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**WIOA Title IB Adult, Dislocated Worker, Youth and Economic Security for All (EcSA)  
RFP**

**Public Q&A – 5/6/2026**

**Question #1: Good morning PacMtn Team, I'm writing on behalf of Digital Human Library (dHL) to clarify whether our services would be within scope for consideration under the WIOA Adult, Dislocated Worker, Youth, and Economic Security for All RFP.**

**We recognize that this RFP is centered on hiring and operating the core Career Success Team roles. Our intent is not to replace or duplicate those functions, but to determine whether complementary, participant facing services that directly support the stated outcomes would be considered responsive — or whether PacMtn's intent is strictly limited to providers staffing those roles.**

**Briefly, who we serve and what we provide:**

- **We deliver career pathway exposure and engagement for youth in K–12 systems and all ages through public libraries, with a strong focus on rural and underserved communities.**
- **Our programming blends live, facilitated career experiences with virtual career tours and a VR enabled library, designed to complement coaching, training, and in person services.**

**Outcome alignment:**

**Our services are typically used to support:**

- **Early and sustained participant engagement and retention**
- **Clearer career pathway understanding aligned to priority sectors**
- **Improved training persistence and completion**
- **Stronger WIOA Youth pathway clarity before work experience or placement**
- **Reinforcement of EcSA self-sufficiency goals through real, lived examples of economic mobility**
- **Equitable access across rural geographies via schools, libraries, and virtual delivery**



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**To be clear, we are not seeking a meeting or discussion outside the RFP process. We're simply trying to determine whether, based on the above:**

- **Complementary services like ours could reasonably be considered within scope (independently or in partnership), or**
- **PacMtn is seeking proposals exclusively from organizations hiring and operating the specified Career Success Team roles.**
- **A brief confirmation either way would allow us to decide whether submitting a proposal would be appropriate and aligned with PacMtn's intent.**

**Thank you for your time and for the clarity of this RFP.**

**Answer #1:** As outlined in the RFP, PacMtn is seeking a sub-recipient to deliver integrated workforce services through the Career Success Team model. At a minimum, proposals must include the required staffing roles identified in the RFP, including Career Pathway Coaches and Eligibility Specialists, and demonstrate the ability to deliver comprehensive workforce services.

Services limited to a single function, such as training or career exposure, would not be considered responsive to this RFP. However, such services may be included as part of a broader proposal or partnership, provided the proposal clearly incorporates the required staffing model and full scope of service delivery described in the RFP.

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

**Question #2:** Will this RFP result in multiple awards or a single contractor?

**Answer #2:** PacMtn is seeking one service provider to serve as the primary WIOA contractor. The selected sub-recipient will operate across all funding streams, including both federal and applicable state funds.

**Question #3: What is the invoicing process, including due dates and required documentation?**



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**Answer #3:** Invoices are typically due by the 15th of each month for the prior month's services. If the 15th falls on a weekend or holiday, the due date may be adjusted accordingly.

PacMtn provides a billing template that includes:

- Budget summary
- Current and prior month expenditures
- Remaining budget balance

Required documentation includes:

- A signed summary sheet
- A general ledger or trial balance supporting the charges

Detailed supporting documentation (such as receipts) is not required with each invoice, but must be available for review during fiscal monitoring. Sub-recipients will also be subject to programmatic monitoring to verify eligibility and service delivery compliance.

**Question #4: Are invoices required to be broken out by county?**

**Answer #4:** Administrative costs may be reported in aggregate (not required to be split by county). Participant-related expenditures must be reported by county, as PacMtn is required to report service delivery across its five-county region.

A summary invoice will be submitted, along with county-specific breakdowns for participant spending.

**Question #5: Will systems be provided for reporting, or must contractors develop their own?**

**Answer #5:** Contractors must maintain their own financial/accounting system.

- For program and performance tracking:
  - PacMtn uses Launchpad (Salesforce-based system)



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- Contractors will be granted access and are expected to use it for data entry and reporting

Additionally:

- The State is transitioning to a new data system, which may require coordination during implementation
- Contractors will be expected to align with both PacMtn and State reporting systems

**Question #6: What percentage of funding should be allocated to training, supportive services, and administration?**

**Answer #6:** PacMtn does not prescribe a fixed percentage split. Proposers are expected to justify their approach in the proposal.

However, general expectations include:

- A significant portion of funding should directly support participants, particularly training and work-based learning
- Emphasis on training-focused investments aligned with sector strategies
- The PacMtn Board expects:
  - At least 60% of participants receive a training service (e.g., ITA, OJT, apprenticeship)

Overall:

- This is an outcome-driven model, not volume-based
- Priority is placed on high-quality outcomes, including employment, wage progression, and self-sufficiency



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**Question #7: How quickly will responses to submitted questions be posted?**

**Answer #7:** Responses to submitted questions will be posted on the PacMtn website within approximately 2–3 business days.

