention; and
- Exploring methods for measuring service delivery quality, effectiveness, and efficiency to ensure staff time results in employment outcomes for customers, e.g., in-person versus virtual, virtual from home versus virtual from office, quantity versus quality, one-on-one versus group services, job placement outcome goals for all services/teams versus number of services delivered, etc.

Due to changes brought forth by the pandemic, the role of the local workforce development system in assisting the local business community with identifying and retaining talent cannot be overstated. As thriving businesses are the cornerstone to workforce development and a

strong community, we are seeking a consortium that clearly articulates their vision for utilizing funding issued through this RFP to not only support job seeker services, but also to aid the business community by:

- Incorporating the voice of business throughout the American Job Center;
- Designing customer service offerings tailored to assist job seekers with quickly connecting to open positions, particularly family-friendly, family-wage jobs;
- Identifying candidates to participate in job fairs and other service offerings made available by the [Talent Solutions Team](#);
- Focusing on shorter-term learning/training options when appropriate;
- Increasing the focus on assessments to assist customers with identifying their skills, abilities and interests so they might consider non-traditional employment options; and
- Exploring all options for identifying new customers/job candidates.

Technical Details and Terms

The integrated service delivery model is the cornerstone to WorkSource Spokane's success. It includes having all program services within the center broken out into service categories as defined by WIOA: Basic Career, Individualized Career, and Training. Using those categories, teams are designed to ensure job-seeking customers are ready to begin work by delivering career coaching, assessment, and workshop offerings, which will all be designed by considering the needs of the current and changing regional economy. The functional team model is described in more detail throughout this RFP, but in summary, functional teams at WorkSource Spokane include the Customer Access and Resource Team (welcome/greeter and technology hub – WIOA Basic Career Services), the Home Team (career coaching – WIOA Basic Career Services); Continuous Engagement Team (career coaching - WIOA Individualized Career and Training services); Workshop 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 work with their members, other center partners, the One-Stop Operator, and the SWC to determine how to best deploy this funding to meet the objectives described throughout the RFP under the integrated service delivery model. The SWC encourages bidders to think of WIOA Title I consortium agencies as members of a larger WorkSource Consortium which includes required and voluntary partners. While WIOA Title I funding is critical to WorkSource Spokane operations (Title I constitutes approximately 25%-40% of the overall WorkSource budget, depending on the year), 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. Detailed information regarding existing and required partners at WorkSource Spokane can be found in the [Spokane WorkSource System Memorandum of Understanding](#).

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 Spokane is located on the WorkSource Campus, which consists of [WorkSource Spokane](#), [Next Generation Zone](#), and the [Resource Center of Spokane County](#). Bidding consortia should review all RFPs on the SWC website for additional information. The Talent Solutions Team will be rejoining WorkSource on-site in early 2022 (currently located in a separate building) to better meet the needs of the business community and to help ensure that the

voice of the business customer is central to all work completed at WorkSource Spokane.

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 that if funded, they will support the Spokane WorkSource Operator model – including that the site is managed by the 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.

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.

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 at any time, including infusing funds from alternate sources, 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.

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

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.

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](#)

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
- Coordinate with postsecondary education providers for workforce development efforts and related programming

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 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 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

*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: ESTIMATED AWARDS

PROGRAM YEAR 2022-2023 ESTIMATED FUNDING ALLOCATION*	
WIOA Title I Adult	\$945,000
WIOA Title I Dislocated Worker	\$900,000
TOTAL	\$1,845,000

Budget Specifics

- Budget 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). Additionally, bidders should include \$500 per FTE annually for IFA *Other Shared Costs*.
- 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 VII: DESIGN

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Center and Campus, the vision for 2022-2023 addressed throughout this RFP, as well as the WIOA federal law, the SWC is seeking a consortium that can achieve goals through a strong, committed, flexible partnership involving entities with the expertise to fulfill aspects of the integrated service delivery model at our largest location, WorkSource Spokane.

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, 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.

B. WorkSource Spokane Overview

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

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

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 services 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.

