



**SPOKANE  
WORKFORCE  
COUNCIL**

## **REQUEST FOR PROPOSAL**

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

---

### **WorkSource Spokane Service Providers' Consortium**

WIOA Title I Adult and Dislocated Worker Program Funding  
and  
other affiliated programmatic funds for integrated service delivery

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

Estimated Total Amount Available - \$1,040,000

WIOA Adult Formula \$436,000

WIOA Dislocated Worker \$604,000

Other affiliated funding to support WorkSource Services

Amounts to be determined

Release Date

March 13, 2025

Due Date

April 25, 2025



# SPOKANE WORKFORCE COUNCIL

---

## **Section I: Purpose and Terms**

- Introduction
- Consortium Requirements and Details
- Technical Details and Terms

## **Section II: Workforce System Background Information**

- SWC and Spokane Workforce Development System Overview
- Goals for Spokane Workforce Development Area 2024-2028
- SWC Roles and Responsibilities as a Local Board under WIOA

## **Section III: Fund Source Information**

- Workforce Innovation and Opportunity Act Funding Overview

## **Section IV: Evaluation and Selection Process**

## **Section V: Timeline**

## **Section VI: Estimated Award**

- Budget Specifics

## **Section VII: Design**

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

## **Section VIII: Submission Information and Requirements**

- General Submission Information
- Proposal Checklist
- RFP Questions



## ***SECTION I: PURPOSE AND TERMS***

---

### **Introduction**

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

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

In the 2025-2026 program year we are facing potential resources shortages, and are seeking a consortium to partner with us, the WorkSource Spokane One-Stop Operator (separate [RFP](#)), and the Talent Solutions Team (separate [RFP](#)) as appropriate, to work towards collective goals and progress on the following:

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

The role of the local workforce development system in assisting the local business community with identifying and retaining talent cannot be overstated. As thriving businesses are the cornerstone to workforce development and a strong community, we are seeking a consortium that clearly articulates their vision for utilizing funding issued through this RFP to not only support job seeker services, but also to aid the business community by:

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

### **Consortium Requirements and Details**

The WorkSource Service Providers Consortium must meet the following requirements:

- A consortium consists of a minimum of two organizations that are eligible WIOA subrecipients. Documents validating agency type and status are a required part of the application process. All organizations in a consortium must meet one or more of the following criteria:
  - Non-profit organizations
  - Private for-profit businesses
  - Educational institutions
  - Public and government agencies
  - Business associations
  - Faith-based organizations
- At least one agency within the consortium must be able and willing to take on the responsibility of fiscal agent for direct client funds, including work-based learning, training, and supportive services. This includes managing direct client funding and maintaining a parallel policy environment with the SWC.
- Not all members of a consortium are required to be funded by this contract. Some partners may be unfunded and/or utilize leveraged/braided funds; however, all must be equally committed to the shared performance, responsibility, workload, functional teams model, and integrated services delivery model.
- While we strive for a fully integrated system that leverages the strengths of all parties, the following are not required members of the WorkSource Service Providers consortium but are welcome to participate as funded or non-funded partners in eligible consortiums: WIOA Title I (Job Corps, YouthBuild), CDBG, CSBG, WIOA Title II, WIOA Title III, WIOA Title IV, TANF, economic development, organized labor, public libraries, and other community partners and organizations.
- All consortium agencies will be required to sign the [Memorandum of Understanding \(MOU\)](#), [Infrastructure Funding Agreement \(IFA\)](#), and sublease that outlines how costs are shared across partners.
- All organizations in a consortium, funded or not, must not be currently disbarred or otherwise ineligible to receive federal funding.
- The SWC encourages, but does not require, the inclusion of local by-and-for organizations, those serving WIOA priority populations, organizations with staff with lived experience, and/or those who serve other populations in need of services specific to the Spokane area.

## **Technical Details and Terms**

The integrated service delivery model is the cornerstone of WorkSource Spokane's success. It includes having all program services within the center broken out into service categories as defined by WIOA: Basic Career, Individualized Career, and Training. Using those categories, teams are designed to ensure job-seeking customers are ready to begin work by delivering career coaching, assessment, and workshop offerings, which will all be designed by considering the needs of the current and changing regional economy.

The functional team model is described in more detail throughout this RFP, but in summary, current functional teams at WorkSource Spokane include the Customer Access and Resource Team (welcome/greeter and technology hub – WIOA Basic Career Services), the Home Team (career coaching – WIOA Basic Career Services); Continuous Engagement Team (career coaching - WIOA Individualized Career and Training services); Workshop and Assessment Team (WIOA Basic Career and Individualized Career services); and Financial Resource Management Team (financial management and support); and the Talent Solutions Team (business services), which operates under a separate RFP. See Section VII – Design for more information about each team.

The SWC is also open to changes to this model based on data on current customer needs, feedback, funding (both funded through this RFP, and leveraged by partner organizations), and specific consortium organization partners. Please see the Submission Information section of this RFP for details on how to incorporate proposed changes into your proposal. Please note that acceptance of a proposal does not guarantee changes to this model, but a willingness to work together with the selected consortium and SWC to utilize data and customer feedback to inform functional team design for the future.