**Question 8: What is the current number of participants served annually and active caseload per Career Pathway Coach by program (Adult, DW, Youth, EcSA)?**

**Answer 8:** Current participant volumes and caseloads may vary by provider and program year. Proposers should base their response on the targets and expectations outlined in the RFP and propose a staffing model that supports effective service delivery and outcomes.

**Question 9: Is the target of 75 participants per Career Pathway Coach based on unique individuals, and does it include co-enrolled participants across funding streams? Break out between Youth, Adult, and Dislocated Worker?**

**Answer 9:**

The target of 75 participants per Career Pathway Coach is based on unique individuals served, not duplicated counts across funding streams.

Participants who are co-enrolled in multiple programs (Adult, Dislocated Worker, Youth, EcSA, CRP) should be counted once, as a single participant within the caseload.

The 75-participant target represents a shared, co-managed caseload across the Career Success Team, including the Industry Talent Partner, Career Pathway Coach, and Financial Coach. Each role contributes distinct services and support within a coordinated approach to help the participant achieve employment and retention outcomes.

The target is not prescriptively broken out between Youth, Adult, and Dislocated Worker. Providers are expected to manage a mixed caseload based on local demand, referral patterns, and eligibility across funding streams.

The expectation is that the caseload reflects the One Workforce model, where participants are served based on need and eligibility rather than managed within fixed program silos.



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**Question 10: What is the anticipated carry-in and how will participant transition from the current provider be handled?**

**Answer 10:** If there is a change in service providers, a structured transition period will be implemented to ensure continuity of services for all participants.

The selected sub-recipient will be expected to coordinate closely with PacMtn and the current provider to support a smooth handoff of active participants. This will include case file transition, service continuity, and clear communication with participants to avoid disruption.

PacMtn anticipates retaining a small transition team from the current provider for approximately 45 to 60 days to support continuity of services and assist with the handoff.

PacMtn will provide guidance on transition expectations, timelines, and protocols during contract negotiation and transition planning.

Estimated carry-in caseload levels will be shared during the procurement process as they are finalized, and providers should be prepared to support participants at various stages of service at the time of transition.

**Question 11: What is the current cost per participant and average training investment per participant?**

**Answer 11:** Current cost per participant and average training investment vary based on participant need, funding source, and type of training provided.

In alignment with the One Workforce model, PacMtn does not set a fixed cost per participant. Investments are based on the level of service required to support employment outcomes, with a primary focus on occupational skills training aligned to priority sectors and career pathways.

Historically, training investments per participant have ranged based on program design and training type, including short-term credentials, longer-term training, and work-based learning models such as OJT.



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Proposers should design budgets that balance participant volume, training investments, and administrative costs, while maximizing the number of participants receiving training services and achieving employment and wage outcomes.

Additional detail on recent cost trends may be shared during the procurement process as available.

**Question 12: What is the current investment and required targets for work-based learning, particularly Youth WEX expenditures?**

**Answer 12:** WIOA requires that 20% of the funding PacMtn receives be spent on WEX expenditures. This is a combination of direct expenses paid to the participant and staff time in creating and setting up the work experience. Typically, budgeting should support achieving at a minimum the 20% requirement. Proposers should explain how they would achieve the 20% requirement through direct participant payments and staff expenditures.

Work-based learning is a key component of service delivery, particularly for Youth programs. Proposers should outline their approach to work-based learning, including WEX, OJT, and other strategies, consistent with WIOA requirements and the goals described in the RFP.

**Question 13: Is this award intended to be the sole WIOA Youth provider in the region, and if not, how will coordination occur with other providers?**

**Answer 13:** This procurement is intended to select a primary service provider to deliver integrated workforce services across programs. Coordination with system partners and other providers, as applicable, is an expected component of the service delivery model.

PacMtn also has special projects that involve youth funding connected to CTE-related work.



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**Question 14: Does the current staffing structure match the structure in the RFP? How are staff currently deployed across counties and WorkSource sites?**

**Answer 14:** The RFP outlines the desired service delivery structure moving forward. Proposers should design a staffing model that meets the requirements and expectations described in the RFP, including service delivery across the five-county region.

**Question 15: Are staff working out of WorkSource Centers or other locations? How much should we budget for rent and IFA?**

**Answer 15:** PacMtn pays the rent.

**Question 16: Are all roles required to be fully in-person, or is any hybrid or other flexibility allowed?**

**Answer 16:** All roles are expected to be fully in-person.

These positions are customer-facing and require a consistent on-site presence to support participants, coordinate with partners, and deliver services within the WorkSource system. The service model is built on in-person engagement and team coordination.

