



SPOKANE
WORKFORCE
COUNCIL

REQUEST FOR PROPOSAL

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

WorkSource System Talent Solutions

Services for Business Customers

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

Amount Available

\$340,000

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

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SPOKANE WORKFORCE COUNCIL

SECTION I: PURPOSE AND TERMS

Overview

The Spokane Area Workforce Development Council, DBA [Spokane Workforce Council](#) (SWC), is soliciting proposals to identify a consortium of agencies to offer talent solution services, also known as business services, on behalf of the Spokane WorkSource System and the SWC. Services funded via this Request for Proposal (RFP) will be delivered out of the WorkSource Spokane building, which is located at 130 S. Arthur Street, Spokane, WA. Some business services functions may also occur at the [Next Generation Zone](#) and [Resource Center of Spokane County](#) – both located on the WorkSource Campus. 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. It is the goal of the SWC that the Talent Solutions Team strive to be a national leader in talent solution services.

The funding associated with this RFP may be used to support a portion of the Talent Solutions Team staff, as well as a team manager. The remaining Talent Solutions Team staff/funding will include existing partners. A full description of the existing team, funding and partners can be found in Section VII – Design.

It is the intent of the SWC that Talent Solutions staff will be selected based on their proven abilities to work with businesses in a professional manner, having all the skills listed in Section VII – Design, and will be considered staff representing the entire WorkSource System rather than be representatives of individual agencies or solely representing WorkSource Spokane. All talent solutions staff will be functionally supervised by the team manager and functionally led by the SWC’s Vice President of System Advancement.

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

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 WorkSource 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 [WorkSource Service Providers](#) 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; and
- Implementing best practices to support staff safety, mental well-being, professional development, and retention.

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. Performance measures and additional deliverables for the contract will be negotiated following the award announcement and will be included in the contract.

Contracts resulting from this RFP are anticipated to begin July 1, 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 to meet the needs of the workforce system. The SWC also reserves the right to de-obligate funds from contractors who fail to meet performance and/or expenditure requirements or in the event of a rescission of federal funds.

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

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

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.

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 do 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 AWARD

PROGRAM YEAR 2022-2023 <u>ESTIMATED</u> FUNDING ALLOCATION	
WorkSource System Talent Solutions	\$340,000

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).
- Bidders must include \$500 annually per FTE member for Infrastructure Funding Agreement *Other Shared Costs*.
- Refer to [budget form](#) for additional information.

SECTION VII: DESIGN

Talent Solutions Overview

In order to deliver on the aspirations of the [SWC Local Integrated Workforce Plan](#), the vision for a functionally integrated WorkSource Campus, WIOA and the SWC board of directors, we are seeking a consortium to provide talent solution services on behalf the SWC and the entire WorkSource System in coordination with three sites on the WorkSource Campus: WorkSource Spokane, Next Generation Zone, and the Resource Center of Spokane County. The intent of [Talent Solutions/business services](#) is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation and meeting the hiring needs of employers.

Engagement with business is the cornerstone of our model, which the SWC and partners currently fund using WIOA Title I (funding issued via this RFP), as well as WIOA Titles II, III and IV, WorkFirst-Temporary Assistance for Needy Families (TANF) and other grant funding. According to WIOA law, business services are intended to promote, market, connect, and provide access to initiatives to assist employers such as:

- Connecting job seekers and employers by facilitating relationships
- Recruiting employers to American Job Centers
- Industry and sector strategies
- Career pathway initiatives
- Layoff Response Services
- On-the-job training programs
- Customized training programs
- Apprenticeship promotion
- Federal Bonding
- Work Opportunity Tax Credit

These initiatives are designed to meet the needs of employers in relation to the economic needs of their respective regions. In order to establish a professional presence when

engaging with employers, it is imperative that the Talent Solutions Team have an in-depth understanding of all the services outlined. Talent Solutions Team members must be flexible in their abilities to respond to employers' current needs. This will require team members to adjust between traditional "transactional" engagements and more strategic "transformational" service provision. The Talent Solutions Team must be proficient in providing suggestions on how services can work in concert to maximize positive results for the employers they serve, allowing for a stacked level of service delivery where appropriate.

