
**Northeast Iowa Workforce Development Board
(NEIWDB)**

Request for Proposal

Workforce Innovation and Opportunity Act (WIOA)

One Stop Operator Services



Release Date

This RFP was released on May 4, 2026

Proposal Submission Details

Please submit ONE electronic proposal and attachments to:
taylor@northeastiawdb.org

Due Date

June 3, 2026 by 5:00 p.m. Central Time

Contract Period

July 1, 2026 to June 30, 2027

Option to renew the contract for up to three (3) additional one-year periods contingent upon successful performance and availability of funds.

*Equal Opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.*

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Resource Materials

Resource materials relating to Workforce Innovation Opportunity Act Title I-B programs which may aid in preparing Request for Proposals (RFP) are available on the internet at the following sites:

- Workforce Innovation Opportunity Act is available at: www.doleta.gov/wioa/
- Iowa Workforce Development Policies are available at: <https://epolicy.iwd.iowa.gov/Policy/Home>
- Northeast Iowa Workforce Development Board Policies <https://neiaworkforce.org/document/northeast-iowa-local-policies/>

Successful delivery of services solicited by this RFP will require close adherence to the criteria of key Training and Employment Guidance Letters (TEGLs) from the US Department of Labor, including but not limited to the following:

- TEGL 4-15: Vision for the One-Stop Delivery System
- TEGL 16-16: One-Stop Operations Guidance for the American Job Center Network

All WIOA funded services, as well as those provided with other funding sources as applicable, must be delivered in accordance with the rules and regulations set forth by the funder, guidance from US Department of Labor, the State of Iowa and policies set forth by the NEIWDB.

In the event policy, procedure, program design, law, or regulatory changes occur, bidding organizations may be requested to modify program design or the delivery of services. Should a request for a change in program design or services occur, representatives of the NEIWDB will be available to assist bidding organizations or subrecipients with the interpretation and suggestions for policy or program redesign.

The terms and conditions of this RFP may change based on pending WIOA re-authorization legislation. The successful respondent to this RFP will be expected to remain informed on WIOA regulations and requirements.

Request for Proposals Timeline

May 4, 2026	Solicitation for Proposals Released – Available at https://neiaworkforce.org/procurement-rfps/
May 4, 2026- May 11, 2026	Question Period - written questions regarding RFP scope, content, or need for clarification accepted through 5:00 p.m. CST Questions must be submitted via email to: taylor@northeastiawdb.org . Questions received after this deadline will not be considered.
May 12, 2026	Answers to all questions received regarding the RFP will be posted on the website https://neiaworkforce.org/procurement-rfps/
June 3, 2026	Proposals are due by 5:00 p.m. CST, incomplete or late proposals will not be accepted.
June 10-11, 2026	Interviews will be conducted with respondents if deemed necessary by NEIWDB Evaluators.
June 17, 2026	The LWDB and CEOs will select awardee(s) during a special scheduled meeting.
July 1, 2026 – June 30, 2027	Period of performance, with a possible extension of up to three years.

All times shown are Central Standard Time (CST). The Northeast Iowa Workforce Development Board (NEIWDB) reserves the right to adjust the schedule when it is in the best interest of the Board or to extend any published deadline in this RFP. The Proposal and all required attachments must be received at the NEIWDB Administrative email by the dates and times shown above. The prospective bidder is solely responsible for assuring that anything sent to the NEIWDB is on time.

Section I – Introduction and Background

Introduction

Northeast Iowa Workforce Development Board is one of six (6) Workforce Development Boards in Iowa designated by the Governor under the Workforce Innovation and Opportunity Act. For the purposes of this Request for Proposal (RFP), Northeast Iowa Workforce Development Board will be referred to as NEIWDB. The Northeast Iowa Workforce Area oversees the workforce services in the counties of Allamakee, Black Hawk, Bremer, Buchanan, Butler, Cerro Gordo, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Floyd, Franklin, Grundy, Hancock, Howard, Mitchell, Winnebago, Winneshiek, and Worth.

The Local Area American Job Centers (also referred to as One-Stop Centers/Iowa*WORKS*) are designed to provide a full range of services and assistance opportunities to job seekers and employers under one roof. Established under the Workforce Innovation and Opportunity Act the American Job Centers offer referrals to employment, work-based learning opportunities, career counseling, job listings, recruitment and incentive services to employers, access to training programs and similar employment-related services. The American Job Centers in the Northeast Iowa Workforce Development Area are located in Dubuque, Mason City and Waterloo. There is one affiliate location in Decorah.

In addition, American Job Centers have business service staff comprised of professionals who work directly with employers to meet their specific staff needs at no cost to the employer. Services available to employers include online posting of job vacancies, screening of applicants, job seeker resume searches, applicant referrals, individual hiring events and job fairs, and Rapid Response assistance to employers dealing with layoffs or company closure.

The NEIWDB's vision is all residents of the twenty counties in the Northeast Iowa Workforce Development Area particularly those with barriers to employment, will have access to innovative workforce services, integrated training and education programs, and direct support services. This collaboration between Core Partners will provide the required knowledge, skills, and credentials necessary for securing sustainable employment that strengthens the local economy and meets the needs of our local business community.

The NEIWDB aims to foster a dynamic, integrated, and ever-improving workforce development system in which employers and individuals have ready access to a network of information and services responsive to their unique employment needs. To provide local area residents with access to literacy, education, vocational rehabilitation programs, and workplace skills necessary for self-sufficient employment and advancement. Further, NEIWDB aims to empower Northeast Iowa Workforce Development Area youth with the knowledge, skills, and behaviors necessary for employment and economic independence in high-skilled, high-wage careers, and lifelong learning.

The three hallmarks of WIOA include:

1. The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
2. One-Stop Centers provide excellent customer–centric services and focus on continuous improvement; and,
3. The workforce system supports strong local economies and plays an active role in community and workforce development.

The NEIWDB is seeking proposals for a public, private, non-profit entity or consortium of entities to serve as one-stop operator (the subrecipient) for the comprehensive, affiliate, and satellite One-Stop Centers in the Northeast Iowa Workforce Development Area. This Request for Proposal was prepared based upon the Workforce Innovation and Opportunity Act of 2014 (WIOA) and associated U.S. Department of Labor Regulations and guidance. WIOA was implemented to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States. WIOA provides the framework for a national workforce preparation system that is flexible, responsive, customer- focused, and locally managed. Mandatory core program partners include: Adult/ Dislocated Worker/Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation, along with required partners specified in the Act.

Required Program Partners must participate in the Memorandum of Understanding (MOU) process and provide coordinated services with the comprehensive One-Stop Centers. Required Program Partners include the four Core Program Partners as well as Career and Technical Education, Title V Older Americans, Job Corps, Native American Programs, Migrant Seasonal Farmworkers, Veterans, YouthBuild, Trade Act, Community Services Block Grant, HUD, Unemployment Compensation, Second Chance, and TANF. In the event any of the required partners do not have funding in the Northeast Iowa Workforce Development Area, their participation is waived.

Offerors are strongly encouraged to read Training and Employment Guidance Letter 04-15 issued by the U.S. Department of Labor that outlines the vision for the One-Stop system under WIOA.

Background

On July 22, 2014, President Barack Obama signed into law the Workforce Innovation and Opportunity Act (WIOA). WIOA is designed to improve and streamline access to federally funded employment, education, training, and support services. Congress passed the WIOA by a wide bipartisan majority and it is the first legislative reform in 15 years of the public workforce system.

Every year, the key programs forming the pillars of WIOA help tens of millions of jobseekers

and workers to connect to good jobs and acquire the skills and credentials needed to obtain them; and it connects employers with skilled workers needed for global economic competition. The enactment of WIOA provides an opportunity for reforms to ensure the One-Stop Delivery System (also known as the American Job Center System) is job-driven, responding to the needs of employers, and preparing workers for jobs that are available now and in the future.

