

# REQUEST FOR PROPOSAL

## America's Job Center Network One-Stop Operator

*Released by:*

Pacific Mountain Workforce  
Development Council

Release Date: January 10, 2025

Bidders Conference: January 23, 2025, 1:00 P.M. – 2:00 P.M. PST

Due Date: February 10, 2025, 4:00 P.M. PST

Proposed Contract Period:

July 1, 2025 – June 30, 2027



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Washington Relay Service 7-1-1.

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**REVISIONS TO THE RFP.** *In the event it becomes necessary to revise any part of this RFP, amendments will be posted on Washington’s Electronic Bid System (WEBS) at <https://pr-webs-vendor.des.wa.gov/> and the PacMtn website at [Service Provider Opportunities](#).*

*For this purpose, the published questions and answers and any other pertinent information shall be provided as an addendum to the RFP and will be placed on these websites. Interested applicants are responsible for checking the website(s) for any amendments prior to submitting an application. PacMtn reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.*

*The Pacific Mountain Workforce Development Council's Workforce Innovation and Opportunity Act (WIOA) programs are funded 100% by federal funds from the U.S. Department of Labor. The total funding for these programs is \$4,888,596.00. No non-governmental sources support this funding.*

# Section I

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## Introduction

Pacific Mountain Workforce Development Council (PacMtn) is excited to announce the release of a Request for Proposals (RFP) for a qualified organization or consortium of partners to serve as the One-Stop Operator (OSO) for the PacMtn America's Job Center (AJC) Network. The selected OSO will play a pivotal role in advancing PacMtn's vision of a dynamic, customer-centered workforce system that integrates services across the region's five counties: Grays Harbor, Lewis, Mason, Pacific, and Thurston. This contract, expected to begin on **July 1, 2025**, will run through **June 30, 2028**, with an option for an additional one-year extension based on funding availability, performance, and system needs, potentially extending through **June 30, 2029**.

PacMtn's strategic goals, outlined in our **4-Year Plan**, call for a regionally integrated, innovative, and data-driven workforce system that meets the evolving needs of job seekers, employers, and community partners. The selected OSO will be instrumental in operationalizing this vision by ensuring the AJC Network is responsive, inclusive, and focused on achieving measurable outcomes that support economic growth and equity in our communities.

## Background

### Mission, Vision, and Values

#### Mission

To lead dynamic regional workforce development that enhances economic success.

#### Vision

PacMtn is a recognized leader providing workforce solutions in Grays Harbor, Lewis, Mason, Pacific, and Thurston Counties.

#### Values

PacMtn's values guide the work of the organization and its partners:

- **Customer Emphasis:** Placing the public at the center of every decision and action.
- **Regional Collaboration:** Uniting efforts across the five-county region to achieve collective economic success.
- **Innovation and Creativity:** Driving progress through innovative thinking and approaches.
- **Diversity and Inclusion:** Honoring diverse perspectives to foster unique solutions.
- **Integrity and Excellence:** Upholding honesty, self-improvement, and mutual respect as organizational cornerstones.

### Strategic Goals for the Workforce System

The PacMtn AJC Network is designed to meet the region's most pressing workforce challenges by focusing on:

- Developing strong sector partnerships in key industry clusters.
- Preparing the workforce for high-value jobs in the regional economy.

- Enhancing job skills and employment opportunities for special and targeted populations through innovative, equitable, and inclusive solutions.
- Creating a customer-focused, integrated system that streamlines services and improves outcomes for job seekers and employers.

## RFP Goals and Expectations

This RFP seeks proposals from quality-focused, outcome-driven, and customer-centered organizations or consortia that can operationalize a unified, job-driven service delivery system to meet the needs of PacMtn’s regional economy. The successful OSO will:

- **Unify a Five-County Region:** Ensure seamless coordination among multiple AJC locations across the region.
- **Support Value-Driven Goals:** Deliver services aligned with PacMtn’s mission and values within an evolving workforce landscape.
- **Innovate Service Delivery:** Explore and implement innovative strategies for in-person, online, and remote service delivery.
- **Enhance Performance through Data:** Leverage data analytics to evaluate system performance, support continuous improvement, and adapt services to meet changing needs.
- **Foster Collaboration:** Build and sustain effective relationships with core and emerging partners to maximize service delivery and customer satisfaction.