Talent Solutions Goals 2022-2023

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

1. Increased community awareness of the services available through targeted engagement strategies. Specific goals will be negotiated with the successful bidders.
2. Increased number of businesses receiving services from the Talent Solutions Team. Specific goals will be negotiated with the successful bidders.
3. A wide variety of workshops and course offerings for employers, including in-person and via a virtual platform. Specific goals will be negotiated with the successful bidders.
4. Connections between WorkSource System staff and employers for [On-the-Job Training](#) (OJT) placements in various sectors that meet business needs (not necessarily management of the OJT contracts). Specific goals will be negotiated with the successful bidders.
5. Partnership with WorkSource sites to respond to regional talent needs. These needs will be communicated to the team via SWC sector strategy reports and through regular formal and informal communication.
6. Marketing/promotion of SWC-prioritized sector information to WorkSource Campus sites, as well as all Connection and Affiliate Sites, to increase awareness of business needs.
7. Creation of various methods of promoting and filling hard-to-fill job openings in Spokane. Specific goals will be negotiated with the successful bidders.
8. Develop a Continued Quality Improvement process to monitor employer satisfaction with services provided by the Talent Solutions Team. Specific goals will be negotiated with the successful bidders.
9. All activities listed below are offered, and these activities are provided by professional, highly-qualified staff who meet the minimum skill requirements listed in this RFP.

Talent Solutions Activities

The following activities will be provided by the Talent Solutions Team under the leadership of the Talent Solutions Manager and functional oversight of the SWC Vice President of System Advancement, with ultimate approval/decision residing with the SWC.

Provision of Basic Talent Solutions Services

- Market and provide talent solutions services within Spokane County or within the Spokane region per approval by the SWC.
- Establish relationships with area employers in order to learn about and ultimately assist with their workforce needs.
- Provide recruitment and placement assistance for employers that meets their needs.

- Understand regional business needs and communicate those needs to the broader WorkSource System.
- Assist businesses with various governmental program offerings, e.g. Federal Bonding, Work Opportunity Tax Credit, etc.
- Connect businesses with labor market information and industry reports utilizing data provided by the Employment Security Department's Regional Economist, as well as from data sources made available by the SWC.
- Assist with crafting effective job postings and reviewing job descriptions which meet current industry trends and ensure the efficacy of the job postings/descriptions in encouraging a diverse applicant pool.
- Promote resources available on www.worksourcewa.com, or its replacement, and www.worksourcespokane.com.
- Develop targeted outreach and engagement strategies to increase the number of employers working with Talent Solutions.

Specialized Talent Solutions Services

- In partnership with the Division of Vocational Rehabilitation, provide workplace accommodation consultation, assessment and training for employers hiring/employing persons with disabilities.
- Using various methods, support businesses in filling hard-to-fill job openings in Spokane.
- Assist with candidate screening by serving on interview committees, reviewing applications, or other methods developed by the team.
- Conduct business needs assessments including skill gaps of incumbent workforce, and coordinate services and resources to assist.
- Research and be familiar with a wide variety of pre-employment assessments, including those most commonly used in our region; and promote assessment options as they meet business need.
- Encourage employer access to resources provided through grants and tax funding.
- Consult employers on how to reduce high employee turnover rates.
- Provide information concerning retention and recruitment strategies as they relate to labor market trends.

Talent Pipeline Development and Placement Services

- Develop On-the-Job Training accounts on behalf of [WorkSource Spokane](#) and [Next Generation Zone](#).
- Assist WorkSource System with strategies to recruit individuals into in-demand sectors to ensure local employers have the talent pipeline they need to sustain and grow their business(es).
- Assist employers with internships, apprenticeships, customized skills training, and incumbent worker training as requested.
- Promote and connect employers with veteran hiring programs and explain the benefits and incentives offered to employers for hiring veterans.