Through collaborative partnerships, NEIWDB is the local policy organization responsible for the planning, oversight, and coordination of workforce development initiatives that help support economic development in the Northeast Iowa Workforce Area. NEIWDB provides leadership to the local workforce system by promoting the delivery of comprehensive employment and training services, providing guidance, and exercising independent oversight regarding activities under WIOA and other programs within the Iowa*WORKS* offices.

The publicly funded workforce system envisioned by WIOA is quality-focused, employer driven, customer-centered, and tailored to meet the needs of regional economies. It is designed to increase access to and opportunities for the employment, education, training and support services that individuals need to succeed in the labor market particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one stop centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

The one-stop delivery system brings together a series of partner programs and entities responsible for workforce development, educational, and other human resource programs to collaborate in the creation of a seamless customer-focused service delivery network that enhances access to the programs and services. Partners, programs, and providers will co-locate, coordinate, and integrate activities so that individuals seeking assistance will have access to information and services that lead to positive employment outcomes.

Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data-driven decision-making.

The system is broader than the Iowa*WORKS* Centers in a given area. The system brings together partners and programs to provide universal access to career and training services in a seamless fashion. The goal is to increase system access for all customers. Not all system programs will be universal; that is, all programs will not be able to serve all people. However, all people can be served somewhere in the system. The system is about defining commonalities across programs and integrating career and training services provided by partners into the Iowa*WORKS* Centers. No individual program is required to violate its governing statute. One

of the roles of the Operator is to help partners embrace their place in the system and work together with all partners to ensure that employer and job seeker customers receive the services they need.

Section II – Eligibility, Contract and Funding

Qualifications

To meet WIOA requirements the NEIWDB is seeking an entity which will fulfill the role of a coordinator among the one-stop partners. Entities submitting a response to this RFP must be capable of carrying out the duties of the one-stop operator as described in this RFP. The entity selected to serve as the operator should:

1. Proposer must be able to provide a single staff person that will fulfill the role of the one-stop operator and who can be held accountable for accomplishing the deliverables. Staff should have a bachelor's Degree or higher in Human Services, Communications, Project Management, Public Relations, Business Operations or a related field, experience may substitute education.
2. The proposer must demonstrate the ability to ensure continuity of operations for the One-Stop Operator role. This includes identifying backup staffing or support mechanisms to maintain required functions in the event of planned or unplanned staff absence or turnover. Proposals must clearly describe contingency plans and how coverage will be maintained to ensure no disruption to system coordination, reporting, or partner engagement.
3. The One-Stop Operator (OSO) position is a full-time role (minimum 40 hours per week) operating in a hybrid capacity. The OSO is required to maintain a consistent on-site presence across all three comprehensive centers, with a minimum of 2–3 days per week spent physically onsite, and must regularly rotate between locations to ensure equitable support, visibility, and partner engagement. Bidders must include a proposed on-site schedule and rotation plan within their project management plan, subject to NEIWDB approval.
4. The ideal individual will be analytical, have the ability to bring multiple people together across multiple programs, influence change, and promote continuous improvement in a team-based approach model.
5. Proficiency in using software, including Microsoft 365, Outlook, and other technology to create, develop, and maintain reports. Ability to use data and implement technology across systems to improve efficiency and promote continuous improvement required.
6. The proposal must specify how the individual assigned to serve as the one-stop operator fits into the bidder's organization. Please include an organizational chart indicating the chain of command for the one-stop operator.

7. If applicable, proposals must identify a lead staff person and indicate how the lead is compliant with firewall requirements between administration and Center operations as defined in the Workforce Innovation and Opportunity Act.
8. If a consortium must identify a lead agency and a lead staff person that is ultimately responsible for the contract and performance. The proposal should also identify the lead staff person representing each of the entities of the consortium.
9. The one-stop operator will be expected to provide written progress reports in a format approved by the NEIWDB as outlined in the contract and participate in meetings as applicable.

Eligible Subrecipients

The NEIWDB is soliciting proposals from qualified organizations to direct U.S. Department of Labor (USDOL) WIOA Title I One Stop Operator Funds as defined by WIOA. Organizations eligible to submit proposals for this RFP include-

- A public, private, for-profit or nonprofit organization
- An institution of higher education
- Non-traditional public secondary schools, night schools, adult education schools, career and technical education schools
- An employment service state agency established under the Wagner-Peyser Act
- A government agency
- A local workforce development board
- Local chambers of commerce, business organizations, or labor organizations
- Indian Tribes

Exceptions

No entity may compete for funds if (1) the entity has been debarred or suspended or otherwise determined to be ineligible to receive federal funds by an action of any governmental agency; (2) the entity's previous contracts with the NEIWDB have been terminated for cause; (3) the entity has not complied with an official order to repay disallowed costs incurred during its conduct of programs or services.

For-profit entities that are sub-recipients of a Federal award as a One-Stop Operator must adhere to the Uniform Guidance, including any requirements identified by the Department of Labor under 2 CFR part 2900.

Additional Requirements: Local boards shall ensure that in carrying out activities under this title, One-Stop Operators:

1. Disclose any potential conflicts of interest arising from the relationships of the operators with training service providers or other service providers. An entity serving as One-Stop Operator may also serve a different role within the One-Stop System and perform some or all these functions when acting in its other role if it has established sufficient firewalls and conflict of interest policies and procedures.

2. Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services; and
3. Respondents must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible.

Type of Contract

Selected bidders will enter into a cost reimbursement contract. A Cost Reimbursement Contract is one that establishes an estimate of total costs for the purpose of obligating funds and a ceiling that the subrecipient may not exceed. A line item budget shall be based on all legitimate costs to be incurred by the subrecipient in carrying out the services. The subrecipient will be reimbursed for all expenditures on a regular basis after submittal of itemized invoices and all source documentation to the NEIWDB. The subrecipient will work closely with the NEIWDB Fiscal Agent on the payment process.

Subrecipient will be required to submit to the NEIWDB an annual budget for each contract year. The NEIWDB will provide the subrecipient with budget parameters (including required timelines) based on preliminary/final allocation awards on an annual basis. NEIWDB will conduct at minimum annual budget monitoring through its Fiscal Agent, but such monitoring does not relieve the subrecipient from performing its own internal monitoring.

The funding period for contracts awarded under this solicitation will be from August 1, 2025 through June 30, 2026, provided performance remains acceptable during that period. Any contract awarded from this RFP will include an option to renew for up to three (3) additional year periods, contingent upon successful performance and availability of funds.

Funding Availability

At this time, the NEIWDB has set aside up to the following annual amount for contracts to be awarded under this RFP. This is merely an estimate as final allocations for PY26 will not be available until closer to the start of the program year.

WIOA One Stop Operator \$100,000

All contracts are subject to the availability of funds to NEIWDB. This RFP does not commit the NEIWDB to fund any proposals submitted before execution of a contract. NEIWDB reserves the right to accept or reject any or all proposals received or to negotiate terms of the proposal with a qualified proposer. The Board also reserves the right to request additional information, documentation, or oral discussion in support of written proposals. No contracts will be awarded as a result of this RFP without approval of the NEIWDB. Further, NEIWDB reserves the right to withdraw from negotiations at any time before a contract is executed.

