



**SPOKANE
WORKFORCE
COUNCIL**

REQUEST FOR PROPOSAL

For the period July 1, 2025 – June 30, 2026

WorkSource Spokane One-Stop Operator

Amount Available

Up to \$170,000

Release Date

March 13, 2025

Due Date

April 25, 2025

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. Our programs receive support and funding from various US Department of Labor grants. Read more about our USDOL grant funding at www.spokaneworkforce.org/funding



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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 seeking proposals to identify a One-Stop Operator (OSO) for [WorkSource Spokane](#). We are looking for a **goal-driven, visionary, and highly professional leader** who can inspire and guide a cutting-edge, functionally integrated service site. The ideal OSO will foster collaboration among staff from multiple agencies, ensuring seamless service delivery focused on customer needs rather than agency structures.

In this context, **"functionally integrated"** means that services are designed around the needs of customers, rather than being segmented by individual programs or agencies. Staff from various organizations will work together in a unified approach to provide the best possible experience for job seekers and employers.

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

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

The selected OSO will be a **full-time, Spokane-based** leader, utilizing **Workforce Innovation and Opportunity Act (WIOA) funding** provided through this Request for Proposal (RFP).

The OSO will **not** directly manage staff or programs. Instead, their role is to ensure **equitable support** across all staff, programs, and agencies. This approach fosters collaboration and prevents any perception of favoritism toward a particular agency or program.

Technical Details

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, 2025 and end June 30, 2026. 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 (2) times, resulting in three (3) one-year contracts. Contract extensions may be based on funding availability, satisfactory performance, and other factors. Contract extensions will be subject to updated goals and funding available for the new program year.

Once the contract has been awarded, SWC reserves the right to modify delivery design, including infusing funds from alternate sources, at any time in order to meet the needs of the

workforce system. The SWC also reserves the right to de-obligate funds from contractors who fail to meet performance and/or expenditure requirements or in the event of a rescission of federal funds.

The agency selected will be required to agree to the SWC's [General Terms and Conditions](#), have all controls securely in place, and agree to comply with SWC policies and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until the SWC 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 and 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, 2025. 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 timeframe 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, 2025.

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.

Our Commitment to the Community

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.

The SWC oversees the Spokane WorkSource System and provides a key portion of the funding necessary to operate the system, including through the WIOA Title I Adult, Dislocated Worker, and Youth program funding. 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 2024-2028

The SWC's 2024-2028 [Local Integrated Workforce Plan](#) defines its mission, vision, goals, and objectives, which reflect the need to provide multiple pathways toward creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. In addition to remaining focused on the goals and target sectors defined in the integrated workforce plan, the SWC will continue to operate under the following guiding principles:

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

SWC Roles and Responsibilities as a Local Board under WIOA

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

- Conduct workforce research and regional labor market analysis;
- Convene regional workforce system stakeholders;
- Direct services to businesses/business engagement strategies;
- Develop career pathways;
- Implement technology for the WorkSource System; and
- Coordinate with postsecondary education providers for workforce development efforts and related programming.

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, including [TEN 13-20, Advancing a One Workforce Vision and Strategy](#).

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 public assistance dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

SECTION IV: ESTIMATED AWARD

| PROGRAM YEAR 2025-2026 <u>ESTIMATED</u> FUNDING ALLOCATION | |
|--|-----------------|
| One-Stop Operator | Up to \$170,000 |

Budget Specifics

When building your budget, please take into consideration the following:

- Budget must include all costs associated with operating the contract including salary, benefits, indirect, travel, technology needs, and rent.
- Rent at WorkSource will be paid via the Infrastructure Funding Agreement (IFA) and should be budgeted at \$850 per month. This figure includes all costs necessary to have the operator at WorkSource – rent, electricity, computer, IT support, supplies, desk phone, etc. (\$10,200 annually). Please include \$600 annually for IFA *Other Shared Costs*.
- The OSO budget may include training or professional development for the center as it fits in the budget, however bidders do not need to include the following in their budget proposals: accessibility enhancements, and assessments for customers. Historically, the SWC sponsors professional development as our budget allows.
- Refer to [budget form](#) for additional information.