Employer Workshops, Courses and Events

- Offer and/or coordinate customized large- and small-scale community-wide job fairs and events.
- Offer and/or coordinate Featured Employer sessions and company-specific hiring [events](#) in partnership with [WorkSource Spokane](#) and [Next Generation Zone](#).

- Conduct industry-specific and targeted job fairs, including assistance meeting equal opportunity requirements.
- Coordinate and conduct business engagement events in SWC-targeted industries (see [Local Integrated Workforce Plan](#) for more information).
- Develop and provide courses and trainings, both no-cost and potentially fee-based, in-person and via a virtual platform, on workforce topics such as:
 - Behavioral interviewing
 - Succession planning
 - Using assessments in the hiring process
 - Americans with Disabilities Act
 - Diversity, Equality, and Inclusion in the workplace
 - Employment law
 - Best practices on promoting from within
 - Hiring veterans and military spouses

Partnership Development

- Explore in-depth partnership opportunities with area employers, such as identifying businesses to promote Talent Solutions activities and WorkSource System offerings, e.g., hiring events, job fairs, tours, sector reports, etc.
- Create and maintain an engagement strategy with the Inland Northwest Society of Human Resource Management (INSHRM) and the four area Chamber of Commerce Associations (GSI, Spokane Valley, West Plains, and Deer Park).
- Establish and maintain effective relationships with firms that can respond to business needs including economic development, small business development centers, labor organizations, education partners, Washington State Department of Commerce, and other associations.

Layoff Aversion and Layoff Response

- Coordinate comprehensive layoff response (Rapid Response) strategies and outplacement assistance in partnership with the Workshop and Assessment Team at WorkSource:
 - Immediately contacting an affected employer to assess the layoff situation and develop a strategy to address it.
 - Providing on-site contact with employers and labor unions, as applicable, to assist affected workers.
 - Convening service partners to deliver services to affected businesses and workers.
 - Coordinating targeted hiring events to connect businesses with available workers.
 - Coordinating with WorkSource to connect affected employees to workshops and other needed group intervention activities. Such services include:
 - Reviewing affected workers' assistance needs;
 - Providing workshops to assist with career transition, job search, résumé preparation, and interviewing techniques;
 - Assessing re-employment prospects for workers in the local community; and
 - Providing information on resources to meet the short- and long-term needs of affected workers.
- Develop comprehensive [layoff aversion](#) strategies and activities to prevent or minimize unemployment, including:

- Ongoing engagement, partnership, and relationship-building activities with businesses to create an environment for successful layoff aversion efforts.
- Provide assistance to employers in managing reductions in force, which may include early identification of firms at risk of layoffs and assessment of the needs of and options for at-risk firms.
- Connecting businesses to resources such as business assistance programs, market analyses and economic development activities to address needs and prevent layoffs.
- Work with SWC's VP of System Advancement to develop systems and processes for identifying and gathering information for early warning of potential layoffs or opportunities for layoff aversion.
- Providing reports to the SWC on collected business intelligence that provides trends, patterns, statistics, and figures that help to develop strategies to retain, attract and expand jobs.

Data and Tracking

- Track all services in the data management information system provided by the State of Washington.
- Enter all outreach, engagement and services provided into the customer resource management (CRM) tool provided by the SWC.
- Collect information from employers regarding in-demand skills, competencies and industry-valued certificates/credentials and provide trend data to the SWC.

Sector Partnerships/Sector Strategies

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

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

Role of the SWC

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 the SWC Vice President of System Advancement will functionally supervise the team manager. The Talent Solutions Manager will lead the Talent Solutions Team in cooperation with the SWC VP of System Advancement to ensure the team is working on behalf of all businesses and with the entire WorkSource System. The SWC VP of System Advancement will lead the team by functionally supervising the team manager; approving team strategies and goals; working on behalf of the SWC to implement changes and provide and/or coordinate staff training and continued professional development; and leading [equal opportunity](#) policy implementation and maintenance. The ultimate goal is to

have the team recognized as the go-to business resource for talent solutions in Spokane County.