Funding availability and subsequent contract amounts are subject to change for subsequent program years. If funds awarded for a contract year are not fully expended by a subrecipient by the end of a contract year (June 30), unexpended funds will revert back to the NEIWDB for disposition and may or may not be available for subsequent, if any, contract year expenditures. Annual WIOA allocations have a two-year time period in which they may be expended. Because there are often delays at the federal level in releasing these annual allocations, NEIWDB budgets each year for a certain amount of carryover dollars in order to fund basic operations until annual allocations are released. We expect any successful bidder to likewise budget sufficient carryover funds in order to provide for basic operations for at least one full quarter.

Since one or more applicants to deliver services under these programs can be selected, no minimum budget is guaranteed for such operations. Applicants should submit proposals under the assumption that the entire program budget will be available for this purpose. However, the Board may select more than one potential subrecipient as a result of the RFP, and subsequently enter negotiations with those entities to establish a final budget or budget share for such operations. Subsequent to that action, a contractual agreement will be finalized with the selected subrecipient(s).

Subrecipients must accept liability for all aspects of any services conducted under contract with the NEIWDB. Subrecipients will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.

Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a subrecipient fails to meet expenditure, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from the federal or state governments.

One Stop Operator Budget

Proposals must include a budget detailing all costs related to one-stop operator services. Based on responsibilities assigned to the one-stop operator, it has been determined that all costs are program costs. In the event a proposal is submitted on behalf of/by a consortium, the budget must clearly show how any proposed shared costs of the one-stop operator will be funded. All proposals must include a lead staff person and associated expenses including wages, benefits and other costs. Staffing costs should consider the percentage of time an individual will spend on one-stop operator responsibilities. The One-Stop Operator staff must work a minimum of 40 hours per week in a hybrid capacity, consistent with the on-site presence and rotation requirements outlined in this RFP.

Indirect costs and allocated costs can be charged to the contract(s) only if the bidder has an approved indirect cost plan or cost allocation plan included with the budget. The budget should be presented for the period of time that is shown in the Dates and Deadlines section of this RFP. Budget forms are provided in the attachments of this RFP. The provided forms are to be

used to present the proposed budget.

Section III – General Terms and Conditions

Provision for Profit

For-profit entities responding to this RFP may include a request for profit; however, the Northeast Iowa Workforce Development Board (NEIWDB) has established a cap to ensure reasonableness and alignment with federal requirements.

Profit is capped at 7% of the total contract amount for the first year. If the contract is extended beyond the initial term, an additional 1% of profit may be allowed each year—8% in year two, 9% in year three, and 10% in year four—contingent upon satisfactory performance, as determined by NEIWDB.

Profit must be:

- Clearly identified as a separate line item in the budget,
- Negotiated as part of the final contract award, and
- Compliant with the applicable federal regulations, specifically:
 - 20 CFR 683.295 (WIOA Profit Requirements), and
 - 2 CFR 200.324 (Uniform Guidance on Contract Cost and Price).

Cost and Price Analysis

All proposals will be evaluated on the basis of obtaining the most cost-effective price possible while achieving the highest quality service delivery. A cost price analysis will be conducted on the proposed costs during the proposal review process. Agencies are encouraged to submit their best offer for providing the services solicited and to thoroughly describe and justify the costs. The cost and price analysis shall be conducted to ensure that the proposed costs are necessary, fair, and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is a duplication of costs with other programs; to ensure that the costs are directly associated with carrying out only the proposed services; and to ensure that the proposed costs will benefit the program.

Termination Due to Non-Availability of Funds

Should a contract be awarded pursuant to this RFP, the NEIWDB—through its designated local grant recipient—reserves the right to terminate the Agreement without penalty, upon sixty (60) days' written notice to the selected provider, under any of the following conditions:

- The U.S. Congress fails to appropriate funds in a manner sufficient to enable the NEIWDB to continue operations and meet its obligations under this Agreement;
- Funds are de-appropriated, reduced, or otherwise not allocated for the continuation of services covered under this Agreement.

Addenda to RFP

If it becomes necessary to revise any part of this RFP, an addendum will be posted on the NEIWDB website. Respondents are responsible for checking the website frequently to remain informed about the procurement process and other information that may affect this RFP, e.g., WIOA information, changes to the Scope of Work, and revisions to the timeline.

Questions/Restrictions on Communication

Any questions regarding this RFP should be addressed only to the Issuing Officer. All questions must be submitted via email no later than 5:00 p.m. CST, on May 11, 2026 to Taylor Williams at taylor@northeastiawdb.org. Questions will be responded to in writing and posted on the website. This website can be accessed <https://neiaworkforce.org/procurement-rfps/>. Staff supporting the daily operations of the One-Stop Centers are not able to assist or answer questions related to this RFP. Only the responses on the website are considered clarifications to the instructions contained in this RFP. In the event that responses modify any of the terms, conditions, or provisions of this RFP, documentation will be given via a subsequent amendment to the RFP. Respondents are responsible for checking the website frequently to remain informed about the procurement process and other information that may affect this RFP, e.g. WIOA information, changes to performance measures, and revisions to the timeline.

It is the policy of NEIWDB to prohibit ex-parte communication with any NEIWDB member, NEIWDB staff, CEOs, consultants, or other persons serving as an evaluator during the procurement process. Respondents that directly contact Board members or evaluators risk elimination of their proposals from further consideration. Any communication by telephone, email, letter, face-to-face conversation, or other off-the-record contact is strictly prohibited. Any discovered ex-parte communication will be provided to the Chair of the LWDB and Chief Lead Elected Official for review and appropriate action. Bidders who improperly influence the proposal review and evaluation process in any way will be subject to disqualification.

Right to Cancel

The Northeast Iowa Workforce Development Board (NEIWDB) reserves the right to delay, amend, reissue, or cancel all or any part of this RFP at any time without prior notice. The NEIWDB also reserves the right to modify the RFP process and timeline as deemed necessary.

This RFP does not commit NEIWDB to accept any proposal, nor are NEIWDB responsible for any costs incurred by respondents in the preparation or submission of a proposal in response to this RFP. NEIWDB reserve the right to reject any or all proposals, to accept or reject any or all items in a proposal, and to negotiate with any respondent after proposals are reviewed if such action is determined to be in the best interests of the boards.

Subject to guidance issued by the U.S. Department of Labor and/or Iowa Workforce

Development, and the issuance of final regulations, this RFP and any subsequent sub-awards may be modified to ensure full compliance with applicable federal and state requirements.

Incorporation of RFP into Contract

All conditions, requirements, and representations made in this Request for Proposals (RFP), including any completed forms and responses submitted by the selected subrecipient, shall be incorporated into and become part of any resulting contract.

Failure of the selected subrecipient to accept these obligations may result in cancellation of the award. The subrecipient shall assume full responsibility for all services and commitments proposed in their submission, whether or not such services are explicitly detailed in the contract.

The subrecipient shall also be liable for any material errors or omissions in the performance of the contract.

Additional Terms and Conditions

1. **Contract Start Date**

The implementation of this contract, including the provision of any services, activities, or billing, may not begin prior to the official start date of the executed agreement.

2. **Governing Authority and Conflict Resolution**

In the event of any conflict or ambiguity between the terms of this contract and applicable federal or state statutes, regulations, or Iowa Workforce Development (IWD) policies, such statutes, regulations, and policies shall govern. The Northeast Iowa Workforce Development Board (NEIWDB) shall be responsible for interpreting such conflicts and making final determinations regarding compliance and implementation.

Section IV – Scope of Work

The One-Stop Operator (OSO) will serve as the coordinating hub for service delivery among the core and required partners, as well as other community stakeholders, across Northeast Iowa's three comprehensive centers, and one affiliate One-Stop Center. This is a hybrid role requiring a consistent on-site presence across all comprehensive centers, as defined in Section II: Qualifications.