The selected OSO will work collaboratively with PacMtn and its partners to ensure that the AJC Network is welcoming, responsive, and positioned to meet the needs of job seekers and businesses in a dynamic and equitable manner.

For more information about WIOA and PacMtn’s strategic vision, visit the following resources:

- [WIOA Background Information](#)
- [PacMtn Strategic Plan](#)

# Section II

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## Eligible Organizations

Only eligible organizations, as identified in 20 CFR 678.600, may submit proposals for the role of One-Stop Operator. The following is an excerpt from the CFR:

- a) One-stop operators may be a single entity (public, private, or nonprofit) or a consortium of entities. If the consortium of entities is one of one-stop partners, it must include a minimum of three of the one-stop partners described in [§ 678.400](#).
- (b) The one-stop operator may operate one or more one-stop centers. There may be more than one one-stop operator in a local area.
- (c) The types of entities that may be a one-stop operator include:
  - (1) An institution of higher education;
  - (2) An Employment Service State agency established under the Wagner-Peyser Act;
  - (3) A community-based organization, nonprofit organization, or workforce intermediary;
  - (4) A private for-profit entity;
  - (5) A government agency;
  - (6) A Local WDB, with the approval of the chief elected official and the Governor;
  - or
  - (7) Another interested organization or entity, which is capable of carrying out the duties of the one-stop operator. Examples may include a local chamber of commerce or other business organization, or a labor organization.
- (d) Elementary schools and secondary schools are not eligible as one-stop operators, except that a nontraditional public secondary school such as a night school, adult school, or an area career and technical education school may be selected.

## Integrity Firewalls and Conflict of Interest

A central principle of the One-Stop Career Center system is providing customers with unbiased, customer-centered services and choices. To uphold this standard, all bidders must demonstrate the existence and effectiveness of **integrity firewalls** in their proposals. These firewalls are essential to ensure that job seekers and employers receive impartial information and services without favoritism toward any specific organization.

This requirement is particularly relevant for organizations that operate education, training, or fee-based placement services while also serving as a One-Stop Career Center operator. Bidders in this situation must clearly outline in their proposals how they maintain objectivity, ensure impartiality, and mitigate both actual and perceived conflicts of interest.

Organizations with existing operations or active contracts within the WorkSource PacMtn region must include a detailed description of their integrity firewalls to demonstrate how referrals and services remain unbiased and customer-first.

## Referral Expectations:

All referrals within the One-Stop Career Center system must prioritize customer needs above organizational interests. These referrals must adhere to the principles of:

- **Objectivity:** Referrals must reflect the best interests of the customer without organizational bias.
- **Impartiality:** The referral process must be transparent and free of undue influence.
- **Excellence:** Referrals should come from qualified professionals who inspire confidence in the service delivery system.

### Policy of Competition

PacMtn is committed to conducting all procurement processes with **full and open competition**, ensuring transparency and fairness. The RFP process will clearly identify all evaluation factors and their relative importance, providing a level playing field for all bidders.

### Evaluation Criteria:

Proposals will be evaluated based on technical expertise, financial capacity, demonstrated commitment to equity, diversity, and inclusion (EDI), and organizational qualifications. Only proposals deemed responsive to the RFP will be considered.

### Impartiality in Procurement:

PacMtn and its Consortium will oversee the procurement process with complete impartiality. No preferential treatment will be afforded to any bidder, ensuring that all proposals are reviewed fairly and objectively.

This framework ensures that the selection process is robust, transparent, and aligned with PacMtn’s mission and values. Let me know if further refinements are needed!