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 (separate [RFP](#))

Customer Assistance & Resource Team

The Customer Assistance & Resource Team (CART) provides initial triage and some Basic Career Services. This team is the initial contact for most customers and thus must be well-skilled in understanding the overall services and functions of each team within the center. They provide customers information about how to best utilize WorkSource Spokane as their primary employment assistance resource, present each customer with an overview of the services offered at WorkSource, assist the HOME team with connecting customers to the technology center (see HOME team section for more details), assist customers with WorkSourceWA.com and [Career Quest](#) (local tool) registration, schedule appointments, forecast future appointment needs, conduct outreach to promote services to community members who apply for unemployment insurance, and conduct follow-up servicesⁱ and satisfaction surveys. Additionally, on behalf of WorkSource Spokane, the CART provides general office administration tasks such as room reservations and tracking attendance for all-staff meetings. Team members need to be familiar with various community partners and their services to make appropriate referrals for customer needs not met by WorkSource Spokane. On average, the CART provides approximately 16,000 customer assistance services annually.

Program funding streams typically utilized by this team to support staff time include but are not limited to:

- Reemployment Services and Eligibility Assessment (RESEA)
- Temporary Assistance for Needy Families (WorkFirst)
- WIOA Title I Adult and Dislocated Worker
- WIOA Title III Wagner-Peyser
- WIOA Title I competitive grants. In program year 2021, Employment Recovery National Dislocated Worker Grant

For program year 2021, the CART team consisted of 8 staff members, with 1.55 FTE funded by WIOA Title I Adult and Dislocated Worker.

Home Team

The Home Team provides Basic Career Coaching, which is defined as a [Basic Career Service](#) in WIOA law. Annually, this team provides approximately 8,000 career coaching sessions, which includes assisting customers with developing an employment action plan; supporting them with reaching their goals; and referring them 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. The CART team also assists customers with accessing the HUB at a more basic level, including answering administrative questions for customers.

Program funding streams typically utilized by this team include, but are not limited to:

- Reemployment Services and Eligibility Assessment (RESEA)
- Temporary Assistance for Needy Families (WorkFirst)
- WIOA Title I Adult and Dislocated Worker

- WIOA Title I Rapid Response
- WIOA Title III Wagner-Peyser

For program year 2021, the Home Team consisted of 13 staff members, with 2.75 FTE funded by WIOA Title I Adult and Dislocated Worker.

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 Workshop and 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 their earnings; skill requirements; and opportunities for advancement for those jobs;
- Job search and placement assistance, and where appropriate, career counseling; and
- 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](#).

Continuous Engagement Team

The Continuous Engagement Team (CET) provides [Individualized, Training and Follow-up services as defined by WIOAⁱ](#) to approximately 750 customers at the Individualized Service level, with approximately 150-200 receiving Training services annually either fully or partially funded with Adult/Dislocated Worker grants. Customers who present with significant barriers and need services beyond the Basic Career Services level, as well as those who enter training and those who require regular follow-up support 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 is also responsible for the development and maintenance of outreach and relationship building between community-based organizations and vendors for training.

For program year 2021, the CET consisted of 14 staff members, with 5.46 FTE funded by WIOA Title I Adult and Dislocated Worker.

Examples of fund sources utilized by CET:

- Local Veterans Employment Representative grant
- Reemployment Services Eligibility Assessments (RESEA)
- SNAP Employment and Training Funding (Basic Food and Employment - BFET)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance (TAA)
- WIOA Title I Adult and Dislocated Worker
- WIOA Title III Wagner-Peyser
- WIOA Title I competitive grants, for example Economic Security for All and Employment Recovery National Dislocated Worker Grant

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, a customer will need to be recognized as eligible through the Full WIOA Title I eligibility determination process (see SWC Policy WS816 Eligibility and Documentation Requirements).

