REQUEST FOR PROPOSALS

for

One-Stop Operator* and Career Services Provider (Adults, Dislocated Workers, Business Services) under the Workforce Innovation and Opportunity Act (WIOA)

RFP Number: WCSO 2026 0S0

Issued by: The Southwest Ohio Region Workforce Investment Board, DBA the Workforce Council of Southwest Ohio (WCSO)

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Due Date for Proposal Submission: February 5, 2026

Proposal Submission Email: admin@cincyworkforce.org

Workforce Council of Southwest Ohio

**The terms One-Stop Center and One-Stop Operator referenced in this RFP are consistent with the WIOA federal legislation. Please note that the State of Ohio has separately branded the public workforce system (American Job Centers) as OhioMeansJobs (OMJ) Centers, and WCSO has adopted this naming practice, along with the co-branding with American Job Center.*

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About WCSO:

PURPOSE

The primary purpose of the WCSO is to provide efficient and effective workforce development services for and with Hamilton County residents by administering the federal *Workforce Innovation and Opportunity Act programs* and the public workforce system (known in Ohio as OhioMeansJobs) within the City of Cincinnati and Hamilton County (Ohio's Local Workforce Development Area #13).

VISION

To lead the way in public workforce innovation, providing outstanding service to our diverse customer base, community, and region.

MISSION

To provide our employers with a prepared workforce by connecting

job-seeking customers to opportunities that build their career readiness and provide a pathway towards a sustainable career, which contributes to the economic growth of our community and region.

Learn more about WCSO in our Annual Report: https://cincyworkforce.org/our-impact/

1.0 REQUIREMENTS & SPECIFICATIONS

1.1 Introduction & Purpose of the Request for Proposal

Introduction/Authority

WCSO is issuing this Request for Proposals (RFP) as part of the Workforce Innovation and Opportunity Act (WIOA). WCSO serves the local workforce development area, which is comprised of the City of Cincinnati and Hamilton County, and is operationally represented by WCSO for this combined service area. The Mayor of Cincinnati serves as the Chief Lead Elected Official, and Hamilton County Job and Family Services (HCJFS) as the Fiscal Agent for Ohio's Workforce Development Area 13.

About the Workforce Innovation and Opportunity Act (WIOA) - The Workforce Innovation and Opportunity Act (WIOA) of 2014 is overseen at the federal level by the U.S. Department of Labor (DOL). DOL issues guidance on WIOA, which is available via https://www.dol.gov/agencies/eta/wioa/guidance. Additionally, Ohio's Department for Job and Family Services (ODJFS) is the state's administrative agent on WIOA. As such ODJFS issues guidance and policies available via https://bit.ly/4spICpZ . The Workforce Innovation and Opportunity Act is available for viewing at https://www.dol.gov/agencies/eta/wioa. See the **Attachments List**, WIOA References, at the end of the RFP for other information.

Federal funds are provided to the local area and administered overall by WCSO. Federal WIOA funds are the core source of funds for One-Stop Operator functions.

WCSO is a 501(c)(3), nonprofit organization featuring a business-led board of directors comprised of Mayoral-confirmed members representing business, economic development, education, labor, community and faith-based organizations, Veterans, social services, and state and local government agencies, as required under WIOA.

WCSO reserves the right to award a single contract for all services or multiple contracts for different elements of these services to multiple bidders and/or to award one or more contracts for any or all the services proposed. (Unless otherwise clearly referenced in this RFP, once awarded contracts hereunder, both a single provider and multiple providers will be referred to as a "Provider"). Each Bidder must submit a proposal for the initial term of two (2) years, with the option to renew for two (2) additional one (1) year terms. The option periods shall be exercisable unilaterally at WCSO's discretion. WCSO expects contracted services to be initiated on or before July 1, 2026. Note: a 30-day transition period beginning June 1, 2026, may be executed to allow the new Provider to work with the existing Provider and promote a seamless transition, while ensuring continuity of services. Therefore, the Provider will be working with HCJFS and WCSO relative to the start date during negotiations, and the initial term is for two (2) years and will run through June 30, 2028, with funding based on resources available at the time of contract signing.

All parties considering a response to this RFP should also be aware that WCSO reserves the right to provide legal advisors and/or governmental departments to jointly negotiate amendments of the scope of any resulting contract to accommodate any change in legislation, nationally or statewide. Any contract resulting from this agreement may be extended, on a month-to-month basis, for up to six (6) months following the expiration of the contract or any option period at the discretion of WCSO.

Eligible Bidders:

Through this RFP, WCSO is endeavoring to identify experienced, innovative, and effective entities to perform this work. The entity may be a single provider or a partnership/consortium of organizations, specialized in workforce development and knowledgeable about the residents of Hamilton County. If the partnership/consortium option is proposed, the bid must identify a lead agency that will oversee the contract and serve as the fiscal agent.

Eligible Bidders may fall within any of the following categories:

- Established Community-based organizations (CBO)
- Public Agencies and/or quasigovernmental organizations
- Private For-Profit Businesses
- Private Non-Profit Businesses
- Educational entities, with the exception of primary and secondary schools

All Bidders must demonstrate existing capacity and commitment to the following:

- Planning, delivering, and measuring outstanding workforce services and programs through a customer-centric approach
- Knowledge of the area's demographics, labor market data, industries, and key employers (small, medium, and large companies along with businesses owned by people of color, as well as women-owned and Veteran-owned businesses)
- Serving the area's target populations, in accordance with state and federal law(s) as well as WCSO strategic priorities and directives
- Operating in a cost-effective manner

- Demonstrated cultural competence of staff and a commitment to diversity, equity, and inclusion in all operations and programming
- Facilitating continuous quality improvement processes, guided by community needs, customer satisfaction, and success
- Ability and commitment to adapting to the area's evolving workforce development needs, including in-person service delivery, pop-up style services in targeted communities, and other relevant strategies
- Demonstrated history of fiscal integrity, as evidenced by state and federal monitorings/audits
- Meeting or exceeding federal, state, and local performance standards
- Proactive communication with WCSO, and reporting to WCSO at least monthly and cooperating with all requests of WCSO
- Collaborative mindset and knowledge, skills, and dispositions to forge and sustain a positive working relationship with WCSO and community partners
- Passion for public service and the ability to be innovative within the parameters of the public workforce system
- Model best practices for hiring and retention with Provider's own staff members
- A willingness to assist WCSO with advocacy efforts to increase public awareness of Provider's positive impact in the community as part of a larger effort to help ensure robust federal funds and other funding for workforce development efforts.

Funding is not available to support training of an inexperienced Provider.

Statement on Virtual and In-person Service Delivery

Virtual/online services must be available to customers, as requested. However, to meet the comprehensive needs and preferences of customers (individuals and employers), bidders/respondents must provide robust in-person service delivery as the default method for customer service. As such, the project director, supervisors/team leads, and line staff/employees funded by WCSO for services outlined in this RFP must be based locally (in the Cincinnati Metropolitan Statistical Area) and be willing/available to work onsite/in-person with individual and employer customers in Cincinnati and Hamilton County.

1.1 Purpose

This Request for Proposal (RFP) solicits cost-effective proposals that fully describe how the bidder will implement the following:

1. Operate a brick-and-mortar, comprehensive One-Stop Center (American Job Center) complemented by a robust digital presence, as well as other service access points for federally funded One-Stop partners and other community partners serving employers and community members seeking jobs, career counseling, training, and advancement, as required by WIOA.
2. Conduct staff operations as the Lead Provider with One-Stop personnel and staff of the One-Stop partners to promote workforce skills for and with community

members by modeling professional conduct and by providing a welcoming environment and friendly service that demonstrates respect for all community members, their needs, and circumstances.

3. Ensure priority of services for Veterans.
4. Work proactively with WIOA-required partners to assess necessary accommodations for people experiencing disabilities and determine priorities and funding sources to meet these needs. Assure technology is sufficient to serve the co-located partners, other partners, and customers of the One-Stop Center. Collaborate with and actively participate in any WCSO committees or initiatives focused on providing services for and with individuals experiencing a disability.
5. Operate Business Services for and with employers that are responsive to their workforce needs. Provide professional services to businesses and employers for
    - connecting employment opportunities to our jobseeker customers (e.g. hosting business introductions and hiring events)
    - assisting employers with hiring jobseekers through on-the-job training accounts to support their training plans
    - conducting workshops and training programs to benefit employers in optimizing services from Provider and improving their recruitment
    - attracting employers to use the Center services through the quality and results of a trained, skilled, professionally presenting team of talented staff
    - coordinate with WCSO and its partners in the community relative to supporting the existing and collaboratively formed current and future employer/industry sector partnerships and career pathways.
    - collaborate with WIOA-required partners that conduct business services to minimize duplication and promote seamless business service delivery.
6. Collaboration and coordination with WCSO's business services efforts, such as the Business Engagement Committee, is required, as recommended by WIOA.
7. Collaboratively assist employers who are reducing their workforce or closing operations to obtain Rapid Response services for the company and the dislocating workers with attention to timeliness and efficiency so as to avoid adding stress to the circumstances of these employers and separating workers. Coordinate a local Rapid Response team, as outlined by the state and further defined with specific partners at the local level, namely representatives of local office of the Ohio Department of Job and Family Services, Unemployment Compensation, Trade Act, and WCSO, to deliver services in the manner described and also coordinate with any organization representing the impacted labor force, elected officials, and WCSO to remain informed and knowledgeable of the service delivery and results. Proactively work with WCSO in requesting Rapid Response Funds from State resources. Provider is responsible for obtaining WCSO signatures on all funding requests.
8. Coordinate the interaction, cooperation, and participation of the WIOA-required and other partners in service delivery at the One-Stop Center, all in accordance with WIOA expectations for intake, application, enrollment, service delivery coordination, case management, referrals, performance measurement, and managing cost share collection. Take an assets-based approach to serving

community members, especially those from traditionally marginalized communities.

9. Serve as the lead provider of WIOA Basic and individualized Career Services for adults and dislocated workers, Examples of these WIOA-required services include (but are not limited to) the following:
    - community engagement (including outreach, awareness, recruitment)
    - initial assessment (of customer skills/interests/marketability)
    - labor market information
    - career coaching
    - development of an individual employment plan
    - referrals to partners
    - supportive services
    - training and apprenticeships
    - regular communication/follow-up that supports a career pathways approach and long-term success of the participant

    Provision of these WIOA Basic and Individualized Career services are required and must be demonstrated through documentation in the state's customer relationship management system for WIOA (e.g. ARIES, etc.) as well as any other analog or digital platforms (local/state/federal). A comprehensive description of WIOA Basic and Individualized Career Services can be accessed via https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEGL/2017/TEGL_19-16.pdf
10. Use a warm hand-off approach to provide referral connections and other services for youth, specifically Opportunity Youth, under WIOA law.
11. Coordinate, refer, and/or co-enroll customers as appropriate, particularly for the Comprehensive Case Management and Employment Program ("CCMEP"), Ohio's integrated strategy for serving Youth/Young Adults with WIOA and TANF resources.

These services will follow the requirements of the WIOA, local WCSO strategic priorities and policies, the negotiated Memorandum of Understanding (MOU) governing One-Stop partners' responsibilities and cost shares, and the regional and local workforce plans developed for Area 13, (and Area 12) under WIOA law.

Bidders should address how all items specified above under *Section 1.1 Purposes* are proposed to be delivered. Those bidders interested in certain purposes, but not all purposes, should connect with other entities to submit or be part of a submission that addresses all fundamental purposes. The entity may be a single Provider or a partnership of workforce development organizations. Any such collaborative effort must designate a lead agency that will hold the contract and serve as the sole contracting entity.

This RFP is not in itself an offer for work, nor does it commit WCSO/Area 13 to fund any proposals submitted or award any contract.

1.2 Scope of Service

The goal of the One-Stop Center and public workforce system is to help create a thriving local economy that all community members can participate in and reap the benefits of. The One-Stop Center achieves this by providing world-class customer service, resources, and supports for and with local employers and community members seeking jobs or career assistance. The One-Stop Center plays an essential role in ensuring that local in-demand industries have a pool of trained talent available to fill their positions.

WCSO seeks to deepen the integration and coordination of workforce services among core partners, with a strong emphasis on fostering a collaborative, data-informed operational environment. The selected Provider will be expected to:

- Support efforts to implement a modernized One-Stop Operator model that aligns with current workforce development priorities and community needs.
- Strengthen cross-agency collaboration to ensure seamless service delivery and improved customer outcomes.
- Embed data-driven decision-making into daily operations, using performance metrics and customer feedback to guide continuous improvement.
- Promote a culture of accountability, innovation, and responsiveness within the OhioMeansJobs system.

The Provider takes the lead with WIOA-required and community partners on operational issues, culture of professionalism, and customer friendliness, as well as the development of integrated services and performance measurement. Provider is versed in trauma-informed care and takes an asset-based approached to serving the community, particularly those populations who have been traditionally marginalized.

