



# REQUEST FOR PROPOSAL

WIOA Adult, Dislocated Worker, Youth, & Economic Security for All (EcSA)

Released by:  
Pacific Mountain Workforce Development Council

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Bidder's Conference #1: Wednesday, April 29, 2026  
Bidder's Conference #2: Wednesday, May 06, 2026  
Due Date: Friday, May 22, 2026 (by 5 P.M. PT)  
Proposed Contract Period: July 1, 2026 – June 30, 2027

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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.*

***Stevens Amendment (Funding Disclosure)***

*This project is supported by federal funding through the Workforce Innovation and Opportunity Act.*

*The total estimated funding for this contract is **\$1,550,000 (100% federally funded)**.*

*The contents of this RFP do not necessarily reflect the views or policies of the U.S. Department of Labor.*

# Section I: Introduction

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## Overview

The Pacific Mountain Workforce Development Council (PacMtn) is issuing this Request for Proposals (RFP) to identify a qualified sub-recipient to deliver integrated workforce services across its five-county region.

This procurement supports PacMtn’s Opportunity Model, a coordinated system that aligns funding, partners, and services to improve employment outcomes, wage progression, and long-term economic mobility. The selected provider will operate within this system and contribute to a shared approach to service delivery, performance, and accountability.

## Background

PacMtn serves an expansive and diverse region encompassing the five counties of Grays Harbor, Lewis, Mason, Pacific, and Thurston. Spanning over 7,000 square miles, this rural region includes coastal communities, forested areas, and growing economic centers.

PacMtn is committed to fostering economic vitality through the development of a skilled and adaptable workforce. The region includes Sovereign Nations, rural communities, and industry sectors that require coordinated workforce solutions aligned with economic demand.

PacMtn works in partnership with business, labor, education, and community organizations to deliver workforce services that respond to the evolving needs of employers and job seekers. These efforts are grounded in collaboration, regional alignment, and a focus on measurable outcomes.

## Mission, Vision, and Values

### Mission

To lead dynamic regional workforce development that enhances economic success.

### Vision

A thriving region where communities, businesses, and industry pave the way for prosperity and economic success.

## Values

- **Excellence** - Deliver high-quality services that prioritize the needs of the public and support industry growth and sustainability.
- **Collaboration** - Advance regional economic success through partnerships across business, labor, education, and community organizations.
- **Innovation** - Utilize data, feedback, and continuous learning to improve strategies and respond to changing workforce needs.
- **Inclusion & Access** - Promote access to workforce services for individuals with barriers to employment and support broad participation across the region.
- **Integrity and Respect** - Operate with honesty, transparency, and accountability while fostering a culture of mutual respect.
- **Continuous Improvement** - Use data and performance outcomes to inform decision-making and strengthen service delivery.
- **Strategic Alignment & Accountability** - Align resources and actions to shared regional goals and maintain accountability for results.

## RFP Goals and Expectations

PacMtn is seeking a sub-recipient to deliver workforce services through its Opportunity Model, a coordinated, outcome-driven system.

The goals of this RFP are to:

- Achieve strong employment, wage, and retention outcomes for participants.
- Ensure participants make measurable progress and attain industry-recognized credentials that lead to employment and advancement within priority sectors and career pathways.
- Implement PacMtn's Opportunity Model in true partnership.
- Deliver integrated, team-based services through Career Success Team.
- Align all services to an established geographic area, priority sectors, and career pathways.
- Ensure compliance, data quality, and fiscal accountability.
- Support participant financial stability and asset building.
- Operate effectively within a braided funding environment.
- Build and implement a high-performance service delivery team.

The selected sub-recipient will be expected to:

- Deliver services through the Career Success Team model, ensuring Career Pathway Coaches work in full coordination with Sector Leads and Financial Coaches to support participant outcomes
- Pathway Coaches work in full coordination with Sector Leads and Financial Coaches to support participant outcomes
- Recruit, enroll, and serve participants in alignment with WIOA Title 1b, EcSA, and CRP requirements, ensuring timely access to services and progression through career pathways
- Develop and implement individualized career plans that align participant goals with priority sectors and defined career pathways
- Drive participants to measurable outcomes, including employment, wage attainment, retention, and advancement
- Support participants to achieve measurable skill gains during participation and complete training that leads to industry-recognized credentials aligned with career pathways
- Track, document, and report measurable skill gains and credential attainment in compliance with WIOA requirements
- Align all participant activity to priority industries and the Top 30 Career Pathways, ensuring training and placement lead to real employment opportunities within the PacMtn region with focus on rural communities
- Coordinate services across team roles and partners to deliver an integrated experience for participants, reducing duplication, rework, and fragmentation
- Support participant financial stability through coordination with Financial Coaches, including participation in asset-building strategies such as MISA where appropriate
- Ensure accurate and compliant eligibility determination, enrollment, and case documentation, maintaining complete and audit-ready participant files
- Maintain timely and accurate data entry in all required systems, ensuring data integrity and alignment with reported outcomes
- Engage with employers as part of the service delivery process, supporting placement, retention, and alignment with workforce demand
- Operate within PacMtn's functional leadership structure, accepting programmatic direction from PacMtn staff while maintaining appropriate supervisory and administrative control over sub-recipient employees
- Participate in regular performance reviews, case reviews, and continuous improvement processes, using data to adjust strategies and improve outcomes
- Meet or exceed established performance targets tied to employment, wages, credentials, and other key outcome indicators

- Comply with all applicable federal, state, and local requirements, including WIOA regulations, fiscal rules, and monitoring standards
- Manage program funds in accordance with approved budgets and cost principles, ensuring proper tracking, allocation, and reporting across funding streams
- Maintain sufficient staffing, supervision, and internal systems to deliver services effectively and meet performance expectations
- Participate in required meetings, trainings, and system coordination efforts led by PacMtn

Proposers must demonstrate how they will effectively engage individuals with barriers to employment, including those experiencing low income, rural isolation, or involvement with the justice system, while ensuring all services remain accessible in accordance with WIOA nondiscrimination requirements.

## What Success Looks Like

Success under this contract will be defined by the ability to deliver strong, consistent outcomes through an integrated, team-based approach aligned with PacMtn's Opportunity Model.

Successful implementation will demonstrate:

- Participants enter and move efficiently through the system with clear direction and support
- High levels of engagement, progression, and completion of training aligned with career pathways
- Employment outcomes in priority sectors that lead to wage progression and long-term advancement
- Strong retention outcomes supported by coordinated service delivery and ongoing coaching
- Effective integration of financial coaching and asset-building strategies to support participant stability and self-sufficiency
- Consistent coordination across the Career Success Team, with shared accountability for participant outcomes
- High-quality data, compliance, and fiscal management aligned with WIOA and program requirements
- Services that are responsive to employer demand and aligned with regional workforce needs

Proposals should be designed to achieve these outcomes and demonstrate a clear approach to delivering results within PacMtn's coordinated system.

## The Opportunity Model

PacMtn's Opportunity Model defines how workforce services are delivered across the region. It aligns multiple funding streams, including WIOA Title I-B, Economic Security for All, and Community Reinvestment Project, into a coordinated system referred to as One Workforce. Services are organized around outcomes rather than funding categories.

The model is driven by sector strategies. Investments are focused on industries that support regional economic growth and provide access to quality jobs. Training and services must align with these sectors and lead to employment.

Opportunity Begins Here serves as the system's access and navigation point, connecting individuals to career pathways and services. This ensures participants enter the system with a clear understanding of available options and next steps.

The Opportunity Model also incorporates principles of the Center for Working Families approach by integrating employment services with financial coaching and supportive services. Participants are supported not only in obtaining employment, but also in building financial stability and advancing over time.

As part of this approach, PacMtn utilizes Matched Investment Savings Accounts (MISA) to support asset development. Participants establish savings goals tied to assets such as homeownership, education, or entrepreneurship. Savings may be matched using Community Reinvestment Project funds to support long-term economic mobility.

## Service Delivery Approach

Services under this contract will be delivered through a coordinated, team-based structure referred to as the Career Success Team (CST). Each participant will be supported by a team responsible for guiding them along a defined career pathway.

The CPT includes three primary roles:

- Industry Talent Partner
- Career Pathway Coach
- Financial Coach

These roles share responsibility for participant outcomes and work collaboratively to support training, employment, and advancement.

Eligibility Specialists support this model by ensuring accurate eligibility determination, enrollment, documentation, and data entry in accordance with applicable requirements.

This allows the CPT to focus on service delivery while maintaining compliance and data integrity.

This approach replaces isolated service delivery with coordinated, team-based support. It requires consistent communication, shared planning, and joint accountability to achieve outcomes.

The sub-recipient retains responsibility for personnel supervision, evaluation, and employment decisions. PacMtn provides programmatic direction, service design, and performance expectations to ensure alignment across the system.

## Career Success Team Role Comparison

### Industry Talent Partner

**Primary Focus:** Employer demand and sector alignment

**Staffing Model:** Director PacMtn staff

#### Key Responsibilities:

- Builds and manages relationships with employers within assigned industries and geographic areas
- Identifies hiring needs, skill requirements, and career pathway opportunities
- Aligns participant training and experience to real job openings
- Supports placement, retention, and feedback loops between employers and the team

#### Contribution to Outcomes:

- Increases placement into jobs aligned with priority sectors and employer demand
- Improves job quality and wage outcomes through strong employer alignment
- Strengthens retention by aligning participants to the right roles, employers, and work environments
- Builds ongoing employer relationships that support repeat hiring and long-term talent pipelines

### Career Pathway Coach

**Primary Focus:** Participant progression and employment

**Staffing Model:** Sub-recipient role funded through this RFP

#### Key Responsibilities:

- Recruit, enroll, and assess participants
- Develop and manage individualized career pathway plans
- Coordinate services across the Career Success Team

- Support training completion, job placement, and retention

**Contribution to Outcomes:**

- Drives participant progression into employment
- Improves completion of training and career pathway milestones
- Supports retention and advancement over time

## Financial Coach

**Primary Focus:** Financial stability and asset development

**Staffing Model:** PacMtn reserves the right to fund this role through this RFP or through direct hire

*Note: PacMtn is evaluating options for delivering financial coaching services, including direct hire or subcontracting through the selected sub-recipient. Proposers may include Financial Coaches in their proposal; however, inclusion of this role is optional and should be clearly justified in terms of service delivery, outcomes, and cost.*

**Key Responsibilities:**

- Provide financial coaching, budgeting, and goal setting
- Identify and address financial barriers to employment
- Support credit building, debt management, and savings strategies
- Facilitate participation in MISA and other asset-building efforts

**Contribution to Outcomes:**

- Improves participant stability and retention in employment
- Supports long-term wage progression and economic mobility
- Increases participant capacity to achieve financial goals and asset ownership

## Eligibility Specialist

**Primary Focus:** Compliance, enrollment, and data integrity

**Staffing Model:** Sub-recipient role funded through this RFP

**Key Responsibilities:**

- Determine eligibility and complete enrollments across funding streams
- Maintain complete, accurate, and compliant case files
- Ensure timely and accurate data entry and reporting
- Conduct quality assurance and support program compliance

### **Contribution to Outcomes:**

- Ensures compliance with WIOA and other funding requirements
- Improves data quality and performance reporting accuracy
- Enables the Career Success Team to focus on service delivery and outcomes

## **Eligible Organizations**

Eligible applicants include public, private, and nonprofit organizations with demonstrated experience in workforce development, human services, or related fields.

- Deliver integrated employment and training services aligned with industry demand and defined career pathways
- Implement team-based service delivery within the Career Success Team model, coordinating across roles to achieve participant outcomes
- Recruit, develop, and manage staff to meet performance expectations, including employment, wage, retention, credential attainment, and measurable skill gains
- Administer state and federal funds in compliance with all applicable requirements, including WIOA Title 1b
- Maintain effective systems for fiscal tracking, data management, reporting, and audit readiness
- Operate within PacMtn's Opportunity Model, aligning to functional leadership, service strategy, and performance expectations
- Collaborate effectively with PacMtn staff, employers, and system partners to deliver coordinated, outcome-driven services

Partnerships are permitted; however, one entity must be designated as the lead applicant and will be responsible for contract performance and compliance.

Organizations must not be debarred or suspended from participation in federally funded programs.

## **Contract Term & Amount**

PacMtn anticipates awarding one or more contracts under this RFP. PacMtn reserves the right to award one or multiple contracts based on proposal quality, geographic coverage, service capacity, and system needs.

### **Anticipated Contract Period:**

Start Date: July 1, 2026

End Date: June 30, 2027

Contracts may be renewed based on performance, funding availability, and system needs.

Funding will be braided across multiple sources, including WIOA Title I-B, Economic Security for All, and Community Reinvestment Project.

Total estimated funding for this contract is **\$1,550,000**, comprised of the following sources:

- WIOA Adult: \$500,000
- WIOA Dislocated Worker: \$500,000
- WIOA Youth: \$250,000
- Economic Security for All (EcSA) – Federal: \$300,000

Funding is subject to availability and may be adjusted based on final allocations.

Final award amounts will be based on proposal quality, proposed service design, organizational capacity, and available funding.

All costs must be necessary, reasonable, and allocable in accordance with applicable cost principles.

## Section II: Procurement Process

### RFP Key Events & Dates

<b>Request for Proposals Issued</b>	<b>Wednesday, April 22, 2026</b>
Bidder's Conference #1 via <a href="#">Microsoft Teams</a>	Wednesday, April 29, 2026 at 10:00 AM – 11:00 AM PT
Bidder's Conference #2 via <a href="#">Microsoft Teams</a>	Wednesday, May 6, 2026 at 10:00 AM – 11:00 AM PT
Deadline for Receipt of Question	Friday, May 15, 2026 (by 12:00 PM PT)
<b>Deadline for Receipt of Proposals</b>	<b>Friday, May 22, 2026 (by 5:00 PM PT)</b>
Formal Review Process of Proposals Begins	Wednesday, May 27, 2026
Formal Review Process of Proposals Ends	Tuesday, June 2, 2026
Interviews – should they be deemed necessary	Wednesday, June 3 and Thursday, June 4, 2026
Successful Bidders Posted on Website	Friday, June 5, 2026
<b>Mandatory Appeals Period (7-days)</b>	<b>June 5 – June 12, 2026</b>
<b>Final Award (post-appeals)</b>	<b>Monday, June 15, 2026</b>
PacMtn Board of Directors Approval Vote	Thursday, June 18, 2026
Contract and Budget Negotiations Begin	Monday, June 22, 2026
Contract and Budget Negotiations End	Thursday, June 25, 2026
<b>Contract Start Date</b>	<b>Wednesday, July 1, 2026</b>

*Note: PacMtn reserves the right to revise the RFP timeline and key dates at its discretion.*

## Bidders Conference

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

### Bidder's Conference #1

Date: Wednesday, April 29, 2026

Time: 10:00 AM to 11:00 AM PT

Location: [Microsoft Teams](#)

### Bidder's Conference #2

Date: Wednesday, May 6, 2026

Time: 10:00 AM to 11:00 AM PT

Location: [Microsoft Teams](#)

## 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 **Friday, May 15, 2026, by 12:00 PM PT** and will be posted with answers as soon as possible.

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

## 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.

## 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.

# Section III: Scope of Work

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## Service Delivery Requirements

At a minimum, the sub-recipient must provide:

- Three (3) Career Pathway Coaches
- Two (2) Eligibility Specialists
- Three (3) Financial Coaches (optional under this RFP)

These positions form the foundation of service delivery.

**Career Pathway Coaches** are responsible for participant recruitment, enrollment, career planning, accurate and timely data entry, and coordination of services across the Career Success Team. They support participants in achieving employment, progressing along career pathways, and advancing in wages and job retention.

**Eligibility Specialists** are responsible for eligibility determination, enrollment, and documentation in accordance with applicable requirements. They ensure compliance across funding streams, maintain complete and accurate case files, and support timely and accurate data entry. This role is essential to program integrity and performance reporting.

**Financial Coaches** supports participants in achieving financial stability and long-term economic mobility as part of the Career Success Team. This role focuses on helping individuals address financial barriers that impact employment, including budgeting, credit, debt, and income stability. The Financial Coach works closely with the team to align financial goals with career plans and may support participants in building savings and assets through strategies such as Matched Investment Savings Accounts (MISA). By strengthening financial capability, this role improves participant retention, supports successful employment outcomes, and helps individuals progress toward long-term financial security.

The sub-recipient must demonstrate sufficient leadership and fiscal capacity to manage operations and meet contractual requirements. Proposers may include additional roles to support supervision, operations, and financial management, as appropriate.

All proposed staffing beyond the required positions must be clearly justified. Proposers must demonstrate how additional roles:

- Support service delivery and participant outcomes
- Strengthen performance and accountability

- Contribute to effective implementation of the Opportunity Model

Budgets may include reasonable administrative or indirect costs in accordance with applicable regulations. For-profit organizations may propose profit, where allowable. All costs must be clearly identified, justified, and aligned with program outcomes.

### **High Road Employer and Quality Jobs Standards**

PacMtn is committed to ensuring that positions funded through this award reflect the principles of economic mobility, job quality, and self-sufficiency that underpin the Opportunity Model and Economic Security for All (EcSA) investments.

The successful awardee will be expected to operate as a High Road Employer and align with Quality Jobs standards in the design and delivery of all positions funded through this RFP. This includes providing compensation, benefits, and working conditions that support employee stability, retention, and long-term advancement.

Organizations selected through this RFP will be expected to provide jobs that model the outcomes the system is designed to achieve. Staff delivering eligibility determination, career pathway coaching, and financial coaching services must be compensated in a manner that supports self-sufficiency and aligns with the economic mobility goals of the system.

Compensation for all positions funded through this award must:

- Exceed basic living wage standards and align more closely with self-sufficiency levels within the regional labor market
- Be competitive with comparable roles in workforce development, human services, and employer-facing functions
- Include access to benefits that support employee stability, well-being, and retention
- Reflect a commitment to quality job standards, including predictable compensation, supportive supervision, and opportunities for advancement

PacMtn will use Thurston County as the benchmark geography for evaluating compensation levels.

These expectations are expected to align with wages above standard living wage thresholds, often in the range of approximately \$28 to \$35 per hour depending on role, experience, and responsibilities.

Proposers must clearly describe:

- Wage ranges for all proposed positions
- Benefits offered, including healthcare, leave, and other supports
- Opportunities for wage progression and professional development
- How their compensation structure aligns with High Road Employer and Quality Jobs principles

Proposals that demonstrate strong alignment with these standards and a commitment to staff self-sufficiency will be viewed more favorably

PacMtn will evaluate staffing models based on their ability to:

- Deliver integrated, team-based services through the Career Success Team model, ensuring strong coordination across roles
- Align staffing to priority sectors, career pathways, and employer demand to support placement, retention, and advancement outcomes
- Demonstrate clear capacity to achieve performance outcomes, including employment, wages, retention, credential attainment, and measurable skill gains
- Maintain strong programmatic, data, and fiscal oversight, ensuring compliance, data quality, and audit readiness
- Support effective implementation of the Opportunity Model, including coordination with PacMtn functional leadership
- Provide high-quality jobs that align with High Road Employer and Quality Jobs standards, including competitive compensation, benefits, and opportunities for advancement
- Operate efficiently within available resources, with a staffing structure that is right-sized, justified, and aligned to outcomes

## Organizational Structure and Reporting

This model is organized around the **Career Success Team**, which serves as the primary unit of service delivery. Each participant is supported by a coordinated team consisting of an Industry Talent Partner, Career Pathway Coach, and Financial Coach, working together to drive employment, retention, and advancement outcomes.

The selected sub-recipient will provide Career Pathway Coaches and Eligibility Specialists and may propose Financial Coaches as part of this RFP. These roles are embedded within the Career Success Team and are expected to operate in full coordination with PacMtn staff and system partners.

The sub-recipient retains full responsibility for personnel supervision, evaluation, and all employment-related decisions. The sub-recipient's designated local lead is responsible

for day-to-day supervision, including staff management, scheduling, and operational coordination.

PacMtn provides functional leadership to ensure alignment with the Opportunity Model, service strategy, and performance expectations. This includes:

- Career Pathway Coaches receiving functional guidance from PacMtn's Director of Workforce Programs
- Eligibility Specialists receiving functional guidance from PacMtn's Director of QA and Compliance
- Financial Coaches, if included in the sub-recipient award, receiving functional guidance from PacMtn's Director of Financial Empowerment
- Industry Talent Partners are PacMtn staff responsible for sector alignment, employer engagement, and labor market direction to the Career Success Team, and are led by the Senior Director of Sector Strategies

All roles within the Career Success Team are expected to work as a coordinated unit with shared accountability for participant outcomes. This includes regular communication, joint planning, and alignment across functions to ensure participants progress through career pathways and achieve employment and wage goals.

All positions funded through this RFP are customer-facing roles that require regular, in-person engagement with participants and employers. Staff are expected to be present at assigned work locations and actively engaged within the communities they serve. These positions are not designed for remote work.

Travel within assigned geographic areas will be required to meet with participants and employers and to support service delivery across the region. Staff are expected to primarily operate within their assigned areas to ensure strong local engagement and coordination.

This structure ensures consistency in service delivery across the system, strengthens alignment between employers and participants, and maintains clear accountability for performance and outcomes.

PacMtn may conduct regular case reviews to assess service quality, participant progression, and alignment with program requirements. Sub-recipients will be expected to participate and implement any required improvements.

## Integration Across Roles

Effective service delivery requires coordination across all roles.

Career Success Team members must communicate regularly, share information, and align service strategies. Each role contributes a distinct function, while all share responsibility for participant outcomes.

Career Pathway Coaches and Eligibility Specialists are expected to utilize PacMtn's Launchpad CRM to track participant engagement, services, and progress through the system. Launchpad serves as a core tool to provide visibility into participant status, support coordination across roles, and enable the team to drive outcomes and improve the participant experience.

Eligibility Specialists support this coordination by ensuring accurate enrollment and documentation, maintaining complete and timely data entry in Launchpad, and serving as the primary point of data entry into the state's data system. This allows the Career Success Team to focus on service delivery and achieving participant outcomes.

PacMtn may review data quality, timeliness, and completeness on a regular basis and require corrective action if data entry or documentation does not meet established standards.

## Performance Expectations

Performance will be measured based on outcomes aligned with Workforce Innovation and Opportunity Act (WIOA) primary indicators of performance, program-specific requirements, and PacMtn's Opportunity Model.

### Primary Outcomes

Sub-recipients will be held accountable for achieving performance outcomes across the full WIOA Participant Individual Record Layout (PIRL) for Adult, Dislocated Worker, and Youth programs (as applicable). This includes, but is not limited to:

- Employment in the 2nd and 4th quarters after exit
- Median earnings
- Credential attainment
- Measurable skill gains
- Effectiveness in serving employers

In addition to WIOA indicators, sub-recipients will be expected to achieve the following primary outcomes and demonstrate effective service delivery:

- Employment in priority sectors aligned with career pathways
- Wage attainment and progression
- Retention in employment, supported by ongoing coaching and follow-up strategies
- Employment at self-sufficiency levels for participants served under Economic Security for All (EcSA)
- Training starts for participants, particularly within career pathway-aligned programs
- Timely eligibility determination to support a positive participant experience, with a goal of completing eligibility within five (5) business days from application, contingent on participant submission of required documentation
- Development and ongoing use of Individual Employment Plans (IEPs) to guide participant progression through career pathways and toward employment and self-sufficiency goals
- Documented goal setting across employment, career, and financial domains, aligned with participant outcomes
- Use of the Washington Self-Sufficiency Calculator, as required under EcSA, to establish baseline conditions and track participant progress toward self-sufficiency
- Demonstrated participant progression through key milestones, including training enrollment, skill development, and employment readiness

### **Additional Performance Indicators**

Sub-recipients will also be evaluated on key programmatic and system indicators, including:

- Training participation rates, with a minimum expectation that at least 60 percent of participants are enrolled in training
- Credential attainment and completion of training programs
- Participation in and completion of work-based learning activities, including:
  - Apprenticeships
  - On-the-Job Trainings (OJT)
  - Work Experiences (WEX)
- Employment outcomes, including placement and progression along career pathways
- Participant engagement and progression through services

### **Program-Specific Requirements**

Sub-recipients must meet the following program-specific expectations:

- WIOA Youth:
  - Meet required Work Experience (WEX) expenditure targets
- EcSA:
  - Achieve required enrollment targets

- Support participants in reaching self-sufficiency through employment and income growth

## **Fiscal and Performance Alignment**

Sub-recipients will be evaluated on their ability to effectively manage resources in alignment with outcomes. This includes:

- Maintaining appropriate balance between administrative and program expenditures
- Maximizing the use of participant funds to support training, services, and outcomes
- Demonstrating a clear connection between expenditures and participant results

PacMtn may require corrective action if performance, caseload management, or service delivery does not align with contract expectations.

If performance does not meet expectations, PacMtn may require the sub-recipient to develop and implement a performance improvement plan outlining specific actions, timelines, and measurable outcomes.

## **Performance-Based Incentives**

Performance-based incentives, if applicable, will be defined in the contract and tied to measurable outcomes, including employment, wages, retention, training participation, and advancement.

## **Funding and Financial Management**

Funding will be braided across multiple sources, including WIOA Title I-B, Economic Security for All, and Community Reinvestment Project.

The sub-recipient must maintain financial systems capable of:

- Tracking expenditures by funding source
- Ensuring cost allowability and allocability
- Maintaining documentation to support monitoring and audit requirements

Resources must be managed to support participant success, including removing barriers, supporting training, and advancing employment outcomes.

PacMtn may require budget modifications or realignment of resources to ensure alignment with participant outcomes, service delivery needs, and program performance.

## Expectations for Applicants

Applicants must demonstrate the ability to operate within a coordinated system and align with PacMtn's Opportunity Model.

Strong applicants will demonstrate:

- Experience in workforce development or human services
- Capacity to manage staff, operations, and funding
- Commitment to data-driven performance and outcomes
- Ability to deliver integrated, team-based services
- Clear evidence that you can pivot quickly and adapt to changing priorities

Applicants must also demonstrate strategies to effectively engage individuals with barriers to employment, including those experiencing low income, rural isolation, or involvement with the justice system, while ensuring compliance with WIOA nondiscrimination requirements.

Collaboration is essential. The selected provider must work effectively within a network of partners.

Failure to actively participate in required meetings, coordination activities, and system alignment efforts may impact performance evaluation and contract standing.

## Final Considerations

This Request for Proposals reflects a coordinated, outcome-driven approach to workforce service delivery.

The Opportunity Model defines how services are delivered, how success is measured, and how resources are aligned. The selected sub-recipient will serve as a key partner in this system.

Success requires alignment with strategy, strong collaboration, and a sustained focus on results.

# Section IV: Proposal Requirements

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## Proposal Submittal

To be considered responsive, proposals must follow all instructions outlined in this RFP, include all required components of the Response Package, and be signed by an authorized representative of the organization.

Failure to comply with submission requirements may result in the proposal being deemed non-responsive and removed from further consideration.

Proposals may be deemed non-responsive for reasons including, but not limited to:

- Failure to include all required sections and attachments
- Failure to propose required staffing, including Career Pathway Coaches and Eligibility Specialists
- Failure to align with the Career Success Team model and service delivery requirements
- Failure to demonstrate the ability to meet compliance, data, and fiscal requirements
- Failure to follow required format, page limits, or submission instructions
- Submission after the stated deadline

Incomplete proposals may be deemed non-responsive.

PacMtn will determine proposal responsiveness based on the extent to which the proposal meets the submission requirements and adequately addresses the requirements of this RFP, as outlined in Section VII: Proposal Response Package Requirements. PacMtn reserves the right to make final determinations of responsiveness.

## Proposal Format

Each proposal must adhere to the following format requirements:

- 8.5" x 11" page size
- Single-sided pages
- One-inch (1") margins
- 12-point font
- Single-spaced
- Maximum length: **25 pages** (excluding cover sheet and required forms)

PacMtn may disregard any content that exceeds the stated page limits for each section. Only content within the defined page limits will be considered in the evaluation.

## Proposal Due Date

Proposals must be received no later than:

**Friday, May 22, 2026 at 5:00 PM PT**

Late submissions will not be accepted.

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

## Instructions for Submission of Proposals

Proposals must be submitted electronically via Dropbox using the link below:

<https://www.dropbox.com/transfer>

Submission instructions:

1. Click "Upload Files"
2. Select all proposal files for upload
3. Select "Email"
4. Enter the following email address: [contracts@pacmtn.org](mailto:contracts@pacmtn.org)
5. Include the following message:  
**"Organization Name – RFP Title"**
6. Click "Send Transfer"
7. Log in to an existing Dropbox account or create a free account to complete the submission

## Required Documents

Proposals must include all required components and appendices as outlined in this RFP.

A Microsoft Word version of required forms and appendices will be available on the PacMtn website:

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

Proposals may be submitted:

- As a single PDF document, or
- As multiple clearly labeled PDF files

## Submission Requirements

- All required documents must be included at the time of submission
- Files must be complete, legible, and properly labeled
- Faxed or hard copy submissions will not be accepted

Proposals not received by the stated deadline will not be considered.

# Section V: Proposal Review, Evaluation & Award Process

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## Evaluation of Proposals

Proposals will be evaluated based on the extent to which they demonstrate the ability to deliver services aligned with the requirements of this RFP and PacMtn's Opportunity Model.

Successful proposals will demonstrate:

- A clear and effective service delivery approach aligned with the Career Success Team model, including strong coordination across roles
- Alignment with system goals, priority sectors, and regional workforce needs, including the ability to connect participants to career pathways and employment opportunities
- Demonstrated capacity to achieve performance outcomes, including employment, wage progression, retention, credential attainment, and measurable skill gains
- Ability to operate within a coordinated, partner-driven system, including alignment with PacMtn's functional leadership structure
- Strong programmatic, fiscal, and data management capacity, including compliance with WIOA and other applicable requirements
- A staffing model that supports high-quality service delivery and aligns with High Road Employer and Quality Jobs standards
- Flexibility and responsiveness to evolving program requirements, funding changes, and regulatory guidance

Proposers are encouraged to remain informed of current and proposed guidance issued by the U.S. Department of Labor and demonstrate readiness to adapt services as required.

## Evaluation Criteria

Proposals will be evaluated based on the criteria below. Each section corresponds to required components of the Response Package.

Proposals will be scored using a standardized 100-point scale. Each criterion will be evaluated using a defined rating scale to ensure consistency, transparency, and defensibility in the evaluation process.

