



SPOKANE
WORKFORCE
COUNCIL

REQUEST FOR PROPOSAL

For the period July 1, 2019 – June 30, 2020

WorkSource Campus Operations

WorkSource Operator
Next Generation Zone Operator
EnVision Center Operator

Amount Available

\$430,000

Release Date

February 15, 2019

Due Date

April 25, 2019

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



SPOKANE WORKFORCE COUNCIL

Request for Proposal Contents

Section I: Purpose and Terms

- Overview
- Technical Details
- Eligible Applicants

Section II: Workforce System Background Information

- SWC and Workforce Development Area Overview
- Goals for Workforce Development Area 2016-2020
- SWC Roles and Responsibilities under WIOA

Section III: Fund Source Information

- Workforce Innovation and Opportunity Act Funding Overview
- City of Spokane Funding Overview

Section IV: Estimated Award

Section V: Timeline

Section VI: Evaluation and Selection Process

Section VII: Design

- WorkSource Operator
- Next Generation Zone Operator
- EnVision Center Operator
- Lead Operator Role
- WorkSource Campus Hours of Operation and Closures
- Program and Leaseholder Responsibilities
- WorkSource Campus Overview
 - WorkSource Spokane
 - Next Generation Zone
 - EnVision Center
 - Talent Solutions Center
- Other Affiliated Sites
- Integrated Service Delivery
- Performance Metrics

Section VIII: Submission Information and Requirements

- General Submission Information
- Proposal Checklist
- RFP Questions



SPOKANE WORKFORCE COUNCIL

SECTION I: PURPOSE AND TERMS

Overview

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

In general, each operator will be responsible for the management of their respective site, with the WorkSource operator additionally responsible for (1) functionally or directly leading talent solution services, and (2) supporting the SWC with coordinating [affiliated](#) WorkSource service locations in Spokane County. See [WorkSource System Talent Solutions Request for Proposal](#) for additional information.

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

- WorkSource: Comprehensive One-Stop Center at 130 S. Arthur St. (first floor)
- EnVision Center: WorkSource Connection Site at 130 S. Arthur St. (second floor)
- Talent Solutions Center: WorkSource Connection Site at 140 S. Arthur, Suite 300B
- Next Generation Zone: WorkSource Affiliate Site at 901 E. 2nd Ave., Suites 100/308

It is anticipated that the WorkSource and Next Generation Zone operators will be full-time utilizing funding issued through this Request for Proposal (RFP). While the EnVision Center operator is also anticipated to be a full-time position, the SWC is awaiting award notification on a grant application currently under review by the City of Spokane, from which a large portion of this position’s funding would be issued. Should the SWC not be awarded this funding, the EnVision Center operator role will be redefined. The award announcement is expected in April 2019.

It is anticipated that operators will not be responsible for directly managing programs or staff, excluding the WorkSource operator who may functionally or directly supervise the talent solutions team manager. However, the SWC review committee will consider alternate designs. The intent of having operators not responsible for directly managing program staff is to ensure the operator gives equal support to all staff and programs/agencies and does not make decisions that may be perceived as benefiting one agency or program over another.

Technical Details

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

Performance measures and additional deliverables for the contract will be negotiated following the award announcement and will be included in the contract. Contracts resulting from this RFP are anticipated to begin July 1, 2019 and end June 30, 2020. All contracts will be cost reimbursable (profit must be negotiated with the SWC), and will be one-year agreements. The SWC reserves the right to extend contracts up to two times, resulting in three one-year contracts. Contract extensions may be based on funding availability, satisfactory performance, and other factors.

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

The agency or agencies selected will be required to agree to the SWC's [General Terms and Conditions](#), have all controls securely in place, and agree to comply with any policies created by the SWC and any applicable federal or state policies, regulations, or laws. Successful respondents to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until the Spokane Workforce Council and the prospective grantee(s) have executed a contract agreement. The final negotiated proposal narrative and budget schedule will constitute the Statement of Work for the contract. The content of the accepted proposals will become the basis for the negotiation of a final contract agreement. Applicants are advised that most documents in the possession of SWC are considered public records and subject to disclosure under the Washington State public records law.

This RFP does not commit the SWC to award a contract or pay any costs incurred in the preparation of a proposal to this request. The SWC reserves the right to request additional data, discussion, or presentation in support of written proposals; to reject any or all proposals received; to negotiate with all designated representatives; 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, or that the SWC staff would deliver services as authorized in state policy.

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

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

- Protests must be filed in writing and be received by the Spokane Workforce Council by May 31, 2019. All protests are public information after the protest period ends.
- All protests must state the basis for the protest in clear terms and provide an

alternative the protester finds acceptable. The basis of the protest must be a violation of a state or federal contracting law, rule, or regulation applicable to the contracting process.

- The SWC will review protests that meet the above conditions.
- During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the SWC. In the event a protester fails to respond, the protest will be dismissed, and no further protest will be accepted relative to this RFP.
- The SWC Chief Executive Officer, in consultation with the SWC board of directors, will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 30, 2019.