The negotiation and implementation of the Memorandum of Understanding (MOU), budget and service specifications, and any future formal or informal agreements is managed by WCSO with input and financial details from the Bidder selected by WCSO to be the Provider. However, the Selected Bidder must manage the MOU infrastructure, including the invoicing and reconciling of reimbursement of related cost allocations from all partners, per the terms of the local MOU and WIOA law, and utilize such funding to reimburse WCSO (as OMJ property manager) or its own costs associated with operations, and must provide qualitative and quantitative reports to WCSO monthly. As such, the selected bidder must collaborate with the WCSO Fiscal Agent (HCJFS) to coordinate these MOU infrastructure costs/payments.

Within the limits of WIOA law and rule, any aspect of the scope of service may be re-prioritized in the future and increased or decreased in response to changing circumstances or funding levels. Priorities shall be established by WCSO with budget impacts defined by the Provider and each constrained by law, regulation, and available funds as confirmed with WCSO.

Provider shall adhere to federal, state, and local performance standards as defined in Section 1.2.2 Service Components. Several of the proposed benchmarks have not yet been removed from baseline into final benchmarks and Provider will have to negotiate those evolving measures.

The One-Stop Operator will report directly to WCSO and will work in close collaboration with Title-funded partners and executive leadership from workforce development

agencies to ensure effective governance, strategic alignment, and system cohesion. The Provider is expected to uphold the highest standards of transparency, professionalism, and ethical conduct, providing consistent communication, participating actively in governance structures, and aligning all activities with applicable regional, state, and federal workforce policies.

The One-Stop Operator will also play a key role in supporting the development, execution, and refinement of system-wide strategies aimed at enhancing service delivery, operational performance, and customer outcomes. As both a strategic advisor and an implementation lead, the Provider will contribute to the design and delivery of improvements to the one-stop delivery model in alignment with WCSO's vision and priorities.

The expectations associated with this area may include, but are not limited to: timely and accurate submission of reports and required documentation, delivery of high-quality, complete, and actionable materials that meet project specifications, demonstrated alignment with and support for regional workforce development strategies, responsiveness to governance directives and stakeholder input and active participation in scheduled governance meetings, planning sessions, and compliance reviews.

The Provider will be responsible for the day-to-day functional supervision of operations staff of the One-Stop Center. This includes ensuring the smooth operation of physical centers, addressing the immediate and ongoing needs of on-site personnel, and maintaining a professional, well-resourced, and customer-ready environment.

The Provider must ensure adequate staffing to support center functionality and service continuity, including providing oversight of daily workflows, maintaining operational readiness, and promptly resolving logistical or staff-related concerns. Responsibilities also include coordinating the onboarding of new partner staff, fostering a collaborative workplace culture, and working closely with partners to develop and implement meaningful professional development opportunities.

The Provider will serve as the first point of contact for addressing operational issues, ensuring that the center remains accessible, safe, and conducive to high-quality service delivery.

Key performance indicators will include the timeliness and effectiveness of staff onboarding processes, the level of staff satisfaction and engagement with operational support, and the Provider's responsiveness to partner and staff needs, including the resolution of on-site issues. Additional indicators will assess the adequacy of infrastructure, the implementation and uptake of professional development opportunities, and the overall operational functionality of the One-Stop Center.

1.2.1 Population

The following information is provided for planning purposes only. WCSO does not guarantee that the current service level will increase, decrease, or remain the same. While WCSO is actively pursuing alternative funding streams to complement federal WIOA funds, bidders must provide the services described in this RFP for and with the following customers, as appropriate and within funding/eligibility guidelines:

- **Employers** who are seeking
    - workers
    - labor market information
    - labor exchange services (e.g., posting of job orders, receiving qualified referrals, etc.)

- specialized training arrangements for current or prospective workers
- participation in regionally determined and organized industry sector and career pathway initiatives
- assistance to avoid layoffs or reduction in force
- services at the point of layoff or reduction in force or closure

Targeted employer audience should include small businesses, BIPOC-owned businesses, women-owned businesses, Veteran-owned businesses, and employers that support Area 13's in-demand sectors/occupations.

- **The general public (the universal customer)** seeking use of the facility, access to resources for job hunting, and other services as part of the array of career services under WIOA. The center provides help and guidance to individuals of all skill levels and work experience, utilizing services for a variety of reasons related to their job search. Some customers engage solely in self-directed activities with the help of technological tools and informational resources while others may participate in more comprehensive, individualized career and training services.
- **Adults and Dislocated Workers** who meet the requirements for WIOA services
- **Military Veterans and spouses/partners**

In addition to the above WIOA-required populations, the following groups must also be included in community engagement strategies for services in this RFP:

- **Black and Latino individuals or communities**
- **LGBTQ+ individuals or communities**
- **Specialized groups:**
  - individuals with substance use disorder/in recovery
  - individuals lacking a high school or alternative diploma
  - individuals with multiple barriers to employment (e.g. those with limited English-speaking ability; victims of employment discrimination, domestic violence, generational poverty, etc.)
  - individuals impacted by foreign trade who may be eligible for Trade Readjustment Assistance (TRA), NAFTA, etc.
- **Completed WIOA enrollees** to whom follow-up services are to be provided
- **Non-custodial parents** of the children supported by public assistance
- **WIOA youth customers** (those between ages 14-24); although these individuals are primarily served through contracted providers (separate from this RFP), the One-Stop Operator is responsible for ensuring WIOA services are available onsite at the Center to *all* individuals over 18 years of age. Youth customers (under 18 years of age) may be referred to appropriate service providers or other career services.
  - Note: Youth/young adults between the ages of 14-24-year-olds, and those with children, are eligible for services under the State of Ohio CCMEP through collaboration and/or co-enrollment.

To effectively serve these groups Provider staff must be culturally competent, trained in trauma-informed care, and take an asset-based approach to engaging with community members.

Additional audiences the Provider must engage with are:

- **MOU Partners of the OMJ workforce system**
- **Community partners and workforce stakeholders**

1.2.2 Service Components

The Bidder/Respondent will provide/lead the following:

1. Program Facilities

a. A full-service, comprehensive One-Stop Center is currently operated at 1916 Central Parkway, Cincinnati, OH (known locally as the Cincinnati-Hamilton County OhioMeansJobs/OMJ Center). However, it will be relocating to the Community Action Agency at 1740 Langdon Farm Rd., Cincinnati, OH, in the spring of 2026. Provider will be expected to maintain a fully functioning One-Stop Center at the relocated facility (or any new facility, if applicable). This facility will be made available for use by the Provider, in accordance with the full-time equivalent cost ratio of the required MOU. Facility management and related costs for each location are outlined in the MOU for cost-sharing. Any Bidder with questions regarding the Partner MOU may request a copy for review. Provider must collect/manage cost shares from all partners and reconcile these shares with actual expenses, in collaboration with the WCSO Fiscal Agent (HCJFS) and WCSO (as the OhioMeansJobs Center facility manager).

b. Use of the OhioMeansJobs Center includes furnishings, A/V equipment in conference rooms, and computers in the lobby, resource room, and computer lab rooms. NOTE: Bidders will be responsible for the costs of their employee computer equipment, printers/copiers/fax equipment, supplies and repairs. Any and all items purchased with funds provided under this Agreement shall remain property of WCSO and shall be inventoried by HCJFS in their role as Fiscal Agent.

c. Seek and establish additional, strategic OMJ access points as well as maintain current access points (e.g., such as a local library branch, community center, etc.) to make WIOA/OMJ career services more accessible to prioritized communities in a cost-effective manner. Additional access points or “pop-up” locations must be explored and implemented in response to data related (but not limited to) unemployment rates, educational attainments, household income, and other relevant information to ensure that communities/families/individuals with barriers to careers/employment have full access to workforce development services and any related supportive/wrap-around services. Access points must be strategic and support racial and gender equity across the county.

d. Maintain and promote a Human-Centered Design within the One-Stop Center as well as ensure a professional and inviting environment. Courteous, culturally competent staff who are trained in customer service best-practices are also essential. Explain your practices for achieving these components and any hindrance to this expected requirement. For more information on customer-centered/human-centered design, visit the following links:

https://ccd.workforcegps.org/home/ , https://spokaneworkforce.org/human-centered-design/

e. Provide policies and procedures for staffing the front desk of the One-Stop Center. WCSO believes that team members need to periodically serve the front desk function to maintain their knowledge of our customers and their needs/challenges as well as to keep their own knowledge base current.

f. Provide policies and procedures related to news media interactions and engagement. WCSO requires all contractors including the Provider to recognize WCSO in all their internal and external media and to consult with WCSO before any press interaction to reinforce recognition of WCSO's role in delivery of WIOA services, to ensure alignment of messaging, and to make the most of the media engagement opportunity.

g. Cooperate with WCSO relative to identifying accessibility needs, utilizing accessibility resources, and assuring the OhioMeansJobs Center remains ADA compliant.

h. Provide documented effective policies and/or standard operating procedures, as well as a process for regularly reviewing and updating them.

i. Maintain facilities and services to assure ongoing state certification as a comprehensive One-Stop Center, which includes, but is not limited to having all partners participating in the site services as outlined in WIOA, is internet accessible, and has a fully functioning resource room. All resource and cost sharing among the partners are negotiated between WCSO and Provider and must be documented in an MOU.

j. Furnish and staff a resource area for use by the public and provide quality internet access and equipment for use by customers and the partner staff of the One-Stop Center. Technology expectations under WIOA are sizeable and meant to provide for exploration of new technologies that assist jobseekers to prepare for work, as well as assist the One-Stop system to better manage collecting and reporting progress and results to the community. Bidder must clearly explain how Information Technology for the One-Stop's Resource Room, training rooms, computer labs, collecting customer information, and reporting to WCSO will be a priority.

k. Provide for seamless referral systems among various agencies and for use of the facility by youth services providers for working for/with WIOA Youth as outlined under WIOA's expectations for youth to connect with the One-Stop for services. Currently, Ohio has merged WIOA Youth and TANF funds into the Comprehensive Case Management Employment Program (CCMEP). Provider will need to proactively manage interaction/collaboration with CCMEP partners.

l. Use data to determine OMJ Center hours that are convenient to customers and appropriate to the number of customer visits. Schedule to include extended hours as necessary.

m. Arrange limited hours at "access points", as needed, particularly to meet the needs of outlying communities of the County and special populations.

n. Make available, at no cost, meeting or training space to the Fiscal Agent (HCJFS), the Chief Lead Elected Official, WCSO, employers, employment-related organizations, and partners. [Note: Under WIOA, local workforce boards

are encouraged to diversify funding and revenue streams; facility rental to non-co-located partners or non-WIOA partners could be a potential opportunity]. WCSO will maintain its office space at the One-Stop Center.

o. Coordinate with WCSO to assure space is available in the One-Stop Center for partner services, per MOU agreement with the partners and WCSO. Use of space for full-time equivalents is detailed in the Memorandum of Understanding, which Provider will cooperate with WCSO to update and re-negotiate with the required partners under WIOA and other co-located entities in advance of expiration. Provider should have quarterly meetings at leadership and operational levels or as combined with and at the request of the mandated partners or WCSO.

p. Provider will respond to WCSO and its committees with interaction at the One-Stop Center, including attending and/or providing reports for committee meetings. Moreover, Provider will collaborate with WCSO staff to plan and facilitate the WIOA Core Partners Quarterly meeting, co-developing the agenda with WCSO and partners, and following up after the meeting with any action items, notes, and attendance record. Quarterly meeting times and locations will be posted at least one month in advance, with the agenda going out to Partners prior to the meeting.

q. Provide digital technologies to support administrative, program, and fiscal efficiency, effectiveness, transparency, and accountability. This includes but is not limited to: tracking information on customers, employers, and One-Stop partners; direct job postings; resume management; application tracking, in-take and referral management, scheduling conference rooms, facilitating a customer feedback mechanism, policy access, and workflow management reporting. Such technology may be on OhioMeansJobs.com, currently the statewide source of technology in Ohio, but may be on another platform. Technologies must protect customers' privacy, as required by local, state, and federal law.

r. Determine and implement a process and method bringing the WIOA MOU partners into the practice of co-intake, co-application, co-enrollment, co-case management, and co-performance measurement. This has been an historic challenge that needs to be corrected, as the federal and state requirements focus on One-Stop Operator and Workforce Board obligation to report improvements in these efforts.

s. Maintain the current state branding requirements for the Ohio One-Stop System of Centers and promote visibility of name, logo, and tagline, whether retained as "OMJ" or adjusted by the state. Use the name and logo in signage, forms, stationery, logo, marketing, internet access, and other media.

t. In the event of contract termination, all leases, software licenses, and telephone numbers will be assigned to WCSO and equipment, materials, and supplies returned to WCSO, assuming WCSO will accept assignment. Provider will inventory and maintain all purchased and transitioned equipment. The One-Stop Center's name and logo, including signage, communications, digital media, and marketing materials, will remain the property of WCSO.