Scores will be assigned using the following scale:

- 5 = Exceptional (100 percent)
- 4 = Strong (80 percent)
- 3 = Adequate (60 percent)
- 2 = Limited (40 percent)
- 1 = Poor (20 percent)
- 0 = Not Addressed (0 percent)

Each score will be multiplied by the point value assigned to the section. Evaluation panel members will score proposals independently. Final scores will be determined through a consensus process. All scores will be supported by written justification referencing the content of the proposal.

Proposals must achieve a minimum score of 70 points to be considered for award.

In the event of a tie, priority will be given to the proposal with the highest score in the following categories:

1. Service Delivery Approach
2. Performance and Outcomes

Final award decisions will be made in accordance with Section V: Award of Contract.

## 1. Organizational Overview (5 Points)

Evaluation will consider:

- Clarity of organizational mission, services, and alignment to workforce and human services
- Relevance of organizational experience to the populations and services described in this RFP
- Demonstrated leadership structure and organizational stability

## 2. The Opportunity Model (20 Points)

Evaluation will consider:

- Clear understanding of PacMtn's Opportunity Model and ability to operate within its structure
- Strength and clarity of participant flow from entry through employment and advancement outcomes
- Alignment to priority sectors, career pathways, and employer demand
- Approach to serving individuals with barriers to employment, including access and equity
- Integration with WorkSource, PacMtn functional leadership, and system partners

- Ability to deliver services across the region, including rural and underserved communities

### 3. Service Delivery Approach (25 Points)

Evaluation will consider:

- Effectiveness and feasibility of outreach, recruitment, and enrollment strategies
- Strength of career coaching and participant support approach, including use of Individual Employment Plans (IEPs) to guide participant progression through career pathways
- Approach to goal setting across employment, career, and financial domains, including alignment of participant goals to training, employment, and self-sufficiency outcomes
- Use of the Washington Self-Sufficiency Calculator, as required under EcSA, to inform goal setting, track progress, and support participants in achieving self-sufficiency
- Quality and feasibility of training and work-based learning strategies, including apprenticeships, On-the-Job Training (OJT), and Work Experience (WEX)
- Approach to employer engagement and alignment with industry needs
- Strategies to support participant retention, including job readiness, job match, ongoing coaching, and coordination across the Career Success Team
- Use of PacMtn's Launchpad CRM and alignment with required data systems, processes, and documentation expectations
- Ability to deliver services in a coordinated, in-person, customer-facing model

### 4. Career Success Team Roles and Structure (15 Points)

Evaluation will consider:

- Clarity and appropriateness of the proposed staffing model, including required roles
- Defined roles and responsibilities across the Career Success Team
- Integration and coordination across roles, including alignment with PacMtn functional leadership
- Approach to shared accountability for participant outcomes
- Justification and value of any proposed additional staffing beyond required positions

### 5. Performance and Outcomes (15 Points)

Evaluation will consider:

- Alignment of proposed performance with WIOA primary indicators and program-specific requirements

- Strength and realism of proposed outcomes, including employment, wages, retention, credential attainment, and measurable skill gains
- Approach to achieving training participation targets and work-based learning outcomes
- Strategies to achieve EcSA outcomes, including employment at self-sufficiency and enrollment targets
- Ability to meet operational goals, including timely eligibility determination
- Cost effectiveness, including cost per participant and alignment of resources to outcomes

## 6. Budget and Budget Narrative (10 Points)

Evaluation will consider:

- Completeness and accuracy
- Alignment with staffing and services
- Reasonableness of costs
- Cost per participant
- Fiscal controls

## 7. Organizational Capacity and Experience (10 Points)

Evaluation will consider:

- Experience managing workforce, human services, or similar programs
- Demonstrated capacity to administer federal and/or state funds in compliance with applicable requirements
- Strength of internal systems for compliance, reporting, and audit readiness
- Ability to operate within PacMtn's functional leadership structure and coordinated system model
- Alignment with High Road Employer and Quality Jobs standards, including compensation, benefits, and staffing practices

## Proposal Review Process

All proposals will be reviewed by a designated Review Panel.

Each proposal will be evaluated independently based on the criteria outlined in this RFP.

PacMtn may conduct interviews with top-ranked proposers. If conducted, interviews will be scored using a standardized approach and incorporated into the final evaluation results.

All proposers selected for interviews will be evaluated using consistent questions and scoring criteria.

Interviews, if conducted, are anticipated to occur between:

**June 1 and June 2, 2026**

Following the review process, a recommendation for award will be forwarded to the PacMtn Council for approval.

## Right to Reject or Modify Proposals

See Section VI: General Terms and Conditions for PacMtn's procurement authority, including rights related to proposal rejection, modification, and negotiation.

## Cost/Price Analysis

PacMtn will conduct a cost/price analysis to determine whether proposed costs are reasonable, necessary, allowable, and allocable in accordance with applicable regulations.

Cost/price analysis will include:

- Comparison across proposals
- Cost per participant
- Alignment of staffing to expectations
- Reasonableness of wage assumptions

This analysis may include comparison across proposals and review of budget assumptions and supporting documentation.

## Award of Contract

Submission of a proposal does not constitute a contract.

PacMtn will make award decisions based on best value, considering both quantitative evaluation scores and qualitative factors, including alignment with system needs, service delivery approach, and demonstrated ability to achieve outcomes.

Final award is contingent upon:

- Completion of the evaluation and selection process
- Successful negotiation of contract terms and budget

- Approval by the PacMtn Council

## Appeal Process

Proposers may appeal the selection decision by submitting a written appeal within seven (7) calendar days of the publication of selected contractors.

Appeals must clearly state the basis for the request and be submitted to:

Pacific Mountain Workforce Development Council  
Attn: William Westmoreland, Chief Executive Officer  
201 5th Ave SW, Suite 401  
Olympia, WA 98501  
[contracts@pacmtn.org](mailto:contracts@pacmtn.org)

It is the responsibility of proposers to monitor the PacMtn website for the publication of award decisions: [www.pacmtn.org](http://www.pacmtn.org)

# Section VI: General Terms and Conditions

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All terms and conditions governing this procurement and any resulting contract are contained within this section. In the event of any inconsistency between this section and other portions of this RFP, this section shall control.

## 1. Procurement Authority

PacMtn reserves the right to reject any or all proposals, waive minor irregularities, request clarification, negotiate with proposers, and modify or cancel this RFP at any time.

PacMtn may make award decisions based on best value, considering both quantitative evaluation scores and qualitative factors, including alignment with system needs and demonstrated ability to deliver outcomes.

PacMtn is not obligated to award a contract as a result of this RFP.

## 2. Funding and Award Conditions

All awards are contingent upon the availability of federal, state, and local funding.

PacMtn reserves the right to adjust award amounts, reduce funding, modify scope, or decline to fund proposals based on funding levels, system priorities, or program needs.

Submission of a proposal does not guarantee funding or a contract award.

## 3. Contract Negotiation and Execution

Final award is contingent upon successful negotiation of contract terms, budget, and performance expectations, and approval by the PacMtn Council.

PacMtn reserves the right to terminate negotiations and initiate negotiations with another proposer if an agreement cannot be reached.

Contractors must provide documentation demonstrating that the individual signing the proposal and contract is authorized to bind the organization. This may include board resolutions or other corporate authorization documents as required by PacMtn.

No program activity may begin until a fully executed contract is in place.

#### **4. Implementation and Transition**

PacMtn reserves the right to modify implementation timelines or require transition plans, as necessary, to ensure continuity of services.

Contractors must demonstrate the ability to implement services within required timelines and ensure continuity for participants during any transition period.

#### **5. Contractor Responsibility and Liability**

Contractors are responsible for all aspects of program delivery, including staffing, service delivery, performance outcomes, and compliance with all applicable requirements.

Contractors are responsible for ensuring that qualified and sufficient staff are assigned to deliver contracted services and meet performance expectations.

Contractors are liable for any disallowed costs, improper expenditures, or non-compliant program activities and must maintain sufficient internal controls to ensure fiscal and program integrity.

#### **6. Compliance Requirements**

Contractors must comply with all applicable federal, state, and local laws and regulations, including but not limited to the Workforce Innovation and Opportunity Act (WIOA), 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements), and applicable U.S. Department of Labor regulations

Contractors must comply with all PacMtn policies, procedures, and reporting requirements.

#### **7. Audit Requirement**

Contractors must have current fiscal and compliance audits as required by applicable laws and regulations. Any audit findings must be resolved, or an approved corrective action plan must be in place prior to contract execution. PacMtn may conduct a pre-award risk assessment or survey for new contractors prior to funding.

#### **8. Monitoring, Audit, and Records Retention**

Contractors must maintain complete and accurate programmatic and fiscal records and make them available to PacMtn and authorized local, state, and federal representatives upon request.

Contractors are subject to monitoring, audit, and review. All records must be retained in accordance with applicable requirements, including a minimum of three (3) years following the end of the program year, unless otherwise required.

## 9. Data Ownership and Reporting

All data, materials, and documentation developed under the contract are the property of PacMtn and are subject to applicable public disclosure laws.

Contractors must comply with all data collection, reporting, and system requirements, including timely and accurate data entry.

## 10. Proposal Costs

PacMtn is not liable for any costs incurred by proposers in the preparation, submission, or negotiation of proposals.

## 11. Equal Opportunity and Accessibility

All contractors must ensure equal opportunity in program delivery. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any program funded through this RFP.

Contractors must comply with all applicable nondiscrimination laws and ensure access for individuals with disabilities in accordance with the Americans with Disabilities Act.

## 12. Changes in Law or Policy

PacMtn reserves the right to modify program requirements, contract terms, or service delivery expectations to comply with changes in federal, state, or local laws, regulations, or policies.

Such changes may result in modifications to contracts, funding levels, or program design.

## 13. Additional Funding and Future Awards

PacMtn reserves the right to allocate additional funding to existing contractors, expand services, or make additional awards based on future funding availability and system needs.

## 14. 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 within the first quarter of Program Year 2026.*

## 15. Customer Data Systems

Contractors are responsible for entering information into the state-managed WaWorks system in accordance with PacMtn requirements. Prior to system access, the contractor must execute a Memorandum of Understanding (MOU) and Data Sharing Agreement.

PacMtn utilizes a Customer Relationship Management system, Launchpad, along with other cloud-based systems to support service delivery and coordination. Launchpad will serve as the primary system for case management, participant tracking, and coordination across the Career Success Team, while WaWorks will be used for required state reporting.

All users must be approved for system access, complete required training, and sign a non-disclosure agreement prior to use.

## 16. 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.

## 17. SAM Registration Requirement

The selected contractor must be registered and maintain an active registration in the System for Award Management (SAM) at [www.sam.gov](http://www.sam.gov) prior to contract execution and throughout the term of the contract.

The contractor must provide a valid Unique Entity Identifier (UEI) and ensure that all registration information is current, accurate, and complete.

Failure to obtain or maintain an active SAM registration may result in:

- Delay or inability to execute a contract
- Suspension of payments
- Termination of the contract for non-compliance

PacMtn reserves the right to verify SAM registration status at any time during the procurement process and contract period.

# Section VII: Response Package Requirements

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Proposals must be organized in the order outlined below and clearly labeled by section. Responses must be concise, directly address each requirement, and demonstrate the proposer's ability to deliver services aligned with PacMtn's Opportunity Model and system expectations.

Unless otherwise specified, all page limits apply to narrative responses only.

The following do NOT count toward the page limit:

- Cover Sheet Certification Form
- Budget Template (Excel or required format)
- Required and optional attachments as noted below

The Budget Narrative DOES count toward its stated page limit.

PacMtn may disregard any content that exceeds the stated page limits for each section. Only content within the defined page limits will be considered in the evaluation.

Proposals that do not meet the requirements of this RFP may be deemed non-responsive in accordance with the criteria outlined in Section IV: Proposal Requirements.

## 1. Organizational Overview

**Page Limit: 2 pages**

Provide a brief overview of the organization, including:

- Mission and core services
- Relevant experience delivering workforce development or human services
- Organizational structure and key leadership

## 2. The Opportunity Model

**Page Limit: 5 pages**

Describe how participants will move through your proposed service model from entry to outcomes. Responses must include:

- Participant flow, including entry, engagement, service delivery, and outcomes
- Alignment with PacMtn's Opportunity Model and Career Success Team structure

- Strategies for serving individuals with barriers to employment
- Integration with the WorkSource system, PacMtn functional leadership, and partners
- Approach to ensuring access across the region, including rural communities

### 3. Service Delivery Approach

**Page Limit: 5 pages**

Describe how services will be delivered to achieve program outcomes. Responses must include:

- Outreach and recruitment strategies
- Career coaching and case management approach, including use of Individual Employment Plans (IEPs)
- Approach to goal setting across career, employment, and financial domains
- Use of the Washington Self-Sufficiency Calculator for EcSA participants
- Work-based learning strategies, including apprenticeships, Work Experience (WEX), and On-the-Job Training (OJT)
- Employer engagement and coordination with Industry Talent Partners
- Strategies to support participant retention
- Use of PacMtn’s Launchpad CRM and alignment with required systems and reporting processes
- Approach to delivering in-person, customer-facing services across the region

### 4. Career Success Team Roles and Structure

**Page Limit: 4 pages**

Describe the proposed staffing model and how roles will support an integrated service delivery system. Responses must include:

- Staffing structure, including required roles and any proposed additional positions
- Roles and responsibilities of Career Pathway Coaches, Eligibility Specialists, and Financial Coaches (if proposed)
- Approach to integrating services across the Career Success Team
- Alignment with PacMtn’s functional leadership structure
- Strategies to avoid program silos and ensure coordinated service delivery
- Alignment of staff to service locations and geographic coverage, including:
  - Lewis County WorkSource (Comprehensive Center)
  - Thurston County WorkSource (Affiliate Site and CST operational hub, opening May 2026)

- Mason County WorkSource (Affiliate Site serving Mason, Grays Harbor, and Pacific counties)
  - Regular presence at Grays Harbor College WorkSource site

## 5. Performance and Outcomes

### Page Limit: 4 pages

Describe how the proposed program will achieve the required outcomes. Responses must include:

- Proposed caseload model for Career Pathway Coaches, including the number of active participants served at any given time. PacMtn anticipates a target of approximately 75 active participants per Career Pathway Coach, not including participants in retention. PacMtn will monitor caseload levels to ensure alignment with proposed staffing, service delivery capacity, and participant outcomes.
- Approach to managing participant flow, including enrollment, active service, and transition to retention.
- Expected outcomes aligned with WIOA, EcSA, and RFP requirements.
- Cost per participant and alignment of resources to service delivery and outcomes.
- Strategies for achieving employment, wage progression, retention, credential attainment, and measurable skill gains.
- Approach to achieving training participation and work-based learning outcomes, including apprenticeships, On-the-Job Training (OJT), and Work Experience (WEX)
- Strategies to achieve EcSA requirements, including required enrollment levels and employment at self-sufficiency.
- Approach to meeting operational expectations, including timely eligibility determination.

## 6. Budget and Budget Narrative

### Budget Template:

(No page limit; must use required template)

### Budget Narrative Page Limit: 2 pages

Provide a complete budget and supporting narrative. Responses must include:

- Detailed budget aligned with proposed staffing, service delivery model, and expected participant outcomes
- Budget narrative describing key assumptions, including unit costs, staffing structure, and cost controls

- Identification of all staff included in the budget, including percent of time dedicated to this program and alignment to the proposed caseload model
- Completion of all required fields in the Budget Template, including standardized cost metrics such as cost per participant, cost per outcome, and participant service levels (e.g., training, OJT, WEX)
- Demonstration of cost reasonableness and alignment with program design, staffing levels, and expected outcomes

Proposers must also provide an estimated allocation of costs across funding sources (WIOA Adult, Dislocated Worker, Youth, and EcSA). This allocation is for planning purposes only and will not be binding. Final funding allocations will be determined during contract negotiation.

PacMtn will evaluate budgets based on completeness, internal consistency, alignment to the proposed service model, and cost effectiveness in relation to expected outcomes.

## 7. Organizational Capacity and Experience

**Page Limit: 3 pages**

Describe the organization's ability to successfully manage and deliver the proposed services. Responses must include:

- Relevant experience managing workforce, human services, or similar programs
- Fiscal systems and internal controls
- Experience managing federal and/or state funds
- Compliance with applicable regulations and reporting requirements
- Capacity to operate within a coordinated, performance-driven system

## 8. Required Attachments (Do Not Count Towards Page Limit)

### A. Job Descriptions (Required)

Provide job descriptions for all proposed positions, including:

- Career Pathway Coaches
- Eligibility Specialists
- Financial Coaches (if proposed)
- Any additional proposed roles

Each job description must include:

- Core responsibilities
- Required and preferred competencies
- Minimum qualifications and experience

- Relevant certifications or credentials (if applicable)
- Salary ranges or wage bands
- Percent of time allocated to this program (or clearly referenced in the budget narrative)

#### **B. Geographic Staffing Plan (Required)**

Provide a clear plan for how staff will be deployed across required service locations, including:

- Primary work locations
- Coverage across counties
- Approach to serving rural and underserved areas
- Coordination across sites

#### **C. Letters of Recommendation (Optional)**

Proposers may submit up to three (3) letters of recommendation from relevant partners, funders, or stakeholders.

#### **D. Sample Tools or Templates (Optional)**

- Example Individual Employment Plan
- Sample coaching framework
- Sample retention strategy or follow-up process

## Section VIII: Proposal Submission Checklist

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Proposers must complete this checklist to ensure all required components are included. This checklist is provided for convenience; however, it is the responsibility of the proposer to ensure the proposal is complete and responsive to all requirements of this RFP.

### Required Narrative Sections

- Organizational Overview
- The Opportunity Model
- Service Delivery Approach
- Career Success Team Roles and Structure
- Performance and Outcomes
- Budget Narrative
- Organizational Capacity and Experience

### Required Forms and Core Documents

- Cover Sheet Certification Form (signed)
- Budget Template (completed)
- Budget Narrative (within page limit)

### Required Attachments

- Job Descriptions for all proposed positions
- Geographic Staffing Plan

### Conditional (Required Prior to Contract Execution)

- Authorized signatory documentation
- Most recent fiscal and compliance audits
- Corrective action plan (if applicable)
- Pre-award risk assessment (if required)

### Optional Attachments

- Letters of Recommendation (max 3)
- Sample tools or templates

### Final Submission Check

- Proposal follows required format and page limits
- All documents are complete and properly labeled
- Proposal is signed by an authorized representative
- Proposal submitted before deadline

Proposers are encouraged to include a completed version of this checklist with their submission.