Funding used to directly support clients' needs through services like subsidized wages for paid work experience (WEX) or on-the-job training (OJT), funding for occupational skills training, and supportive services are deployed by the CET. For planning purposes only, please use the numbers below as a framework when putting together targets in budgets for your proposal. Numbers are for WIOA Adult and Dislocated Worker combined. Bidders can break numbers out between the programs and/or propose different numbers – these are provided as a framework only. Also bear in mind that for customers co-enrolled into multiple programs, their services can be paid with a blend of fund sources; WIOA Title I Adult and Dislocated Worker funds do not need to cover 100% of client costs¹. Official targets will be determined during the contracting process with the selected consortium.

- Individualized Services: Approximately 500 new enrollments plus carry-in of 250 (existing customers as of July 1) = 750 customers total.
- Training Services (OJT or Individualized Training Account): Approximately 160 new services plus carry-in of 50 = 200 customers.
- Client costs that do not have targets in contracts but that need to be budgeted for:
 - WEX Placements: Approximately 10 customers
 - Customers receiving various supportive services (for example, gas vouchers, work clothing, etc.): Approximately 450 customers.

Individualized Career Services 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;

¹ Refer to [SWC policies W408, W409, and W410 here](#) for additional information in determining how to plan cost per client for services.

- Short-term prevocational services including development of skills in learning, communication, interviewing, 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.

Retention services (follow-up services)ⁱ 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](#).

Workshop and Assessment Team

The Workshop and Assessment Team (WSAT) has two primary functions: (1) creating and offering workshops, and (2) leading assessment selection and delivery for WorkSource Spokane. Currently, the team serves approximately 6,500 participants with over 1,000 workshops delivered annually and provides approximately 220 customers with assessment services annually.

Workshops

For workshops, the team creates, provides, and continuously improves professional-level workshops and classes both virtually and in-person. 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. The WSAT works with employer advisors and the Talent Solutions Team to ensure the most current information is being presented in the workshops and analyzes customer feedback to continuously improve the classes being taught. Information on current workshop offerings can be found on the [WorkSource website](#).

WSAT members should be well-versed and trained in adult learning theory and facilitation skills. In addition, any staff member wanting to facilitate a workshop must be “certified” by the WSAT Manager and their respective agency supervisor prior to facilitating. This “certification” can be created locally to ensure the appropriate level of understanding and comprehension of the course material to effectively facilitate the specific workshop. Instructors must be proficient in delivering the material in a virtual platform, as well as in a classroom setting, with the option for customers to attend hands-on labs as well.

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 in either WIOA 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](#).

Assessments

In addition to being responsible for workshops, this team also 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 team also assists job seekers with taking and interpreting basic level assessments on skills, abilities, and interests.

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.

Examples of fund sources utilized by the Workshop and Assessment Team:

- Reemployment Services Eligibility Assessments (RESEA)
- Temporary Assistance for Needy Families (TANF)
- Washington State Department of Labor and Industries
- WIOA Title I Adult and Dislocated Worker
- WIOA Title I Rapid Response
- WIOA Title III Wagner-Peyser

For program year 2021, the WSAT consisted of 7 staff members, with 2.8 FTE funded by WIOA Title I Adult and Dislocated Worker.

Financial Aid and Resource Management Team

The Financial Aid and Resource Management Team (FiRM) plays a critical role at WorkSource Spokane, serving as the team responsible for the integrity of individual programs, 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 auditing customer files for accuracy, 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. The FiRM is responsible for managing \$2 million in client funding annually.

Examples of other fund sources utilized by the FiRM:

- SNAP Employment and Training (Basic Food and Employment - BFET)
- Temporary Assistance for Needy Families (TANF) (WorkFirst)
- Trade Adjustment Assistance (TAA)
- WIOA Title I Adult and Dislocated Worker
- Reemployment Services Eligibility Assessments (RESEA)
- WIOA Title III Wagner-Peyser

- WIOA Title I competitive grants, for example Economic Security for All; Employment Recovery National Dislocated Worker Grant

For program year 2021, the FiRM team consisted of 6 staff members, with 1.71 FTE funded by WIOA Title I Adult and Dislocated Worker.