2. Community Engagement

a. Provider is responsible for providing robust, evidence-based community engagement to all audiences listed in section 1.2.1 of this RFP, including outreach and recruitment to job seeking individuals in targeted groups, such as Veterans (noted as first among equals as customers); the unemployed and long term unemployed; returning citizens; individuals experiencing a disability; individuals with limited skills/work history/education, or other personal barriers; persons with cultural or language barriers; young adults; older workers; skilled workers; and professionals. Include specialized engagement methods and marketing to non-traditional, hard-to-reach, and individuals with significant barriers to employment. As needed, leverage community partners to connect to audiences the Provider has yet to build trust and relationships with. Ensure those leading community engagement efforts have the necessary knowledge, skills, and dispositions to be successful, including cultural competence.

b. In collaboration with WCSO and WIOA-required partners, inform, promote and advertise the One-Stop Center to educate employers; business, HR, labor, and trade organizations; training institutions; targeted groups, other workforce development organizations, and the general public about what resources and services are available; their benefits and how to access them; and industries given priority for training and employment connections, as well as resources available to employers and jobseekers to cement these connections

c. Collaborate with WCSO for particular engagement efforts with specific industry sector and career pathway efforts and consortia for which WCSO is a creating or participating partner and/or member.

3. Services for Job-Seekers

a. Provider will offer comprehensive, integrated services of partners in a seamless and streamlined fashion that is customer-centric. Adaptations will be available for specialized populations such as those with significant language and cultural barriers, including people experiencing a disability.

b. Some services will require WIOA registration/enrollment, but not all.

c. A description of the required WIOA Basic and Individualized Career Services, as well as Training and Follow-up Services are provided below and on subsequent pages. For more details, visit https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEGL/2017/TEGL_19-16.pdf

Basic Career Services

WIOA Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include:

- Identification of current career/employment challenges and determination as to whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation and connection to

information and other services available through the one-stop delivery system;

- Initial assessment of career goals and identification of personal interests and hobbies that may be relevant to a career pathway in an in-demand field;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including—
    - Job search and placement assistance, and, when needed by an individual, career counseling, including—
        - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and,
        - Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including—
    - Job vacancy listings in labor market areas;
    - Information on job skills necessary to obtain the vacant jobs listed; and
    - Information relating to local occupations in-demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of provider;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD)[1]; and assistance under a State program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and

- Provision of information and assistance regarding filing claims under unemployment insurance (UI) programs, including meaningful assistance to individuals seeking help in filing a claim

Individualized Career Services

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be available to the individual. One-stop center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the career interests and skill levels and service needs of adults and dislocated workers, which may include—
    - Diagnostic testing and use of other assessment tools; and
    - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify interests and career goals, achievement objectives, and the appropriate combination of services for the participant to achieve their career goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills and soft skills such as, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training. In some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills; critical thinking skills; digital literacy skills; and self-management skills, including competencies in utilizing resources; accessing, analyzing, and using information; working with others; understanding systems and how to navigate them; and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Coaching and Follow-up Services

- Coaching and follow-up services must be provided to individuals engaged with WIOA Individualized Career Services for at least 12 months after the first day of employment. Coaching and follow-up services do not extend the date of WIOA

exit in performance report.

ReEmployment Services and Eligibility Assessment (RESEA) Program

The ReEmployment Services and Eligibility Assessment (RESEA) program is a federal program that provides intensive reemployment assistance to individuals who are receiving unemployment benefits and are determined likely to exhaust their benefits before becoming reemployed. The RESEA program is a required component for bidders of this RFP. The state provides a recommended minimum target (number of actual available individuals served vs. total number of available individuals) for Areas to meet. Acknowledging that the state's target is set at the lowest acceptable performance level, Provider is expected to exceed state targets.

The goal of the RESEA program is to provide claimants with a wide array of resources that support reemployment as quickly as possible and connects claimants to reemployment services, including co-enrollment in the Workforce Innovation and Opportunity Act (WIOA) dislocated worker program or other program services, as appropriate.

Program delivery staff within the OMJ Center meet one-on-one with the claimant to assist in the development of an individualized reemployment plan. To successfully assist the RESEA customer, the following will be provided:

- An Unemployment Compensation eligibility assessment to identify potential issues or barriers to reemployment; Customized labor market and career information, including information about in-demand occupations
- Registration with Ohio's ARIES and OhioMeansJobs.com
- Information and referral to additional reemployment services and other OhioMeansJobs center services, resources, and training, as appropriate
- An orientation to OhioMeansJobs center services
- An individualized reemployment plan that includes work search activities, accessing services provided through an OhioMeansJobs center or using self-service tools, and/or approved training
- A follow-up to the individualized reemployment plan

For more information on RESEA, visit https://bit.ly/49fVUwg

4. Customer Data Collection

a. Secure basic information as required by Department of Labor (DOL), ODJFS (state administrative entity), and WCSO on each business and jobseeker customer using One-Stop Center services. Track repeat customers and maintain case management to provide adequate information for assessment of performance under the expanded performance measures of WIOA.

b. Register all job-seeking customers using One-Stop Center services in the State of Ohio database system, at OhioMeansJobs.com, and other designated platforms (e.g. ARIES, etc.), documenting information as required.

c. Complete required documents (electronic and analog) on WIOA customers and enter customer information into ARIES and/or other designated systems on the same day as customer visit/service.

d. Document/track and maintain data related to targeted DEI strategies and efforts (individuals by race, gender, disability, income, etc. and businesses- women-owned, BIPOC-owned, Veteran-owned, small businesses, etc.); data will be used to inform/influence strategies related to service delivery and targeted outcomes

e. Maintain and act on, as appropriate, customer satisfaction information, customer complaints, and conflict of interest declarations. Review these items with WCSO staff monthly. Use information to guide planning and decision making.

f. Protect the privacy of customers and maintain confidentiality. Practice the strongest ethical standards, and periodically review policies and procedures to ensure methods for protecting privacy and maintaining confidentiality are effective.

5. Business Services

- Use strategic approaches for supporting regional economic development and providing employers with a qualified workforce, following the direction of the WCSO Executive Director and WCSO policies, and in alignment with the Southwest Ohio Regional/Local WIOA Plan as required under WIOA. WCSO is a member various business and economic development organizations.
- Focus resources on a several key industrial or occupational sectors as directed by WCSO, such as healthcare, construction & trades, advanced manufacturing, information technology, and supply chain/transportation/distribution & logistics, all current or in development. Target sectors (and related employers) must have at least three of the following: high staffing needs, career openings paying living wages, career mobility/opportunities for advancement, availability of benefits (healthcare, retirement, PTO, etc.), and/or need for specialized skilled workers. Targeted employers must also have robust hiring policies and operational practices to support diversity, equity, and inclusion in the workplace. If these practices are not actively in place, business representatives should serve as a resource in assisting the employer with implementing such practices. Living wage data resource is available at- Living Wage Calculator - Living Wage Calculation for Ohio (mit.edu)
- Identify sectors on which to focus resources through analysis of labor market information (LMI), employer advisory groups, focus groups, and surveys, in collaboration with WCSO and regional planning or economic development groups.
- Collaborate with WCSO, which has been a leader with industry sector and career pathway initiatives and is in partnership with other local workforce boards serving the broader region, and with the Midwest Urban Strategies and the National Fund for Workforce Solutions, working with industry or occupational sectors, to address the following:

- ❖ identify ongoing and emerging needs of these employers: what skills potential employees need, what career fields are expanding, and what jobs are available;
- ❖ identify or develop training programs or collaborate with institutions that meet the criteria of the industrial sector and can be certified as satisfactory
- ❖ obtain lists of job openings
- ❖ endeavor to obtain agreement from employers to hire persons successfully completing certified training.

a. Address employer and sector skill shortages through upgrading of jobseekers' basic job readiness, including Skills Matcher and the use of the ACT/NCRC (and other similar assessments) identified as acceptable by these industry initiatives or any other options that should be explored or recommended by bidders.

b. Strategically recruit and develop responsive services for employers that address:

- In-demand occupations, offering self-sufficient wages, benefits, and chances for advancement.
- Economic development priorities
- A willingness to hire Veterans, dislocated workers, and people with special challenges, such as returning citizens, people with significant language or cultural barriers, people experiencing a disability, and people with little work history.

d. Recruit jobseeker customers with skills required by employers, tailoring services to meet specific employer or sector needs. This includes resolving employer needs and brokering services.

- Recruit employers:
  - ❖ Coordinate recruitment with WCSO, who is actively partnering with local Chambers of Commerce (Cincinnati USA Regional Chamber, African-American Chamber, Asia Chamber, Northern Cincinnati Chamber, Colerain Chamber, etc.) and the Regional Economic Development Initiative (REDI). Additionally, the WCSO Board of Directors includes business and economic development leaders who can help with recruitment
  - ❖ Work with all of the above intermediaries and WCSO to recruit employers and align efforts.
  - ❖ Communicate with and market to area employers about One-Stop Center services and other community services, using communication methods tailored to the desired audience.
  - ❖ In collaboration with WCSO, expand partnerships with employers and employer organizations.
- Coordinate employer contacts and placement services with One-Stop partners, training vendors, and the WIOA and CCMEP Youth services providers to ensure comprehensive non-duplicative products and services.

e. Provide services to area businesses that address not only their current labor needs, but assist in preparation for future labor needs. Services may include but not be limited to:

- Development of an Individual Employ**er** Plan and record of services requested and provided. This Plan should be tailored to the needs of individual employers and/or sectors.
- Information about tax and hiring incentives. (e.g. EITC, WOTC, etc.)
- Information about on-the-job training and incumbent worker training opportunities, leveraging information obtained from such organizations as economic development organizations and local chambers of commerce.
- Information about best and emerging practices, such as effective hiring and employee retention practices.
- Working directly with the local businesses to identify job openings, training needs, and opportunities within their company.
- Assisting with recruiting, interviewing, and screening of applicants as needed and providing space for on-site interviewing.
- Providing employers with access to expanded labor pools and assisting in their recruitment through posting job orders and matching them with One-Stop customers if they meet employers' minimum requirements.
- Hosting general and customized job fairs for occupation, industry, or employer.
- Communicating options for training and training funding to employers, as well as tax benefits and other incentives for participating in One-Stop Center services.
- Offering links to WIOA training services to support on-the-job and customized training to employers whose jobs meet the criteria set forth by WCSO and who enter into agreements as set forth by WCSO policy.
- Brokering the provision of support services to WIOA customers who are new and incumbent employees of participating businesses, including retention services.
- Making full use of the resources and services of the OhioMeansJobs.com website, including job matching.
- Offering on-the-job training (OJT) and customized training for new workers, including Veteran's OJTs, statewide special funded OJTs, and other OJT resources that are available or can be pursued by the Provider.
- Following up with employers to assess their need for further assistance.
- Arranging workshops for employers on timely topics, as determined by seeking employer feedback through surveys, focus groups, etc.
- Collect, analyze, and use customer satisfaction information from employer customers that include satisfaction with employees they hired who received WIOA-supported occupational or on-the-job training. Share information with WCSO to ensure awareness and program alignment.

6. Collaboration

a. Collaborate with One-Stop partners to bring integrated services to the One-Stop Center. Coordinate with WCSO, which will enter into a Memorandum of Understanding (Partner MOU) relative to these services and to the financial agreements with partners, for cost sharing in accordance with WIOA.

b. Improve customer access to One-Stop partner services through implementing a customer-centric process that is effective and efficient. The process must include common intake, common application, and a common case management and referral process as required under WIOA that streamlines services and minimizes duplication. This is an area of opportunity for Area 13, so please address your experience in achieving this functionality and how you will apply it in our local area.

c. Work with the WIOA youth services providers to familiarize youth with the full array of One-Stop Center services and determine appropriateness of co-enrollment, particularly for out-of-school youth CCMEP.

d. Work with the WCSO to leverage additional funding streams, including those that support training, as well as in-kind and monetary contributions from regional organizations and businesses.

e. Collaborate with other pertinent organizations in the community to meet the needs of customers.

f. Collaborate with WCSO to implement workforce development system initiatives and specific grant-funded activities for which WCSO and One-Stop System participation has been required in the grant applications and subsequent funding.

g. Collaborate with the state agencies to implement state-generated initiatives related to One-Stop services. Prior examples of such endeavors are the Incumbent Worker Training Program, the Veterans Rapid Response Program (VR2), the Veterans Short-Term Training Program (VSTP) and rebranding of the Ohio workforce system.

h. Collaborate with WCSO on public awareness campaigns and other efforts to increase the visibility of the One-Stop Center. Regularly collect and provide success stories to WCSO for use with demonstrating the Provider's positive impact on the community.

7. Performance Measurement and Continuous Improvement

a. WCSO expects the Provider to meet or exceed all WIOA performance measures included in law and subsequent regulatory decisions. Under WIOA, these performance measures are more important than ever as they not only inform Congress and federal agencies, but also the general public under requirements for public disclosure websites; and furthermore, are factored into initial and periodic certification and re-certification of the local areas and one-stop designations. Read WCSO's Annual Report for the latest data on performance measures: https://cincyworkforce.org/our-impact/

b. Provider will work with WCSO to negotiate all WIOA performance measures with ODJFS/ state administrative agent.

c. Provider will work to continuously improve One-Stop Center services. Improvement must focus on but not be limited to program utilization, performance outcomes, customer satisfaction, cost-effectiveness, and joint combined performance reporting to the partners, WCSO and the community. Report improvements and challenges in a monthly report to WCSO.

d. Provider will establish, implement, and evaluate a year-round program of staff capacity-building, within and across partners that aligns with community needs and WCSO strategic priorities. Report on training provided in a monthly report to WCSO. Collect, analyze, and use appropriate data for quality assurance, continuous improvement, and reporting purposes.

e. Provider will implement a process and schedule for reviewing and analyzing performance data internally and with partners on a quarterly basis, co-identifying areas to target for improvement, co-designing solutions, diagnosing causes of failure to meet performance standards, planning changes to improve performance, implementing changes, and monitoring the results. Promptly develop solutions to address any identified problems in day-to-day operations and continue to apply corrective actions until performance meets standards.

f. Work with WCSO on any monitoring or measurement and continuous improvement activities or audit/site monitoring visits to maximize learning and improvements from these processes.

g. Work with WCSO and Fiscal Agent (HCJFS) for audits, monitoring site visits, or other continuous improvement efforts of ODJFS, Auditor of State, Department of Labor, or others to be determined. The latest ODJFS monitoring guide can be found on their website at https://bit.ly/3LiuVIr

h. Provider will regularly provide professional development opportunities for One-Stop Operator staff, including participation in relevant associations and work groups.

WIOA SERVICES FOR ADULT AND DISLOCATED WORKERS

1. Community Engagement

a. Implement a community engagement strategy to enroll individuals from traditionally marginalized communities in WIOA adult and dislocated worker services and to meet or exceed performance standards. This includes providing pop-up and embedded services outside of the physical OMJ Center that meets priority audiences where they are.

b. Manage enrollment of adult and dislocated workers into WIOA services in a manner that maximizes funding allocations for adult and dislocated workers.

2. Rapid response

a. Leverage and coordinate community and public resources for lay-offs, including linking to One-Stop partners and Trade Act programs, and coordinate with the state's identified Rapid Response Regional Coordinator assigned to lead activities in accordance with the WCSO-approved RACI chart of WCSO

responsibilities for seamless delivery of services to affected businesses and employees.

b. Implement a strategy for marketing and promoting Rapid Response so that everyone involved in dislocation events is aware and takes full advantage of the full range of available re-employment services, including notification of impending layoffs prior to WARN notices or not meeting the criteria to trigger a WARN notice.

c. Respond to all Rapid Response requests within the timeframes and processes designated under ODJFS Rapid Response procedures and policy. Training for new local area Rapid Response designated staff representative(s) of Provider will be arranged to ensure compliance with the state-designated processes and technology systems. The Local Area Rapid Response Coordinator is an employee of Provider and works with a defined team in conjunction with the affected companies to develop a Rapid Response tailored to the needs of the company's employees, involving One-Stop partners as designated and appropriate. Determination of the Local Area Rapid Response Coordinator includes consideration of skills needed in collaborating with multiple entities, including WCSO Executive, Unemployment Compensation Staff, state workforce specialists, Provider's staff, possible contracted transition center staff, employers, employee representative organizations, such as labor unions, or others. Sensitivity to the political and emotional environment is essential and cannot be overlooked by the Provider.

d. Provide services in locations and at times convenient for affected workers.

e. Upon request, provide personnel and resources to assist regional businesses with activities, such as mass hirings and layoffs.

f. Provide dislocated workers with information and access to unemployment and compensation benefits, comprehensive One-Stop services, and employment and training activities, including information on the Trade Adjustment Assistance program.

g. If requested, assist in establishing a labor-management committee or workforce transition committee of voluntary representatives of the employer and affected workers to oversee an implementation strategy that responds to the reemployment needs of the workers.

h. Meet standards for service delivery, e.g., timely response, personal contact with affected employees, employee satisfaction, and others as outlined in state policy.

i. Conduct career awareness workshops for dislocated workers requesting and/or assessed as needing them.

j. Host workshops as needed and maintain records of outcomes.

k. Make presentations at local Unemployment Insurance Profiling/Re-employment Services meetings relative to Rapid Response services.

l. Ensure timely and streamlined access to dislocated worker program services for all workers who need assistance beyond Rapid Response services.

3. WIOA Registration

- In accordance with state/federal guidance, utilize the state-mandated workforce customer relationship management (CRM) system, ARIES (or other designated platforms) to enroll customers receiving WIOA-funded services as appropriate. Enter customer data into ARIES or other appropriate state-authorized tracking system in a timely manner and to accurately reflect customer status.
- Provider must appropriately document all services in ARIES (and/or other designated platforms) to demonstrate the delivery of services and other related communication with or on behalf of the WIOA customer. Obtain the services information as required by the Department of Labor's Workforce Standardized Record Data system (or future system) and any local data elements from jobseekers at time of enrollment until such time as the combined systems have been developed.

4. WIOA Services

a. Provide customers with an initial orientation to the available WIOA services, including all career and training services. Provide adaptations for special populations, such as those experiencing language barriers, disabilities, reentry after incarceration, and other barriers to employment.

b. Develop and implement a customer-focused, efficient WIOA program eligibility process that is timely, meets federal, state, and WCSO policy requirements without unnecessary documentation that delays access to career services or overburdens the customer.

c. Provide the following staff-assisted services (requiring registration as a WIOA participant included in the performance calculations) to the eligible customer:

   - Career counseling, including exploration of careers that are aligned with customer interests, hobbies, and/or passions
   - Job search and placement assistance
   - Job referrals, testing, and background checks
   - Skill building
   - Employability workshops

d. Offer all customers who request staff-assisted skill development an assessment resulting in a focused job choice and income growth goal, including specific salary/benefit expectations, and potential employer/company choices.

e. Use the data to assist customers with designing an Individual Employment Plan (IEP) that helps the customer make informed decisions about employment options that are aligned with their career goals. The IEP must incorporate realistic goals matching the customers' interests, skills, and desires. The IEP is to be updated continuously to reflect the customers' evolving needs as circumstances change and career goals develop and are achieved. The IEP also documents follow-up plans for customers referred to training and updates regarding progress. The IEP should reflect labor market conditions and employment opportunities.

f. Provide specialized services, as needed for customers experiencing a disability and/or other challenges, returning citizens, and persons with cultural or language barriers.

g. Offer assessment services to all customers experiencing a disability. Fast-track jobseekers experiencing a disability to most relevant career services with a One-Stop partner as needed. Provide initial assessment services to individuals experiencing a disability through the use of appropriate assistive technologies, and through case-by-case coordination with partnering organizations serving individuals experiencing a disability.

h. Provide job readiness workshops that focus on job search, job obtainment, soft skills such as effective oral communication, team-building and problem solving, and job retention skills, employing best practices in adult education methods. Workshops may be categorized as a basic career service or an individualized career service. Gather and incorporate information from employers and other sources about appropriate content for a job readiness curriculum. Obtain customer satisfaction data from both employer and jobseeker customers about the effectiveness of the workshops. Focus on key technology usage skills desired by most employers (Outlook, Office 365, data entry, virtual meeting platforms, AI tools, etc.)

i. Provide tailored job placement services to customers as identified in their IEP.

j. Provide job retention services beginning at customer intake, planning for job retention, and offering supports to remove potential barriers to long-term employment.

k. Provide coaching and follow-up services as appropriate to customers as required under WIOA. Follow-up services may:

- Help the customer during their initial period of employment;
- Evaluate and provide ongoing support services and training as necessary;
- Assist the customer in retaining employment and advancing on the job;
- Provide rapid re-employment services, as needed, to help customers (who leave their jobs) find new jobs quickly; and
- Document follow-up activities in the customer's case file or ARIES case notes, including information on wage changes, alterations to the Individual employment plan (IEP), and significant developments or setbacks in the customer's progress.
- Follow-up services must include the provision and documentation of work/school status and coaching to assist an individual in keeping a job, engaging in upskilling, staying in school, or getting a job. Contact that is more robust than an email must be made for coaching at least monthly during the one-year follow-up period.

5. Career Services

a. Per WIOA, One-Stop Operators are permitted to move customers through the stages at the customer's motivation and need with assessment. However,

proper assessment, quality of services, and thorough documentation must be provided.

b. Develop and provide on-site access to all career services to customers:

- Training to utilize the resources, practice assessments, and career exploration tools available on OhioMeansJobs.com.
- Comprehensive and specialized assessment, such as diagnostic testing, vocational interest identification, and interviewing
- Full development of individual employment plans (IEP), updating them as circumstances change and activities are completed. Assure career services for customers, including having an IEP or IEPs with specific employment and income growth goals and the services and activities to address the gaps and lead to self-sufficiency
- Peer group career counseling/mentoring/coaching
- Individual career counseling and career planning
- Short-term pre-vocational services
- Short-term job search activities: career counseling, job search skills, assisted job search, supportive services, and workshops
- For customers entering employment, provide follow-up services to support retention
- Assessment for suitability for vocational training via a specialized strategy using a variety of assessment tools. Administer a financial assessment to identify training funding options for eligible customers
- Case management of customers, contacting them regularly (a minimum of every thirty days, depending on need) through the customer's communication method, reassessing them, and providing needed career services
- Reassessment and other services for customers (1) having difficulty making progress on career goals, (2) experiencing barriers preventing full participation in services and (3) on completion of planned activities.

6. Customer Selection Specifically for Training Services

a. To obtain Training Services, the customer must be provided the following services:

- A documented, completed in-depth assessment to reveal skills, interests that can be aligned with careers, and suitable career pathways for the customer.
- An IEP documenting:
  - ❖ that the customer requires training services to obtain or retain a self-sufficiency job and that customer has inadequate access to resources to cover the cost of training
  - ❖ an income growth plan

- ❖ program services the customer will receive
- ❖ follow-up services the person may receive
- ❖ job search assistance available during training and/or after training is completed
- ❖ a plan to accomplish the employment goal

b. Offer training services to customers who have demonstrated their inability to attain a self-sufficient career and who are interested in and capable of obtaining high demand, high skill, and high wage jobs. Give priority of training to customers interested in jobs in industry sectors as identified by WCSO. Inform the customers about the performance results of the designated Eligible Training Providers so they have the guidance and information about their skills, the labor market, and training vendors to make informed choices and thereby meet "the informed customer choice" desired by WCSO and included in WIOA:

c. Provide a streamlined application and approval process that will enable customers to access relevant training from approved training vendors.

d. Provide appropriate customers with information about special training programs, of demonstrated effectiveness, focused on preparing individuals facing multiple barriers for employment in in-demand occupations.

e. Make sure the customers have:

- Been adequately informed about the current labor market
- Identified their skills and employability strengths and gaps
- Identified a job training program for their expressed vocational interest and skills
- Selected and agreed to enroll in training directly linked to a job that allows them to attain a self-sufficiency wage in a high-demand, high-wage, and high-skill occupation
- The skills/qualifications to successfully complete the training and obtain a job
- Been determined to be a dislocated worker, or an eligible adult as defined by WIOA regulations
- Determined that there is no other grant assistance at all or insufficient grants to pay for all the costs for training delivered through an Eligible Training Provider.

7. Training Services Provision

a. Develop and provide on-site access to training services to eligible customers. Work with employers and the WCSO to develop and/or identify appropriate and high-quality training for priority industry sector occupations, or develop where necessary.

b. Carry out the policies of the WCSO as well as any relevant state (ODJFS) policies regarding training.

c. Use eligible training vendors for Individual Training Accounts (ITAs) to provide customers with suitable vocational and occupational skills training options. Refer all customers to vendors on the eligible provider's list, unless offered on-the-job training or customized training.

d. Provide access to the following training services:

- On the Job Training - Training by an employer that is provided to a paid participant while engaged in productive work that:
  - ❖ Provides knowledge or skills essential to the full and adequate performance of the job
  - ❖ Provides reimbursement to the employer up to 50% of the wage rate of the participant, for extraordinary costs of providing the training, and additional supervision related to the training
  - ❖ Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, prior work experience of the participant, and the service strategy of the participant, but not exceeding six months
- Customized or Incumbent Training – Training that is designed to meet the special requirements of an employer or a group of employers; conducted with employer commitment to employ, or in the case of incumbent workers, continue to employ an individual upon successful completion of training; for which the employer pays in accordance with WCSO policy on a size of company employment schedule.
- Occupational Skills Training – training by eligible training providers and supported all or in part by an Individual Training Account or special grant funds.

8. Training Administration

a. Work with WCSO leadership to ensure the efficient use of training dollars. The goal is to help the largest number of customers become enrolled and succeed in training that leads to a quality job, consistent with WCSO policy.

b. Comply with WCSO policies governing the One-Stop Center, e.g., policies regarding training industry sectors, expectations for assessments, veterans' services. These policies will be made available for review upon request and are generally issued first by ODJFS and located on their webpage for WIOA Policy Letters (WIOAPLs) at: https://bit.ly/44RRKJR

c. Establish and maintain working relationships with local training vendors through a formal contract to provide customers with suitable vocational and occupational skills training options. Join WCSO to meet at least annually with vendors to obtain feedback on the ITA process for purposes of improving the process, but with caution not to develop relationships which could be misconstrued as conflicted or preferentially based on staff connections rather than performance results; or to develop any special training pilot projects or other arrangements and review same with WCSO for concurrence in advance of investments. Furthermore, Provider staff need to demonstrate integrity and be extremely careful about accepting proposals or gifts directly from Training Providers, in

order to be in compliance with WCSO policy separating training provider functions of evaluation and contracting between WCSO and Provider to maintain unbiased evaluation and decision making.

d. Monitor the progress of WIOA customers enrolled in training through contacts with training customers and training vendors. Document progress of WIOA training customers on an ongoing basis.

e. Obtain copies of credentials and training certificates customers received as documentation of completion of training services.

f. Work with WCSO to collect information on the effectiveness of training programs, including but not limited to:

- Number of adults and dislocated workers enrolling and completing each program.
- Percent of trainees obtaining and retaining employment for the time frames now required under WIOA performance measurements.
- Rating of programs by industrial groups.
- Percent receiving industry-recognized credentials/certifications and/or college credit.
- Customer service satisfaction surveys of trainees.
- Customer satisfaction of employers hiring trainees.

g. Focus resources and customers on the industries and skills in which employers offer high-demand, high-skill, and high-wage jobs for customers successfully graduating from the training program. Follow WCSO direction in giving priority to WCSO-approved industry sectors, as well as requirements by the state for in-demand industries and in-demand occupations.

h. Propose pilot training programs to WCSO to consider and test alternative approaches to training once concurrence is obtained in advance from WCSO.

9. Post-Employment Coaching and Services

a. Provide retention and re-employment coaching and services that ensure the ultimate retention and advancement of customers at a self-sufficiency wage.

b. Identify other barriers that could affect job retention and amend IEP by mapping out action steps to address potential pitfalls.

c. Be knowledgeable about the impact of follow-up activities on performance assessments by the state and federal government and fulfill all follow-up requirements to secure results.

10. Tracking WIOA customers and reporting on progress and outcomes

a. Complete required WIOA customer documentation and enter customer information into state tracking system on same day as customer visit.

b. Participate fully in training on WIOA data management, eligibility determination, and accurate and timely data entry.

c. Establish and periodically review and update procedures for accurate completion and review of WIOA paperwork and timely entry of data into state system. This includes:

- customer applications
- documentation of eligibility
- documentation of ending “activity”
- employment verifications
- documentation of exiting customers
- documentation of customer follow-up

d. Accurately determine eligibility and suitability for WIOA services for program participants.

e. Manage the timely documentation of progress and outcomes related to state performance standards and contract performance standards.

f. Establish procedures for timely exiting of customers, following WIOA regulations, best practices, and local policy.

11. Performance Standards – Repeated for Emphasis

a) Meet or exceed state and federal performance standards.

b) Meet or exceed local standards as negotiated and present adjustments to WCSO before adopting them as changes to local standards.

c) Report monthly to WCSO

12. Maintenance of Case Records

For each WIOA customer, maintain a case record in the designated state system (ARIES). Supplemental records may be maintained in a hard file, as needed, but should not be the primary storage method for such records.
Participant/Customer case records must include, at a minimum – until any specific changes or additions are required under WIOA regulatory guidelines or advisories, the following:

- The Individual Employment Plan/Individual Career Plan and assessment results
- WIOA documentation and paperwork, including customer applications, eligibility documentation for career services
- Notes on contact with customer and their progress
- End of activity documentation
- Employment verifications
- Exit documentation
- Quarterly forms documenting results of customer follow-up for 12 months.

1.3 Selected Status – Sub-recipient

If awarded a contract through this RFP, the Provider will be designated as a "sub-recipient" as referenced by ODJFS' rule OAC 5101:9-1-88. A sub-recipient is defined as a non-federal entity that expends federal awards received from a pass-through entity to carry out a federal program, but does not include an individual that is a beneficiary of such a program. The Provider will have some of the same restrictions and requirements as the federal, state, and local governments and organizations. The auditing standards set forth in the Office of Management and Budget (OMB) Uniform Guidance (#2 CFR part 200) budgeting protocols and federal budget/cost guidelines are all applicable to the successful bidder.

Sub-recipient Monitoring

The sub-recipient(s) for this RFP will be monitored by both the state and the county, and could also be monitored by the Department of Labor individually or as part of a statewide monitoring. ODJFS's monitoring guide can be found on their website at https://bit.ly/3LiuVIr . In addition, WCSO contracts with an independent monitor to conduct program and fiscal monitoring at least once (each) annually. The current guidelines used by the State of Ohio are available on the ODJFS website and should be reviewed in the development of your expenses. HCJFS also monitors sub-recipients as part of their responsibilities, except when HCJFS is the provider, in which case federal funds are deployed for an independent monitoring under WCSO's responsibilities.

2.0 PROVIDER PROPOSAL

All proposals are required to follow the format described in this section. Using twelve (12) point Arial font is also required. Each Proposal's section titles must correspond to the following format below. All proposal pages will be numbered sequentially throughout the entire proposal beginning with – Section 2.1 – Cover Sheet and ending with Section 2.7 – Property Tax. Proposals must contain all the specified elements of information listed below without exception, including all subsections therein:

Section 2.1 - Cover Sheet

Section 2.2 - Service and Business Deliverables:

- Section 2.2.1 - Program Components
- Section 2.2.2 - System and Fiscal Administration Components

Section 2.3 - Budgets and Cost Considerations

Section 2.4 - Customer References

Section 2.5 - Personnel Qualifications

Section 2.6 - Terrorist Declaration

Section 2.7 - Declaration of Property Tax Delinquency in Hamilton County, Ohio and/or elsewhere in Ohio.

2.1 Cover Sheet

Each Bidder must complete the Cover Sheet, Attachment A, and include in its proposal. The Cover Sheet must be signed by an authorized representative and the Chief

Financial Officer, or highest-ranking person with similar financial responsibilities. It must also include the names of individuals authorized to negotiate with WCSO and/or HCJFS (as Fiscal Agent for WCSO) of WIOA Local Area #13 Ohio, subsequent to WCSO selection of the Provider. The signature line must indicate the title or position the individual holds in the company. All unsigned proposals will be rejected.

2.2 Service and Business Deliverables

The Bidder should clearly describe its ability to satisfy the Scope of Service as defined in this RFP in Section 1.2, noting any competitive advantages. Bidders must describe in detail all information set forth in Section 2.2.1 Program Components and Section 2.2.2 System and Fiscal Administration Components. Bidders must also respond to WCSO requests of your practices that would be applied if selected from service components related to program 1.2.2 – Service Components 4,5,6,7,8 and 9.

2.2.1. Program Components

Bidders are required to respond to the following for all proposals submitted:

A. Address the following questions or elements about the one-stop operation and specify which aspects of operation you are bidding to provide, either all, a single, or multiple service:

1. One-Stop Center Accommodations, Facilities, and Accessibility

a. (1) Describe how you will assure that One-Stop Center and System is fully accessible to customers of all backgrounds and abilities. (2) Describe how you will create a welcoming and safe environment for all customers as well as a professional environment for employers, with elements such as proper furnishings, wayfinding signage, and pleasing aesthetics. (3) Describe how you will partner with the public library system and other WCSO MOU partners for location and scope of any proposed access point locations (based on customer needs, data, etc.) and/or other venues for customer access and adaptations for individuals experiencing a disability (physical, mental, and/or hidden).

b. (1) Describe the physical arrangement of onsite staff and services, including space for One-Stop partners, meetings, and any other contract providers. (2) describe how you will lead/support the safety, heath, and security of One-Stop customers and staff, through the development and enforcement of standard operating procedures (SOPs) covering, but not limited to the following: universal design, welcome center/front desk procedures, accessibility, inclement weather, emergency procedures, customer grievance resolution, and wayfinding.

c. What are your initial planned onsite hours of operation, including off-hours availability? Describe how this plan may evolve over time and why. In addition, describe your plan for virtual services. Note: as mentioned in the introduction section of this RFP, virtual/online services must be available to customers. However, to meet the comprehensive needs and preferences of customers (individuals and

employers), bidders must provide in-person service delivery as the default method for customer service. As such, the project director, supervisors/team leads, and frontline staff funded by WCSO for services outlined in this RFP must be based locally (in the Cincinnati Metropolitan Statistical Area) and be willing/available to work regularly onsite/in-person with individual and employer customers in Cincinnati and Hamilton County. Virtual services must also be available, but based on customer needs/requests, versus staff convenience.

d. Describe how you will equip, stock, and staff an on-site career resource room for job-seeking customers and a business resource center/space for employers that meets RFP specifications. Include the technology to be available in the resource room/center, computer labs, and Wi-Fi access quality throughout the facility.

e. Describe your information technology specialists and how you will get priority of service for IT needs of the One-Stop Center.

2. One-Stop Operation.

1) Describe how you will select and train Provider staff and partners on customer service best practices, cultural competence skills, and human-centered design practices to create and maintain a model environment for job-seeking customers, instilling confidence from employers and the community that job-seeking customers are receiving quality coaching and training, provided by knowledgeable and professional staff. Furthermore, address how these practices will promote and elevate the One-Stop's reputation for providing high quality workforce resources. (Review Section 1.2.2 – 1. Service Components)

2) Describe how you will lead our One-Stop Partners on operational issues and in

- Developing an integrated menu of services for job-seeking customers and employers
- Coordinating, negotiating and implementing agreements among the partners relative to the MOU negotiated by WCSO for service delivery and integration and cost sharing
- Proactively communicating with all One-Stop Partners and co-located staff. Specifically address how you will coordinate the agency partners required to share co-intake, co-application, co-enrollment, co-case management, and co-performance measurement with the One-Stop. Describe the key elements in your robust communication strategy.

3) Describe how you will assure seamless and streamlined services with 'no wrong door' for all customers seeking jobs, career counseling, advancement, and training from the One-Stop and the One-Stop Partners. Include a description of customer flow, intake,

orientation, initial assessment, and referrals. Include your plans for how to proceed with these areas under WIOA legislation requiring integration from application and enrollment through referral and case management, and performance reporting.

4) Describe how the principles of diversity, equity, and inclusion will inform and influence One-Stop Operations and Customer Flow to promote equity in the workforce system and help eliminate disparities related to race, gender, age, disability, sexual orientation/identity, and/or other marginalized groups. Describe how you will provide ongoing cultural competence, trauma-informed care, and DEI training to One-Stop staff and customers.

5) Describe how you will participate in the required One-Stop Certification process to meet or exceed the federal, state, and local criteria. Additionally, include details on how you will address continuous improvement and quality assurance as required in this Scope of Work for the One-Stop Center and WIOA services. Include how you will measure the extent to which services address customer needs, help them succeed, and satisfy customers, in a cost-effective manner.

6) Describe your professional development strategy and how you will supervise and provide professional development opportunities at the One-Stop for and with staff and partners, covering relevant topics that include: customer service best practices, cultural competence, trauma-informed care, safety, documentation/case note entry, leveraging LMI data, and other relevant topics as identified by staff and partner feedback that help empower One-Stop staff members and partners, and facilitate optimal impact in the workforce system.

7) Describe the technology you will use to support administrative, program, and fiscal accountability and reporting, including the tracking of information on customers and how you will ensure privacy and confidentiality.

3. Community Engagement

Describe your initial Community Engagement plan for recruiting and engaging jobseekers identified as target populations in this RFP (listed in 1.2.1), as well as provide information about how you will intentionally evolve the plan as you engage more with community members and partners and build a stronger understanding of community needs.

4. Services for Job Seeking Customers

a. Describe how you plan to provide services requested in this RFP (listed in 1.2 Scope of Service; 1.2.1 Population section; and 1.2.2, section 3 Services for Job-Seeking Customers). Be specific as to staffing, methodology, curricula, and customer flow.

b. Demonstrate how best practices, data, and employer input are incorporated in the design and delivery of services. Describe how you will track and document customer assessment, service provision, progress, outcomes, and customer satisfaction.

c. Estimate the number of customers who will obtain employment in the first twelve (12) months of the contract.

d. Estimate the number of individual customers who will be served in each year of the contract, including the option periods. These numbers must include WIOA Basic, Individualized, and Training Services, along with the RESEA program. These numbers should be utilized in the Budget for purposes of calculating the cost per customer rate listed in Attachments A and C. Describe the basis for this estimated number of persons.

5. Services to Employers

a. Describe what strategic approaches you will use to collaborate with WCSO to support regional economic development and employers with high staffing needs and jobs requiring skilled workers.

b. Describe how you will select and train Business Services staff that are knowledgeable about various industry sectors that are critical to the local area marketplace and can provide confidence to the employer market, as well as inspire and motivate them to work with the public workforce system.

c. Describe how you will strategically recruit employers consistent with the goals of the RFP and WCSO.

d. Describe how you will work with employers to utilize the state's online job board and workforce resource, OhioMeansJobs.com, or future platform, for their own benefit and for jobseekers.

e. Describe how you will collaborate with key One-Stop partners relative to business services to avoid the perception of duplication of services by employers who are approached by various personnel associated with the OhioMeansJobs Center.

f. Describe your overall outreach and engagement strategy and plan for employers to help connect them with the One-Stop center and public workforce system, specifically which employers and employer organizations the team will engage with. This plan must include strategies for targeted employers, such as the following: small businesses, BIPOC-owned businesses, women-owned businesses, Veteran-owned businesses, businesses in targeted industry sectors, WCSO Board Member businesses, businesses with high volume of career opportunities, and companies offering living wages to employees.

g. Describe how you will proactively work with WCSO staff and board member leaders within the organization's governance structure to ensure awareness and alignment of priorities and efforts.

h. Describe how you will engage and involve employers in identification of needs at the One-Stop from their perspective; collection of survey data about their participation and satisfaction with the One-Stop referrals, and participation in reaching jobseeking customers with employer-perspective information and training.

i. Provide examples of informational sessions or training you will provide to employers to better inform and engage them as robust users of the public workforce system and the One-Stop Center.

j. Estimate the number and describe the type of employers to be served in the first twelve (12) months. Describe how you will determine which employers to prioritize.

k. Estimate the number and describe the type of hiring events the Center will likely coordinate in the first twelve (12) months. Describe how you will determine which events to offer.

l. Describe how you will gather, analyze, share, and use information about ongoing and emerging needs of regional employers.

m. Describe the full set of services you plan to provide to area employers, and how you will determine which employers to prioritize.

n. Describe how the Center will be structured and staffed to respond efficiently and effectively to area employers, including a description of proposed customer flow.

o. Describe how you will track and document, for each employer, services planned and provided, outcomes of the services, and customer satisfaction.

p. Describe how you will collect information required in reports and assure reports are completed in a timely manner.

q. Describe how you will promote the successes of business engagement and collaborate with WCSO for information sharing through e-newsletters, awareness campaigns, social media activities, annual report, etc.

r. Describe how you will promote your results via your own communication channels in a manner that is consistent with WCSO's messaging, and that provides context and recognition of the whole system's contributions and successes, specific mention of WCSO's role, and mention of WIOA as the primary funding source.

6. Performance

a. Estimate the number of new WIOA customers who register for services (as documented in the state's ARIES system, or other designated platform) in the first twelve (12) months of operation. Estimates should be broken down by the following:

- City residents
- County residents
- Race
- Gender
- Age
- Disability

b. Estimate the number of jobseekers who will become employed and/or find better jobs.

c. Describe your strategy to meet or exceed performance goals: How will your organization manage measurement, achievement, and documentation of performance standards?

d. State your estimated number of overall job-seeking customers that will be served and the basis for that estimation.

7. Timetable

a. Provide a plan and timetable for your organization to assume the One-Stop Operator and/or Career Services Provider role and become fully operational. If contract timeline and negotiations allow, WCSO intends to offer a 30-day transition period with the current One-Stop Operator/Career Services Provider to promote onboarding and continuity of services. Regardless, the selected provider must be fully operational no later than July 1, 2026.

B. Address the following questions or elements for the operation of services for adults and dislocated workers:

1. General Job-seeking Customer Program Operation

a. Describe how you will work with WCSO leaders to develop and carry out relevant policies, strategies, and goals that are community-centric and provide for innovation while staying within the parameters of federal and state policies. Describe how you will work with the Fiscal Agent (HCJFS), as well as all monitors and auditors from independent, state, or federal agencies.

b. Describe how you will provide WIOA Basic and Individualized Career Services, along with Training, Follow-up, and RESEA Services as outlined in 1.2.2 Service Components. Discuss how you plan to evolve services as community needs change, and how you identify and adapt promising practices to innovate delivery of services.

c. Describe how you will manage WIOA funds to assure the maximum use of the WIOA funding allocation of both adults and dislocated workers' services.

d. Describe how you will staff and perform WIOA eligibility determination and accurately and efficiently enter eligibility and other customer information into ARIES, or any subsequent system provided by the state, as well as lead the coordination of these systems with the WIOA-identified key partners over time.

e. Describe how you will work with WIOA-required partners and others co-located at the One-Stop Center. Describe how you will handle ongoing communication needs with all One-Stop Center-based staff as well as WCSO. Describe how you will work with WCSO and staff to negotiate cost sharing with the required partners as well as how you will handle invoicing and payment capture with all partners

to meet requirements for infrastructure and cost recovery, and coordinate with WCSO to complete the Partner MOUs as needed. The Partner MOU requires signatures of all parties (currently 20 partners).

2. Outreach and Recruitment

a. Describe how you will market to, engage with, and recruit WIOA customers, including those from targeted populations, which may require specialized marketing. Discuss how you will evolve your practices over time as audiences or needs change.

b. Estimate the number of adults and dislocated workers you plan to conduct outreach to in the first twelve (12) months of the contract.

3. Rapid Response

(a) Describe how you will staff and carry out the Rapid Response function consistent with this RFP, WCSO expectations, federal and state guidance, and the specific policies for Rapid service operations, protocols, and delivery detailed by ODJFS.

(b) Describe how you will select staff to perform the Rapid Response services, which may require high levels of diplomacy and professionalism as well as timely reporting into a separate state system, and more timely service delivery, to assist dislocated workers and others experiencing a workforce reduction and/or site closure.

(c) Describe how you will coordinate with WCSO on information related to WARN and other notification of impending Rapid Response needs.

(d) Describe how the Local Rapid Response Team and designated leadership will include all necessary partners and share accountability, responsibility, and information needs, whether consultative or informative.

(e) Describe how you will serve dislocated workers if they are not provided dedicated funds through application to ODJFS for additional resources, Rapid Response services, or once their Rapid Response services are completed.

4. Customer Flow and Staffing

(a) Describe how WIOA services will be staffed and how customers will flow through the various services, assistance with employment, and follow-up.

(b) Describe how you will provide orientation to WIOA services, including any planned adaptations for targeted populations.

(c) Include specific hours of operation as well as an explanation of how you arrived at selecting those hours.

(d) Describe the organization and location of WIOA-funded staff and provide details on how this staffing structure will comply with the requirement of in-person services delivery model as the default method of services, with virtual services provided as needed/secondary.

5. Career Services

Describe what unique resources you have available to deploy for career services, how you envision each service will be provided, how you will manage any changes from DOL or ODJFS, and how you will proactively work with WCSO to adjust services as federal and state changes occur while keeping a community-centric mindset.

6. Assessment

(a) Describe how WIOA and RESEA staff will conduct customer assessments at all levels of service.

(b) Provide examples of assessments/ tools, timeframes, and any planned adaptations for targeted populations.

(c) Discuss your intent to maximize the use of the National Career Readiness Certificate, TABE, and other similar assessments to coordinate with Adult Education, known in Ohio as Aspire, relative to services for individuals requiring remediation efforts.

7. Individual Employment Plan/ Individual Career Plan

Describe how you will develop an Individual Employment Plan (IEP)/ Individual Career Plan (ICP) with each customer. Include any samples of your current or proposed IEP/ICP templates.

8. Workshops

Describe how you will determine what topics to prioritize for workshops as well as your approach to designing, implementing, and evaluating workshops. Describe how you will recruit and use partners with relevant expertise to provide workshop offerings beyond what staff can provide. Explain how you will partner with the public library for site-based workshop delivery.

9. Assisting Customers

Describe how WIOA services will assist customers in locating and retaining quality employment. Estimate the number of WIOA customers who will find employment at or above $12 an hour in the first twelve (12) months of the contract. Describe how you will interact with and refer youth to and from the One-Stop Center, particularly Opportunity Youth, and keeping in mind the State of Ohio combines WIOA and TANF funds to implement the CCMEP program for youth 14-24-years-old.

10. Post–Exit of WIOA-enrolled customers

Describe how you will provide and document quality follow-up coaching and services to customers who have completed WIOA services to support job retention and long-term success of individuals.

11. Identify Customers

Describe how you will identify customers appropriate for training. Estimate the number of new customers who will enter in training services during the first 12 months of the contract.

12. Jobseeker Training

Describe how you will provide customers seeking training with up-to-date tools, LMI data, and information needed to select a quality training program/provider that meets the individual's career interests and skills, supports WIOA-required customer choice, and aligns with careers in high-demand fields that offer living wages, and in compliance with federal, state, and local policies.

13. **Customized Training**

Describe how you will provide and/or facilitate customized training experiences such as Incumbent Worker Training and Apprenticeships, to support in-demand career pathways, minimize student loan debt, and lead to long-term sustainable occupations.

14. On-The-Job-Training

Describe how you will provide on-the-job (OJT) training. Include criteria for selecting jobseekers for on-the-job training, identification of employers, and other parameters.

15. WIOA Training Funds

Describe how you will assure full and efficient use of funds budgeted for training. Describe how you will staff and administer WIOA training, meeting scope of work specifications.

16. **Case Management/ Customer Support**

Describe how you will provide case management and maintain case records for WIOA services customers.

17. Tracking Customers

Describe how you will track customers and report on progress and outcomes, in compliance with WIOA regulations.

18. Performance.

Describe your strategy to meet or exceed WIOA state and local performance goals. How will your organization manage the measurement, achievement, and documentation of performance standards? How will your organization collaborate with WCSO to proactively address any performance challenges? How will your organization collaborate with WCSO to increase awareness about performance success?

19. Time Table

Provide a plan and timetable for WIOA services to start-up and become fully operational.

2.2.2 System and Fiscal Administration Components

Please provide the following attached to the original proposal and all copies:

A. Contact Information - Provide the address for the Bidder's headquarters and service locations. Include a contact name, address, email, and phone number.

B. Agency/Company History - Provide a brief history of Agency/Company's organization, including date established. Include the Agency/Company mission statement and philosophy of service.

C. Subcontracts - Submit a letter of intent from each subcontractor in your submittal indicating their commitment, the service(s) to be provided, and three (3) references. All subcontractors must be approved by WCSO and HCJFS as the Fiscal Agent and will be held to the same contract standards as the Bidding Agency/Company.

D. Agency's/Company Primary Business - State the agency's/company's primary line of business, the number of years of relevant experience, and the number of employees. List any recent awards or recognition received relevant to the primary line of business.

E. Table of Organization - Clearly distinguish key staff, programs, channels of communication, and the relationship of the proposed provision of services to the total company.

F. Insurance and Worker's Compensation – Provide copies of a current certificate of insurance, current endorsements, and Worker's Compensation certificate.

Provider must note that as a contract requirement the following conditions must be met:

Certificates of Insurance

- Once the RFP process has concluded, the selected Bidder shall provide, fund, and maintain (in full force and effect) the insurance specified in the attached sample contract, for coverage at not less than the prescribed minimum limits covering Provider's activities, those activities of any and all subcontractors or those activities anyone directly or indirectly employed by Provider or subcontractor or by anyone for whose acts any of them may be liable.
- Prior to the effective date of the contract, Bidder selected as Provider shall give WCSO the certificate(s) of insurance completed by a duly authorized insurance representative, with effective dates of coverage at or prior to the effective date of the contract, certifying that at least the minimum coverage required is in effect; specifying the form that the liability coverage's are written on; and, confirming liability coverage's shall not be cancelled, non-renewed, or materially changed by endorsement or through issuance of other policy(ices) of issuance without thirty (30) days advance written notice to:

Beth Yoke, WCSO Executive Director
1916 Central Parkway
Cincinnati, OH, 45214

G. Job Descriptions - Provide all position descriptions, schedule, including days and hours required each week, work location (if different from in-person at the One-Stop/OMJ Center), along with salary ranges for all staff members proposed in the program budget.

H. Program Quality, DEI, and Innovation Examples – (1) Include any relevant documents which describe or support program quality for your organization. (2) Also include your organization's Diversity, Equity, and Inclusion (DEI) policies and practices, along with (3) relevant information demonstrating the provision of job quality/living wages to your employees, as well as examples of innovations/promising practices (e.g. awards/recognition received for excellence, etc.).

I. Agency's/Company's Brochures - A copy of the Agency's/Company's brochures which describe the services being proposed.

J. Federal Programs - Provide a description of the Agency's/Company's experience with federal programs.

Please provide the following attached only to the original proposal:

K. Bidder Ownership - Describe how the Bidder is owned and financed; if a corporation, provide the articles and code of regulations; if LLC or partnership, provide the articles of organization and operating agreement.

L. Annual Report - A copy of your most recent annual report, the most recent independent annual audit report, and a copy of all management letters related to the most recent independent annual audit report and the most recent Form 990 or appropriate tax forms. Including copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement. If no audited statements are available, Bidder must supply equivalent financial statements certified by Bidder to fairly and accurately reflect the Provider's financial status. **It is the responsibility of the Bidder to redact tax identification numbers from all documents prior to submission to WCSO.**

M. Licensure - A copy of appropriate licensure from ODJFS, ODMH or other licensing agencies. Identify any actions to include any documentation of actions taken by ODJFS, ODMH or any other licensing body against your organization or any subsidiaries or business partners over the past 10 years including, but not limited to Corrective Action Plans, temporary licenses or revocations.

2.3 Budgets and Cost Considerations

A. Availability of Funds. WCSO, in consultation with HCJFS as Fiscal Agent for the local area, will determine contract funding amounts based on Ohio Workforce Development Area 13's annual funding allocation under WIOA Title I, along with designated RESEA funding.

WIOA and additional sources of funds may be available annually through the life of this contract.

Any Provider should anticipate regular (annual) and possibly dramatic funding changes, depending on any decisions made by the federal or state governments. If, during any stage of this RFP process, funds are not allocated and available for the proposed services, the RFP process will be canceled. WCSO will notify registered bidders at the earliest possible time if this occurs. WCSO is under no obligation to compensate the Selected Bidder or Provider for any expenses incurred as a result of the RFP process.

B. For purposes of evaluation, the following annual budget estimates apply for One-Stop Operator, WIOA Career Services, and RESEA program functions (combined budget totals):

Base Year 1: $2,400,000 (or more, if extra funds are available)

Base Year 2: $2,400,000 (or more, if extra funds are available)

Optional Renewal Period 1 (year 3): $2,400,000 (or more, if extra grant funds are available)

Optional Renewal Period 2 (year 4): $2,400,000 (or more, if extra grant funds are available)

For purposes of evaluation, bidders should assume the budgets set forth above as baseline figures, as many of the additional amounts are not part of the base, but will be added to the contract based on specific additional work and/or additional governmental awards and/or private grants facilitated by and through WCSO. Proposals must include a detailed breakdown of the provider's proposed allocation of the total budget. Budgets should maximize the annual budget. The unit for evaluation purposes will be the number of persons served. The unit rate shall be the total amount of the budget divided by the number of estimated units of service. In other words, the unit rate is the estimated cost per the provider's estimated number of persons served.

Note: to cover the required infrastructure costs of the One-Stop/OMJ Center facility, an annual budget of approximately $400,000 - $450,000 is negotiated/agreed upon through the Memorandum of Understanding (MOU) with the One-Stop partners. This separate budget is managed by the WCSO and covers the necessary expenses at the physical One-Stop center/property, such as rent, technology, insurance, janitorial, training, marketing, supplies/equipment, and bookkeeping.

NOTE: Bidder's proposed budget must be submitted in the form provided as **Attachment C-3** (separate Excel spreadsheet posted on www.Cincyworkforce.org). Budgets submitted in any other form will be rejected. **Attachment C-1** and **C-2** should be referenced for purposes of assistance in filling out **Attachment C-3**. Bidder may not change any pre-populated cell or change any formulas in any cells.

An electronic budget file in Excel format is posted at https://cincyworkforce.org/request-for-proposals/ . All Bidders submitting a proposal shall also include a budget electronically in Excel format.

The electronic copy of the budget and corresponding proposal must be received by the RFP Administrator by the due date specified on the front page of the RFP.

C. Maximum funds should be dedicated to Individual Training Accounts (ITA), Supportive Services, and other direct, tangible benefits to jobseeking and employer customers. Costs associated with the center or other sites/access points' staffing, profit, management indirect costs, subcontracts, and other overhead costs should be minimized, except to the extent that they are clearly and explicitly required to meet minimum WIOA service mandates.

D. For purposes of submitting a proposed budget, bidders should assume a performance start date of July 1, 2026, with an optional transition period from June 1, 2026 – June 30, 2026 to support onboarding and continuity of services. However, the selected proposal/bidder must be willing and able to be fully operational on or before July 1, 2026. The contract payment structure will be one hundred percent (100%) cost reimbursement with additional funds, up to seven percent (7%) of the negotiated budget, available for earning profit or incentives (if applicable) based on meeting or exceeding negotiated performance standards. Performance standards may include but are not limited to the following measures:

- Proportion of total funding devoted to ITAs and other supportive services, reported to WCSO as a percentage of funds monthly
- Proportion of available funding spent
- Effectiveness relative to federal and state WIOA performance standards
- Effectiveness in serving local priority populations and meeting local performance standards
- Jobseeker and employer customer satisfaction and outcomes.

The cost reimbursement agreement reimburses the Provider for actual costs, such as staff salaries, supplies, space, etc.

E. Bidders must warrant and represent that the budget is based upon current financial information and programs, and includes all costs relating to but not limited by the following:

1. Case management/Career Coaching/Career Navigation
2. Training
3. Supportive services
4. Other direct services, administration, needed to accurately calculate the cost of a unit of Service (the "Unit Rate" / "Cost Reimbursement")

All costs must be specified for the various parts of the program. Cost must be broken down by type of work as well as classifications for staff, i.e. Project Director, Supervisor, Talent Development Specialist, Business Services Specialist, etc. The estimated cost per person served for each service proposed for each contract year must be listed on the Cover Sheet (i.e. Attachment A).

F. Bidders must list on budget format a detailed narrative which demonstrates how costs are related to the service(s) presented in the proposal and budget line items.

G. Bidders must take note that “profit” will be a separately negotiated element of price pursuant to OAC 5101:9-4-07, if a for-profit organization.

H. For the purposes of this RFP, unallowable program costs include:

1. cost of equipment or facilities procured under a lease-purchase arrangement unless it is applicable to the cost of ownership, such as depreciation, utilities, maintenance and repair
2. bad debt or losses arising from uncorrectable accounts and other claims and related costs
3. contributions to a contingency(ices) reserve or any similar provision for unforeseen events
4. contributions, donations or any outlay of cash with no prospective benefit to the facility or program
5. entertainment costs for amusements, social activities, and related costs for staff only
6. costs of alcoholic beverages
7. goods or services for personal use
8. fines, penalties, or mischarging costs resulting from violations of, or failure to comply with, laws and regulations
9. gains and losses on disposition or impairment of depreciable or capital assets
10. cost of depreciation on idle facilities, except when necessary to meet Contract demands
11. costs incurred for interest on borrowed capital or the use of a governmental unit’s own funds, excepting any specified in accordance with specific sections supplied by the bidder
12. losses on other contracts
13. organizational costs such as incorporation, fees to attorneys, accountants, and brokers in connection with establishment or reorganization
14. costs related to legal and other proceedings
15. goodwill
16. asset valuations resulting from business combinations
17. legislative lobbying costs
18. cost of organized fundraising
19. cost of investment counsel and staff and similar expenses incurred solely to enhance income from investments
20. any costs specifically subsidized by federal monies with the exception of federal funds authorized by federal law to be used to match other federal funds

21. advertising costs with the exception of service-related recruitment needs, procurement of scarce items and disposal of scrap and surplus
22. cost of insurance on the life of any officer or employee for which the facility is beneficiary
23. major losses incurred through the lack of available insurance coverage
24. cost of prohibited activities from section 501(c)(3) of the Internal Revenue Code, if a non-profit bidder

The successful bidder(s) must accept liability for all aspects of any Workforce Innovation and Opportunity Act program conducted under contract with WCSO. The successful bidder(s) will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted. WCSO 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.

2.4 Customer References

Bidders must submit at least three (3) letters of reference for whom services were provided, similar in nature and functionality, as part of their proposal. Reference letters from representatives (employees/board members) of WCSO or HCJFS (employees) will not be accepted. Each reference must include at a minimum:

A. Company name
B. Address
C. Phone number
D. Email
E. Contact person
F. Nature of relationship and service performed
G. Time period during which services were performed

If Bidder is unable to submit at least three (3) letters of reference, Bidder must submit a detailed explanation as to why.

2.5 Personnel Qualifications

For key leadership, business, management, or service personnel who will be working with the program, please submit resumes with the following:

A. Proposed role

Note: WCSO may contact any source of reference submitted by provider for the purpose of verifying the accuracy of the letter of reference or requesting additional information about provider's performance.

B. Relevant certification(s), including any licenses or certifications and, if so, whether such licenses or certifications have been suspended or revoked at any time

C. Work history

D. Personal reference (company name, contact name and phone number, scope and duration of program)

Bidders must have a program manager with a minimum of three (3) years' experience as a program manager with a similar program.

Note: WCSO may request participation in the candidate interviewing process to help promote optimal selection of qualified candidates. Bidders should identify whether they will allow such participation.

2.6 Terrorist Declaration

Bidder is to provide a completed Declaration Regarding Material Assistance/Non-Assistance to a Terrorist Organization (Attachment E). Any material assistance to a terrorist organization or organization that supports terrorism as identified by the U.S. Department of State Terrorist Exclusion List is a felony of the fifth degree. A purchase order for services rendered will not be issued for payment if this form is not completed and returned with the submitted proposal.

2.7 Declaration of Property Tax Delinquency

As part of the submitted proposal, Bidder will include a completed and notarized Declaration of Property Tax Delinquency form (Attachment D), which states the Bidder seeking to be Provider was not charged with any delinquent personal property taxes on the general tax list of personal property for Hamilton County, Ohio or that the Bidder was charged with delinquent personal property taxes on said list, in which case the statement shall set forth the amount of such due and unpaid delinquent taxes as well as any due and unpaid penalties and interest thereon. If the form indicates any delinquent taxes, a copy of the notarized form will be transmitted to the county treasurer within thirty (30) days of the date it is submitted. A copy of the notarized form shall also be incorporated into the contract, and no payment shall be made with respect to the contract, unless the notarized form has been incorporated.

3.0 PROPOSAL PROCESS

The RFP, the evaluation of responses, and the award of any resultant contract shall be made in conformance with current federal, state, and local laws and procedures.

3.1 Program Schedule

ACTION ITEM	* DELIVERY DATE
RFP Issued	**1/6/26**

RFP Information Session (optional, but encouraged); RSVP required to attend: Admin@cincyworkforce.org	**1/20/26** **1:00 pm (EST)** **Virtual**
Deadline for Registering for the RFP Process Interested bidders should submit their registration to **admin@cincyworkforce.org**	**1/21/26**
Deadline for Receiving Final RFP Questions	**1/27/26**
Final RFP Answers and/or Addenda posted	**1/29/26**
Deadline for Proposals Received by the RFP Administrator	**2/5/26**

*Dates are subject to change. In the event that any date changes, registered interested bidders will be notified and changes will be posted at www.Cincyworkforce.org/requests-for-proposals.

3.2 RFP Administrator

Beth Yoke, the RFP Administrator, is the only contact person authorized to receive communications from potential Bidders regarding this RFP. Bidders will submit any correspondence contemplated by this RFP to the RFP Administrator. All questions must be in writing (no phone calls, please). The RFP Administrator can be contacted at the following: **Admin@cincyworkforce.org**

Bidders are responsible for submitting all proposals and related communication on or before the required date/time and therefore assume the risk of any failures of said communication.

3.3 Registration for the RFP Process

Each bidder seeking to be a provider must register for and respond to this RFP in order to be considered. The deadline to register as an interested bidder for the RFP is January 21, 2026. All interested Bidders must complete Registration Form (Attachment G) and send it to the RFP Administrator via Admin@cincyworkforce.org

3.4 RFP Information Session

The RFP Information Session will take place January 20, 2026 at 1:00 pm eastern via Webex (virtually).

A. Prior to the RFP Information Session, questions may be emailed regarding the RFP or proposal process to the RFP Administrator via Admin@cincyworkforce.org. The questions and answers submitted in advance will be addressed during the RFP Information Session and posted online at **Cincyworkforce.org**

B. After the RFP Information Session, RFP-related questions may be emailed to the RFP Administrator.

C. No questions will be accepted after January 27, 2026 at 11:00 pm (EST)

D. The answers issued in response to such Provider questions become part of the RFP Addenda/ Q&A posted on Cincyworkforce.org.

3.5 Prohibited Contacts

The integrity of the RFP process is very important to the WCSO and Fiscal Agent Hamilton County Job and Family Services (HCJFS) in the administration of our business affairs, in our responsibility to the residents of Cincinnati/Hamilton County, and to those who participate in the process in good faith. Any behavior by Bidders/Prospective Bidders which violates or attempts to manipulate the RFP process in any way will be taken very seriously. Neither Bidder, nor their representatives, should communicate with individuals associated with this program at the point of posting the RFP on the WCSO website and thereafter. If there are attempts for any unauthorized communication, WCSO will reject the bidder's proposal.

Individuals associated with this program include, but are not limited to the following:

A. Public officials; including but not limited to the Hamilton County Commissioners and Cincinnati Mayor, City Manager and Council Members, and/or their staff

B. Any HCJFS employees

C. Any WCSO Board Member, contract staff, or employee.

Examples of unauthorized communications are:

A. Prior to the award being made, telephone calls, emails, letters and/or other communication regarding the RFP process, interested bidders, the program or its evaluation made to anyone other than the RFP Administrator as listed in Section 3.2 and noted on the front page of this RFP;

B. Visits to the local OMJ Center, in-person or through a third party attempting to obtain information regarding the RFP

The above list is not intended to be all-inclusive.

3.6 Disclosures

Bidders must disclose any pending or threatened court actions and claims brought by or against the Bidder, their parent company, and/or its subsidiaries. Withholding such information may be cause for rejection of the proposal.

3.7 Examination of the RFP

This RFP and the requirements herein have been modified since the prior RFP process. Please review all requirements and the proposal to ensure accuracy of your understanding and submittal.

Attendance at the RFP information session is highly encouraged.

Bidders should carefully examine the entire RFP and any addenda thereto, all related materials and data referenced in the RFP, or otherwise available, and shall become fully aware of the nature of the request and the conditions to be encountered in performing the requested services.

If Bidders discover any ambiguity, conflict, discrepancy, omission, or other error in this RFP, they shall immediately notify the RFP Administrator of such error in writing and request clarification or modification of the document in no case later than prior to the time for proposal submission. Modifications may be made by addenda issued pursuant to the deadline through communication to the RFP Administrator and posting on www.Cincyworkforce.org. If necessary, clarification shall be posted on www.Cincyworkforce.org and e-mailed to all parties who registered for the RFP Information Session, without divulging the source.

If a Provider fails to notify WCSO prior to the time for submission of proposals of an error in the RFP known to the Bidder, or of an error which reasonably should have been known to the Bidder, the Bidder shall submit its proposal at the Bidder's own risk. If awarded the contract, the Bidder seeking to be Provider shall not be entitled to additional compensation or time by reason of the error or its later correction.

3.8 Addenda to RFP

WCSO may modify, clarify, or add to this RFP by issuance of one or more addenda. In the event such addenda to the RFP become necessary, all who registered for the RFP Information Session will be notified and will receive the addenda via www.Cincyworkforce.org or e-mail. In the unlikely event emergency addenda by telephone are necessary, the RFP Administrator, or designee, will be responsible for contacting only those Bidders who registered for the RFP Information Session. All addenda to the RFP will be posted to www.Cincyworkforce.org.

4.0 SUBMISSION OF PROPOSAL

4.1 Preparation of Proposal

Provider must provide the Cover Sheet (Attachment A) including the certification statement. The proposal must state that the terms of the proposal, including pricing, will remain valid and in effect for 180 days after the proposal submission date.

Proposals must provide a straightforward, concise delineation of Provider's qualifications, capabilities, and experience to satisfy the requirements of the RFP. Expensive binding, colored displays, promotional materials, etc. are not necessary. Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, completeness, and clarity of content. The proposal must include an adequate description of all costs relating to the services offered.

4.2 Cost of Developing Proposal

The cost of developing proposals is entirely the Bidder/Respondent's responsibility and shall not be chargeable to WCSO under any circumstances. All materials submitted in response to the RFP will become the property of WCSO and subsequently HCJFS as our Administrative Entity and Fiscal Agent and may be returned only at our option and at Bidder's expense.

4.3 False or Misleading Statements

If, in the opinion of WCSO, any information was intended to mislead WCSO in our deliberations in its evaluation of the proposal, the proposal will be rejected.

4.4 Delivery of Proposals

A signed original/completed proposal (and all related/required materials/attachments) must be received by the RFP Administrator on or before 11:00 pm (EST) on February 5, 2026 to Admin@cincyworkforce.org. Proposals received after this date and time will not be considered. An email receipt notification will be provided for all proposals received on time. Bidders bear the risk of ensuring that proposals are received by the RFP Administrator in a timely manner. Incomplete proposals that are missing required information may also be disqualified.

It is absolutely essential that Bidders carefully review all elements in their final proposals. Once received, proposals cannot be altered; however, WCSO reserves the right to request additional information for clarification purposes only.

4.5 Acceptance and Rejection of Proposals

WCSO reserves the right to the following:

A. Awarding multiple contracts for one or more of the proposed services;

B. Awarding a single contract for the entire list of proposed services;

C. Rejecting any or all proposals, or any part thereof; and

D. Waiving any informality in the proposals.

The recommendation of WCSO's One-Stop RFP Review Committee is presented to the Executive Committee, who submits a recommendation to the full board. The decision by the full WCSO Board is final. Waiver of an immaterial defect in the proposal shall in no way modify the RFP documents or excuse the Bidder from full compliance with its specifications, if Bidder is awarded the contract.

4.6 Evaluation

The review process shall be conducted in four stages. Although it is hoped and expected that a Bidder will be selected as a result of this process, WCSO reserves the right to discontinue the procurement process at any time.

Stage 1. Preliminary Review (Compliance Review)

A preliminary review of all proposals submitted in a timely manner will be conducted to ensure the proposal materials adhere to the Mandatory Requirements specified in A-I in this section. Proposals which meet the Mandatory Requirements will be deemed Qualified. Those that do not, shall be deemed Non-Qualified. Non-Qualified proposals will be rejected.

Qualified proposals in response to the RFP must include the following Mandatory Requirements:

A. Timely submission of all required paper copies of the proposal AND electronic copy of budget are received by the RFP Administrator as permitted herein;

B. Signed and Completed Cover Sheet, Section 2.1;

C. Complete Responses to Program Components, Section 2.2.1;

D. Complete Responses to System and Fiscal Administration Components, Section 2.2.2;

E. Completed Budgets, Section 2.3;

F. Completed Customer References, Section 2.4;

G. Completed Personnel Qualifications, Section 2.5; and

H. Completed Terrorist Declaration, Section 2.6; and

I. Completed Declaration of Property Tax Delinquency, Section 2.7.

Stage 2. Committee Review

All Qualified proposals (meeting requirements listed in Stage 1) shall be reviewed, evaluated, and rated by WCSO's One-Stop RFP Review Committee. The Committee shall be comprised of WCSO staff and Board Members, and other individuals designated by WCSO. The Committee shall evaluate each Bidder's proposal using criteria developed by WCSO and directly based on the RFP. Ratings will be compiled

using a rating sheet. Responses to each question will be evaluated and ranked using the following scale:

Rating	Description of Rating
Does Not Meet Requirement	A particular RFP requirement was not addressed in the bidder's proposal.
Partially Meets Requirement	Bidder's proposal demonstrates some attempt at meeting a particular RFP requirement, but that attempt falls below an acceptable level.
Meets Requirement	Bidder's proposal fulfills a particular RFP requirement in all material respects, potentially with only minor, non-substantial deviation.
Exceeds Requirement	Bidder's proposal fulfills a particular RFP requirement in all material respects, and offers some additional level of quality and/or innovation in excess of WCSO expectations.

Stage 3. Requests for Additional Information

The Committee will determine what other information is required to complete the review process, if any. All information obtained during Stage 3 will be evaluated using the scale set forth in Stage 2 Review. The Committee may request information from sources other than the written proposal to evaluate Bidder's programs or clarify Bidder's proposal, which will be obtained by the RFP Administrator and shared with the Committee prior to final selection. Other sources of information may include, but are not limited to, the following:

A. Written responses from Bidder to clarify questions posed by the Committee. Such information requests by the Committee and Provider's responses must always be in writing;

B. Oral presentations. If WCSO determines oral presentations are necessary, the presentations will be focused to ensure all of WCSO's

interests or concerns are adequately addressed. The presentation must include bidder's key program personnel. WCSO reserves the right to video tape the presentations for internal use.

The Committee retains the discretion to decline to request additional information.

Stage 4. Evaluation

Final scoring for each proposal will be calculated by the Committee. For this RFP, the evaluation percentages assigned to each section are:

A. Technical Evaluation (80% of total score)

1. Program Evaluation, including responses to Section 2.2.1 Questions, Section 2.4 Customer References and Section 2.5. Personnel Qualifications are worth 60% of the total evaluation score.

2. System Evaluation, including responses to Section 2.2.2. Questions are worth 15% of the total evaluation score.
3. Section 4.6, Stage 3, Other Materials considered are worth 5% of the total evaluation score.

B. Budget Evaluation, (20% of total score)

1. Section 2.3 Questions, Cost Analysis and Project Budget, and Attachments are worth 20% of the total evaluation score. Proposals will be reviewed for a determination as to whether proposed budgets are reasonable and realistic for the work to be performed. The primary consideration will be whether the proposed budget makes effective use of the available monies and reflects the provider's understanding of how best to fulfill the goals of the public workforce system.

4.7 Proposal Selection

Proposal selection does not guarantee a contract for services will be awarded. The selection process includes:

A. All proposals will be evaluated in accordance with Section 4.6 Evaluation. The Committee's evaluations will be scored and sent through administrative review by the WCSO Executive Director and WCSO legal support team for final approval.

B. Based upon the results of the evaluation, WCSO's Committee will recommend to the Executive Committee their preferred selection for the services which it determines to be the responsible agency/company(s) whose proposal(s) is (are) most advantageous to the program, with price and other factors considered. The Executive Committee will determine approval in order to meet the timeline of the RFP and then present the decision on the next Board Meeting's consent agenda.

C. Subsequent to the full Board acceptance of WCSO's Committee recommendation, the WCSO Executive Director and WCSO legal advisor(s) will work to execute a contract and obtain necessary approvals, such as that of the Chief Elected Officer (Mayor of Cincinnati). Attachment B is a sample contract utilized by the WCSO and HCJFS (Fiscal Agent) for the purpose of early legal review by the bidders. The correlating provisions will form the basis for the start of negotiations. Bidders should expect that WCSO may add, delete, or modify those provisions in good faith in the negotiation of the contract entered into with the selected provider.

D. The Contract is not final until the document has been reviewed and approved by the Chief Elected Officer.

E. If WCSO and the successful Bidder are unable to come to terms regarding the Agreement in a timely manner, as determined by WCSO, the Agreement discussions with the selected Bidder will terminate. In such event, WCSO reserves the right to select another Bidder from the RFP process, cancel the RFP, or reissue the RFP as deemed necessary.

F. Any contract awarded pursuant to this RFP may be unilaterally modified by WCSO upon written notice to the contractor under the following circumstances:

- Contractor fails to meet performance and service expectations set forth in the contract; or
- The federal or state government increases, reduces or withdraws funds allocated to WCSO, which impact services solicited under this RFP; or
- There is a change in federal or state legislation and/or their regulations, local laws, or applicable policies and procedures.

4.8 Post-Proposal Meeting (non-selection*)*

The post-proposal meeting may be utilized by a Bidder who has passed the preliminary Stage 1 Review and, wishes to obtain clarifying information regarding its non-selection. Meeting request must be submitted by an individual authorized to represent the Bidder and emailed to the RFP Administrator via Admin@cincyworkforce.org. A meeting will be scheduled within 30 calendar days of receipt of the request and will be for the purpose of discussing a Bidder's non-selection. If a bidder wishes to discuss the selection process, the request for an informal meeting, along with relevant details/explanation, must be submitted to the RFP Administrator within ten (10) business days after the date of RFP selection/decision.

4.9 Public Records

Upon completion of this process, WCSO will provide all documentation to Hamilton County Job and Family Services, the Board's Fiscal Agent. HCJFS is a governmental agency required to comply with the Ohio Public Records Act. In the event the Selected Bidder provides Hamilton County with any material or information which the Selected Bidder deems to be subject to exemption under the Ohio Public Records Act, they shall clearly identify and mark such documents accordingly before submitting them to Hamilton County. If Hamilton County is requested by a third party to disclose those documents which are identified and marked as exempt for disclosure under Ohio law, Hamilton County will notify them of that fact. Provider shall promptly notify Hamilton County, in writing, that either a) Hamilton County is permitted to release these documents, or b) Bidder intends to take immediate legal action to prevent its release to a third party. A failure of Selected Bidder to respond within five (5) business days shall be deemed permission for Hamilton County to release such documents.