SECTION V: TIMELINE

| Dates (2025)* | Activity and Time (Local Time) |
|----------------|---|
| March 13 | One Stop Operator, WorkSource Service Provider, Next Generation Zone Service Provider, and Talent Solutions Team RFPs released and available at https://spokaneworkforce.org/funding . |
| March 18 | Pre-registration for Bidders' Conference on or before March 18 th . Please click here to register . |
| March 19 | Bidders' Conference, 11:00 a.m. at SWC Office - Event Center and Zoom** |
| April 22 | Written Q&A deadline - 5:00 p.m. Q&A will only be accepted via this form . Replies will be posted within three (3) business days on our website. |
| April 25 | Proposals will be submitted using this application link by 12:00 p.m. (noon). Late proposals will not be accepted. |
| April 28-May 9 | Evaluation of proposals |
| May 12 | Bidding entities selected to present on 5/14 will be notified by 5:00 p.m.*** |
| May 14 | Presentations by selected bidders (by invitation only)*** |
| May 22 | SWC Executive Committee meeting |
| May 23 | Provisional contract award announcement |
| May 26-June 6 | Contract negotiations |
| June 11 | SWC Board votes to approve selected contractors |
| 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 available. To ensure a productive conference, questions may be submitted in advance via our [Q&A form by clicking here](#), 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. The SWC also reserves the right to issue provisional awards without bidder presentations.

SECTION VI: EVALUATION AND SELECTION PROCESS

The SWC Services and Oversight Committee, 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 22, 2025 by the SWC's Executive Committee, with the final vote occurring during the June 11, 2025 Spokane Workforce Council (full council) meeting.

SECTION VII: DESIGN

WorkSource Spokane One-Stop Operator

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Spokane, and WIOA, the SWC is seeking bids for a One-Stop Operator (OSO) to serve in the role described below.

The WorkSource Spokane One-Stop Operator (OSO), should have the following leadership qualities:

- Demonstrate the ability to lead and make independent decisions on behalf of WorkSource Spokane, ensuring alignment with the vision, values, and goals, rather than focusing on agency-specific agendas.
- Serve as an inspirational, visionary leader who is goal-driven, professional, and capable of motivating teams toward excellence.
- Possess a strong understanding of complex rules and regulations, including WIOA federal law and SWC WorkSource System Policies, and apply them effectively in operations.
- Set clear, achievable goals while fostering an inclusive, collaborative approach that involves all stakeholders.
- Be well-versed in Customer-Centered Design principles, consistently seeking to implement them to enhance service delivery.
- Be a flexible, skilled communicator who adapts goals as needed to meet the evolving needs of the WorkSource Campus.
- Advocate for the voice of business in decision-making, ensuring the development of workforce solutions that help the local business community thrive.
- Effectively communicate changes to staff, ensuring shared understanding and alignment with the site's goals and vision.
- Show a willingness to negotiate and find common ground, working toward mutually beneficial outcomes.
- Be a risk-taker in the development and deployment of new service strategies, while collaborating with SWC, service providers, and all onsite agency leadership to manage risks appropriately.
- Demonstrate sensitivity to the emotions of staff and management, especially during times of transition and change.
- Exhibit a deep commitment to fostering strong, effective partnerships.
- Actively support the SWC's vision for a functionally integrated WorkSource Campus that effectively serves customers, employers, and the regional economy.
- Prioritize safety, equity, and inclusivity, ensuring a welcoming and secure environment for both staff and customers.

Responsibilities include but are not limited to the following:

- Stay well-informed on all relevant laws, regulations, and standards related to one-stop management, including WIOA law, [TEGL 16-16](#), and relevant SWC policies (special attention to: Integrated Services Delivery and Front-End Services).
- Oversee the operation of WorkSource Spokane, including managing hours of operation, space configuration, design, customer flow, and adhering to integrated service delivery principles.
- Assess staffing requirements and workspaces at WorkSource Spokane and ensure the proper allocation of resources to meet the center's operational needs.
- Collaborate with the SWC and partners to identify and provide necessary resources, training, and technical assistance to support operational needs.
- Foster a collaborative partnership environment, driving shared ownership for the success of both customers and the overall system.
- Approve any changes related to office furniture, equipment, and IT hardware and/or software in advance and in writing, ensuring reasonable accommodation and compliance with federal and state mandates.
- Approve all community and agency meetings held at WorkSource Spokane, or those representing WorkSource Spokane, ensuring alignment with the center's mission.
- Partner with SWC to enhance communication and collaboration across WorkSource Spokane and affiliated service locations in Spokane County.
- Lead the One-Stop Site Certification process for WorkSource Spokane, ensuring compliance with all relevant standards.
- Operationalize SWC's vision for WorkSource Spokane, integrating formal and informal communications to align with the center's goals of workforce preparedness, high-quality customer service, equity, and integrated service delivery.
- Ensure accurate and appropriate referrals are made among partners to enhance customer service and operational efficiency.
- Promote the services available at WorkSource Spokane, including the development of marketing and outreach materials in collaboration with SWC.
- Develop and implement a marketing content calendar and strategy in collaboration with other center leaders and the SWC.
- Be knowledgeable about the mission, performance standards, and contractual obligations of all partners, sharing this information to support cross-training and maintain a unified approach across staff.
- Use customer satisfaction data and human-centered design principles to continuously improve service strategies, ensuring a focus on equity and inclusivity.
- Ensure that functional teams meet their goals, working with agencies and team leads to implement necessary changes to meet the evolving needs of the customers served at WorkSource Spokane.
- Develop weekly leadership team meetings which address performance of all WorkSource Spokane programs, continuous quality improvement, and operational functions to improve customer service delivery.
- Effectively communicate and enforce SWC's non-program-related policies and procedures across WorkSource Spokane.
- Ensure compliance with equal opportunity requirements, including coordinating staff training and maintaining equal opportunity posters and processes.
- Implement and maintain safety policies and procedures, including a safety team and bulletin board, to ensure a safe environment for all.

- Functionally report to the SWC's Division Executive, System Advancement, working closely with them to align efforts, provide guidance, and achieve shared goals.

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

WorkSource Operator Goals 2025-2026

In addition to the work outlined above, for Program Year 2025-2026, the WorkSource OSO will be responsible for the following:

- Collaborate with the selected consortium and center leadership to design and coordinate professional development opportunities for WorkSource staff.
- Ensure accessible service options by prioritizing both in-person and remote/hybrid solutions for customers.
- Work collaboratively with all on-site partner agencies to ensure a timely waiting period for appointments to those seeking services.
- Work with the selected consortium, center leadership, and SWC to create or update a safety plan that reflects the evolving needs of the center.
- Partner with the selected consortium, center leadership, and SWC to develop or enhance well-being strategies that support WorkSource center staff.

Safety, Professional Development, and Employee Support and Retention

Providing staff with opportunities to develop new skills and refine their existing abilities is essential to maintaining a high-performing workforce. The OSO will collaborate with service providers and the SWC to plan and facilitate staff development opportunities throughout the year. These opportunities may be coordinated with other campus partners to ensure consistent, high-quality training across the workforce system. The OSO should maximize the designated professional development hours and utilize the campus learning management system to offer real-time, in-person, and virtual training sessions. Training topics may include Workforce 101, Leadership Development, and Career Coaching, among others. Additionally, the OSO will partner with the SWC and campus leadership to develop and deliver these trainings while gathering staff feedback to identify future learning opportunities that support professional growth and retention. Beyond professional development, well-being and work-life balance of staff are high priorities for the SWC. It is expected that participating agencies will have policies in place that support staff well-being and promote a healthy work environment. Equally important is the safety and security of staff and clients. The OSO will lead efforts to ensure that all agencies actively collaborate on safety planning, participate in the site safety committee, and foster a workplace culture that prioritizes both physical and emotional safety.

WorkSource Campus Hours of Operation and Closures

To ensure a cohesive WorkSource Campus, as well as the safety of staff and customers, the following hours of operation will apply to all sites. The OSO has the authority to close their 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 and Next Generation Zone. 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 in spring (typically 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 that is difficult to accomplish when customers are in the center will be accomplished during these days, such as deep cleaning of the site, site repairs, file maintenance, etc.

Program and Leaseholder Responsibilities

Throughout the life of the contract 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 OSO. 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 OSO. Spokane Workforce Council has a sublease with ESD, and the OSO home organization will sign a sublease with the SWC.

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

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

The service providers' consortium at WorkSource Spokane is pivotal to the success of the center. The OSO is expected to honor their contributions and involve them in decisions critical to the operation of the site. The OSO will be required to work with the service providers to make changes to service delivery, but ultimately the OSO will inform, guide, and direct the operations of each site.