The OSO will work collaboratively with the Iowa **WORKS** partners and the Northeast Iowa Workforce Development Board (NEIWDB) to drive the formation of an integrated, innovative workforce system. The OSO will ensure that center staff, regardless of funding source or program affiliation, represent the Iowa **WORKS** system as a whole and deliver a seamless,

customer-centered experience.

The OSO is responsible for fostering high levels of partner engagement—especially among those co-located in the centers—ensuring that each partner benefits from their participation and coordination within the system. This includes maximizing active participation, improving center-based collaboration, and supporting each partner in meeting or exceeding their program performance goals.

In addition, the OSO will work to eliminate duplication of services and administrative functions where feasible, manage the use of public funds efficiently, and support a team-based environment that promotes quality, consistency, and continuous improvement in service delivery.

Guiding Principles

The One-Stop Operator (OSO) will carry out their responsibilities with a commitment to system-wide collaboration, customer-centered service, and continuous improvement. The following guiding principles will drive all aspects of their work:

- **Collaboration over Competition:** The OSO will foster an environment of mutual respect, transparency, and shared purpose among all Iowa **WORKS** partners. A strong emphasis is placed on co-location, co-enrollment, and coordinated service delivery.
- **Equity and Accessibility:** Services must be inclusive and accessible to all individuals, regardless of barriers. The OSO will promote equitable access to opportunities and help lead the system toward greater cultural competence and universal design.
- **Innovation and Integration:** The OSO is expected to champion innovative practices that eliminate duplication, streamline processes, and integrate partner programs and services to deliver a seamless customer experience.
- **Accountability and Data-Driven Practice:** The OSO will use data to measure success, inform decisions, and promote continuous improvement. Transparency in reporting and outcomes is essential.
- **Responsiveness to Community and Employer Needs:** The workforce system must adapt to evolving labor market conditions and community demographics. The OSO will work with partners to align services with regional priorities and employer demand.

One-Stop Operator Scope of Work

Transition & Start-Up Requirements

- Within the first 30 days of the contract, the One-Stop Operator (OSO) must develop and submit a transition and implementation plan for NEIWDB review and approval.
- The OSO will coordinate onboarding and start-up activities, including stakeholder

engagement, documentation review, and coordination with NEIWDB staff currently supporting system operations.

- In the event of a change in operator or transition from another entity, the OSO will also support knowledge transfer and continuity of operations.
- The OSO will conduct an initial assessment of the current One-Stop system, including partner engagement, service delivery processes, and operational strengths and gaps.
- The OSO must present findings from the initial assessment to the NEIWDB, including recommended priorities and action steps to support system improvement.

Core Responsibilities:

Coordination & Communication

- Serve as the central point of contact for operational issues impacting partners across all service center types.
- Convene and facilitate regular partner and stakeholder meetings, ensuring representation from all core and required programs.
- Coordinate internal communications with partners, including meeting agendas, follow-up communications, and distribution of meeting minutes.
- Communicate board and administrative policies, procedures, and updates to all partners.
- Ensure relevant stakeholders are invited and actively engaged in meetings and collaborative efforts.
- Facilitate resolution of conflicts or disagreements between partners related to service delivery, roles, or responsibilities to maintain effective system operations.
- Ensure transparency of system decisions and action items by maintaining documentation of key discussions, decisions, and follow-up actions.
- Promote consistency in service delivery, policies, and partner engagement across all comprehensive and affiliate centers.

MOU Management

- Monitor and support partner adherence to MOU commitments and service delivery expectations.
- Facilitate updates and revisions to the MOU and related documents.
- Identify and document gaps in partner participation or compliance and work with partners to address issues in a timely manner.
- Elevate persistent non-compliance or lack of engagement to the NEIWDB and provide recommendations for corrective action to ensure alignment with system expectations.

Customer Experience & Service Integration

- Facilitate customer flow, referral systems, and customer service standards across partners.
- Support the ongoing development, implementation, and continuous improvement of referral processes across partner programs.

- Work collaboratively with partners to strengthen integrated service delivery, including coordination of services, co-enrollment strategies, and shared customer management approaches.
- Promote and support effective co-enrollment practices by identifying opportunities, reducing barriers, and aligning partner services to meet customer needs.
- Assist partners in adopting and utilizing new or revised referral systems, ensuring consistent use and understanding across programs.
- Implement strategies to promote information sharing and reduce technological or procedural barriers between partners.
- Collect and analyze customer, partner, and stakeholder satisfaction data; recommend system improvements to maintain or exceed an 85% customer satisfaction rate and ensure partner and community voices are incorporated into system decision-making.
- Lead Integrated Resource Teams (IRTs) to support individuals with complex or layered barriers to employment. Facilitate coordination among partner programs to align services, increase co-enrollment, and track progress using a participant-centered approach.
- Apply the WINTAC service coordination continuum to enhance collaboration among core and required partners, encouraging integrated service delivery models and moving partnerships toward deeper levels of engagement.
- Coordinate and support American Job Center events, including job fairs, hiring events, and outreach activities. Ensure events are inclusive, well-publicized, and aligned with local workforce priorities, while avoiding duplication across the system.
- Coordinate with partners to align business services and employer engagement efforts, ensuring consistency in employer outreach, service delivery, and responsiveness to local workforce needs.

System Navigation & Barrier Resolution

- Identify and document systemic barriers that prevent seamless service delivery across partners (e.g., eligibility, duplication of intake, or service hand-offs).
- Facilitate partner-driven solutions to address identified barriers and improve coordination across programs.
- Track identified barriers and resolution efforts over time to support continuous system improvement.
- Elevate persistent or systematic barriers to the NEIWDB and provide recommendations for corrective action or system changes.
- Develop and manage a centralized intake or universal release of information protocol (if permissible) to enhance co-enrollment opportunities.

Performance & Continuous Improvement

- Develop an in-depth understanding of all one-stop partner programs, services, and performance benchmarks.
- Support and manage the One-Stop certification and continuous improvement process for all centers.

- Recommend technical assistance and capacity-building opportunities for partners based on operational trends and performance.
- Support and guide partners through system changes, including new processes, tools, or policies, to ensure successful adoption and minimal disruption to services.

Data-Driven Decision-Making

- Analyze partner performance and customer service data to identify trends, gaps, and opportunities for improvement.
- Present data dashboards or quarterly reports to the Board showing system-wide outcomes (referrals, co-enrollments, customer satisfaction, etc.).

Training & Professional Development

- Organize in-service days, cross-training opportunities, and educational workshops for staff across programs.
- Promote and coordinate system-wide staff development to support integrated service delivery.

Outreach & Accessibility

- Lead the development and implementation of a comprehensive outreach strategy in coordination with the NEIWDB.
- Provide outreach activities aligned with the local area's outreach plan.
- Oversee compliance with brand standards in partner outreach materials.
- Lead and facilitate an Events Coordination Committee to support the planning, organization, and execution of workforce-related events across all centers, ensuring alignment of outreach efforts, collaboration among partners, and maintenance of a coordinated regional events calendar.
- Manage and support implementation of the Accessibility Plan, Data Sharing Training Plan, and Outreach Plan to ensure inclusive, equitable service delivery, coordinated communication strategies, and consistent engagement across all centers.
- Monitor and evaluate the effectiveness of outreach, accessibility, and engagement strategies through data analysis, customer feedback, and partner input, and recommend adjustments to improve reach and impact.
- Facilitate coordination among partners to align outreach efforts, reduce duplication, and ensure consistent messaging and equitable access to services across the workforce system.

Technology & Reporting

- Utilize technological tools to track outcomes, referrals, and customer flow across the workforce system.
- Maintain auditable records in compliance with federal, state, and local requirements.
- Submit quarterly oral and written reports to the NEIWDB on center operations and partner deliverables.
- Provide annual reports to the NEIWDB addressing Section 188 compliance.