Consortia bidding on this RFP will be responsible for proposing how they would work with their members, other center partners, the One-Stop Operator, and the SWC to determine how to best deploy this funding to meet the objectives described throughout the RFP under the integrated service delivery model. It is imperative to think of the leadership team of stakeholders more broadly, rather than solely as who is funded to provide services. The SWC encourages bidders to think of WIOA Title I consortium agencies as members of a larger WorkSource Consortium which includes required and voluntary partners. While WIOA Title I funding is critical to WorkSource Spokane operations, and WIOA law governs WorkSource one-stop operations, the larger WorkSource Consortium makes integrated service delivery possible. As such, bidders will be asked to provide an assurance that on-site/required partners will be contributing members at WorkSource Spokane and their funding streams will be honored, including programmatic goals. Detailed information regarding existing and required partners at WorkSource Spokane can be found in the [Spokane WorkSource System Memorandum of Understanding](#).

Services funded via this RFP will be delivered at WorkSource Spokane, a comprehensive American Job Center located at 130 S. Arthur St. (first floor) in Spokane, WA. WorkSource Spokane is located on the WorkSource Campus, which consists of [WorkSource Spokane](#), [Next Generation Zone](#), and the Talent Solutions Team. Bidding consortia should review all RFPs on the SWC website for additional information.

The funding associated with this RFP will wholly or partially support management and program staff representing two or more agencies working together to provide job seeker services in a functionally integrated model. By bidding on funding through this RFP, consortia

agree that if funded, they will support the Spokane WorkSource Operator model – including that the site is managed by the one-stop operator – and that all staff funded using WIOA Title I will be located at WorkSource Spokane or in a community outreach location as designated by the One-Stop Operator, unless otherwise proposed by the consortium and approved by the SWC.

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

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

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

Agencies selected will be required to agree to the SWC's [General Terms and Conditions](#), have all controls securely in place, and agree to comply with any policies created by the SWC and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services and the costs of providing 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 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 via an email to [admin@spokaneworkforce.org](mailto:admin@spokaneworkforce.org) 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.

## **SECTION II: WORKFORCE SYSTEM BACKGROUND INFORMATION**

---

### **SWC and Spokane Workforce Development System Overview**

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

The SWC oversees the Spokane WorkSource System and provides a portion of the funding necessary to operate the system, including through the WIOA Title I Adult, Dislocated Worker, and Youth program funding. The SWC oversight responsibilities include 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, and development of diverse funding streams to support overall system operations. The overarching intent of the SWC is to help create a vibrant economy by leading and convening a workforce development system that can provide a skilled workforce that meets regional business needs.

### **SWC Mission**

To elevate local workforce efforts with critical insights, researched guidance, innovative funding, and strategic partnerships so we can cultivate a flourishing Spokane, together.

### **Vision**

A prosperous, enterprising Spokane region sustained by a diverse network of robust workforce resources.

### **Purpose**

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

### **Our Commitment to 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.

### **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:

- Collaborate and work as a unified system with shared goals, while leveraging the strengths of various partners to deliver services effectively.
- 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 analyses
- 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 [Training and Employment Guidance Letter 04-15](#) and [Training and Employment Notice 13-20](#) 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, 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 (scoring 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 V: TIMELINE**

<b>Dates (2025)*</b>	<b>Activity and Time (Local Time)</b>
March 13	One Stop Operator, WorkSource Service Provider, Next Generation Zone Service Provider, and Talent Solutions Team RFPs released and available at <a href="http://www.spokaneworkforce.org/funding">http://www.spokaneworkforce.org/funding</a> .
March 18	Pre-registration for Bidders' Conference on or before March 18 <sup>th</sup> . Please <a href="#">click here to register</a> .
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 <a href="#">via this form</a> . Replies will be posted within three (3) business days on our website.
April 25	Proposals will be submitted using <a href="#">this application link</a> by 12:00 p.m. (noon). <b>Late proposals will not be accepted.</b>
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	Board approval of selected PY25 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 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: ESTIMATED AWARDS**

---

<b>PROGRAM YEAR 2025-2026 ESTIMATED FUNDING ALLOCATION*</b>	
<b>WIOA Title I Adult</b>	\$436,000
<b>WIOA Title I Dislocated Worker</b>	\$604,000
<b>TOTAL</b>	<b>\$1,040,000</b>

### **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 \$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). Additionally, bidders should include \$600 per FTE annually for IFA Other Shared Costs.
- Bidders do not need to include the following in their budget proposals as these will be covered by the SWC: staff training, accessibility enhancements, and assessments for customers.
- Refer to the appropriate budget form for additional information:
  - [Budget form with direct client services](#)
  - [Budget form without direct client services](#)

## **SECTION VII: DESIGN**

---

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Center and Campus, the vision for 2025-2026 addressed throughout this RFP, and as well as the WIOA federal law, the SWC is seeking a consortium that can achieve goals through a strong, committed, flexible partnership involving entities with the expertise to fulfill aspects of the integrated service delivery model at our largest location, WorkSource Spokane.

The Spokane Workforce Council rolled out Integrated Services Delivery during the 2016-2017 Program Year. Over the last eight years, this model has been a proven best practice for the customer experience and for sustainability; however there have also been challenges that have made it clear that it's imperative we consider how this model may need to be modified in our new reality. The SWC is fully committed to the ISD model, however we recognize that due to resource constraints, agency funding, and hybrid service delivery, there may need to be adaptations to the current functional team model to meet the job seeker and business customer needs. The SWC is looking for innovative and forward thinking consortiums to bid on this RFP and co-design the future of Integrated Services Delivery with us.

Any adaptations to the Integrated Services Delivery and functional teams model will need to be approved by the SWC directly and in writing, and any changes written in a proposal will be co-designed and agreement made with the SWC before any changes are implemented.

## **A. Integrated Service Delivery**

The [integrated service delivery](#) (ISD) model utilized at WorkSource Spokane reduces duplicative and administrative activities that add little value; instead the model allows staff to provide high-value services including screening, assessment, skill development, and skill certification relevant to regional economic and business needs in a team model that works for customers. Staff are 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 grow.

The components of integrated service delivery include:

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

## **B. WorkSource Spokane Overview**

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

Partner organizations currently located at WorkSource Spokane include:

- Career Path Services
- CHAS Health
- Division of Vocational Rehabilitation
- Goodwill Industries of the Inland Northwest
- Pioneer Human Services
- Spokane Colleges
- Washington State Department of Labor and Industries
- Washington State Employment Security Department

### **WorkSource Spokane Mission**

Committed to improving the economy of our community by providing employment solutions.

### **C. WorkSource Spokane Functional Teams**

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

As of the writing of this RFP, WorkSource is structured with the following functional teams, and these teams will not be adjusted unless done in tandem and agreement with the SWC. As stated earlier in this document, the SWC is open to adding new and/or modifying existing functional teams to meet the needs of customers, funding, onsite partners, and vision for the future, as driven by feedback via human centered design and quantitative data.

Current functional teams are:

- Customer Assistance & Resource Team (Welcome/Greet)
- Home Team (Career Coaching – Basic-Level Career Services)
- Continuous Engagement Team (Individualized Career Services, Supportive, and Training Services)
- Workshop and Assessment Team (Basic- and Individualized-Level Career Services)
- Financial Resource Management Team (Financial Management and Compliance)
- Talent Solutions Team (separate [RFP](#))

#### **Customer Assistance & Resource Team**

The Customer Assistance & Resource Team (CART) provides initial triage and some Basic Career Services. This team is the initial contact for most customers and thus must be well-skilled in understanding the overall services and functions of each team within the center. They provide customers with information about how to best utilize WorkSource Spokane as their primary employment assistance resource, present each customer with an overview of the services offered at WorkSource, assist the Home team with connecting customers to the technology center (see Home team section for more details), assist customers with [WorkSourceWA.com](#) and [Career Quest](#) (local tool) registration, schedule appointments, forecast future appointment needs, conduct outreach to promote services to community members who apply for unemployment insurance, and conduct follow-up services<sup>i</sup> and satisfaction surveys. Additionally, on behalf of WorkSource Spokane, the CART provides general office administration tasks such as room reservations and tracking attendance for all-staff meetings. Team members need to be familiar with various community partners and their services to make appropriate referrals for customer needs not met by WorkSource Spokane. On average, the CART provides approximately 16,000 customer assistance services annually to approximately 8,000 unique customers.

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

- WIOA Title I Adult and Dislocated Worker
- Temporary Assistance for Needy Families (WorkFirst)
- WIOA Title III Wagner-Peyser
- Reemployment Services and Eligibility Assessment (RESEA)
- WIOA Title I competitive grants
- State-funded grant programs

## Home Team

The Home Team provides Basic Career Coaching, which is defined as a [Basic Career Service](#) in WIOA law. Annually, this team provides approximately 4,400 career coaching sessions, which includes assisting customers with developing an employment action plan; supporting them with reaching their goals; and referring them to workshops, assessments, training, and hiring events.

WorkSource Spokane provides access to a computer lab/resource room, known as the Hub, to all customers at the Basic Career Service level. The Hub is a central location where customers can use technology to access and apply to job postings, receive labor market information, conduct research related to employment, and receive expert advice from workforce professionals (utilizing tools such as [WorkSourceWA.com](#) and [Career Quest](#)). Home Team staff support customers in the Hub by working rotating shifts and supporting the community volunteers that make the Hub model possible. The CART team also assists customers with accessing the Hub at a more basic level, including answering administrative questions for customers.

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

- WIOA Title I Adult and Dislocated Worker
- WIOA Title I Rapid Response
- WIOA Title III Wagner-Peyser
- WIOA Title I Competitive Grants
- State-funded grant programs
- Reemployment Services and Eligibility Assessment (RESEA)
- Temporary Assistance for Needy Families (WorkFirst)

Basic Career Services from Home Team staff are available to all customers, including those registered as an Adult and/or Dislocated Worker. Generally, these services involve minimal staff time and involvement and include services such as: eligibility determinations, initial skill assessments, labor exchange services, provision of information on programs and services, and program referrals. Basic services are divided into three subtypes: informational, self-service, and staff-assisted. Informational, self-service, and staff-assisted basic career services are expected to be universally accessible to all individuals legally entitled to work in the United States and must be made available to all individuals seeking employment and training services ([20 CFR 678.430\(a\)](#)). Basic career services must be provided by Adult, Dislocated Worker, or Wagner-Peyser-funded staff in coordination with other one-stop center partners. Guidelines on providing basic career services are found in [SWC Policy WS800, R2](#).

Basic career services include:

- Eligibility Determination and Orientation;
- Initial Assessment;
- Job Search Assistance;
- Referral to Employment;
- Career Guidance;
- Job Fairs and Hiring Events;
- Provision of Workforce, Labor Market, Education, and Service Information;
- Referral to Federal/State Assistance and Community Resources;
- Job Search Workshops and Job Clubs;
- Unemployment Assistance.



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

### **Continuous Engagement Team**

The Continuous Engagement Team (CET) provides [Individualized, Training and Follow-up services as defined by WIOA](#) to approximately 400 customers enrolled at the Individualized Service level annually, with approximately 150 receiving Training services either fully or partially funded with Adult/Dislocated Worker grants. Customers who present with significant barriers and need services beyond the Basic Career Services level, as well as those who enter training and those who require regular follow-up support due to contractual requirements, are served by the CET. The CET develops Individual Employment Plans and provides personalized pre-vocational skills training, including development of learning skills, communication skills, interviewing skills, and others as needed to prepare individuals for employment or training opportunities. In addition, the CET determines support service necessity and suitability and coordinates with the Financial Resource Management Team for support service distribution to customers. The CET is also responsible for the development and maintenance of outreach and relationship building between community-based organizations and vendors for training.

Examples of fund sources utilized by CET:

- Reemployment Services Eligibility Assessments (RESEA)
- SNAP Employment and Training Funding (Basic Food and Employment - BFET)
- Temporary Assistance for Needy Families (TANF)
- WIOA Title I Adult and Dislocated Worker
- WIOA Title I competitive grants
- State funded initiatives such as Economic Security for All and Community Reinvestment Fund
- Other Federal Department Initiatives such as the Good Jobs Challenge (Washington Jobs Initiative) for Healthcare and Construction
- Jobs for Veterans State Grant

Individualized services involve significant staff time and customization to each individual's needs, and include services such as: specialized assessments, developing individual employment plans, counseling, and work experiences. Individualized career services must be provided to any individual legally entitled to work in the U.S. and for whom individualized career services are determined to be appropriate in order for the individual to obtain or retain employment, consistent with Veteran's and Adult priority of service requirements ([20 CFR 678.430\(b\)](#)). Individualized career services may be provided by Wagner-Peyser (Employment Service) staff in coordination with Adult and Dislocated Worker staff and other one-stop center partners. Guidelines on providing individualized career services are found in [SWC Policy WS800, R2](#).

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

- Adult Alternative High School Diploma/GED;
- Career Planning;
- Comprehensive and Specialized Assessments;
- Counseling;
- Development of Individual Employment Plans;
- English-Language Acquisition;
- Financial Literacy Services;
- Internship and Work Experiences;

- Out-of-Area Job Search and Relocation Assistance;
- Pre-apprenticeship Programs;
- Short-term Prevocational Services;
- Workforce Preparation Activities.

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

After an interview, evaluation, or assessment, followed by career planning, it is demonstrated that the individual:

- Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
- Has the skills and qualifications necessary to successfully participate in the selected program of training services (including work-based learning such as OJT).

Training services currently include:

- Occupational Skills Training;
- Skill Upgrading;
- Entrepreneurial Training;
- Prerequisite Training;
- Registered Apprenticeship Training.
- On-the-Job Training;
- Workplace Training with Related Instruction
- Note: the SWC does not currently offer customized training or incumbent worker training, but it is possible they could be offered in the future.

**Supportive services** provide financial assistance to job seekers when necessary for these individuals to participate in career or training services or when necessary to gain or retain employment. Supportive services include, but are not limited to, assistance with transportation, childcare, dependent care, housing, uniforms/work attire, and tools. For additional examples of supportive services and guidelines on providing them, refer to [SWC WIOA Title I Policy W409, R6 – Supportive Services](#).

**Retention services** (follow-up services) can involve a wide range of staff time, depending on the needs of the individual and include services such as counseling about the workplace, assistance in resolving work-related problems, and providing information about additional educational or employment opportunities. Follow-up services must be available for up to 12 months to any individual who has participated in an Adult or Dislocated Worker program after their first day of employment ([20 CFR 680.150\(c\)](#)). Refer to [SWC Policy W418, R1](#) for further information on follow-up services for Adults and Dislocated Workers.

Follow-up services are two-way exchanges between the services provider and either the job seeker (or their advocate), or the seeker's employer. Services include regular contact with

the job seeker or employer for verification of employment, assistance in securing better paying jobs, additional career planning and counseling; assistance with work-related problems; peer support groups; information about additional educational or employment opportunities, and referral to other community services. Services normally considered support services are also appropriate as follow-up services for job seekers placed in unsubsidized employment whose employment may be at risk due to interruptions to key supports.

For full details on all program eligibility and services please see our [policy website](#).

### **Workshop and Assessment Team**

The Workshop and Assessment Team (WSAT) has two primary functions: (1) creating and offering workshops, and (2) leading assessment selection and delivery for WorkSource Spokane. Currently, the team serves approximately 2,500 participants with over 4,000 workshops delivered annually, and just over 100 customers with assessments each year.

#### Workshops

The team creates, provides, and continuously improves professional-level workshops and classes both virtually and in-person. Virtual workshops utilize the SWC's Learning Management System for content and delivery. Most workshops are considered a Basic Career Service as defined by WIOA, but a few are considered Individualized Career Services. This service strategy works both for our current customer base and will assist with future needs should we see an increase in customers. The WSAT works with employer advisors and the Talent Solutions Team to ensure the most current information is being presented in the workshops and analyzes customer feedback to continuously improve the classes being taught. Information on current workshop offerings can be found on the [WorkSource website](#).

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

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

#### Assessments

In addition to being responsible for workshops, this team also works with job seekers and employers to deliver state-of-the-art employment-related assessments to ensure better job matches and improve customer satisfaction. This team proctors assessments, promotes the use of assessments, researches and implements new assessments and skill discovery tools, and provides expert interpretation of assessment results to employers, job seekers, and staff. The team also assists job seekers with taking and interpreting basic level assessments on skills, abilities, and interests.

While most assessments are considered a WIOA Basic Career Service, those that are comprehensive or specialized in nature (as defined in [SWC Policy WS816 R5 – Attachment](#)

[A\)](#) will require customers to be enrolled at the Individualized Career Service level either in WIOA Title I or Title III. The following is an overview of the assessment levels:

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

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

- WIOA Title I Adult and Dislocated Worker
- WIOA Title I Rapid Response
- WIOA Title III Wagner-Peyser
- WIOA Title I competitive grants
- State funded initiatives such as Economic Security for All and Community Reinvestment Fund
- Reemployment Services Eligibility Assessments (RESEA)
- Temporary Assistance for Needy Families (TANF)
- Washington State Department of Labor and Industries

### **Financial Resource Management Team**

The Financial Resource Management Team (FRM) plays a critical role at WorkSource Spokane, serving as the team responsible for the integrity of individual programs, allowing the rest of the center to blend service offerings in an integrated environment to meet customer needs. In this role, alongside the fiscal agent of direct client funding, they are the team responsible for understanding the various program contracts, performance measures, and program eligibility requirements. They serve as a central source for fiscal and programmatic information for WorkSource management and staff. The staffing and leadership of the FRM is up to the bidding consortium, and the fiscal agent responsible for direct client funding needs an oversight and leadership role in this team, as that organization is primarily responsible for disallowed costs that may be incurred due to errors.

The FRM is a part of the eligibility and enrollment determination process, alongside the CET and Program Operator, and is responsible for auditing customer files for accuracy, ensuring fiscal and programmatic quality control, program data analysis, and program reporting. The team monitors the performance of all WorkSource contracts and works in tandem with Program Operators and functional team leads in managing funding stream budgets. In addition, the FRM maintains the WorkSource Continuous Quality Improvement database which provides customer feedback analytics for WorkSource leadership and staff. They are also a crucial point for coordination of monitoring visits and ensuring accuracy in any data corrections that may result.

It is important that FRM leadership and staff are subject matter experts in SWC and locally created policies, processes, and effectively communicate between and with the various functional teams and all leaders at WorkSource.

Examples of fund sources utilized by the FRM:

- WIOA Title I Adult and Dislocated Worker
- Reemployment Services Eligibility Assessments (RESEA)
- WIOA Title III Wagner-Peyser
- WIOA Title I competitive grants
- State funded initiatives such as Economic Security for All and Community Reinvestment Fund
- Other Federal Department Initiatives such as the Good Jobs Challenge (Washington Jobs Initiative) for Healthcare and Construction
- SNAP Employment and Training (Basic Food and Employment - BFET)
- Temporary Assistance for Needy Families (TANF)

WIOA Title I funding may be used to support any aspects of the FRM team's work. Specific duties include working in tandem with the Program Operator to:

- Determine program eligibility for Individualized Career and Training level services;
- Process supportive services requests;
- File management for paperless files;
- Ensure programmatic and fiscal quality control;
- Analyze program data;
- Regular reporting, including monthly/quarterly;
- Maintain a clear line of communication with the Program Operator and campus leadership on performance on all contracts;
- Manage data entry for all career service levels, which can include training staff how to correctly input data and monitoring to ensure data integrity;
- Manage processes and files for program and fiscal compliance;
- Process OJT and WEX payments and protocols to ensure compliance;
- Work with Program Operator and consortium fiscal agent to manage universal enrollment forms and processes; and
- Manage universal voucher processes.

### **Talent Solutions Team**

The Talent Solutions Team provides services to local businesses on behalf the SWC and the entire WorkSource System in coordination with WorkSource Spokane and Next Generation Zone. Funding to support this team is being [bid out separately](#) and does not need to be included in your consortium's response.

The goal of the Talent Solutions Team, regardless of funding source, is to connect employers to workforce development resources with the goals of strengthening and growing the economy, supporting job creation, and meeting the hiring needs of employers. Provision of basic talent solutions services including establishing relationships with area employers in order to assist with their workforce needs, providing recruitment and placement assistance for employers that meets their needs, and understanding regional business needs and communicating those needs to the broader WorkSource System.

Offerings include:

- Talent pipeline and placement services for customers at WorkSource Spokane and the Next Generation Zone;
- Campus wide hiring events and large-scale community-wide job fairs;
- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning;
- Layoff response services;

- Candidate screening; and
- Access to other resources for businesses, such as tax credits, helping to offset the cost of new hires.

#### **D. Additional Areas of Focus/Requirements**

##### Focus on High-Quality Customer Services, and Reducing Wait Times

The service providers consortium will focus on high-quality customer service and ensuring timely access to WorkSource Spokane services. Timely, in the context of this RFP, is defined that as customer receiving same-day or within 1 (one) business day appointments for all basic-level services. The consortium will utilize human centered design practices to create a customer experience designed around the needs of the customer and be open to continuous quality improvement. This process includes interviews, surveys, and other ways of gathering meaningful feedback.

The consortium has discretion to designate a remote/hybrid work schedule, but it must align with customer need, demand, and availability for high-quality and timely customer service.

##### Serving Veterans and Their Families

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

##### Rapid Response

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

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

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

- On-site/Virtual contact with employers, representatives of the affected workers, and the local community.
- In conjunction with the Workshop and Assessment Team, conduct Rapid Response layoff orientations for impacted employees.



### Blended Funds and Discretionary Funding

The SWC continually develops opportunities to blend grants into the Campus to enhance program delivery and increase sustainability. The service providers' consortium is expected to work with the SWC and the One-Stop Operator in the development, strategic integration, and implementation of these grants and funding resources. Current programs and funding sources that all consortium agencies are expected to deploy are listed below. As funding continually changes and shifts, the SWC will work with the selected consortium on funding details on grants that are available at the time of contract negotiations.

- State Economic Security for All (EcSA) and Community Reinvestment Program (CRP) funding:
  - Economic Security for All is a poverty-reduction initiative that provides intensive case management and wrap-around services to customers who are below our area's self-sufficiency standard or are at risk of falling into poverty. Participants are also enrolled into WIOA-funded services, including WIOA Adult and Dislocated Worker. EcSA is a Washington State initiative and receives funding from the WA State Legislature.
  - The Community Reinvestment Project is a state-funded initiative from the Washington State Department of Commerce designed to help mitigate the ill effects of the "War on Drugs" on our state's Black, Latino, and Native communities. Workforce Development Boards statewide received a portion of CRP funding for several purposes: 1) to support minority-owned businesses in our communities, 2) to provide cash incentives to EcSA participants to help them be successful in their training and career exploration activities, and 3) to provide a matched savings program to our participants to make asset growth for their households a reality. As of the writing of this RFP, CRP is not funded for PY25, but we are hopeful it will be included in the final state budget.
- Washington Jobs Initiative (WJI) Healthcare and construction
  - The Washington Jobs Initiative (WJI) Healthcare and Construction grants are project is part of the larger, nationwide Good Jobs Challenge initiative from the U.S. Department of Commerce's Economic Development Administration (EDA) that aims to fill crucial patient-facing healthcare gaps, and gaps in the skilled trades. within Spokane County by coordinating and partnering with area employers and training providers. Participants are provided with wraparound supports and one-on-one case management to ensure that they are able to remain in their training programs and gain employment into a "good job," which provides, at minimum, a living wage, full-time benefits, and opportunities for career advancement. Currently, these programs are funded through September 30, 2025.
- National Dislocated Worker Grant – Opioid –
  - This contract focuses on serving individuals impacted by the Opioid crisis. As of the writing of this RFP, we are funded for a second allocation but funding is on pause.
- By bidding on this RFP, the consortium indicates willingness and ability to integrate other grants as developed by the SWC.

### Staff Professional Development, Support, Employee Retention and Succession Planning

It is important that WorkSource staff are provided with opportunities to develop new skills and hone their current abilities, especially those that specially support Spokane's integrated service delivery model. It is expected that the consortium members will partner with the One-Stop Operator to plan for and offer professional development for staff, which may be in collaboration with other campus partners to provide consistent and high-level training across the workforce system.

The Spokane Workforce Council utilizes a learning management system, which includes professional development opportunities as well as virtual trainings available 24/7. Initial training topics include Workforce 101 (WorkSource New Employee Orientation), Leadership Development, Career Coaching, and fiscal/monitoring/policy/compliance topics.

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 well-being, and it is also expected that each agency will work with the One-Stop Operator and their program leadership to support staff.

It has been shown over the last several years that many companies are not prepared to replace and train employees, especially those in leadership positions. To ensure the SWC's multi-million-dollar investment at WorkSource Spokane is as best protected from single point of failure issues as possible, and to ensure consistency for staff and customers, we are asking bidding consortia to implement strategies for succession planning and cross-training, especially for management and leadership positions. Cross-training has also been shown to increase retention and job satisfaction.

Our Commitment to Community

The Spokane Workforce Council is committed to serving all individuals in our community, including WIOA priority populations, and deepening relationships with under-served and under-resourced groups. We strive for each of our sites to provide inclusive services, to be a place of belonging, and for our partners to be committed to learning and growing with us in addition to setting concrete metrics to measure our progress. The selected consortium will work with the SWC, Next Generation Zone Director, and system leaders to operationalize this vision of inclusivity, belonging, and community involvement metrics.

**E. Functional Leadership**

In blended teams throughout the WorkSource Campus, members from various agencies serve on functional teams with a functional leader. This leader coordinates the day-to-day work and activities of the members of the team, and in many cases, the functional team leader may be from a different agency than some of the team members. The table below illustrates how functional leaders and agency supervisors share responsibility for staff supervision. By bidding on this RFP, the consortium agrees to support the functional supervision model. Bidding consortiums may choose to follow the below table or propose alternate models of functional supervision.

In this model, it is critical that agency leaders quickly and effectively address staffing and personnel opportunities and challenges based on feedback from both agency leaders and functional leaders. It is paramount that any agency involved in the consortium bid of this RFP be able and willing to support the functional team model and allow day-to-day operational oversight of team members to be coordinated by the Program Operator.

<b>AGENCY SUPERVISOR</b>	<b>FUNCTIONAL LEADER</b>
Conducts performance evaluations	Provides input to agency supervisor for performance evaluations
Approves agency staff vacations and other leave requests	Coordinates team member leave requests with agency supervisor based on operational needs

Approves agency staff travel requests and reimbursements	Coordinates team member travel requests with agency supervisor based on operational needs
Prepares and provides specific agency required training for staff in coordination with functional leader to mitigate impact upon the work of the team	Prepares and provides functional team specific training for team members
Communicates outcomes of any issues involving agency staff with the functional leader	Forwards issues regarding team members to the agency supervisor to assist in resolution

**F. Program, Leaseholder, and Operator Responsibilities**

Throughout the life of the contract associated with this RFP, the Employment Security Department (ESD) will remain the leaseholder at WorkSource Spokane. As such, ESD will be responsible for maintaining the physical facility, rental agreements, and items addressed in each respective master lease. All facility-related decisions will be made by the leaseholder in collaboration with the appropriate parties. However, leaseholder authority is limited to the physical facility and does not include being responsible for hours of operation, facility design/layout, customer flow, or where specific staff offices are located within the building (other than as each apply to cost and resource sharing), as this is the responsibility of the WorkSource operator. Spokane Workforce Council has a sublease with ESD, and each consortium organization will sign a sublease with the SWC.

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

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

Each agency providing staff for a functional team will be responsible for working through the functional team manager and WorkSource One-Stop Operator to ensure the work plan and day-to-day work of individual staff meet leveraged programs/funding streams goals. The selected consortium is expected to develop methods for ensuring the success of the team manager and individual staff, and the team manager is expected to honor the contributions of leveraged funding streams. If the team or individual members are not meeting the goals/targets, the functional team manager and/or the One-Stop Operator may request assistance from agency leaders to create a solution. It is required that agencies assist with reaching resolution, and in some cases that could include professional development or team member transfers within WorkSource.

WorkSource One-Stop Operator

The WorkSource One-Stop Operator (separate [RFP](#)) will work to support the entire center and coordinate services across the site. The WorkSource One-Stop Operator is expected to honor the consortium’s contributions and involve their leadership in decisions critical to the operation of the site. The One-Stop Operator will work with the service provider leaders to

make changes to service delivery, but ultimately the One-Stop Operator will inform, guide, and direct the operations of each site. The consortium providing the services described in this RFP will work under the guidance and functional oversight of the WorkSource One-Stop Operator, who will:

- 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.

### **G. WorkSource Campus Hours of Operation and Closures**

To ensure a cohesive WorkSource Campus, as well as safety of staff and customers, the following hours of operations will apply to all sites. The WorkSource One-Stop Operator has the authority to close their respective site due to inclement weather or other necessity. Consistent hours of operation assist WorkSource Campus security with providing service during standard business hours. These hours apply to WorkSource Spokane 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. The consortium has discretion to designate a remote/hybrid work schedule, but it must align with customer need, demand, and availability for high-quality and timely customer service.

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

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

\*For the holidays indicated above with an asterisk, if the holiday falls on a Tuesday or Thursday, the day prior to or following the holiday will be closed to customers but open for staff. It is anticipated that work 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.

### **H. Overview of WorkSource Spokane Campus**

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

#### **Next Generation Zone**

The [Next Generation Zone](#), our region's only career and education one-stop center for young adults ages 16-24, consists of approximately 17-20 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone

provides over 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 service, education, career skills training, and other youth-serving agencies under one roof. The model is a true “one-stop” that has successfully streamlined operations, achieved a highly functional and collaborative organization structure, and is able to allocate more resources to programming and direct customer services as it realizes operations cost savings.

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

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

#### **I. 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.



## J. Performance Metrics

It should be noted that the impact of state negotiations as well as changes from federal guidance may cause these targets to change. If and when changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers. While not all performance metrics outlined below apply to this RFP, they are included as information for bidders.

<b>PY 25 DRAFT PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER</b>	
<b>Employment Rate 2nd Quarter</b> – 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%	
<b>Employment Rate 4th Quarter</b> – 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%	
<b>Median Earnings 2nd Quarter</b> – 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	
<b>Credential Attainment</b> – 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: <ol style="list-style-type: none"><li>1. Attain a recognized postsecondary credential or its recognized equivalent; or</li><li>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.</li></ol> PY24 Adult Target: 59.0%                      PY24 Dislocated Worker Target: 65.6%	
<b>Measurable Skill Gains</b> – 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%	
<b>PY25 DRAFT PERFORMANCE METRICS - YOUTH</b>	
<b>Education &amp; Employment Rate 2nd Quarter</b> – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit. PY24 Youth Target: 58.9%	
<b>Education &amp; Employment Rate 4th Quarter</b> – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit. PY24 Youth Target: 57.5%	
<b>Median Earnings 2nd Quarter</b> – 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. Supplemental uploads of up to ten (10) pages will be allowed.

## **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 form with direct client services](#)
- [Budget form without direct client services](#)
- [Participant Planning Form – Adult/DW](#)
- [Information Form & Risk Assessment](#)
- \*Optional: Letters of Support (no more than 4 pages, bundled in one PDF)
- \*Optional: Supplemental documents (including consortium 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.** There are 300 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

### **A. Consortium Experience and Philosophy (70 points)**

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

1. Managing Federally Funded Employment Programs – Overseeing all aspects of federally funded employment programs, including fiscal management, compliance controls, and performance optimization. Ensuring system integrity while delivering services to disadvantaged populations and fostering an environment that serves all.
2. Navigating Functional Supervision and Regulatory Complexity – Effectively operating within a complex supervisory structure where staff report to multiple agencies while fostering innovation in an environment governed by extensive regulations.
3. Applying Customer-Centered Design Principles – Utilizing Customer-Centered Design methodologies to inform strategic decisions, enhance service delivery, and optimize program effectiveness.
4. Facilitating Cross-Sector Collaboration – Promoting seamless information sharing among diverse partners and programs while navigating differing priorities to achieve shared outcomes.
5. Adapting to Evolving Workforce Needs – Creating a dynamic work environment that accommodates both in-person and remote staff. Implementing strategies to ensure employees remain engaged and aligned with the organization's mission, vision, values, and goals, regardless of their work location. Developing specific strategies which use customer data informed methodologies to implement a hybrid schedule which best aligns with the needs of the customers who are served.
6. Supporting Staff Well-Being and Leadership Development – Establishing mechanisms to monitor employee well-being while implementing cross-training and succession planning initiatives to ensure long-term organizational sustainability.
7. Additional Relevant Experience – Highlighting other expertise or accomplishments relevant to this RFP that demonstrate qualifications, innovation, and a commitment to program excellence.

## **B. Approach (110 points)**

Describe your consortium's proposed design, including each agency's role, as it relates to all aspects of the required services described in this RFP, and include responses to the following:

1. Utilization of RFP Funds to Meet WorkSource Customer Needs
  - a. How will the funds allocated through this RFP be used to address the needs of WorkSource customers?
  - b. How will you achieve the goals outlined in the RFP?
  - c. How will client training funds be strategically allocated to align with the demands of the local economy?
  - d. Does your consortium have any proposed changes to the Functional Teams Model at WorkSource?
2. Ensuring a Qualified Workforce & Performance Accountability
  - a. How will you ensure that staff members are qualified to meet the goals outlined in this RFP?
  - b. If a team is not meeting performance goals, how will your consortium respond?
  - c. How will you address situations where a team manager identifies individual staff members who may not be meeting expectations?
  - d. If each agency has a distinct approach, please outline them separately.
  - e. What is your approach for addressing resource constraints, including any reduction in funding, within your consortium?
3. Service Delivery Model for Adult & Dislocated Worker Programs
  - a. Describe your proposed model for delivering Individual and Training Services for Adult and Dislocated Worker programs.
  - b. Highlight your most innovative or creative approaches to service delivery.
  - c. How many customers do you propose serving, including those who will still be enrolled as of June 2025?
4. Program Performance and Compliance
  - a. How will you monitor and manage program performance and spending to ensure successful outcomes under this funding?
  - b. How does your consortium propose that the chosen fiscal agent and FRM team work together to ensure fiscal and programmatic compliance?
  - c. Are there any specific policies and/or procedures you would like to highlight around fiscal and programmatic compliance?
5. Management of Additional Grant Funds
  - a. If additional grant funds become available, how will they be managed?
  - b. How does your consortium propose working with the WorkSource One Stop-Operator to coordinate the implementation of new funding streams?
6. Providing On-Base Services for Military Members & Veterans
  - a. How will your consortium deliver on-base services to transitioning military members, veterans, and their families at Fairchild Air Force Base (FAFB)? How will referrals to other WorkSource Spokane services be coordinated for those initially served on FAFB?
7. Support for the Talent Solutions Team
  - a. How will your consortium support the Talent Solutions Team?
  - b. What strategies or innovative approaches could be used to better align the Talent Solutions Team with the staff on the other WorkSource Spokane functional teams?
8. Staffing & Qualifications for Each Team
  - a. What minimum qualifications or standards should be in place to ensure staff have the necessary skills?

- b. How will you support the One-Stop Operator in assessing and providing professional development to staff to enhance their abilities to serve customers?
  - c. How should these standards be measured for both new and existing team members?
9. Balancing In-Person & Virtual Service Delivery
- a. How would your consortium determine customer needs regarding in-person versus virtual services?
  - b. How would you address disparities in workload among agencies, ensuring that no single agency disproportionately bears the burden of in-person or virtual services?
  - c. How will your consortium ensure customers seeking any type of service at WorkSource Spokane will be appropriately assessed and receive an initial career coaching appointment on the same day or within 1 business day of engagement with the center?
10. Addressing Community & Workforce-Specific Challenges
- a. What community needs or workforce-related issues do you anticipate impacting your consortium's work?
  - b. How will the consortium proactively address these challenges?
  - c. In what innovative way will the consortium ensure outreach, engagement, and services are potentially provided outside of the WorkSource Spokane One-Stop Center?
11. Additional Considerations
- a. Is there anything else you would like the review committee to know about your proposed delivery service model or design that has not been addressed in your proposal?

**C. Assurances and Flexibility (50 points)**

*Consortiums will attest to assurances as part of your JotForm submission*

1. Provide an assurance that your consortium has the willingness and ability to operate in a functionally integrated environment.
2. Provide an assurance that your consortium has the willingness and ability to support and work within the described WorkSource One-Stop Operator model.
3. Provide an assurance that your consortium has the willingness and ability to implement and manage additional funds identified by the SWC for the purpose of increasing services to customers.
4. Provide an assurance that it is understood on-site/required partners will be contributing members at WorkSource Spokane and their funding streams will be honored, including programmatic goals.
5. Provide an assurance that your consortium is committed to aligning with and representing the values and goals described throughout the RFP.

**D. Budget (70 points)**

Complete the budget form and participant planning form utilizing the below instructions.

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 the WorkSource Spokane is set at \$850 per FTE per year. Bidders must allocate \$600 per FTE annually for IFA Other Shared Costs.
  - c. Bidders should not include expenses for accessibility enhancements or customer assessments, as these will be covered by the SWC.

- d. Refer to the budget form for detailed instructions on completing and submitting budget information. Note that there are two versions of the budget form, one that includes direct client costs and one that does not.
2. Budget Narrative - In addition to completing the budget form, applicants must provide a narrative explanation addressing the following:
  - a. Staffing Plan – Describe all staff positions, including roles specified in this RFP, along with qualifications, experience, and key responsibilities. If any positions are vacant, outline required qualifications and competencies for recruitment.
  - b. Leveraged Resources – Identify any leveraged resources your organization/consortium will bring to WorkSource Spokane. 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.
  - c. Budget Justification – Clarify any budget items that may require additional explanation to ensure the review committee fully understands your proposed financial plan.
  - d. Allocation of Funds – Provide a rationale for how funds will be distributed between direct client services and staffing costs.
3. Performance Metrics
  - a. The final performance targets for this contract are subject to change based on state negotiations and federal guidance. Any updates to program targets will be renegotiated with selected service providers. Preliminary performance targets are provided here.
  - b. While not all performance metrics outlined in this RFP may apply to each bidder, they are provided as reference information to ensure bidders understand program expectations.

---

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