Eligible Applicants

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

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

SECTION II: WORKFORCE SYSTEM BACKGROUND INFORMATION

SWC and Spokane Workforce Development System Overview

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

SWC Mission

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

Vision

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

The SWC oversees the [Spokane WorkSource System](#) and provides a portion of the funding necessary to operate the system, including through the WIOA Title I Adult, Dislocated Worker, and Youth program funding. The SWC oversight responsibilities include designation of the WorkSource and Next Generation Zone operators, administration of WIOA Title I program services, management of the [Spokane WorkSource System Memorandum of Understanding](#)

[Infrastructure Funding Agreement](#), certification of WorkSource Spokane and affiliated service sites, setting of local performance standards, and other duties as assigned in the federal workforce law (WIOA) and associated regulations. The overarching intent of the SWC is to help create a vibrant economy by leading and convening a workforce development system that can provide a skilled workforce that meets regional business needs.

Goals for Spokane Workforce Development Area 2016-2020

The SWC's 2016-2020 [Local Integrated Workforce Plan](#) defines its mission, vision, goals, and objectives, which reflect the need to provide multiple pathways toward creating a quality workforce for the various skill levels and occupations that support the regional economy. All bidders are encouraged to review this plan. In addition to remaining focused on the goals and target sectors defined in the integrated workforce plan, the SWC will continue to operate under the following guiding principles:

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

SWC Roles and Responsibilities as a Local Board under WIOA

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

- Workforce research and regional labor market analysis
- Convening regional workforce system stakeholders
- Directing services to businesses/business engagement strategies
- Development of career pathways
- Implementation of technology for the WorkSource System
- Coordination with postsecondary education providers for workforce development efforts and related programming

Specific to business services, the SWC will provide labor market analysis, data and reports; approve all marketing materials or will work with the WorkSource operator for an approval process; functionally supervise the WorkSource operator, who will be responsible for leading the talent solutions team; lead sector partnerships/strategies; employ an apprenticeship development specialist responsible for working with businesses to create new apprenticeship opportunities; and host the Talent Solutions Center.

SECTION III: FUND SOURCE INFORMATION

Workforce Innovation and Opportunity Act (WIOA) Funding Overview

This RFP was prepared based upon the [Workforce Innovation and Opportunity Act of 2014](#) (WIOA) and associated U.S. Department of Labor and Washington State regulations and guidance. WIOA was implemented to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States, and provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory partners include WIOA Title I Adult, Dislocated Worker, and Youth programs; WIOA Title II Adult Education and Family Literacy;

WIOA Title III Wagner-Peyser services; WIOA Title IV Vocational Rehabilitation; and others specified in the Act. Bidders are strongly encouraged to read this [Training and Employment Guidance Letter 04-15](#) issued by the U.S. Department of Labor that outlines the vision for the One-Stop System under WIOA.

The three hallmarks of WIOA include:

- The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
- One-Stop Centers (WorkSource centers) provide excellent customer service and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

The WIOA system is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages; and to provide employers with the skilled workers they need to succeed in a global economy.
- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- For purposes of Title I, to provide workforce investment activities through statewide and local workforce development systems that increase the employment, retention, and earnings of participants and increase attainment of recognized postsecondary credentials by participants; and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

City of Spokane Funding Overview

The Community, Housing and Human Services (CHHS) department of City of Spokane combines federal, state and local resources to support projects that improve quality of life and increase economic opportunity for very-low to moderate income members of the community. CHHS has shifted to a five-year funding cycle for service-based projects, supporting a vision to drive systems-level change and increase project performance through strong strategic planning efforts based on data and evidence-based practices. Funded projects must align with the Spokane Strategic Plan to End Homelessness and the City of Spokane Consolidated Plan for Community Development. The Spokane Workforce Council has applied for this funding to support the EnVision Center operator position. Should the SWC receive this funding, all rules and regulations passed down by the City of Spokane will become part of the contract for the EnVision Center operator.

SECTION IV: ESTIMATED AWARDS

PROGRAM YEAR 2019-2020 <u>ESTIMATED</u> FUNDING ALLOCATION	
WorkSource Operator	
EnVision Center Operator	
Next Generation Zone Operator	
TOTAL	\$430,000

Budget Specifics

WorkSource

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

EnVision Center

- Budget must include all costs associated with operating the contract including salary, benefits, indirect and travel.
- Rent at EnVision Center will be paid by the City of Spokane and should not be included in this budget.
- Bidders must include \$500 annually per FTE for IFA Other Shared Costs.
- Bidders do not need to include the following in their budget proposals as all will be covered by the SWC: staff training, supplies, and accessibility enhancements.
- Refer to [budget form](#) for additional information.

Next Generation Zone

- Budget must include all costs associated with operating the contract including salary, benefits, indirect, and travel.
- All costs associated with having the operator at Next Generation Zone will be covered by the SWC including rent, electricity, IT support, supplies, desk phone, etc.
- Bidders must include \$500 annually for IFA Other Shared Costs.
- Bidders do not need to include the following in their budget proposals as all will be covered by the SWC using Infrastructure Funding Agreement/Other Shared Costs: staff training, supplies, accessibility enhancements, and assessments for customers.
- Refer to [budget form](#) for additional information.