- Participate in board and committee meetings, as requested, and prepare written updates and reports as needed.

Section V – Performance Standards and Monitoring

The One-Stop Operator (OSO) will be accountable for advancing a high-performing, integrated Iowa **WORKS** system across the Northeast Iowa Workforce Development Area. Performance will be measured against the core responsibilities outlined in this RFP and reviewed regularly by the Northeast Iowa Workforce Development Board (NEIWDB) or its designated representatives.

Year One Performance Priorities

During the first year of the agreement, performance expectations will focus on strengthening system integration, supporting implementation of improved service delivery processes, and advancing continuous improvement across all comprehensive and affiliate centers. The One-Stop Operator (OSO) will build upon the completed One-Stop Certification process and ensure standards are consistently implemented, maintained, and enhanced over time.

The OSO will be responsible for:

- Supporting the ongoing implementation and sustainability of One-Stop Certification standards across all centers.
- Strengthening partner engagement, collaboration, and accountability within the One-Stop system.
- Supporting the development, implementation, and continuous improvement of referral processes across partner programs.
- Advancing integrated service delivery, including coordination of services, co-enrollment strategies, and shared customer management approaches.
- Identifying, documenting, and supporting resolution of systemic barriers impacting service delivery and customer access.
- Utilizing data to inform decision-making, identify gaps, and recommend system improvements.

Key Performance Indicators (KPIs) – Year One

Key measures for performance in Year One include:

Performance Area	Expected Outcome
Partner Engagement	Consistent participation from required partners, with a target of at

Performance Area	Expected Outcome
	least 85% attendance and engagement in system meetings and activities
Referral Process Implementation	Demonstrated support of referral system improvements, including partner adoption and consistent use across programs
Integrated Service Delivery	Evidence of improved coordination of services, including shared practices and enhanced customer flow across partners
Co-Enrollment	Increased awareness and use of co-enrollment strategies across partner programs, supported by documented examples and practices
Barrier Resolution	Documented identification, tracking, and resolution of system barriers, with regular reporting to NEIWDB
Staff Training and Capacity Building	At least two system-wide cross-training or in-service opportunities conducted to support integrated service delivery
Customer Satisfaction	85% or higher satisfaction rate across all centers, based on customer survey data
Continuous Improvement	Ongoing implementation of system improvements informed by data, partner input, and operational assessment

Ongoing Monitoring and Evaluation

- Performance will be assessed quarterly through required documentation, progress updates, data analysis, and stakeholder feedback.
- The One-Stop Operator will be formally monitored at least annually for contract compliance and overall effectiveness.
- If performance does not meet the goals and outcomes defined in this RFP, the NEIWDB will work with the provider to implement corrective actions and improvement strategies.

- In cases of persistent underperformance, the NEIWDB reserves the right to implement formal corrective action or terminate the agreement upon written notice.
- If the State of Iowa and/or NEIWDB establishes additional goals or system-wide performance indicators during the contract period, the One-Stop Operator will be expected to align efforts and support partners in achieving those goals.

Section VI – Subrecipient Responsibilities and Requirements

Records and Access

The selected bidder shall cooperate fully with any reviews or audits of the activities under any agreement resulting from this RFP by authorized representatives of the NEIWDB or federal or state agencies and the selected bidder agrees to ensure to the extent possible the cooperation of its agents, employees, and board members in any such reviews and audits. This provision shall survive the expiration or termination of any agreement resulting from this RFP.

The selected bidder must retain, secure, and ensure the accuracy of all files and records, in compliance with WIOA requirements, related federal and state regulations, and the NEIWDB’s record retention requirements. Bidder(s) will assure that all records pertaining to this agreement, including financial, statistical, property, and supporting documentation, shall be retained for a period of five (five) years from the date of: 1) final payment under this agreement, and 2) when all audits and litigation are complete and resolved. The selected bidder must allow the NEIWDB, its designated fiscal agent, and representatives of other regulatory authorities’ access to all WIOA records.

The selected bidder is responsible for maintaining and securing files at all times, as well as ensuring privacy and protection of all personal information collected from participants per applicable laws, regulations and state policies. Confidentiality of participant information must be maintained and properly stored in a secured space with limited staff access. Each staff member who has contact with participants or participant information must receive training on confidentiality requirements. The selected bidder acknowledges that the use or disclosure of participant information for purposes other than the effective delivery of the services described in this RFP is strictly prohibited. Staff of the selected bidder may have access to this information only on a “need to know” basis. The selected bidder must inform employees that inappropriate use of such information may result in disciplinary action, including discharge, or criminal prosecution if the employee knowingly uses the information for fraudulent purposes.

Audit

All organizations funded whether public or private, commercial or not-for-profit, receiving at least \$1,000,000.00 annually through federal grants regardless of the funding source will be required to conduct and submit an annual audit.

Contract Oversight and Evaluation

The NEIWDB is responsible for all levels of program monitoring, compliance, and evaluation for WIOA activities. The selected bidder will be required to keep good records and collect data that will help the NEIWDB comply with such requirements and sustain highly effective workforce development programming.

NEIWDB Responsibilities: monitor, evaluate and provide guidance and direction to the selected bidder in the conduct of services performed under any agreement resulting from this RFP. NEIWDB has the responsibility to determine whether the selected bidder expends funds in accordance with applicable laws and regulations, including federal audit requirements and will monitor the activities of the selected bidder to ensure such requirements are met. NEIWDB may require the selected bidder to take corrective action if deficiencies are found.

Insurance

Each awarded entity must obtain and submit, prior to final execution of any contract, proof of insurance coverage, including general liability, property loss, and worker's compensation. The U.S. Department of Labor, the Iowa Workforce Development, and the NEIWDB assume no liability with respect to bodily injury, illness, or any other damages or losses, or with respect to any claims arising out of any activities undertaken as a result of the awarded contract. The awarded bidder shall ensure or otherwise protect itself concerning activities under the contract. Proof of the insurance and worker's compensation must be provided annually prior to any extensions, should the NEIWDB exercise renewal option(s).

Insurance Limits

- Commercial General Liability - Combined Single Limit not less than \$1,000,000 per occurrence, with an annual aggregate of not less than \$2,000,000
- Worker's Compensation - Employers' Liability, \$1,000,000

Data Management System

When applicable the selected bidder will be required to utilize the Iowa **WORKS** data management system as the information system of record and must ensure that all data is entered accurately and in a timely manner, adhering to all applicable data rules, regulations, and entry time requirements. Staff must be fully competent in utilizing Iowa **WORKS** data management system, including querying and producing reports from the system regarding the NEIWDB. The NEIWDB will utilize data from the Iowa **WORKS** data management system, as well as data collected from other sources, to determine program compliance and evaluate performance of the selected bidder. The selected bidder will adhere to the Iowa **WORKS** data management system Process Guide and the Iowa **WORKS** data management system Standard Operating Procedure Guide for guidance on proper documentation for WIOA and other Iowa **WORKS** data management system participation. The bidder will participate in quality and compliance activities, as well as regular meetings and review of performance reports and other

written reports when requested. The selected bidder will identify staff members whose work requires access to Iowa**WORKS** and submit applications for Iowa**WORKS** access per local protocols. Iowa**WORKS** account credentials and login information may not be shared between staff members or other individuals. The selected bidder must submit notification if any staff member with Iowa**WORKS** access is terminated, voluntarily or involuntarily, within 24 hours of termination. Failure to do so may result in revocation of Iowa**WORKS** access for the selected bidder and contract termination.

Subcontracts

No subcontracting is permitted under this contract.