Team Manager Essential Functions

While we have made great strides in creating a dynamic, cutting-edge Talent Solutions Team, the Talent Solutions Manager will be responsible for continuing the team's growth and working with the SWC to operationalize our vision of this. Duties will include:

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

Team Manager Essential Skills

- Previous experience managing WIOA contracts, or a plan approved by the SWC to ensure strict adherence to all federal, state, and local regulations and policies.
- The ability to manage staff from various agencies, and the ability to make decisions on behalf of the team with guidance from the SWC and in work partnership with consortium agencies.
- Be an inspirational, goal-driven and highly professional leader.
- The ability to implement, with assistance from the SWC, a wide variety of rules and regulations including WIOA federal law and [SWC Policies](#).

- The ability to ensure the team reaches goals while utilizing an inclusive, partnership-based approach.
- Be familiar with Customer Centered Design and Continuous Quality Improvement principles and seek to utilize them as much as possible to enhance service delivery.
- Be a skilled communicator who is flexible and willing to communicate changes as the needs of the WorkSource Campus evolve.
- Be willing to negotiate and compromise to achieve mutually beneficial goals.
- Have a commitment to partnership.

Team Member Essential Skills

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

Consortium Responsibilities

In addition to providing the services outlined in this RFP, the selected consortium will also have a role in working with partners supporting other Talent Solutions Team staff (see following section) to achieve targets. Each agency providing staff for the team will be responsible for working through the team manager and the SWC's VP of System Advancement to ensure the work plan and day-to-day work of individual staff meet leveraged programs/funding streams goals as well as the overall team goals. The consortium is

expected to develop methods for ensuring the success of the team manager and individual staff, and the team manager is expected to honor the contributions of all funding streams, including associated program/contract goals, while also ensuring all staff on the team have the skills described above. As this team will be externally facing and representing the SWC and entire WorkSource system, it is critical that the selected consortium creates a process for determining and evaluating the staff and skills required to serve on this team. Additionally, the SWC's VP of System Advancement will have a role in determining if the staff members selected meet the needs of the team and the SWC's vision for talent solution services.

Staff Professional Development, Support, Employee Retention and Succession Planning

It is important that staff members are 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, 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. 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. As such, 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.

Current Talent Solutions Team Overview

The current Talent Solutions Team by WorkSource Spokane consists of seven staff FTEs and one manager FTE representing the following agencies: Employment Security Department, Career Path Services and Division of Vocational Rehabilitation. As all may have some funding dedicated to Talent Solutions services in PY22, it is expected the selected consortium will work with these agencies to ensure the success of the Talent Solutions Team goals.

To assist bidders with creating their WIOA Title I budget(s), the following outlines the current funding sources that support Talent Solutions. The team currently consists of seven (7) team members, one team manager, support staff and agency leaders.

- Jobs for Veterans State grant
- Opportunity Partnership grant
- Temporary Assistance for Needy Families (TANF)
- WIOA Title I Adult and Dislocated Worker
- WIOA Title III Wagner-Peyser

- WIOA Title IV

Functional Leadership

In blended teams throughout the Spokane WorkSource System, members from multiple agencies serve on functional teams with a functional leader. This leader coordinates the day-to-day work/activities of the members of the team, and in many cases, the functional team leader may be from a different agency than some of the team members. It is important for staff members to distinguish the differences between their agency supervision and functional team leadership. The table below illustrates how functional leaders and agency supervisors share responsibility for staff supervision.

AGENCY SUPERVISOR	FUNCTIONAL LEADER
Conducts performance evaluations	Provides input to agency supervisor for performance evaluations
Approves agency staff vacations and other leave requests	Coordinates team member leave requests with agency supervisor based on operational needs
Approves agency staff travel requests and reimbursements	Coordinates team member travel requests with agency supervisor based on operational needs
Prepares and provides specific agency required training for staff in coordination with functional leader to mitigate impact upon the work of the team	Prepares and provides functional team specific training for team members
Communicates outcomes of any issues involving agency staff with the functional leader	Forwards issues regarding team members to the agency supervisor to assist in resolution

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 9:00a to 5:00p 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 8:00a to 9:00a
- 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.