SECTION V: TIMELINE

Dates (2019)*	Activity and Time (Local Time)
February 15	RFP released and available at www.wdcspokane.com
March 4	Pre-registration for Bidders’ Conference to admin@wdcspokane.com requested (not mandatory)
March 7	Bidders’ Conference, 10:00 a.m. at SWC Office - Event Center**
April 22	Written Q&A deadline - 5:00 p.m.
April 25	Proposals due electronically to admin@wdcspokane.com by 12:00 p.m. (noon). Late proposals will not be accepted.
April 26-May 9	Evaluation of proposals
May 10	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 15	SWC Executive Committee proposal award approval
May 16	Provisional contract award announcement
May 17-June 14	Contract negotiations
May 31	Deadline for appeal by COB
July 1	Contractors begin delivering services

*The SWC reserves the right to make changes to the timeline.

**The SWC will offer a single Bidders’ Conference for all four [RFPs](#) currently posted. To ensure a productive conference, questions may be submitted in advance to admin@wdcspokane.com, which will allow staff time to research each question thoroughly.

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

SECTION VI: EVALUATION AND SELECTION PROCESS

The SWC Services and Oversight Committee, in partnership with the Youth Employment and Career Readiness Network, on behalf of the SWC Executive Committee, will be responsible for the proposal review and selection process. The review committee will be comprised of individuals who have no fiduciary interest in services offered through this RFP. Committee members will review and score proposals according to the criteria and assigned points specified in this RFP (points details are listed in Section VIII). Final funding decisions will be made by the SWC at its May 15, 2019 Executive Committee meeting.

SECTION VII: DESIGN

In order to deliver on the aspirations of the SWC Local Integrated Workforce Plan, the vision for a functionally integrated WorkSource Campus, WIOA, and potentially City of Spokane

funding to support the EnVision operator, the SWC is seeking three individuals to serve in the roles described below.

Each operator should have the following qualities:

- Have the ability to lead and make decisions on behalf of the site without seeking to impart their agency's goals or values, but rather, consistently ensuring the vision, values and goals of the respective site.
- Be an inspirational, visionary, goal-driven and highly professional leader.
- Have the ability to learn, interpret and implement a wide variety of rules and regulations including WIOA federal law and [SWC WorkSource System Policies](#).
- Establish goals while utilizing an inclusive, partnership-based approach.
- Be familiar with Customer Centered Design principles and seek to utilize them as much as possible.
- Be a skilled communicator who is flexible and willing to modify goals as the needs of the WorkSource Campus change.
- Be capable of communicating changes to staff to ensure a shared vision.
- Be willing to negotiate and compromise to achieve mutually beneficial goals.
- Be someone who is willing to take risks developing and deploying new service strategies while working closely with the SWC, partners and other site operators to understand and mitigate certain risks.
- Be sensitive to the feelings of staff and management as they work through changes.
- Have a commitment to partnership.
- Be willing to work on behalf of the SWC to achieve its vision for a functionally integrated WorkSource Campus that is well-prepared to meet the needs of customers, employers and the regional economy.

WorkSource Operator

May be known as the One-Stop Operator, WorkSource Operator, or by another title approved by the SWC. It is estimated this individual may serve as the [WorkSource Operator](#) approximately 75% of his/her time, lead talent solutions approximately 20% of his/her time, and assist the SWC with coordination of the WorkSource System and/or WorkSource Campus approximately 5% of his/her time. Responsibilities include but are not limited to the following:

- Be knowledgeable of all laws and rules associated with managing a one-stop, including applicable portions of [WIOA law](#) and [TEGL 16-16](#).
- [Manage WorkSource Spokane](#), including hours of operations (in consultation with SWC), space configuration, space usage, space design and layout, customer flow, and managing the center following integrated service delivery design principles.
- Determine the number of staff and workspaces at WorkSource Spokane, as well as the programs and projects operated within WorkSource.
- Work with the SWC and partners to define and provide a means to meet common operational needs, such as training, technical assistance, additional resources, etc.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the system.
- Approve all changes in advance and in writing for office furniture, office equipment, and IT hardware and software. It is understood that reasonable accommodations and federal or state-mandated changes cannot be denied by the operator.

- Approve all community, agency, and other meetings held within WorkSource Spokane and/or in representation of WorkSource Spokane within the community.
- In partnership with the SWC, coordinate communication and partnerships across the WorkSource Campus and affiliated service locations in Spokane County.
- Lead the One-Stop Site Certification process for WorkSource Spokane.
- Operationalize the vision of the SWC for WorkSource Spokane as communicated through formal documents as well as through informal communication. This vision includes a center designed to meet the needs of area business by providing a prepared workforce, high quality customer service, Integrated Service Delivery, and a professional environment with up-to-date technology.
- Establish the expectations of dress and attire and hold agencies accountable for enforcing these expectations.
- Assure appropriate referrals are made among the partners.
- Promote the services available on the WorkSource Campus, including development of marketing and outreach materials, with support from the SWC.
- Be knowledgeable of the mission and performance standards of all partners and facilitate cross-training among all staff and a common performance management system.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Ensure functional teams are meeting their goals and work with the respective agencies and team leads to implement changes as necessary.
- Ensure that the SWC's non-program-related policies and procedures are effectively communicated and carried out at WorkSource.
- Ensure non-program equal opportunity requirements are met, including coordinating staff training, and assuring equal opportunity posters and processes are in place.
- Ensure safety policies and practices, including a safety team and safety bulletin board, are in place and are working effectively.
- Functionally report to the SWC's Chief Operations Officer. In this context, "functionally report to" means takes guidance from, stays in regular contact with and work together to jointly achieve goals.
- Convene and lead, in partnership with the SWC COO, a site operators committee to review topics relevant across the campus.