Conflict of Interest

All bidders must disclose the name of any officer, director or employee who is a member of the NEIWDB. All bidders must disclose the name of any NEIWDB employee who owns, directly or indirectly, any interest in the bidder's business or any of its branches. A conflict of interest can arise when actions taken or may appear to be taken by any entity or individual involved in more than one role, when the performance of that entity or individual affects the interest of the other role, thereby making it difficult for the entity or individual to perform the procurement process objectively and impartially.

To ensure appropriate firewalls and avoid any conflict of interest during the One-Stop Operator procurement process. Proper firewalls, in accordance with Firewalls, must be in place to ensure the transparency and integrity of the procurement process, and to demonstrate that the selection process was unbiased and free of preferential treatment toward the awardee.

Compliance

The bidder(s) will fully comply with the applicable requirements of the Acts under which funds are received. The bidder also assures compliance with directives issued by IWD and federal statutes applicable to this agreement.

Budgets and Invoices

The funding amounts referenced in this RFP are intended to serve as guidelines for applicants and are subject to revision based on final WIOA funding notifications from Iowa Workforce Development (IWD). Applicants must submit a proposed budget that includes a line-item summary and a narrative explaining the basis for all projected costs. More detailed budgets will be developed in collaboration with NEIWDB following the selection of a subrecipient and confirmation of funding allocations.

Proposed budgets must fall within the amounts indicated, reflect reasonable costs, and align with proposed staffing levels, services, and the delivery model. The final award amount will be determined on a competitive basis and will not necessarily be awarded to the lowest-cost

proposal. Final contract budgets may be subject to negotiation and adjustment after selection due to the evolving nature of WIOA funding.

This will be a reimbursement-based contract. The subrecipient will be expected to initially incur all costs and submit itemized monthly invoices to the NEIWDB (or fiscal agent) for reimbursement. Invoices must reflect actual costs incurred and align with the approved line-item budget.

All payroll functions are the responsibility of the subrecipient in accordance with applicable federal and state regulations, including guidance from the U.S. Department of Labor and Iowa Workforce Development. The subrecipient shall assume full legal and financial responsibility for payroll-related costs including, but not limited to: wages, taxes, FICA, fringe benefits, workers' compensation, insurance, overtime, and compliance with applicable labor laws. The subrecipient agrees to indemnify and hold harmless the State of Iowa, the NEIWDB, its officers, agents, and employees from any claims, liabilities, or costs (including attorney's fees) arising out of such responsibilities.

The program and fiscal year run from July 1 to June 30. Final reimbursement for the program year will be processed based on the June invoice, which must be submitted by the subrecipient in July along with required financial closeout documentation. Subrecipients are expected to expend at least 80% of their contracted funds by the end of each program year.

Section VII – Service Delivery Framework

The One-Stop Operator (OSO) is responsible for coordinating the service delivery of required partners and ensuring the smooth operation of the American Job Center in accordance with WIOA and NEIWDB policies. In addition to the general duties described in the RFP, the OSO shall meet the following requirements:

Reporting

The NEIWDB will provide templates and guidance on required reporting. The One-Stop Operator is expected to submit regular reports on coordination activities, partner engagement, meeting facilitation, and other relevant deliverables as directed by the Northeast Iowa Workforce Development Board.

Branding

All public outreach and communication products developed or coordinated by the OSO must be created in accordance with Iowa **WORKS** branding and logo policies.

The OSO is responsible for ensuring all internal and external communications—such as signage, promotional materials, digital content, email signatures, and printed documents—comply with Iowa Workforce Development (IWD) branding guidelines.

The OSO must work with NEIWDB and center partners to maintain consistent use of the Iowa**WORKS** brand and the federal “American Job Center” identifier across all One-Stop communications.

Any new branding materials or signage must be approved by the NEIWDB prior to public distribution or installation. The OSO may be asked to assist in tracking outreach efforts and branding compliance across center partners.

Staff Training

The One-Stop Operator must ensure that staff possess a working knowledge of integrated workforce services and maintain a current understanding of NEIWDB initiatives, Iowa**WORKS** processes, and local partner services.

Annual training documentation must be submitted to the board and may include, but is not limited to, topics such as:

- Customer service
- Labor market trends
- Collaboration strategies
- Public facilitation
- Use of Iowa**WORKS** systems and tools
- Local resources for individuals with barriers to employment

Section VIII – Proposal Guidelines and Instructions

General Information

This section provides instructions for preparing and submitting a proposal in response to this RFP, including required proposal contents and format, and important dates and deadlines. Before preparing and submitting a proposal, interested and qualified applicants are highly encouraged to read all other sections of this RFP and key source documents referenced throughout, especially the one-stop operator responsibilities and key performance indicators, to gain a full understanding of the services requested and provider characteristics and competencies sought.

All proposals must be submitted to the NEIWDB electronically via email to: taylor@northeastawdb.org. Proposals may not be sent by Fax, US Mail, Courier or hand delivered. Proposals must follow the formatting requirements below:

All proposals must be received by Taylor Williams no later than 5:00 p.m. on Wednesday, June

3, 2026, in order to be considered. Emails must have the subject line “WIOA Title I One-Stop Operator Proposal.” Late proposals will not be accepted. The NEIWDB shall not be responsible for the proposer’s failure to meet responsiveness, date, time, delivery, and location deadlines due to computer or electronic transmission issues.

Proposal Requirements

The proposal may not be considered if page limitations and formatting requirements are not met. Your proposal must contain all the content below in the same order illustrated. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP and establish the capacity, expertise and program design needed to meet the required standards and goals. The proposal, as well as any reference materials presented, must be typed in English, single spaced and must be on standard portrait 8 ½ “x 11” size with no less than 1-inch margins.

The RFP Response Package

Proposal Application

Completed Proposal Application (Attachment B) The RFP is written in MS Word. Complete the attached Application by responding to all the questions immediately below the question. The space will expand to accept the proposer’s response. Respond to every question asked. Do not omit any questions. If a question asks for a yes or no answer place the yes/no response at the beginning of your answer and provide the narrative information requested on the next line. Do not reorder the question numbers as the rating sheet is keyed to the question numbers. Do not respond to a question by cross referring to another question. Page length for this section is 15 pages maximum.

Include a resume or job description for the individual who will serve as the one-stop operator as an attachment, or a job description for the position if an individual has not yet been identified.

Number each page of the response sequentially. The page number should be in a footer with the name of the organization submitting the response, and NEIWDB - RFP. Footers should be printed in an 8 pitch. Page numbers should be consecutive from beginning to end. Proposals are not to be paginated by sections.

Budget

Provide a budget including all program-related costs, using the required budget template provided in this RFP. All costs must be allowable according to applicable federal, state, and local regulations, including but not limited to the Uniform Guidance and regulations of the funding source, and allocable to the proposed program. Effective budgets will enable the proposed program to meet the intent and requirements of the contract, while being realistic, reasonable, and prudent, avoiding unnecessary or unusual expenditures.

Budget Narrative

Provide a narrative to accompany the budget that describes the purpose of each cost, explains how all costs were estimated and justifies the need for all costs in meeting contract

requirements. In your narrative, be sure to clearly communicate the calculation for personnel salaries, personnel benefits, mileage, travel, direct costs, management fee/indirect rate and other costs necessary to perform the services described in this RFP. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. If your proposal includes leveraged resources of your organization or another organization, use the budget narrative to describe the actual or estimated value of the leveraged resources. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal.