### RFP Key Events & Dates

<b>Request for Proposals Issued</b>	<b>January 10, 2025</b>
Bidder’s Conference- 1:00 pm to 2:00 pm via Microsoft Teams	January 23, 2025
Deadline for Receipt of Questions, 4:00 PM (Pacific	February 31, 2025
<b>Deadline for Receipt of Proposals, 4:00 PM (Pacific</b>	<b>February 10, 2025</b>
Formal Review Process of Proposals Begins	February 11-21, 2025
Interviews – should they be deemed necessary	To be scheduled; between February 24-26, 2025
Successful Bidders Posted on Website	No later than March 3, 2025
<b>Appeal Period</b>	<b>March 4-11, 2025</b>
<b>Final Award</b>	<b>March 11, 2025</b>



Contract and Budget Negotiations Begin	March 12, 2025
Contract and Budget Negotiations End	March 27, 2025
Transition Period for Contract Start-up	June 1-30, 2025
<b>Contract Start Date</b>	<b>July 1, 2025</b>

## Bidders Conference

A bidders' conference will be held as follows; potential bidders are highly encouraged to attend:

**Date:** January 23, 2025  
**Time:** 1:00 pm to 2:00 pm PST  
**Location:** Microsoft Teams - [Join the meeting now](#)

## Questions and Answers

Questions asked at the bidders' conference, together with answers to those questions, will be posted on the [Service Provider Opportunities](#) webpage on the PacMtn website.

In addition, questions about the RFP must be sent to [contracts@pacmtn.org](mailto:contracts@pacmtn.org) and may be submitted until January 31, 2025, and will be posted with answers as soon as possible.

It is the responsibility of parties submitting proposals to review the public questions and answers document.

## Proposal Submittal

To be considered for review, proposals must follow the instructions in this RFP, provide the information required in the Response Package and include all of the required attachments (signed and dated) by your organization's authorized representative.

Proposal packet shall include:

1. Proposal Cover Page (form follows below)
2. Signed certification (certification follows below)
3. Requested Information and Questions
4. Budget—Final award amount has not been established. Anticipated funding range for services is between \$135,000 - \$155,000, which includes \$20,000 for system-wide professional development. There is no prescribed budget template, bidders must include at a minimum separate line items for salaries and benefits, travel, supplies, facilities, equipment, and subcontracts. If indirect costs are included a cost allocation plan must be reviewed and approved before a contract award is made.

5. References. Provide three (3) references of organizational entities who have been prior recipients of your organization's services. Include names, titles, contact information, services provided and a brief evaluative description of the outcomes of that working relationship. If the organization submitting a proposal is a consortium, each partner will need to submit at least one reference, but no more than three.
6. Integrity firewall details for proposals that include organizations with active contracts or existing operations within the WorkSource PacMtn region.

The following is required for each proposal submitted:

- 8 1/2" X 11" white bond paper, single-sided
- 1" margins, 12-point font, double spaced

Failure to respond with the length and format restrictions may result in information not being considered.

Proposals are due February 10, 2025, by 4:00 PM (Pacific Standard Time).

## Instructions for Submission of Proposals

Due to the size of electronic files, use Drop Box to send proposals by using the following link:  
<https://www.dropbox.com/transfer>

- Click the "Upload Files" button;
- Select the files you would like to upload;
- Click on "Email"
- Enter the following email address: [contracts@pacmtn.org](mailto:contracts@pacmtn.org)
- Add a message: "Organization Name – RFP Title"
- Click "Send Transfer" button
- Login to your Dropbox account or create a free account Click "Send Transfer" button

Uploads should include all indicated appendices formatted as described in Section III. A Microsoft Word version of blank appendices will be available on the PacMtn website at:

<https://pacmtn.org/investments/service-provider-opportunities/>

Bidders may upload all required documents as single pdf files (labeled appropriately) or as a single pdf at their own discretion.

Proposals not received electronically by the due date and in hard copy by that due date will be automatically disqualified from competition – **no exceptions. Faxed proposals will not be accepted.**

## Evaluation of Proposals & Award of Contract

The successful proposal(s) will demonstrate the ability to deliver services as proposed while working flexibly toward the value-driven goals within this potentially shifting structure and changing roles, supporting this system as a partner, and helping to assure that customers are served in innovative and effective ways, including exploration of serving customers online and remotely using new technology.

The successful proposal(s) will include demonstration of ability to adjust services to comply with future regulations. Applicants are encouraged to familiarize themselves with the proposed regulations and guidance issued by the Department of Labor.

## Proposal Review

### Evaluation Criteria

Proposals will be evaluated based on the following criteria:

Technical Review.....	50%
Organizational Capacity.....	30%
Financial Accountability .....	10%
Equity, Diversity and Inclusion .....	10%

Following evaluation by the Review Panel, and including any interviews, a recommendation will be forwarded to the PacMtn Council.

Each proposal submitted will be evaluated on its own merit. Interviews with the top three applicants may be scheduled at a date to be determined between February 24-26, 2025, if needed to clarify elements in the proposals.

PacMtn reserves the right to reject, or to seek modifications of any proposal offered if in PacMtn's sole discretion the proposal offered does not assist the system in meeting the overall service objectives set forth in this RFP.

PacMtn reserves the right to offer an award to the second highest rated proposal if a contract cannot be successfully negotiated, or to renegotiate or reissue an RFP should an appeal for non-award be upheld.

Proposals that are not funded will not be returned.

## Determination of Cost/Price Reasonableness

The proposal(s) should be submitted in the most favorable budgetary, technical, and programmatic terms. To determine if costs are correctly calculated and are reasonable, necessary, allowable and allocable, the Pacific Mountain Workforce Development Council staff

will conduct a comparative analysis that will become part of the evaluation process.

## Award of Contract

Submittal of a successful proposal(s) does not constitute a contract with PacMtn. The contract award will not be final until PacMtn and the successful proposer have executed a mutually satisfactory contractual agreement.

## Appeal Process

Any appeal of the final contractor(s) selected must state the basis of the appeal. Appeals can be sent in writing within seven (7) calendar days after the publication of the successful contractor(s) to:

Pacific Mountain Workforce Development  
Attn: William Westmoreland, CEO  
201 5<sup>th</sup> Ave SW STE. 401  
Olympia, WA 98501  
[contracts@PacMtn.org](mailto:contracts@PacMtn.org)  
[g](#)

It is the responsibility of proposers to check for the publication of successful bidders at the following website: [www.pacmtn.org](http://www.pacmtn.org).

## Acknowledgements

1. This Request for Proposals is not in itself an offer of work, it does not commit the Pacific Mountain Workforce Development Council to fund any proposals submitted, nor is it liable for any costs incurred in the preparation or research of proposals.
2. Any funding awarded will be subject to the availability of federal funding granted to the Pacific Mountain Workforce Development Council through the State of Washington Employment Security Department and the U.S. Department of Labor. Should the availability of such funding decrease before or following any award to a sub-recipient, the award will be revised accordingly. In addition, if awarded, the contractor must be willing to alter program design based on subsequent direction provided by the state, U.S. Department of Labor or PacMtn.

# Qualifications Cover Page

## A. Application Cover Sheet

On behalf of

\_\_\_\_\_  
Proposer Organization  
\_\_\_\_\_

## B. Certification

### CERTIFICATION

The information contained in this proposal fairly represents the proposer's agency, organization, or business and its proposed operating plans. I acknowledge that I have read and understand the requirements of the RFP and am prepared to implement services as specified in this proposal. I certify that the proposed program services have been designed in compliance with the RFP requirements and WIOA regulations. I also certify that I am authorized to sign this proposal. This proposal is firm for a period of at least ninety (90) days from the deadline for RFP submission.

I affirm that no employee and/or PacMtn Council Member or officer of any

Name \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

Signature \_\_\_\_\_

# Section III

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## Scope of Work

To ensure the effective operation of the American Job Center (AJC) Network and alignment with the goals outlined in PacMtn's 4-Year Plan and the Workforce Innovation and Opportunity Act (WIOA), the selected One-Stop Operator (OSO) will be subject to a comprehensive performance evaluation framework. This framework includes monthly, quarterly, and annual assessments designed to measure progress against key performance metrics, foster continuous improvement, and ensure a customer-centered, equitable workforce system. By establishing clear expectations for reporting, collaboration, and accountability, this evaluation process will support data-driven decision-making and the ongoing success of the One Workforce System.

## Key Responsibilities

### Service Delivery Model

The OSO will implement a cohesive service delivery model that aligns with PacMtn's strategic goals and aligned to state and local policies and 20 CFR 678.600 through 20 CFR 678.635:

- Operationalize the PacMtn AJC Network vision by ensuring alignment with regional and system-wide objectives.
- Conduct quarterly reviews of service delivery processes, as outlined in the MOU and Infrastructure Funding Agreement (IFA) and recommend improvements.
- Leads and is responsible for the Site Certification process, as outlined in the state and local process, in accordance with 20 CFR 678.800 – 20 CFR 678.900.
- Must provide an annual report to the PacMtn board, provide quarterly detailed reports, and any other requirement as outlined in 20 CFR 678.300 – CFR 678-900.
- Foster co-enrollment across programs, increasing rates by at least 10% annually, to maximize customer benefits and outcomes.
- Oversee the effective operation of functional teams, including Customer Engagement, Business Solutions, QA/Finance, Community Partner Coordination, and Communications, ensuring each team contributes to system efficiency.
- Champion a customer-centric approach that prioritizes satisfaction and equitable access for all.

## Customer Flow and Referral Systems

To ensure seamless connections for customers:

- Develop and manage robust customer flow and referral systems, including virtual services.

- Track referral outcomes, achieving a 90% follow-through rate on completed referrals.
- Implement a feedback mechanism to assess and address service gaps, ensuring feedback is delivered to referring partners within 30 days.
- Develop a regional navigator model to enhance access across comprehensive, affiliate, and connection sites.
- Collaborate with core and required partners (e.g., Title I-IV, Perkins, and other programs) to maintain a common referral system and track outcomes for continuous improvement.

## Professional Development

The OSO will build workforce system capacity by:

- Establishing a system-wide training calendar with quarterly sessions covering leadership, customer service, conflict resolution, and cross-training.
- Ensuring 85% participation of core partner staff in mandatory training annually.
- Measuring training impact through pre- and post-training assessments and aligning offerings with identified needs.
- Enhancing leadership development through targeted programs that support decision-making and strategic planning.

## Customer Satisfaction and Continuous Improvement

The OSO will maintain a customer-centric focus by:

- Achieving a goal of 85% or higher satisfaction scores based on monthly client surveys.
- Addressing customer feedback and implementing improvements within 60 days of identification.
- Piloting at least two new feedback tools annually to enhance data collection and analysis.
- Expanding equity metrics to measure outcomes for underserved groups, publishing quarterly progress reports to partners.

## System Data Reporting

Accurate and actionable data reporting will be central to the OSO's role:

- Provide monthly reports on metrics, including referrals, system engagement trends, and service utilization.
- Achieve 90% of targeted federal and state outcomes under Title I-IV, EcSA, CRP, and other initiatives.
- Develop integrated reporting systems that consolidate data across programs, creating dashboards for referral outcomes, satisfaction, and engagement.

## Coordination and Oversight

The OSO will facilitate system-wide collaboration by:

- Managing operational meetings, including Partner Coordination Team and all-staff meetings, with agendas and outcomes shared within 48 hours.
- Implementing change management practices to support system-wide initiatives.
- Sharing success stories from business and partner operations monthly to highlight system impact.

## Marketing and Community Engagement

The OSO will strengthen the AJC Network's visibility and partnerships:

- Support the Opportunity Grows here campaign, which is a regional marketing effort that target underserved populations that promotes local career pathways and AJC services.
- Establish 10 new community partnerships annually to enhance service access.
- Act as a champion for the workforce system, fostering collaboration among partners.

## Access and Equity

Ensuring equity and accessibility for all customers:

- Increase utilization of virtual services by 20% within the fiscal year.
- Serve 5% more individuals from priority populations annually through targeted outreach.
- Enhance access to mobile, remote, and virtual services through the WorkSource PacMtn microsite.
- Ensure all services meet ADA compliance and digital accessibility standards.

## Business Services

The OSO will support regional economic growth by:

- Collaborating with the Business Services contractor to increase employer engagement.
- Focusing outreach efforts on PacMtn's six strategic sectors.
- Increasing the number of businesses served annually and acting on employer feedback to align services with workforce needs.

## Resource Management

The OSO will ensure efficient use of resources through:

- Developing and monitoring Infrastructure Funding Agreements (IFA) and Resource Sharing Agreements (RSA).
- Updating partner and participant service counts and infrastructure modifications as needed.
- Identifying and pursuing additional funding sources to sustain long-term operations.



## Expected Outcomes

The selected OSO will be instrumental in driving system improvements, enhancing service delivery, and ensuring the AJC Network achieves its mission of fostering equitable access and robust workforce development outcomes. This role requires a commitment to innovation, collaboration, and continuous improvement to meet the needs of the region's job seekers and employers.

## Evaluation Framework for Selected Service Provider Performance

To ensure the effective operation of the American Job Center (AJC) Network and alignment with the goals outlined in PacMtn's 4-Year Plan and the Workforce Innovation and Opportunity Act (WIOA), the selected One-Stop Operator (OSO) will be subject to a comprehensive performance evaluation framework. This framework includes monthly, quarterly, and annual assessments designed to measure progress against key performance metrics, foster continuous improvement, and ensure a customer-centered, equitable workforce system. By establishing clear expectations for reporting, collaboration, and accountability, this evaluation process will support data-driven decision-making and the ongoing success of the One Workforce System.

### Monthly Performance Evaluation

#### 1. Key Metrics Reporting

The OSO must provide a detailed report on the following metrics each month:

- **Customer Flow and Referrals:**
  - Number of referrals initiated, completed, and successful connections.
  - Referral follow-through rate (target: 90% or higher).
- **Service Delivery Metrics:**
  - Number of customers served by type (e.g., Title I-IV, Perkins, CRP).
  - Customer satisfaction scores (monthly survey data).
- **Engagement Metrics:**
  - "Door swings" (number of individuals accessing services).
  - Utilization of virtual services (target: 20% annual increase).
- **Equity Metrics:**
  - Percentage of underserved populations served (target: 5% annual increase).
  - Outcomes for priority populations (e.g., veterans, older workers, limited-English speakers).

#### 2. Performance Meetings

- Monthly check-ins between PacMtn staff and the OSO to:

- Review submitted data and reports.
- Discuss challenges, barriers, and opportunities for improvement.
- Address any areas of underperformance and agree on corrective actions.

### **3. Success Stories**

- The OSO must submit at least one success story highlighting impactful outcomes for businesses, job seekers, or community partners.

## **Quarterly Performance Evaluation**

### **1. Comprehensive Review**

Each quarter, PacMtn will conduct a deeper evaluation of the OSO's performance, focusing on trends and cumulative progress. This includes:

- **Program Outcomes:**
  - Progress toward federal and state performance benchmarks (target: 90% or higher).
  - Co-enrollment rates across programs (target: 10% annual increase).
- **Customer Feedback:**
  - Analysis of customer satisfaction scores and feedback trends.
  - Implementation of customer-driven improvements within 60 days.
- **Training and Development:**
  - Percentage of core partner staff completing mandatory training (target: 85% annually).
  - Impact of training measured through pre- and post-assessments.
- **Innovation and Continuous Improvement:**
  - Piloting of at least two new tools or methods annually for service enhancement.
  - Identification and implementation of process improvements.

### **2. Dashboard Analysis**

- The OSO will present and analyze data using dashboards developed for:
  - Customer satisfaction.
  - Engagement and referral trends.
  - Equity and priority population metrics.

### **3. Equity Metrics Progress**

- Assessment of quarterly progress on equity metrics, including:
  - Benchmarks for underserved populations.
  - Published progress reports shared with core partners.

#### 4. Collaborative Meetings

- Quarterly meetings with Board leadership and the One-Stop Committee to:
  - Review quarterly reports and outcomes.
  - Identify adjustments to improve alignment with system goals.
  - Discuss challenges and opportunities for collaboration.

#### Corrective Action Plans

If the OSO fails to meet key metrics during monthly or quarterly evaluations:

- **Immediate Feedback:** PacMtn will provide written notice of deficiencies.
- **Action Plan Development:**
  - The OSO will be required to submit a corrective action plan within 15 business days.
  - The plan must outline steps to address deficiencies and include timelines for resolution.
- **Monitoring Period:**
  - PacMtn will monitor progress over the subsequent evaluation period to ensure compliance.

#### Annual Review

The PacMtn will perform an annual review to evaluate the OSO's overall performance. This review will include:

- Aggregated performance data from monthly and quarterly reports.
- Compliance with WIOA requirements and contractual obligations.
- Recommendations for contract renewal, modification, or termination based on performance.

# Section IV

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## Requested Information & Questions

### Organizational Capacity:

1. Provide a brief description and history of your organization, including mission and vision statements. How long has the organization been providing services? Describe how offering services in response to the RFP will fit into the organization's mission or business plan.
2. Provide a brief description of your organization's experience managing changes in service delivery, organizational, and operational infrastructure in a culturally diverse environment.
3. Describe what you are most excited about regarding this opportunity and describe what you believe will be your biggest challenge(s) and how your capabilities and capacity will overcome those challenges.
4. How would your primary partners describe your approach in achieving a mutually beneficial relationship?
5. Through examples, demonstrate your experience in being a transformative and innovative organization. How have you achieved organizational excellence? Provide an example others would recognize and could corroborate.

### Technical:

6. Describe how your customer experience strategy can change to match changes in customer demographics. Give an example of how you serve a high-barrier population.
7. Provide an overview of how your organization currently incorporates and promotes the use of technology in program design, including virtual services. How will you ensure that technology is relevant, accessible to customers, and up to date?
8. How will your organization coordinate with other service providers to provide an integrated and aligned strategy for regional employers? How would you pivot should we face another pandemic?
9. Describe and provide an example of how your organization expects to provide on-going staff training and development to ensure your staff has access to the most current information, tools, trends and promising practices. What are the standards for customer service within your organization? How are they measured and how do you ensure your standards are met consistently throughout the organization?

10. Describe your experience and ability to resolve difficult partnership issues with all parties involved.
11. Provide specific examples of how your organization has created a positive work culture and environment where differences are valued, encouraged and supported.
12. Through examples, demonstrate ability to create a truly functionally integrated workforce system which will likely involve a strategic workforce planning, creating staffing models and customer flow model. Please highlight your approach to customer intake and triage.

**Financial Accountability:**

13. Describe your organizational experience maintaining, tracking and reporting of federal funds.
14. Explain your methodology or process in how the budget proposal was generated.

**Equity, Diversity and Inclusion:**

15. Describe your organizational approach to EDI. Please include any related lived experiences and examples to support your approach.
16. Please describe your organization's approach to measuring the impact of EDI training, including long-term tracking, benchmarking, and qualitative measurement.

# Section V

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## General Terms & Conditions

Read the Contract General Terms and Conditions below. Should your proposal(s) be selected for funding, the next step will be to successfully complete contract negotiations. In order for a contract to be executed, you must meet certain requirements. Successful proposers will have the opportunity to negotiate some but not all of the contract terms. Federal, state and local laws and/or policies cannot be negotiated. If after negotiations, the proposer cannot accept the terms of the contract clauses, PacMtn reserves the right to retract the award and offer an award to the second highest rated proposal in the same service category and county.

## Commencement of Service Delivery

The schedule provided herein allows one month of transition between contract execution and the beginning of the contract period. All contractors must be able to have the proposed program operational on July 1, 2025.

## Customer Data Systems

Contractors are responsible for entering information into the state-managed WorkSourceWA.com system as prescribed by PacMtn. Before being authorized to have access, the contractor's organization must sign a Memorandum of Understanding (MOU) and Data Sharing Agreement. PacMtn is further considering use of other Customer Relationship Management systems (CRM) and cloud-based systems. Users must be approved for access and will be asked to sign a non-disclosure agreement after receiving training.

## Indemnification, Insurance & Bonding

**Insurance.** All contractors shall provide insurance coverage in adequate quantity to protect against legal liability arising out of contractual activities. Acceptable self-insurance is also permitted. Coverage includes:

- Commercial General Liability Insurance minimum limit each Occurrence - \$1,000,000;
- General Aggregate - \$2,000,000;
- Business Auto Policy - minimum limit of \$1,000,000;
- Professional Liability Insurance minimum limits - \$300,000 per incident, loss or person.

**Bonding.** The Contractor shall ensure that every officer, director or employee who is authorized to act on behalf of the Contractor or any subcontractor for the purpose of receiving or depositing funds into program accounts or issuing financial documents, checks, or other instruments of payment for program costs shall be bonded to provide protection against loss.