See WorkSource One-Stop Operator policy for additional information:

<https://wdcspokane.com/worksource-system>.

WorkSource Operator and Talent Solutions Team

In addition to the work described above, beginning in 2019, the WorkSource operator will lead the [talent solutions team](#) in cooperation with the SWC Chief Operations Officer to ensure the team is working on behalf of all businesses and with the entire WorkSource system. The WorkSource operator will lead the team by functionally or directly supervising the team manager, depending on the design proposed by the selected consortium; approve team strategies and goals; work on behalf of the SWC to implement changes and provide and/or coordinate staff training and continued professional development; and will lead [equal opportunity](#) policy implementation and maintenance.

While we have made great strides in creating a dynamic, cutting-edge talent solutions team, the WorkSource operator will be responsible for continuing the team's growth and working with the SWC to operationalize our vision of this team serving as the go-to business resource

for talent solutions in Spokane County. Please see the [WorkSource System Talent Solutions RFP](#) for additional information.

In this portion of the operator's role, responsibilities include but are not limited to the following:

- Be knowledgeable of all laws and rules associated with managing business/talent services, including applicable portions of [WIOA law](#).
- Lead the talent solutions team by functionally or directly supervising the team manager. Approve team strategies and goals, work on behalf of the SWC to implement changes, provide and/or coordinate professional development and lead [equal opportunity](#) policy implementation.
- Work with the Talent Solutions Consortium to ensure the best possible staff members are selected to participate on the team.
- Work with the SWC and partners to define and provide a means to meet common operational needs, such as training, technical assistance, additional resources, etc.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the business customer and the system.
- Operationalize the vision of the SWC for the Talent Solutions Center as communicated through formal documents as well as through informal communication.
- Establish the expectations of dress and attire and hold agencies accountable for enforcing these expectations.
- Be knowledgeable of the mission and performance standards of all partners and facilitate cross-training among all staff and a common performance management system.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Ensure non-program equal opportunity requirements are met, including coordinating staff training, and assuring equal opportunity posters and processes are in place.
- Functionally report to the SWC's Chief Operations Officer. In this context, "functionally report to" means takes guidance from, stays in regular contact with, and work together to jointly achieve goals.

WorkSource Operator Goals 2019-2020

In addition to the work outlined above, for Program Year 2019-2020, the WorkSource operator will be responsible for the following:

- Working with the selected consortium to create and implement professional development plans for each functional team as described in the [WorkSource Service Providers RFP](#).
- Leading the center and staff in becoming a one-stop designed to meet the needs of regional employers.

See [WorkSource Service Providers RFP](#) for additional information.

Next Generation Zone Operator

May be known as the Next Generation Zone Operator, or more preferably as the Next Generation Zone Director, or by another title approved by the SWC. Responsibilities include:

- Be familiar with the laws and regulations governing services operated within the Next Generation Zone, including [WIOA](#).
- Management of the Next Generation Zone, including hours of operation (in consultation with SWC), space configuration, space usage, space design and layout, customer flow, and managing the center following integrated service delivery design principles.
- Determine the number of staff and workspaces at Next Generation Zone, as well as the programs and projects operated within the center.
- Approve all changes in advance and in writing for office furniture, office equipment, and IT hardware and software. It is understood that reasonable accommodations and federal or state-mandated changes cannot be denied by the operator.
- Approve all community, agency, and other meetings being held within Next Generation Zone or in representation of Next Generation Zone within the community.
- Work with the SWC to develop and implement a strategy for community presentations to promote workforce development and youth employment, including promoting tools such as the Passport to Success to local high schools.
- Represent the Next Generation Zone on a local, statewide, and national stage.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the system and contributing to collective accountability that recognizes system outcomes.
- Lead the WorkSource Affiliate Site Certification process for Next Generation Zone.
- Operationalize the vision of the SWC for Next Generation Zone, as communicated through formal documents as well as through informal communication, including high quality customer service, integrated service delivery, and a professional environment with up-to-date technology.
- Establish the expectations of dress and attire and hold agencies accountable for enforcing these expectations.
- Assure appropriate referrals are made among the partners.
- Ensure the site is meeting its overall, team and programmatic goals.
- Promote the services available within the Next Generation Zone, including development of marketing and outreach materials, with support from the SWC.
- Be knowledgeable of the mission and performance standards of all partners and facilitating cross-training among all staff.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Ensure that the SWC's non-program-related policies and procedures are effectively communicated and carried out at the Next Generation Zone.
- Work with the SWC and partners to define and provide a means to meet common operational needs, such as training, technical assistance, and additional resources, etc.
- Ensure non-program equal opportunity requirements are met, including coordinating staff training, and assuring equal opportunity posters and processes are in place.
- Align with WorkSource and the EnVision Center to ensure the WorkSource Campus is operating in a cohesive fashion.
- Functionally reporting to the SWC Chief Operations Officer. In this context, "functionally report to" means takes guidance from, stays in regular contact with, and works together to jointly achieve goals.
- Ensuring safety policies and practices, including a safety team and safety bulletin board, are in place and are working effectively.