WorkSource Campus Overview

WorkSource Spokane

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

This site offers in-person, phone, and virtual services, exceeding 20,000 customer assistance services annually, which includes 8,000 career coaching sessions, 11,000 guidance and support services, and the delivery of over 1,000 workshops supporting approximately 6,000 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
- Pioneer Human Services
- CHAS Health

In 2025, 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 Resource Management Team (financial management)
- Talent Solutions Team (business services)

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 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 500 young adults with career information, and of those, approximately 300 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 services, 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 post-secondary education by focusing on relationships through re-engagement to address barriers to employment and education. The 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.

Partner organizations physically at the Next Generation Zone include:

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

Other Affiliated Sites

In addition to the sites on the WorkSource Campus – WorkSource Spokane and Next Generation Zone – the WorkSource System is also comprised of [other affiliated sites](#), including 19 off-campus connection and/or specialized sites.

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 Public Library District (4 locations)
- Spokane County Library District (11 locations)

Our specialized sites provide employment-related services and connectivity to WorkSource Spokane to specific community members. These specialized sites include:

- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane

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

Integrated Service Delivery

The [integrated service delivery](#) (ISD) model at WorkSource Spokane streamlines operations by eliminating redundant administrative tasks, allowing staff to focus on delivering high-impact services. Instead of being tied to specific programs, staff work in functional teams designed to meet customer needs. This approach enhances screening, assessment, skill development, and certification, ensuring job seekers gain the skills required by local industries. The ultimate goal is twofold: helping more individuals secure stable, higher-paying jobs while enabling businesses to find and retain the talent they need to thrive.

The components of integrated service delivery include:

- Co-enrolling and co-funding job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies, which allows for better service delivery based on subject matter expertise within the functional teams.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- A greater focus on skill development and certification based on labor market requirements.
- Using customer input or Customer Centered Design processes to continuously improve services.

Performance Metrics

While the OSO is not directly responsible for ensuring targets specific to individual programs are met, they are responsible for creating a customer service model that assists with achieving the programmatic targets below. It should be noted that the impact of state negotiations as well as changes from federal guidance may cause these targets to change. If and when changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers.

| PY25 DRAFT PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER | |
|--|--|
| Employment Rate 2nd Quarter – The percentage of participants in unsubsidized employment during the second quarter after common exit. | |
| PY24 Adult Target: 64.8% | PY24 Dislocated Worker Target: 65.6% |
| Employment Rate 4th Quarter – The percentage of participants in unsubsidized employment during the fourth quarter after common exit. | |
| PY24 Adult Target: 60.5% | PY24 Dislocated Worker Target: 63.6% |
| Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit. | |
| PY24 Adult Target: \$6,470 | PY24 Dislocated Worker Target: \$8,259 |

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.

PY24 Adult Target: 59.0%

PY24 Dislocated Worker Target: 65.6%

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.

PY24 Adult Target: 50.8%

PY24 Dislocated Worker Target: 45.6%

PY 25 DRAFT 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.

PY24 Youth Target: 58.9%

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

PY24 Youth Target: 57.5%

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

PY24 Youth Target: \$3,207

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.

PY24 Youth Target: 59.2%

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.

PY24 Youth Target: 22.8%

PY25 DRAFT 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 [utilizing this form](#) 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 three (3) working days of submission. Questions will be accepted via [the Q&A form 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.

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 will be submitted electronically, [utilizing this form](#). It is recommended that bidders review the form ahead of time to understand the layout and expectations. The following required documents will be uploaded to the submission form. Accepted file types of attachments include: Word, PDF, Excel, PPT, JPG, PNG.

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 20 pages)
- [Budget](#)
- [Information Form & Risk Assessment](#)
- *Optional: Letters of Support (no more than 4 pages, bundled in one PDF)
- *Optional: Supplemental documents (including org chart)

RFP Questions

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. Proposals must include the exact questions as written below in the order and associated with lettering/numbering provided. There are 250 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting. Narratives will be uploaded to the JotForm application and may not be longer than 20 pages.