Hybrid or remote work is not part of the standard operating model for these roles. Any limited flexibility would be infrequent, pre-approved, and should not impact service delivery or availability to participants and partners.

Proposers should plan for full in-person staffing across all required positions.

**Question 17: Can you further define “functional leadership” and the level of day-to-day direction expected from PacMtn staff?**

**Answer 17:** Functional leadership means PacMtn sets the service model, program expectations, and performance standards for key roles, while the sub-recipient maintains responsibility for employment, supervision, and administrative management of staff.



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Under this model, PacMtn provides day-to-day direction on programmatic work. This includes:

- Service delivery expectations and workflows
- Use of tools and systems
- Alignment with sector strategies and career pathways
- Referral processes and coordination across partners
- Performance expectations tied to outcomes

PacMtn functional leads will work directly with staff in each role to guide their work, provide coaching, and ensure consistency across the system.

The sub-recipient remains responsible for:

- Hiring and onboarding staff
- HR functions, including performance management and discipline
- Payroll and administrative oversight
- Ensuring staff meet contractual requirements

This structure ensures that services are delivered consistently across the region and aligned with PacMtn's Opportunity Model, while maintaining clear employer-employee relationships with the sub-recipient.

**Question 18: What are the expectations for implementation timing; what must be fully operational by July 1 versus phased in?**

**Answer 18:** The contract start date is July 1, 2026. The selected provider is expected to begin service delivery at that time. Transition and implementation activities may be phased, in coordination with PacMtn, to ensure continuity of services.



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**Question 19: What are the specific expectations for Launchpad CRM usage and how does it integrate with WaWorks?**

**Answer 19:** Launchpad (Salesforce-based CRM) is the primary system used by PacMtn for tracking service delivery and performance. The selected provider will be required to use this system.

Integration with State systems, including WaWorks, will be required as applicable. Additional guidance and training will be provided.

**Question 20: What are the expectations for employer engagement and the division of responsibilities between the Industry Talent Partner and sub-recipient staff?**

**Answer 20:** Employer engagement is a shared responsibility. The Industry Talent Partner and sub-recipient staff are expected to coordinate closely to support employer needs, align participants to opportunities, and achieve outcomes.

Proposers should describe how their approach supports coordinated employer engagement within the broader system.

**Question 21: Can the selected provider use their own IT backbone?**

**Answer 21:** The selected provider may use their own IT systems if they are able to fully comply with all applicable data security, confidentiality, and Data Sharing Agreement requirements.

PacMtn will review any proposed approach to ensure it meets state and federal standards for handling personally identifiable information and program data. Approval will be required prior to implementation.

In most cases, the use of state-provided equipment and systems is the preferred approach, as it more easily meets these requirements and aligns with WorkSource system operations.

Funding will be adjusted as needed based on the agreed-upon approach.



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**Question 22: Are there going to be goals associated with each of the metrics, such as OJTs, WEX, apprenticeships, and employed exits?**

**Answer 22:** PacMtn has not established prescriptive numerical targets within the RFP for specific activities such as OJTs, WEX, apprenticeships, or employed exits.

Proposers are expected to design and propose outcomes they believe are achievable within their service delivery model and budget approach. The focus of this procurement is on achieving meaningful training and employment outcomes, not simply enrollment volume.

PacMtn's expectation is that funds are primarily used to support training and employment outcomes aligned with participant need, sector strategies, and career pathway advancement. Work-based learning and supportive services should support those outcomes and not function as stand-alone activities.

PacMtn prioritizes quality outcomes over quantity and expects proposers to demonstrate how their proposed investments will support participant success, training completion, employment, and wage progression.

**Question 23: Are there suggested position descriptions for the staffing roles identified in the RFP?**

**Answer 23:** The RFP includes high-level descriptions of the required roles and their expected functions. These descriptions are intended to outline the focus, responsibilities, and expected outcomes associated with each role within the Career Success Team model.

PacMtn is not requiring proposers to adopt a specific job description format. Proposers may utilize their own internal position descriptions and staffing structures, provided they align with the required roles, service delivery expectations, and outcomes identified in the RFP.



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**Question 24: When will submitted questions be answered?**

**Answer 24:** Questions submitted during the procurement process will be answered on a rolling basis and posted publicly on the PacMtn Service Provider Opportunities webpage.

The deadline to submit written questions is May 15, 2026, at 12:00 PM PT. Proposers are encouraged to regularly monitor the webpage for updates and posted responses.