## Additional General Contracting Conditions

These requirements include, but are not limited to:

1. This RFP does not commit PacMtn to award a contract.

2. No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies under WIOA.
3. All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to PacMtn and be subject to disclosure under the Freedom of Information Act.
4. PacMtn reserves the right to reject any or all proposals received and to negotiate with any and all offers on modifications to proposals.
5. Formal notification to award a contract and the actual execution of a contract are subject to the following: results of negotiations between selected bidders and PacMtn staff, and continued availability of WIOA funds.
6. Any changes to the WIOA program, funding level or board direction may result in a change in contracting. In such instances, PacMtn will not be held liable for what is in the bidder's proposal or this Request for Proposals package.
7. Proposals submitted for funding consideration must be consistent with, and if funded, operated according to, the WIOA legislation, all applicable federal regulations, State of Washington policies, and PacMtn policies and procedures.
8. Additional funds received by PacMtn may be contracted by expanding existing programs or by consideration of other proposals not initially funded under this RFP. These decisions shall be at the discretion of PacMtn.
9. PacMtn may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of PacMtn, the services proposed are not needed, or the costs are higher than PacMtn finds reasonable in relation to the overall funds available, or if past management concerns lead PacMtn to believe that the bidder has undertaken services that it cannot successfully carry out.
10. PacMtn may choose not to award a contract to the bidders with lowest cost or highest rating when taking into account other factors.
11. PacMtn is required to abide by all WIOA legislation and regulations. Therefore, PacMtn reserves the right to modify or alter the requirements and standards set forth in this RFP based on program requirements mandated by state or federal agencies.
12. Bidders will be expected to adhere to PacMtn procedures to collect and verify data and submit required monthly reports as well as invoices to PacMtn.
13. All bidders must ensure equal opportunity to all individuals. No individual in the PacMtn area shall be excluded from participation in, denied the benefits of, or subjected to

discrimination under any WIOA funded program or activity because of race, color, religion, sex, national origin (including limited English proficiency), age, disability, or political affiliation or belief.

14. All bidders must ensure access to individuals with disabilities pursuant to the Americans with Disabilities Act.
15. Bidders must accept liability for all aspects of any WIOA program conducted under contract with PacMtn. Bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.
16. Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a bidder fails to meet expenditure, participant, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from federal or state governments.
17. Bidders will allow local, state, and federal representatives access to all WIOA records, program materials, staff, and participants. In addition, bidders are required to maintain all WIOA records for three years, beginning on the last day of the program year (29 CFR Part 95).
18. The contract award will not be final until PacMtn and the bidder have executed a mutually satisfactory contractual agreement. PacMtn reserves the right to make an award without further discussion of the proposal submitted. No program activity may begin prior to WDC Board approval of the award and execution of a contractual agreement between the successful bidder and PacMtn.
19. PacMtn reserves the right to cancel an award immediately if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.
20. PacMtn reserves the right to determine both the number, and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process. Bids submitted which are over the maximum amount of funds specified for this RFP will be rejected.
21. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.
22. PacMtn will at its discretion accept proposals with minor clerical errors such as misspellings, incorrect page order or similar inconsequential errors.
23. Bidders must accept liability for all aspects of any WIOA program conducted under contract with PacMtn. Bidders will be liable for any disallowed costs or illegal



expenditures of funds or program operations conducted.

24. Bidders selected for funding must also ensure compliance with the following, as applicable: U.S. DOL regulations 20 CFR Part 652; 2 CFR part 200: OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements: and 29 CFR part 93,37,2, and 98.
25. All contractors must have current fiscal and compliance audits as required by law. If findings have been identified, corrections must be made, or an action plan must be approved by PacMtn prior to funding. For new contractors, a pre-award survey shall be conducted prior to funding.
26. An authorized official of the contracting agency must sign the proposal. All contractors are required to submit resolutions or other corporate actions, authorized by its Board of Directors, that specify name(s) of the person(s) authorized to obligate the contractor and execute contractual documents, sign checks for the disbursement of funds received by PacMtn, and sign monthly reimbursements.
27. All contractors are ensuring, by signing the contract, that adequate and qualified staff will be dedicated to the contracted program services.