WIOA Title I funding may be used to support any aspects of the FiRM team's work. 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 and SWC 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.
- Reporting and monitoring, including contract reporting, managing performance, managing state and local monitoring reviews, developing local reports as needed, e.g. quarterly dashboard to assist the One-Stop Operator, monthly/quarterly reports for fund sources, and providing the data necessary for monthly and quarterly performance reporting for various funding streams.

Talent Solutions Team

The Talent Solutions Team provides services to local businesses on behalf the SWC and the entire WorkSource System in coordination with WorkSource Spokane, Next Generation Zone, and the Resource Center of Spokane County. Funding to support this team is being bid out separately (see SWC website for additional information) and does not need to be included in your consortium's response.

The intent of [talent solutions/business services](#) is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation, and meeting the hiring needs of employers.

- Provision of basic talent solutions services including establishing relationships with area employers in order to assist with their workforce needs, providing recruitment and placement assistance for employers that meets their needs, and understanding regional business needs and communicating those needs to the broader WorkSource System.
- Talent pipeline and placement services for customers at WorkSource Spokane, the Next Generation Zone, and the Resource Center of Spokane County.
- Campus wide hiring events and large-scale community-wide job fairs.

- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning.
- Layoff response services.
- Candidate screening.
- Access to other resources for businesses, such as tax credits, helping to offset the cost of new hires.

D. Additional Areas of Focus/Requirements

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; or it can be funded using WIOA Title I issued through this RFP process. 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 at the discretion of 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.

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 which will be supported using Title I Dislocated Worker funding issued via this RFP:

- Assistance with application for Unemployment Insurance;
- Job search workshops; and
- Referral of affected workers to appropriate short- and long-term resources for finding new jobs and/or upgrading their skills.

Rapid Response also includes contact with employers, which the Talent Solutions Team will lead, including:

- On-site contact with employers, representatives of the affected workers, and the local community.
- Conduct Rapid Response layoff orientations for impacted employees.

Staff Professional Development, Support, Employee Retention and Succession Planning

It is important that WorkSource staff is provided opportunities to develop new skills and hone their current abilities, especially those that specially support Spokane's integrated service delivery model. It is expected that the consortium members will partner with the One-Stop Operator to plan for and offer professional development for staff, which may be in collaboration with other campus partners 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. Initial training topics will include Workforce 101, Leadership Development, and Career Coaching.

Staff mental health, wellbeing, and work-life balance are also of high importance to the SWC. It is expected that each consortium agency will have inter-agency policies that allow for considerations for staff wellbeing, and it is also expected that each agency work with the One-Stop Operator and their program leadership to support staff.

Finally, one of the biggest lessons learned during the Great Resignation is that many companies were not prepared to replace and train workers, especially those in leadership positions. To ensure the SWC’s multi-million dollar investment at WorkSource Spokane is as best protected from single point of failure issues as possible, and to ensure consistency for staff and customers, we are asking bidding consortia to consider succession planning and cross-training, especially for management and leadership positions, as an area of focus for the 2022-2023 program year. Cross-training has also been shown to increase retention and job satisfaction.

E. 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.

In this model, it is critical that agency leaders quickly and effectively address staffing and personnel opportunities and challenges based on feedback from both agency leaders and functional leaders.

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

F. 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 ([link to RFP here](#)) 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 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 business 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 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 work together to jointly achieve goals.

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

G. 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 operations will apply to all sites. Each operator has the authority to close their respective site due to inclement weather or other necessity. Consistent hours of operation assist 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 - 8:00 a.m. to 4:30 p.m.).

- For sites opening to customers at 9:00 a.m. 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.

H. 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 1,200 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 in to employment, 66 youth in to paid internships, and 10 young adults in to 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

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 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.

I. 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 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.

J. Performance Metrics

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. While not all performance metrics outlined below apply to this RFP, they are included as information for bidders.

PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER	
Employment Rate 2nd Quarter – The percentage of participants in unsubsidized employment during the second quarter after common exit.	
PY21 Adult Target: 65.1%	PY21 Dislocated Worker Target: 65.6%
Employment Rate 4th Quarter – The percentage of participants in unsubsidized employment during the fourth quarter after common exit.	
PY21 Adult Target: 60.3%	PY21 Dislocated Worker Target: 69.7%
Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.	
PY21 Adult Target: \$6,660	PY21 Dislocated Worker Target: \$8,043
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:	
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 Adult Target: 56.3%

PY21 Dislocated Worker Target: 71.3%

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 Adult Target: 43.4%

PY21 Dislocated Worker Target: 46.1%

PERFORMANCE METRICS - YOUTH

Education & Employment Rate 2nd Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit.

PY21 Youth Target: 58.8%

Education & Employment Rate 4th Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.

PY21 Youth Target: 61.4%

Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.

PY21 Youth Target: \$3,608

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:

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.

Proposal Checklist

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 20 pages)
- [Budget](#)
- [Information Form & Risk Assessment](#)

RFP Questions

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. **Proposals must include the exact questions as written below.** There are 300 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

A. Consortium Experience and Philosophy (70 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. Managing federally-funded employment programs including fiscal management and controls; reaching performance targets; monitoring system integrity; and providing services to disadvantaged populations and ensuring diversity, equity and inclusion for all.
2. Operating in an environment with functional supervision (staff reporting to other agencies' management in addition to their own agency's management) and being innovative in an environment with a multitude of regulations.
3. Utilizing Customer Centered Design principles to guide key decisions and strategies.
4. Information sharing across a variety of partners and programs and working on diverse/divergent issues or agendas to reach outcomes.
5. Ensuring a working environment that meets the changing needs of customers and staff, including managing a workforce that is both in-person and remote, and describe your philosophy with ensuring staff maintain connected to the mission, vision, values, and goals while working remotely.

6. How each consortium agency is or will be monitoring the wellbeing of staff as well as planning for cross-training and succession planning.
7. Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

B. Approach (110 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:

1. How will the funds issued through this RFP be used to meet the needs of WorkSource customers? How will you meet the goals outlined in the RFP? How will you best use client training funds meet the needs of the local economy?
2. How will you ensure you have qualified staff to meet the goals outline in this RFP? 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? If each agency has a different approach, it is acceptable to call those out separately.
3. Describe your proposed model for how Adult and Dislocated Worker Individual and Training Services will be delivered, highlight what you consider to be the most creative approaches to service delivery, and address how many customers do you propose serving, including those still enrolled in services as of June 2022. Submission of a separate participant performance planning form is not required, but please include proposed individualized and training-level services in your budget.
4. How will program performance be managed for this funding?
5. 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?
6. How will your consortium provide on-base services to transitioning military members, veterans, and their families?
7. How will your consortium support the Talent Solutions Team? What potential ways might your consortium use to identify talent to meet our regional business needs?
8. How does your consortium recommend staff selected to work on each team? What are the minimum standards you would suggest for ensuring team members have the skills needed to be on each team? How would you suggest this standard be measured for new and existing team members?
9. How would your consortium recommend determining customers' needs regarding in-person versus virtual services and how would you address differing responses from each agency in responding, e.g. ensuring that one agency is not carrying more of the burden for in-person vs. virtual services or vice versa?
10. What community needs or workforce-specific topics do you believe would impact your consortium as you carry out this work? How would your agency work to address those challenges?
11. Is there anything else you want the review committee to know about your proposed service delivery or design that has not yet been addressed in your proposal?

C. Assurances and Flexibility (50 points)

1. Provide an assurance that your consortium has the willingness and ability to operate in a functionally integrated environment.
2. Provide an assurance that your consortium has the willingness and ability to support and work within the described WorkSource One-Stop Operator model.

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

D. Budget (70 points)

Complete the budget form and in narrative format detail proposed costs for each category and discuss your enrollment and outcome targets. Detail any proposed costs that may not be self-explanatory, and please provide information about leverage funding should any be utilized to meet the goals of this RFP.

ⁱ Follow-up services, as defined by WIOA and required for program reporting, can be assigned to either the CART, and Continuous Engagement Team, or other functional teams, as capacity and team expertise allow. The decision for how to conduct required program follow-up services should be made in collaboration with the One-Stop Operator.