WorkSource 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. 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 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 (see WorkSource Campus Operations for more information on the role 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 to 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 WIOA and other outcome targets, program/functional team management and process improvement, performance analysis, and additional funds implementation, all in partnership with the respective site operator.

The consortiums at WorkSource are pivotal to the success of each site. The 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 the site.

Overview of WorkSource Spokane Campus

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, 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 offer 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

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.

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.

Other Affiliated Sites

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

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

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

Integrated Service Delivery

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

The components of integrated service delivery include:

- Co-enrollment and co-funding of job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- A greater focus on skill development and certification based on labor market requirements.
- Using customer input – known as Customer Centered Design or Human Centered Design - to continuously improve services.

Performance Metrics

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

Two key measures of performance will be considered when creating specific performance measure for the team and individual team members:

- **Repeat business customers** - This measure is intended to demonstrate that a business is satisfied with the services they received. By repeatedly seeking assistance from Talent Solutions staff, an employer has indicated that the consultation provided a successful recruitment/retention strategy that was beneficial to staffing needs.
- **Employer penetration rates** - The percentage of area employers seeking out the services of the Talent Solutions Team is a method to analyze how effective the services offered by the Talent Solutions Team are. This illustrates how successful Talent Solutions Team staff is in maintaining good relationships with employers across various industries in Spokane County.

Certain performance targets have not yet been set by US Department of Labor or Washington State. If and when changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers.

PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER

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.

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 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. Experience and Philosophy (140 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. Providing cutting-edge services to businesses while operating within structured rules and guidelines.
2. Managing federally-funded programs including fiscal management and controls; reaching performance targets; and monitoring system integrity; measuring employer satisfaction and staff morale and implementing changes as necessary.
3. Fostering collaboration and partnerships while operating in an environment with functional supervision. Working on diverse/divergent issues or agendas to reach outcomes. Information sharing across a variety of partners and programs.
4. Utilizing Customer Centered Design principles to guide key decisions and strategies.
5. Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and young adults, ensuring diversity, equity and inclusion for all.
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 (120 points)

1. Detail your plan for delivering all services outlined in this RFP and highlight any areas you think are particularly innovative in your approach.
2. Describe your plan for achieving the goals listed under Talent Solutions Goals 2022-2023. Include your suggested target for each goal and discuss how you intend to measure the performance measures outlined in this RFP.
3. Describe how your consortium will ensure all staff on the team have the essential skills required in this RFP and include your suggestions regarding how you would work with partners to ensure the same for staff not funded through this RFP who serve on the Talent Solutions Team.
4. Describe how you would approach achieving a mutually beneficial relationship between the other service providers at WorkSource and the One-Stop Operator, and how you recommend ensuring the voice of business is woven into decisions at the site.
5. Describe how you will ensure a close working relationship and communication between Talent Solutions Team and WorkSource/Next Generation Zone staff. Please be specific on strategies to further connect job seekers from both centers to employers in Spokane County.
6. Describe what your consortium is most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s).

C. Assurances and Flexibility (20 points)

1. Provide an assurance that your consortium will use this funding as described in this RFP and not to complete work towards individual agency goals or agency projects.
2. Provide an assurance that your consortium understands the role of the SWC's VP of Strategic Advancement, and the functional team manager as described in the RFP.
3. Provide an assurance that your consortium is prepared to provide staff with the qualifications outlined in this RFP, and that you are prepared to work with leveraged funding sources to ensure only the highest qualified staff are placed on the Talent Solutions Team.
4. Provide an assurance that your consortium 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 narrative format detail proposed costs for each category. Detail any proposed costs that may not be self-explanatory, and please provide information about leveraged funding should any be utilized to meet the goals of this RFP.