See Next Generation Zone Operator policy for additional information:
<https://wdcspokane.com/worksource-system>.

Next Generation Zone Operator Goals 2019-2020

In addition to the work outlined above, for Program Year 2019-2020, the Next Generation Zone operator will be responsible for the following:

- Assuring a culture of integration and professionalism by coordinating a center-wide professional development plan that promotes cross training and collaboration, including professional development plans for all new staff to ensure shared values are embedded in the onboarding process.
- Working with the selected WIOA [Next Generation Zone Service Providers Consortium](#) and all other agencies at Next Generation Zone to develop, prototype, and implement Career Pathway Tracks in partnership with the SWC.
- Working with the SWC, Next Generation Zone Service Providers Consortium, and other Next Generation Zone agencies to implement creative ways to braid and blend funding to enhance service delivery.

EnVision Center Operator

May be known as the EnVision Center Operator, EnVision Operator, EnVision Center Director, EnVision Center Site Manager, or by another title approved by the SWC. Responsibilities include:

- Management of the EnVision Center, including hours of operations (in consultation with SWC and City of Spokane), space configuration, space usage, space design and layout, customer flow, and managing the center following integrated service delivery design principles.
- Work with the SWC and City of Spokane to determine the number of staff and workspaces, as well as the programs and projects operated within the EnVision Center.
- Approve all partner-funded changes in advance and in writing for office furniture, office equipment, and IT hardware and software. It is understood that reasonable accommodations and federal or state-mandated changes cannot be denied by the operator.
- Approve all community, agency, and other meetings being held within EnVision Center or in representation of EnVision Center within the community.
- Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the site; and contributing to collective accountability that recognizes success of all partners.
- Lead the WorkSource Connection Site Certification process.
- Operationalize the vision of the City of Spokane and the Spokane Workforce Council, including high quality customer service, a warm and welcoming environment, and functional teams.
- Assure that appropriate referrals are made among the partners.
- Promote the services available in the EnVision Center, including development of marketing and outreach materials, with support from the City of Spokane and the Spokane Workforce Council.
- Be knowledgeable of the mission and performance standards of all partners and facilitating cross-training on routine operations of the center for all staff.

- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Work with all partners to define and provide a means to meet common operational needs, such as training, technical assistance, additional resources, etc.
- Ensure equal opportunity requirements are met, including coordinating staff training, and assuring equal opportunity posters and processes are in place.
- Ensure safety policies and practices, including a safety team and safety bulletin board, are in place and are working effectively.
- Functionally reporting to the SWC Chief Operations Officer. In this context, “functionally report to” means takes guidance from, stays in regular contact with, and works together to jointly achieve goals.
- Aligning with WorkSource and the Next Gen Zone to ensure the WorkSource Campus is operating in a cohesive fashion.

See EnVision Site Operations policy for additional information:
<https://wdcspokane.com/worksource-system>.

EnVision Center Operator Goals 2019-2020

In addition to the work outlined above, for Program Year 2019-2020, the EnVision Center operator will be responsible for the following:

- Creating a collaborative work environment for all partner staff that includes a shared understanding of mission, vision and values of the EnVision Center.
- Creating the framework for functional teams, includes a shared mission, vision and values for each team.
- Ensuring a culture of integration and professionalism by coordinating a center-wide professional development plan that promotes cross training and collaboration, including professional development plans for all new staff to ensure shared values are embedded in the onboarding process.
- Working with on-site programs to implement creative ways to braid and blend funding to enhance service delivery.

Lead Operator Role

It is at the discretion of applying agencies if they want to propose a lead operator role. While all three operators are anticipated to functionally report to the SWC Chief Operations Officer, it could be established that one of the three operators directly or functionally supervises one or both of the other operators. If this design is proposed, the applying agency must clarify how the workload of this individual will be structured and managed.

WorkSource Campus Hours of Operation and Closures

To ensure a cohesive WorkSource Campus, as well as safety of staff and customers, the SWC will be establishing a policy regarding hours of operation and minimum closures for the campus. Each operator has the authority to close their respective site due to inclement weather or other necessity.

Consistent hours of operation, as outlined below, assist WorkSource Campus security with providing service during standard business hours. These hours apply to WorkSource Spokane, Next Generation Zone, EnVision Center and the Talent Solutions Center.