Proposals must follow the following sequence:

1. Cover Sheet (Attachment A)
2. Proposal Application (Attachment B)
3. Budget and Budget Narrative (Attachment C)
4. Assurances and Certification (Attachment D)
5. Conflict of Interest Form (Attachment E)
6. Certification Regarding Lobbying (Attachment F)

Required attachments:

7. A project management schedule outlining key activities, timelines, and milestones for Year One, including transition/start-up, partner engagement, system coordination, and performance priorities.
8. Resume or job description of the One-Stop Operator.
9. If proposer is not a single consultant or there is more than one employee in a proposer's organization, proposer must include an organizational chart showing the chain of command for the organization and individual who will serve as the one-stop operator. This chart must identify a lead organization and an individual who will serve as the primary contact.
10. Incorporation/Certification of Existence
11. If bidder is a consortium, a legally binding MOU must be submitted. The MOU must identify the lead entity that will be financially and contractually responsible for the contract, and which staff member will perform each role.

Selection Process

All proposals received by the submission deadline will be initially reviewed for responsiveness and compliance with the specifications and requirements contained in this RFP. Proposals passing the initial review will be scored by internal and external evaluators, with attention to clarity, completeness, and quality. High scoring proposals will clearly demonstrate an ability and likelihood to effectively perform the responsibilities and meet the key performance indicators and intended outcomes of this RFP.

All proposals submitted will be evaluated against all other proposals using the rating criteria, which is a part of this RFP package. Proposals will be rated and then ranked by an RFP Review Committee appointed by the NEIWDB.

Select bidders may be requested to participate in presentations or discussions with proposal evaluators. Award recommendations of the evaluators will be presented to the NEIWDB for

final decision. Selection of a proposal for contract award will be subject to successful contract negotiations. The NEIWDB will vote on the final selection with the Chief Elected Officials approving the selection.

Additional selection terms:

- Proposals may not be funded at the funding levels requested.
- The highest-ranking numerical score does not assure a funding recommendation. Other factors which may be considered include, but are not limited to a risk assessment, cost, the likelihood of the proposed services resulting in successful outcomes of proposal deliverables, relevant experience and qualifications, financial viability, and stability of the agency.
- Proposer(s) are advised not to contact NEIWDB employees, board members or elected officials charged with oversight of these programs during the review process to avoid conflicts, the appearance of conflicts, or undue influence over the process. This could result in the disqualification of the proposal response submitted.

**Proposal for Workforce Innovation and Opportunity Act
(WIOA) One-Stop Operator**

Northeast Iowa Workforce Development Board

Contract Period: 07/01/2026-06/30/2027

Name of Organization:			
Type of Organization:			
Street Address:			
City, State, Zip Code:			
Contact Person's Name:		Title:	
Contact Person's Email:		Phone Number:	

Amount Requested:	\$
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Proposing Organization Information

I certify that the above-named organization is legally authorized to submit this application, that the contents of the application are truthful and accurate, and that the above-named organization agrees to comply with all requirements of the RFP. Our organization understands this program operates on a reimbursement model, and we are prepared to front costs related to said program until requirements for reimbursement are met and funds are available for reimbursement.

Printed Name of Authorized Representative	Title of Authorized Representative
Signature of Authorized Representative	Date

Attachment B – Proposal Application

Proposal Questions

1. Provide a brief overview of your organization, its mission, and experience relevant to WIOA, One-Stop operations, or multi-agency coordination.
2. Describe your organization's previous experience coordinating partners in a workforce system. Include any roles related to WIOA core/required partners or AJCs.
3. Based on the scope of work, describe your understanding of the One-Stop Operator's role in fostering an integrated, customer-centered workforce system.
4. Describe your plan for convening and facilitating effective partner meetings, maintaining clear communication, and ensuring active partner engagement.
5. Describe how you would support MOU oversight, updates, and ensure partner compliance with outlined responsibilities.
6. Describe your approach to supporting the development, implementation, and continuous improvement of referral processes and promoting co-enrollment across programs.
7. What strategies will you use to create a seamless, inclusive customer journey and coordinate customer flow between partners?
8. Describe your approach to leading IRTs and aligning services for participants with complex needs using a participant-centered approach.
9. How will you identify and resolve systemic barriers such as duplicated intake or eligibility challenges?
10. How will you help partners meet performance goals and support ongoing system improvement and sustainability of One-Stop Certification standards?
11. Describe your process for analyzing system-wide data (e.g., referrals, satisfaction, co-enrollment) and presenting findings to the Board.
12. Outline your plan to coordinate staff development, including cross-training and system-wide in-service opportunities.

13. How will you ensure that services are inclusive, equitable, and compliant with ADA/WIOA Section 188?
14. How will you adapt operations to meet local labor market demands and community demographics?
15. Describe your plan to support inclusive, non-duplicative job fairs, outreach events, and hiring events.
16. How will you use technology to enhance referral tracking, reporting, and communication among partners?
17. Provide an example of a successful outreach strategy you led. How will you ensure compliance with brand and outreach standards?
18. Describe your process for submitting timely, comprehensive oral and written reports, including data and compliance updates.
19. How will you ensure the One-Stop system remains responsive to local workforce trends, employer demand, and the unique needs of rural and underserved communities in Northeast Iowa?
20. Describe a time your organization introduced an innovative solution that improved service integration, customer outcomes, or operational efficiency within a multi-partner setting. How would you bring a spirit of innovation to this role?
21. Describe your contingency plan to ensure continuity of One-Stop Operator services in the event of staff absence or turnover.
22. Describe your approach to onboarding as the One-Stop Operator, including how you would assess the current system, engage partners, and establish priorities within the first 90 days.
23. Describe a time you had to manage conflict between partners with differing priorities or requirements. What approach did you take and what was the outcome?

Attachment C – Budget and Budget Narrative

The budget should be based on the time period of July 1, 2026- June 30, 2027. The total funds available under this RFP are \$100,000 for the 12-month period. Complete the budget outlined below. If no amount is indicated in a line item, please record \$0. It is expected that the one-stop operator should dedicate up to 40 hours a week to this award. Rent and resource sharing agreement costs should not be included in this budget and will be covered directly by NEIWDB.

A. Salaries and Wages:

Provide a breakdown of your staff costs by completing the following:

Position/Title	Hourly Rate	Total Hrs. Per Week	Hours per Week Charged to WIOA	# Weeks Charged to WIOA	Total WIOA Cost

A. Total Salary and Wages: _____

B. Fringe Benefits

Represents payments other than salaries and wages, made to staff or paid on behalf of or on their account, e.g., pensions, insurance, etc. Important – government mandated fringe benefit components must be consistent with known or planned tax rates, and the bases must be consistent with the ceilings on these. Non- tax generated benefits must be fully supported by your agency’s personnel manual.

Fringe Benefit	% Benefit is of Salaries	Total WIOA Cost
FICA		
Worker Compensation		
Health Insurance		
Retirement		
Other (Specify)		

B. Total Fringe Benefits: _____

C. Program Line Items:

List your proposed cost for each additional line item wherever applicable. Indicate the total cost proposed for each line item by listing it under the Total WIOA Cost column. Line items paid for by other resources, either in part or in full, should have such costs represented in the Leveraged Funds Contribution column.

Please note that the line items listed below reflect the types of costs that have historically been proposed. You are not limited to these, nor are you required to propose a cost for each one.

Indirect Cost Rate/De minimis: Indirect costs may be charged to the contract only if the bidder has a current, federally approved indirect cost rate or cost allocation plan. If the bidder does not have an approved indirect cost rate, they may elect to use the de minimis rate, which may not exceed 10% of modified total direct costs. Bidders may not apply both an approved indirect cost rate and the de minimis rate. Bidders must clearly indicate which method is being used and provide supporting documentation if claiming an approved indirect cost rate.

	Total Agency Line Item Cost	% of Line Item Charged to WIOA	Total WIOA Cost	Leveraged Funds Contribution
Supplies				
Travel				
Equipment				
Staff Training				
Other (specify)				
Other (specify)				
Indirect				
Total				

C. Total Program Line Items: _____

GRAND TOTAL (A+B+C) \$ _____

Budget Narrative

Please complete written descriptions for every line item listed above.