A. Experience and Philosophy (130 points)

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

1. Demonstrating Visionary Leadership – Lead with innovation while operating within established rules and guidelines. Share examples of successfully implemented creative solutions.
2. Fostering Collaboration & Partnerships – Build strong relationships across multiple entities and agencies, working within a functional supervision model to align efforts effectively.
3. Ensuring System Integrity – Monitor customer satisfaction, staff morale, and overall system performance, making data-driven adjustments to improve outcomes.
4. Applying Customer-Centered Design – Use Customer-Centered Design principles to guide strategic decisions and enhance service delivery.
5. Facilitating Information Sharing – Effectively communicate across diverse programs and partners, balancing multiple priorities to achieve shared goals.
6. Serving Diverse Populations – Ensure an inclusive and welcoming environment, meeting the needs of all customers regardless of background or circumstance.
7. Navigating Federal & Workforce Laws – Demonstrate a strong understanding of federal regulations and workforce-related laws. Provide specific examples of compliance and implementation.
8. Leading Professional Development – Design, implement, and coordinate training programs for a diverse audience to enhance skills and performance.
9. Adapting to Evolving Workforce Needs – Create a responsive work environment that meets the changing demands of both job seekers and businesses.
10. Managing Hybrid & Remote Teams – Lead a workforce that includes both in-person and remote staff. Describe your philosophy on maintaining mission alignment, engagement, and productivity in a virtual or hybrid setting.
11. Tailoring Services to Local Needs – Adapt services to address the unique economic and workforce demands of the local community. Support leadership in executing this approach effectively.
12. Promoting & Representing the Brand – Advocate for and uphold the WorkSource, ensuring alignment with its values while respecting the role of partner agencies.
13. Additional Relevant Experience – Share any other expertise or insights that would be valuable for the review committee to consider in relation to this RFP.

B. Approach (80 points)

Summarize what you want the review committee to know about your candidate for the One-Stop Operator, including strengths, opportunities, and experience in the following areas:

1. Building Strong Partnerships – How will you foster a mutually beneficial relationship between service providers, SWC, and the operator? Describe how you will integrate the voice of businesses into decision-making.
2. Site & Service Delivery Enhancements – After visiting WorkSource (or reviewing its website if an in-person visit wasn't possible), what improvements would you suggest for the physical site, website, or service delivery model?
3. Supporting Service Providers & Teams – Outline your approach to helping service providers and teams meet their program targets and service delivery goals effectively.
4. Opportunities & Challenges – What excites you most about this opportunity? What do you anticipate as your biggest challenge(s) in fulfilling the aspirations outlined in this RFP? Identify at least one potential barrier and how you would address it.
5. Operator Qualifications – List the qualifications of the individual you propose as the operator. If an individual has not yet been identified, describe the essential qualifications and core competencies to be included in the job posting.

6. Performance Measurement – How do you recommend measuring success on this contract? What key performance indicators (KPIs) should be used to evaluate effectiveness?
7. Leadership & Decision-Making – How will the operator engage key leaders, gather feedback, and ensure inclusive decision-making? What partnership commitments or agreements do you believe are necessary for success in this role?
8. Community & Workforce Considerations – What local workforce or community challenges do you foresee impacting this position and the site? How would your agency proactively address these challenges, and what support would you need from the SWC?

C. Assurances and Flexibility (20 points)

1. Provide an assurance that your agency has the willingness and ability to operate in a functionally integrated environment, as well as work through challenging partnership issues should any arise.
2. Provide an assurance that your agency will work with the SWC for the selection of the operator, including replacements should turnover occur, and describe your suggested process.
3. Provide an assurance that your agency understands they are agreeing to employ an individual to lead the site, and that person is to operate in a manner they see best for the site regardless of how that may or may not align with achieving your agency's overarching or programmatic goals.
4. Provide an assurance that your agency is committed to aligning with and representing the values and goals described throughout the RFP.

D. Budget (20 points)

Complete the budget form following the instructions below. The anticipated budget for this contract is up to \$170,000.

1. Budget Submission Requirements
 - a. The submitted budget must itemize all costs associated with operating the contract, including staff salaries, benefits, indirect costs, travel, rent, and other necessary expenses.
 - b. Rent at WorkSource Spokane is set at \$850 per year/per FTE. Bidders must allocate \$600 per FTE annually for IFA Other Shared Costs.
 - c. Refer to the budget form for detailed instructions on completing and submitting budget information. Utilize the template that does not include direct client services costs.
2. Budget Narrative - In addition to completing the budget form, applicants can provide a narrative explanation addressing the following:
 - a. Leveraged Resources – Identify any leveraged resources your organization/consortium will bring into the Next Generation Zone. Specify any staff positions that will be co-funded with other program resources, including the percentage of WIOA Title I Youth funds allocated to leveraged positions.
 - b. Anything else regarding your budget that you want the review committee to know.