- Buildings will be unlocked and open for customers from 9:00 a.m. to 5:00 p.m. Monday through Friday.
- Staff training and development, staff meetings, and team meetings will occur from 8:00 a.m. to 9:00 a.m. Monday through Friday.
- 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
 - Independence Day - July 4*
 - Labor Day - First Monday in September
 - Veteran's Day - November 11
 - Thanksgiving Day – Third Thursday in November*
 - Christmas Day - December 25*

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

Program and Leaseholder Responsibilities

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

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

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

The consortiums at WorkSource and the Next Generation Zone, respectively, and the agencies located at the EnVision Center, are pivotal to the success of each site. Each operator is expected to honor their contributions and involve them in decisions critical to the operation of the site. The operator of each site will be required to work with the service providers to make changes to service delivery, but ultimately the operator will inform, guide, and direct the operations of each site.

Overview of WorkSource Spokane Campus

Bidders should review the WorkSource and Next Generation Zone [service providers RFPs](#) for information regarding the design of each site in 2019-2020.

WorkSource Spokane

[WorkSource Spokane](#) is a proud partner of the nationwide system of American Job Centers and provides a full range of assistance to job seekers and businesses under one roof. Please note most business services will be moving to the Talent Solutions Center on the WorkSource Campus in spring 2019. Annually, WorkSource Spokane serves over 8,000 customers in-person, with 4,600+ co-enrolled in WIOA Title I Adult, and 600+ enrolled in Dislocated Worker Basic Career Services in 2018. We anticipate most to all customers to be co-enrolled in WIOA Adult Basic Career Services in 2019-2020, with another 1,500 being enrolled in Dislocated Worker Basic Career Services. Approximately 11,500 more customers receive on-line services. In addition to one-on-one services, staff at WorkSource offer over 500 workshops each year, which are attended by approximately 6,500 customers (workshop visits, not individual customers).

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 55-60 staff and supervise approximately 10 volunteers. Partner organizations physically at WorkSource Spokane include:

- Career Path Services
- Community Colleges of Spokane
- Division of Vocational Rehabilitation
- Washington State Department of Labor and Industries
- Washington State Employment Security Department

In 2019, WorkSource will offer the following functional teams:

- Home Team (Welcome & Career Coaching – WIOA Basic Career services)
- Continuous Engagement Team (WIOA Individualized Career, Supportive, and Training services)
- Workshop Team (WIOA Basic Career and Individualized Career services)
- Skill Discovery and Assessment Team (WIOA Basic Career and Individualized Career services)
- Financial Aid and Resource Management Team (financial management and support)

Next Generation Zone

The [Next Generation Zone](#), our region's only career and education one-stop center for young adults ages 16-24, consists of approximately 17-20 staff representing various partner organizations. As a WorkSource Affiliate site, it is connected to the public workforce system and the nationwide system of American Job Centers. Each year the Next Generation Zone provides over 1,750 young adults with career information, and of those, approximately 750 young adults receive individualized in-person career and education 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, and placed over 120 young adults into employment and/or post-secondary education. Young adults who complete Next Generation Zone programming earn an average of \$12.45/hour, and 125 youth completed the 36-hour 21st Century Career Skills Academy in 2018.

Partner organizations physically at the Next Generation Zone include:

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

EnVision Center

The City of Spokane began working on a concept for a collaborative social services site in June 2017 with the goal of reducing barriers for those seeking services. The hard work of a Project Team including staff from the City, the SWC and the Spokane Housing Authority, is paying off with the opening of an [EnVision Center](#) expected in early 2019. The Spokane EnVision Center is one of 18 HUD-designated EnVision Center Demonstration Sites in the United States designed as centralized hubs that serve as an incubator to support four key pillars of self-sufficiency: (1) economic empowerment, (2) educational advancement, (3) health and wellness, and (4) character and leadership. Spokane’s EnVision Center will be located at 130 S. Arthur St. on the second floor of the WorkSource building, and it will serve as a one-stop for a variety of services including housing assistance, healthcare access, pre-employment, re-entry/justice, basic needs assistance (food assistance, clothing closet), peer mentoring and educational workshops. Provider agency commitments are being finalized and it is anticipated up to 35 staff will have workstations in the center. Once established, the site will apply to be certified as a WorkSource Connection Site, and it is expected to serve up to 100 customers each day through a collaborative service model once fully operational. The

site will provide many WorkSource customers enrolled in WIOA Title I with access to services necessary to attain or retain employment, such as stable housing, community resources, and financial well-being services.

Talent Solutions Center

The intent of [business services](#), which will be known as talent solutions beginning in PY19-20, 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. Per WIOA law, the SWC will lead regional sector strategies and business services, and as such, will contract with agencies through a separate [RFP](#) for talent solutions staff who will work with and on behalf of the SWC.

Talent solutions are the cornerstone of our model, which the SWC and partners fund using WIOA Titles I, II and IV, TANF, and other grant funding. In spring 2019, the SWC and WorkSource will be launching a Talent Solutions Center, which will be certified as a WorkSource Connection Site, located at 140 S. Arthur St., Suite 300B, consisting of a team of approximately 10 staff. This site will offer by-appointment and walk-in support to employers, as well a Talent Solutions Event Center, which will be available for employers to use as needed, and where we will collectively host business-focused workshops and seminars. The current talent solutions team (currently called the Business Engagement Team) is known for recording the highest number business services monthly in the statewide database, with workforce information being provided monthly to over 1,000 businesses, and 180 businesses receiving staff assisted support monthly.

Beginning in 2019, the WorkSource operator will lead the talent solutions team in cooperation with the SWC Chief Operations Officer to ensure the team is working on behalf of all businesses and with the entire WorkSource Campus and system. Please refer to the [WorkSource System Talent Solutions RFP](#) for information about the role and function of the talent solutions team. The WorkSource operator will guide those funded to deliver business services by functionally or directly supervising the team and team manager and will work on behalf of the SWC to implement changes and provide and/or coordinate staff training, establish goals, and continue developing that team as the go-to business resource in Spokane County.

There are many talent acquisition and workforce development services available to local businesses through Spokane's Workforce Development System, both through the SWC and the business services team. Examples include (for a full list, please see the [WorkSource System Talent Solutions RFP](#)):

- Access to labor market information and reports
- Connection to customized training and incumbent worker training
- Outplacement assistance
- Assistance crafting effective job postings
- Free listing on statewide job seeker website www.worksourcewa.com
- Low- or no-cost workshops and trainings, e.g., behavioral-based interviewing and succession planning
- Layoff response services
- Candidate screening
- Large-scale community-wide job fairs
- Featured employer sessions and company-specific hiring events

- Industry-specific and targeted job fairs
- Assistance recruiting individuals into in-demand sectors by guiding them through appropriate education and training programs
- On-the-Job Training (OJT) funding to offset the cost of training new hires
- Access to other tax credits, helping to offset the cost of new hires

While we have made great strides in creating a dynamic, cutting-edge talent solutions team in recent years, the WorkSource operator will be responsible for continuing the team's growth and working with the SWC to operationalize our vision of this team serving as the go-to resource for businesses in Spokane County.

Other Affiliated Sites

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

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

- Goodwill Industries of the Inland Northwest
- Spokane Community College
- Spokane Falls Community College
- YWCA Spokane
- Spokane Public Library District (3 locations)
- Spokane County Library District (11 locations)

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

Integrated Service Delivery

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

The components of integrated service delivery include:

- Co-enrollment and co-funding of job seekers using various funding streams, including private resources, to provide appropriate services regardless of categorical eligibility.
- Organizing staff and services around functions rather than programs or agencies.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.

- A greater focus on skill development and certification based on labor market requirements.
- Using customer input – known as Customer Centered Design or Human Centered Design - to continuously improve services.

Performance Metrics

While operators are not directly responsible for ensuring targets specific to individual programs are met, they are responsible for creating a customer service model that assists with achieving the programmatic targets below.

The following chart demonstrates anticipated program targets, but it is important to note that these targets are based on an older service delivery model and do not reflect the anticipated impact of ISD. The impact of ISD on state negotiations as well as changes from federal guidance may cause these targets to change. Additionally, certain performance targets have not yet been set by DOL or Washington State. If and when changes to the anticipated program targets occur, these targets will be renegotiated with the selected service providers.

PERFORMANCE METRICS – ADULT AND DISLOCATED WORKER	
Employment Rate 2nd Quarter – The percentage of participants in unsubsidized employment during the second quarter after common exit.	
PY19 Adult Target: 85.4%	PY19 Dislocated Worker Target: 80.6%
Employment Rate 4th Quarter – The percentage of participants in unsubsidized employment during the fourth quarter after common exit.	
PY19 Adult Target: 84.5%	PY19 Dislocated Worker Target: 77.2%
Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.	
PY19 Adult Target: \$6,833	PY19 Dislocated Worker Target: \$8,415
Credential Attainment – The percentage of participants in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:	
<ol style="list-style-type: none"> 1. Attain a recognized postsecondary credential or its recognized equivalent; or 2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential. 	
PY19 Adult Target: 63.4%	PY19 Dislocated Worker Target: 66.8%
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.	
No target at this time.	
PERFORMANCE METRICS - YOUTH	

<p>Education & Employment Rate 2nd Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the second quarter after common exit.</p> <p>PY19 Youth Target: 70.0%</p>
<p>Education & Employment Rate 4th Quarter – The percentage of participants in education or training activities, or unsubsidized employment, during the fourth quarter after common exit.</p> <p>PY19 Youth Target: 66.1%</p>
<p>Median Earnings 2nd Quarter – The median earnings of participants in unsubsidized employment during the second quarter after common exit.</p> <p>No target at this time.</p>
<p>Credential Attainment – The percentage of participants who are enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) and who during participation or within one year after common exit:</p> <ol style="list-style-type: none"> 1. Attain a recognized postsecondary credential or its recognized equivalent; or 2. Attain a secondary school diploma or its recognized equivalent and are employed or are enrolled in an education or training program leading to a recognized postsecondary credential. <p>PY19 Youth Target: 52.7%</p>
<p>Measurable Skill Gains – The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.</p> <p>No target at this time.</p>
<p>PERFORMANCE METRICS – EFFECTIVENESS IN SERVING EMPLOYERS</p>
<p>Performance metrics for effectiveness in serving employers have not yet been identified by Washington State. Two proposed measures from the Department of Labor are being piloted by Washington State, which will be used to evaluate and identify a standard indicator for serving employers beginning in PY19. The two proposed measures being piloted are:</p> <p>Repeat Business Customers – The percentage of employers who, during a program year, are using WIOA core program services more than once. No target at this time.</p> <p>Employer Penetration Rate – The percentage of employers who, during a program year, receive a WIOA core program service compared to the total employers operating in the Workforce Development Area (Spokane County). No target at this time.</p>

SECTION VIII: SUBMISSION INFORMATION AND REQUIREMENTS

General Submission Information

To be considered for funding, bidders must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the SWC will consider how well the respondent has complied with these instructions and

provided the required information. The SWC reserves the right to request clarifications from any bidder regarding information in their proposals.

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

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

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

Proposal Checklist

All proposals must contain the following documents:

- Executive summary (one page)
- Proposal narrative (can be up to 15 pages)
- [Budget](#)
- [Information Form & Risk Assessment](#)

RFP Questions

Bidders must provide responses in narrative format to each item/question listed below. Responses must be associated with the specific questions provided. Proposals must include the exact questions as written below. There are 200 points possible. Proposals will be evaluated on four criteria, each carrying a unique weighting.

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

A. Experience and Philosophy (60 points)

Describe your experience with and/or philosophy regarding the following:

- a. Visionary leadership while operating within structured rules and guidelines
- b. Innovative approaches successfully implemented – provide examples
- c. Fostering collaboration and partnerships
- d. Operating in an environment with functional supervision
- e. Monitoring system integrity
- f. Measuring customer satisfaction and staff morale and implementing changes as necessary
- g. Utilizing Customer Centered Design principles to guide key decisions and strategies
- h. Information sharing across a variety of partners and programs
- i. Working on diverse/divergent issues or agendas to reach outcomes
- j. Serving diverse customers – provide examples
- k. Understanding federal laws and/or workforce or related laws – provide examples
- l. Aligning efforts across multiple entities or agencies

Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

B. Approach (100 points)

WorkSource Operator

- a. Describe how you will approach achieving a mutually beneficial relationship between service providers, the SWC and the operator.
- b. Describe your experience leading business and job seeker programming.
- c. Describe your approach to ensuring communication and collaboration among the WorkSource One-Stop Campus and the additional service sites.
- d. What is your vision for business services and how are you the best applicant to lead the team?
- e. What is your vision for the staff training plan and ensuring WorkSource services are designed to meet employer needs?
- f. After visiting WorkSource - or reviewing the [website](#) if unable to visit the site - please provide suggested changes or enhancements.
- g. Describe your approach to supporting service providers in achieving their program targets and service delivery goals.
- h. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s).
- i. What do you perceive will be your largest barrier in being able to deliver on the aspirations of the site as described in this RFP? Identify at least one.
- j. List the qualifications of the individual suggested to serve as operator. If this individual is not known, describe the required qualifications and core competencies to be included in the job posting.
- k. Discuss your suggestion(s) regarding how performance on this contract should be measured.

Next Generation Zone Operator

- a. Describe how you will approach achieving a mutually beneficial relationship between service providers, the SWC and the operator.
- b. Describe your experience leading youth and/or youth employment programming.
- c. Describe your approach to sustaining and growing the Next Generation Zone.
- d. After visiting the Next Generation Zone - or reviewing the [website](#) if unable to visit the site - please provide suggested changes or enhancements.
- e. Describe your approach to supporting service providers in achieving their program targets and service delivery goals.
- f. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s).
- g. What do you perceive will be your largest barrier in being able to deliver on the aspirations of the site as described in this RFP? Identify at least one.
- h. List the qualifications of the individual suggested to serve as operator. If this individual is not known, describe the required qualifications and core competencies to be included in the job posting.
- i. Discuss your suggestion(s) regarding how performance on this contract should be measured.

EnVision Center Operator

- a. Describe how you will approach achieving a mutually beneficial relationship between service providers, the SWC, the City of Spokane and the operator.
- b. Describe your experience leading programming for individuals with multiple barriers, such as homelessness, mental health and food insecurity.
- c. Describe your approach to sustaining and growing the EnVision Center.

- d. After reviewing information about the EnVision Center, please provide your suggestions for service delivery.
- e. Describe your approach to supporting service providers in achieving their program targets and service delivery goals.
- f. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s).
- g. What do you perceive will be your largest barrier in being able to deliver on the aspirations of the site as described in this RFP? Identify at least one.
- h. List the qualifications of the individual suggested to serve as operator. If this individual is not known, describe the required qualifications and core competencies to be included in the job posting.
- i. Discuss your suggestion(s) regarding how performance on this contract should be measured.

C. Assurances and Flexibility (15 points)

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

D. Budget (25 points)

Complete the budget form and in your narrative response detail proposed costs for each category.