- **Salaries and Wages – Address the following -** Explain the justification for each staff position proposed. The number of hours per week and number of weeks proposed should correspond with the length of program operation. Bidders proposing several staff should complete a staff time schedule for each position proposed. Bidders proposing more than one staff position during the same time periods must explain why. Proposed wage rates must be justified (i.e., skill, experience, responsibility, seniority).
- **Fringe Benefits –** Fully explain each component of your fringe benefit package.
- **Program Line Items- Fully** explain and justify each proposed cost in the space provided. Be sure to include the rationale for each proposed cost. Use additional space if necessary.

Attachment D – Assurances and Certifications

The undersigned party acknowledges and assures that (Provider Name):

_____ and all its employees responsible for providing the services for which it has applied will abide and comply fully with all state, federal, and local, laws, ordinances, regulations, and/or executive orders, including but not limited to provisions of the laws listed below:

- Section 188 of WIOA, which prohibits discrimination against all individuals in the United States based on race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries based on either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity.
- Title VI of the Civil Rights Act of 1964, as amended, prohibits discrimination on the basis of race, color, and national origin in programs or activities that receive federal financial assistance.
- Title VII of the Civil Rights Act of 1964, as amended, prohibits employment discrimination on the bases of race, color, and national origin.
- Section 504 of the Rehabilitation Act of 1973, as amended, prohibits discrimination against qualified individuals with disabilities.
- The Americans with Disabilities Act, as amended, prohibits discrimination based on disability.
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination based on age; and
- Title IX of the Education Amendments of 1972, as amended, prohibits discrimination based on sex in educational programs.
- Debarment and Suspension (Executive Orders 12549 and 12689) – A contract award (see 2 CFR § 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.52.20
- 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I-financially assisted program or activity, and to all agreements the contractor makes to carry out the WIOA Title I-financially assisted program or activity. The undersigned understands that the United States has the right to seek judicial enforcement of this assurance.

Name of Applicant Organization	
Signature of Certifying Official	Date
Name and Title of Authorized Representative:	

Attachment E – Conflict of Interest Form

CONFLICT OF INTEREST CERTIFICATION

1. Proposer certifies that

- a. They have not offered or cause to have offered or provided any gratuities, favors, or anything of monetary value to any member or individual employed by the NEIWDB or Chief Elected Officials for the purpose of influencing the selection of their proposal or any other proposal submitted hereunder.
- b. They have not engaged in any activity to restrict or eliminate competition.
- c. No manager, employee or paid consultant of the proposer's company or spouse or child of any manager, employee of paid consultant is a member of the NEIWDB or Chief Elected Officials.
- d. They have disclosed any interest, fact or circumstance which does or may present a potential conflict of interest below:

- e. If the answer to any of the above certifications is yes, the proposer has disclosed the relationship or action below:

2. Violation of this provision may cause a proposer's bid to be rejected. This does not preclude partnerships, consortiums, or subcontracts.

I _____ (Name) _____ (Title)

of _____ (Name of proposer's entity)

am authorized to make the above Certifications and to submit this proposal on behalf of

(Name of Proposer's entity)

Signature

Date

Attachment F – Certification Regarding Lobbying

The undersigned certifies, to the best of his or her knowledge and believes that:

- No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- If any funds other than Federally appropriated funds have been paid or will be paid to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employer of a Member of Congress in connection with this Federal contract, grant loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying”, in accordance with its instructions.
- The undersigned shall require that the language of this certification is included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of the fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Name of Applicant Organization	
Signature of Certifying Official	Date
Name and Title of Authorized Representative:	

Attachment G – Evaluation Sheet

Evaluation of One-Stop Operator Proposal

Period: July 1, 2026- June 30, 2027

The criteria used to evaluate proposals are listed below along with their point values. A total of 140 points is possible. To be considered for funding, an application must achieve a minimum score of 98 points. The evaluation committee will use average scores to develop final funding recommendations for the full board’s approval.

Bidder:	
Committee Member Name:	
Date:	

#	Evaluation Area	Max Points	Proposal Question Summary	Points
1	Organizational Capacity	10	Provide a brief overview of your organization, its mission, and experience relevant to WIOA, One-Stop operations, or multi-agency coordination.	
2	Workforce System Experience	5	Describe your organization’s previous experience coordinating partners in a workforce system. Include any roles related to WIOA core/required partners or AJCs.	
3	Understanding of OSO Role	5	Based on the scope of work, describe your understanding of the One-Stop Operator’s role in fostering an integrated, customer-centered workforce system.	
4	Partner Engagement & Communication	5	Describe your plan for convening and facilitating effective partner meetings, maintaining clear communication, and ensuring active partner engagement.	
5	MOU Oversight	5	Describe how you would support MOU oversight, updates, and ensure partner compliance with outlined responsibilities.	
6	Referral & Co-Enrollment Strategy	5	Describe your approach to supporting the development, implementation, and continuous improvement of referral processes and promoting co-enrollment across programs.	
7	Customer Experience & Flow	5	What strategies will you use to create a seamless, inclusive customer journey and coordinate customer flow between partners?	
8	Integrated Resource Teams (IRTs)	5	Describe your approach to leading IRTs and aligning services for participants with complex needs using a participant-centered approach.	

9	Barrier Resolution	5	How will you identify and resolve systemic barriers such as duplicated intake or eligibility challenges?	
10	Performance Support & Certification	5	How will you help partners meet performance goals and support ongoing system improvement and sustainability of One-Stop Certification standards?	
11	Data Use & Reporting	5	Describe your process for analyzing system-wide data (e.g., referrals, satisfaction, co-enrollment) and presenting findings to the Board.	
12	Staff Development	5	Outline your plan to coordinate staff development, including cross-training and system-wide in-service opportunities.	
13	Equity & Accessibility	5	How will you ensure that services are inclusive, equitable, and compliant with ADA/WIOA Section 188?	
14	Labor Market Responsiveness	5	How will you adapt operations to meet local labor market demands and community demographics?	
15	Event Coordination	5	Describe your plan to support inclusive, non-duplicative job fairs, outreach events, and hiring events.	
16	Technology Use	5	How will you use technology to enhance referral tracking, reporting, and communication among partners?	
17	Outreach & Branding Compliance	5	Provide an example of a successful outreach strategy you led. How will you ensure compliance with brand and outreach standards?	
18	Compliance & Reporting Process	5	Describe your process for submitting timely, comprehensive oral and written reports, including data and compliance updates.	
19	Rural & Underserved Responsiveness	5	How will you ensure the One-Stop system remains responsive to local workforce trends, employer demand, and the unique needs of rural and underserved communities in Northeast Iowa?	
20	Innovation & Improvement	5	Describe a time your organization introduced an innovative solution that improved service integration, customer outcomes, or operational efficiency within a multi-partner setting. How would you bring a spirit of innovation to this role?	
21	Continuity of Services	5	Describe your contingency plan to ensure continuity of One-Stop Operator services in the event of staff absence or turnover.	
22	Onboarding	5	Describe your approach to onboarding as the One-Stop Operator, including how you would assess	

			the current system, engage partners, and establish priorities within the first 90 days.	
23	Conflict Resolution	5	Describe a time you had to manage conflict between partners with differing priorities or requirements. What approach did you take and what was the outcome?	
22	Budget	10	Cost reasonableness and alignment with proposed activities.	
23	Budget Narrative	5	Clear, logical justification of requested resources.	
24	Required Attachments	5	Submitted required documentation.	
		140	TOTAL POSSIBLE POINTS	

Evaluator's Comments: