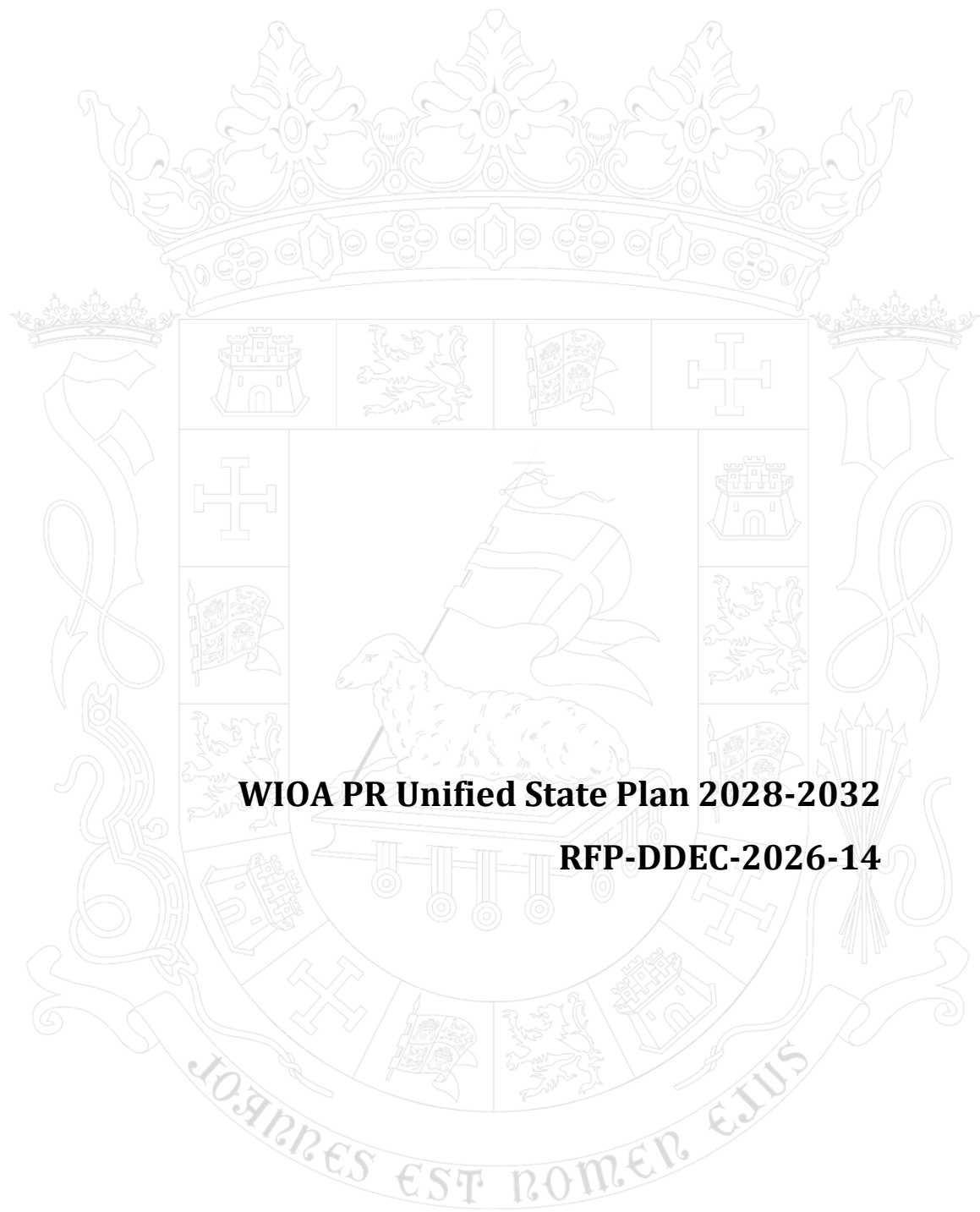




WIOA PR Unified State Plan 2028-2032

RFP-DDEC-2026-14



DEPARTAMENTO DE

**DESARROLLO
ECONÓMICO Y COMERCIO**

GOBIERNO DE PUERTO RICO

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1 Introduction and Background

1.1 Overview of the Puerto Rico Department of Economic Development and Commerce

The Puerto Rico Department of Economic Development and Commerce (PRDEDC) is the principal executive branch agency responsible for promoting and facilitating economic growth, competitiveness, and innovation throughout Puerto Rico. Established under Reorganization Plan No. 4 of 1994, as amended, the PRDEDC leads the Government of Puerto Rico's economic development strategy through its integrated programs, incentives, and initiatives designed to attract investment, foster entrepreneurship, and strengthen local industries.

Through its various divisions and affiliated entities, the PRDEDC serves as the central coordinating body for economic transformation, overseeing industrial promotion, commercial development, incentives management, and strategic policy implementation to advance Puerto Rico's long-term prosperity. Also, it is the entity designated by Law No. 171-2014, to serve as the grant recipient for Title I Adult, Youth and Dislocated Worker funds allocated through the Workforce Innovation and Opportunity Act (WIOA).

1.2 Legal Basis and Authority

This Request for Proposals (**RFP No. DDEC-2026-14**) is issued under the authority granted by Reorganization Plan No. 4 of 1994, as amended, which establishes the organizational and operational framework of the Puerto Rico Department of Economic Development and Commerce (PRDEDC). It is also consistent with the policy framework established under Act No. 60-2019, known as the Puerto Rico Incentives Code, which consolidates and regulates the island's economic development initiatives.

The procurement process shall comply with all applicable Puerto Rico laws, regulations, and executive instruments governing the contracting of professional services by public entities, including Executive Order 2021-029, Circular Letter No. 013-2021 issued by the Office of the Comptroller of Puerto Rico and the *"Procedimiento Interno para la Evaluación y Selección de Proveedores de Servicios Profesionales cuya cuantía sea de \$250,000 o más, y aquellos de menor cuantía cuando así se determine por el Departamento de Desarrollo Económico y Comercio (DDEC) y sus Entidades Operacionales y Adscritas Oficina de Asesoramiento Legal"*.

1.3 Institutional Context and Strategic Transformation

The Puerto Rico Department of Economic Development and Commerce (PRDEDC), through its Workforce Development Program (WDP) and in coordination with the State Workforce Development Board (SWDB) and the partner agencies responsible for administering the core programs authorized under the Workforce Innovation and Opportunity Act (WIOA), is responsible for advancing an integrated workforce development system that promotes economic growth and expands opportunities for Puerto Rico's workforce. Through its network of fifteen (15) Local Workforce Development Areas (LWDAs) and in collaboration

with core partners, educational institutions, employers, labor organizations, community-based organizations, and other stakeholders, the WDP provides access to employment, education, training, and supportive services designed to strengthen the Island's human capital and support sustainable economic development.

The Workforce Development Program ensures that workforce strategies, investments, and service delivery activities are aligned with the vision, priorities, and objectives established by the State Workforce Development Board. Consistent with WIOA requirements, the SWDB is composed of business leaders from across Puerto Rico, representatives of organized labor, workforce and education partners, and leaders from state agencies, with private sector representatives constituting most of its membership. The Board serves as the principal workforce policy body for the Commonwealth and promotes lifelong learning, talent development, and economic opportunity through collaboration among businesses, government agencies, educational institutions, and community organizations. Its mission is to strengthen the alignment of education, employment, and training programs into a comprehensive workforce development system that enables Puerto Rico's residents to acquire the skills, credentials, and employment opportunities necessary to achieve economic self-sufficiency and long-term career success.

As Puerto Rico continues to navigate evolving economic, demographic, technological, and labor market challenges, the PRDEDC, in partnership with the SWDB and WIOA core program agencies, is undertaking a comprehensive strategic planning and workforce system transformation initiative aimed at strengthening the effectiveness, integration, responsiveness, accountability, and long-term sustainability of the Commonwealth's workforce development system.

As part of this initiative, the Department seeks to develop a forward-looking, data-driven, and stakeholder-informed Unified State Plan for Program Years 2028–2032 that aligns workforce development, education, economic development, vocational rehabilitation, and human capital investment strategies with Puerto Rico's economic priorities. The Plan will establish a coordinated framework to improve labor market outcomes, expand access to quality employment and career pathways, address current and emerging workforce needs, strengthen employer engagement, and enhance the competitiveness of Puerto Rico's industries and workforce. As part of this effort, the Unified State Plan shall be developed in accordance with Sections 102 and 103 of WIOA, applicable federal regulations, and guidance issued by the U.S. Departments of Labor and Education. The planning process shall incorporate the strategic and operational planning elements required under WIOA, including stakeholder consultation, labor market analysis, performance accountability, and coordination among the core workforce development programs and partner entities.

Through this effort, the PRDEDC seeks to reinforce its role as the lead entity responsible for coordinating workforce development policy and implementation across the Commonwealth, serving as a catalyst for economic growth, talent development, innovation, sector

partnerships, and inclusive workforce participation. The Department aims to strengthen alignment among workforce, education, employment, economic development, vocational rehabilitation, and community stakeholders while advancing equitable access to employment, training, and career advancement opportunities for all populations, including individuals with barriers to employment.

In this context, the development of the Unified State Plan 2028–2032 will serve as the Commonwealth’s principal workforce strategy and planning framework, providing a shared vision for the workforce system, establishing statewide priorities and performance goals, strengthening interagency coordination, aligning investments and resources, enhancing accountability and system performance, and fostering collaboration among government agencies, local workforce development areas, employers, educational institutions, labor organizations, community-based organizations, and other key stakeholders. The Unified State Plan will provide the strategic direction necessary to ensure that Puerto Rico’s workforce system remains responsive to evolving labor market demands and effectively supports the Commonwealth’s long-term economic growth and prosperity.

1.4 Alignment with PRDEDC’s Priorities

The strategy, recommendations, and deliverables resulting from this RFP shall be fully aligned with the Puerto Rico Department of Economic Development and Commerce’s (PRDEDC) economic development and workforce priorities, as well as the strategic objectives of the Workforce Innovation and Opportunity Act (WIOA). At a minimum, the resulting Unified State Plan shall support the following priorities:

- **Workforce Alignment with Economic Development Priorities:** Strengthening the alignment between workforce development investments and Puerto Rico’s key economic sectors, including advanced manufacturing, life sciences, aerospace, information technology, business services, tourism, energy, construction, healthcare, transportation, logistics, and other emerging industries.
- **Talent Development and Human Capital Advancement:** Expanding access to education, training, upskilling, reskilling, credential attainment, apprenticeships, work-based learning opportunities, and career pathways that prepare individuals for in-demand occupations and support long-term economic mobility.
- **Employer Engagement and Sector Partnerships:** Enhancing collaboration among employers, industry associations, educational institutions, workforce partners, and economic development stakeholders to address workforce shortages, improve talent pipelines, and respond effectively to labor market needs.
- **Labor Force Participation and Inclusive Economic Opportunity:** Increasing labor force participation and expanding access to employment, training, and supportive services for individuals with barriers to employment, including youth, individuals with

disabilities, veterans, older workers, low-income individuals, justice-involved individuals, English language learners, and other underserved populations.

- **Integrated Service Delivery and System Coordination:** Strengthening collaboration and alignment among WIOA core programs, required one-stop partners, local workforce development areas, educational institutions, and other workforce system stakeholders to improve service integration, efficiency, and customer outcomes.
- **Data-Driven Decision-Making and Performance Excellence:** Leveraging labor market information, performance data, program evaluation, and evidence-based practices to improve workforce system effectiveness, accountability, resource allocation, and continuous improvement.
- **Economic Competitiveness and Business Growth:** Supporting Puerto Rico's efforts to attract, retain, expand, and reshore businesses by ensuring the availability of a skilled workforce capable of meeting current and future industry demands.
- **Innovation, Technology, and Future Workforce Readiness:** Promoting innovation and preparing workers and businesses for emerging economic trends, technological advancements, digital transformation, automation, artificial intelligence, and other factors shaping the future of work.
- **Regional and Local Workforce Development Capacity:** Strengthening the capacity of Local Workforce Development Areas (LWDAs), workforce boards, and partner organizations to implement effective workforce strategies that address regional labor market conditions and economic development opportunities.

The Contractor shall demonstrate throughout its proposal how the proposed methodology, stakeholder engagement strategy, analytical framework, recommendations, and deliverables will support and advance these priorities while ensuring full compliance with WIOA planning requirements and federal guidance applicable to the development of the Unified State Plan for Program Years 2028–2032.

1.5 Purpose of this RFP

Through this RFP, the PRDEDC, through its WDP, seeks to establish a strategic partnership with a multidisciplinary, experienced, and highly qualified professional services firm, team, or consortium to support the development of Puerto Rico's Unified State Plan under WIOA for Program Years 2028–2032.

The selected contractor shall provide comprehensive planning, research, facilitation, stakeholder engagement, policy analysis, labor market analysis, strategic planning, and technical writing services necessary to develop a compliant, data-driven, and stakeholder-informed Unified State Plan that reflects Puerto Rico's workforce development priorities and satisfies all applicable federal planning requirements.

The contract resulting from this RFP shall have a term of one (1) year, during which the contractor shall complete all activities required for the development, review, public consultation, revision, and final submission of the Unified State Plan 2028–2032.

The selected firm shall present a holistic, integrated, and results-oriented proposal that effectively addresses all service areas and functional requirements described in this RFP, including but not limited to strategic planning, stakeholder engagement, labor market and workforce analysis, facilitation of consultation activities, policy and program assessment, interagency coordination, performance and accountability analysis, drafting of required plan components, public comment processes, and development of the final Unified State Plan document and supporting materials.

Proposals must demonstrate the proposer’s ability to manage and coordinate a complex, multi-stakeholder planning process involving state agencies, local workforce development boards, workforce system partners, employers, educational institutions, labor representatives, community-based organizations, and other key stakeholders. Partial or fragmented proposals that fail to address all requirements of this RFP or that do not demonstrate the capacity to deliver a comprehensive Unified State Plan will be considered non-responsive.

1.6 Coordination with Partner Entities

The development of the Unified State Plan 2028–2032 requires extensive collaboration and coordination among the agencies and stakeholders that comprise Puerto Rico’s workforce development system. To ensure alignment, integration, and consistency across workforce, education, employment, vocational rehabilitation, and economic development programs, all activities, analyses, recommendations, deliverables, and planning processes performed under this contract shall be developed in close coordination with the PRDEDC, the SWDB, and the agencies responsible for administering the core programs authorized under WIOA.

At a minimum, the selected contractor shall coordinate with the Puerto Rico Department of Labor and Human Resources (PRDOLHR), the Puerto Rico Department of Education (PRDE), the Vocational Rehabilitation Administration (VRA), Local Workforce Development Boards and Areas (LWDAs), and other workforce system partners, as directed by the PRDEDC. Such coordination shall support the collection and analysis of data, stakeholder engagement activities, strategic planning efforts, development of policy recommendations, review of draft plan components, and preparation of the final Unified State Plan.

The contractor shall demonstrate the ability to effectively facilitate collaboration among multiple agencies, boards, workforce partners, educational institutions, employers, labor representatives, community-based organizations, and other stakeholders with diverse interests and responsibilities. The contractor shall employ strategies that promote consensus-building, transparency, stakeholder engagement, and effective communication throughout the planning process.

All work performed under this contract shall support the development of a unified and integrated workforce strategy that strengthens coordination among partner programs, minimizes duplication of effort, aligns investments and resources, enhances customer-centered service delivery, and advances the workforce and economic development priorities of the Commonwealth of Puerto Rico.

The contractor shall also ensure that all planning activities and recommendations reflect applicable federal planning requirements and guidance governing the development of Unified State Plans under WIOA, including requirements related to interagency coordination, stakeholder consultation, public engagement, and alignment of workforce, education, and economic development strategies.

1.7 WIOA Background and State Planning Framework

The Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, is the primary federal legislation governing the public workforce development system in the United States. Enacted on July 22, 2014, WIOA establishes a comprehensive framework for workforce development, employment, education, training, and vocational rehabilitation services designed to improve labor market outcomes for job seekers and strengthen the competitiveness of employers and industries.

WIOA promotes an integrated and demand-driven workforce development system that aligns workforce, education, vocational rehabilitation, and economic development strategies to meet the current and future workforce needs of employers while expanding access to employment and career advancement opportunities for workers and job seekers.

The core programs authorized under WIOA include:

- **Title I – Adult, Dislocated Worker, and Youth Programs**
- **Title II – Adult Education and Family Literacy Act (AEFLA)**
- **Title III – Wagner-Peyser Employment Services**
- **Title IV – Vocational Rehabilitation Services**

The PRDEDC, through its WDP, serves as the administrative entity responsible for overseeing the implementation of WIOA Title I programs throughout the Commonwealth and for coordinating workforce development efforts with the SWDB, core program partners, and other workforce system stakeholders.

The development of Puerto Rico's Unified State Plan shall be guided by the fundamental principles of WIOA, including:

- Demand-driven workforce development;
- Alignment of workforce, education, vocational rehabilitation, and economic development strategies;
- Employer engagement and sector partnerships;

- Career pathways and work-based learning;
- Integrated service delivery through the One-Stop delivery system;
- Regional and local planning;
- Universal access and priority of service for targeted populations;
- Consumer choice and customer-centered service delivery; and
- Performance accountability and continuous improvement.

1.8 Unified State Plan Requirements

In accordance with Sections 102 and 103 of WIOA, each state and territory receiving funding under the core programs of WIOA is required to develop and submit a Unified State Plan or Combined State Plan outlining a four-year strategy for the operation and continuous improvement of its workforce development system.

The Unified State Plan serves as Puerto Rico's principal workforce planning document and establishes the strategic vision, goals, priorities, policies, and implementation strategies that will guide workforce development investments and service delivery activities during Program Years 2028–2032.

The Unified State Plan must demonstrate how Puerto Rico will align workforce development, education, vocational rehabilitation, employment, and economic development strategies to address workforce challenges, respond to employer needs, and support economic growth and prosperity throughout the Commonwealth.

The planning process shall include, at a minimum:

- Analysis of economic, demographic, and labor market conditions;
- Assessment of workforce development activities and workforce system performance;
- Identification of workforce needs, skills gaps, and employer demand;
- Development of a statewide workforce vision and strategic goals;
- Alignment of workforce, education, vocational rehabilitation, and economic development strategies;
- Establishment of performance objectives and accountability measures;
- Stakeholder consultation and public engagement activities;
- Coordination among state agencies, Local Workforce Development Areas (LWDAs), and workforce system partners; and
- Development of operational strategies necessary to implement the goals and priorities of the Unified State Plan.

The planning process shall utilize labor market information, economic data, workforce performance information, stakeholder input, and evidence-based practices to ensure that the resulting Unified State Plan reflects Puerto Rico's workforce needs and economic development priorities and complies with all applicable federal planning requirements.

1.9 Governing Authorities and Reference Documents

The contractor shall perform all work under this RFP in accordance with applicable federal and state laws, regulations, policies, guidance, and planning requirements governing workforce development programs and the development of Unified State Plans under the Workforce Innovation and Opportunity Act (WIOA).

At a minimum, the contractor shall demonstrate familiarity with and utilize the following authorities and guidance documents, as applicable:

- Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128;
- Applicable provisions of Titles I, II, III, and IV of WIOA;
- 20 CFR Parts 676, 677, 678, 679, 680, 681, 682, and 683, as applicable;
- State Plan requirements contained in Sections 102 and 103 of WIOA;
- Federal guidance issued by the U.S. Department of Labor (USDOL) Employment and Training Administration (ETA) and the U.S. Department of Education concerning Unified and Combined State Plans;
- Applicable Training and Employment Guidance Letters (TEGLs), including current and future guidance governing state planning requirements, plan modifications, workforce system integration, performance accountability, sector strategies, and career pathways;
- Guidance issued by the Rehabilitation Services Administration (RSA), Office of Career, Technical, and Adult Education (OCTAE), and other federal agencies responsible for administering WIOA core programs;
- Current and prior Puerto Rico Unified State Plans and approved plan modifications;
- Relevant federal performance accountability guidance and reporting requirements;
- Applicable federal civil rights, accessibility, language access, and nondiscrimination requirements; and
- Any additional federal or state guidance issued during the term of the contract that affects the development, submission, approval, or implementation of the Unified State Plan.

The contractor shall be responsible for monitoring updates to federal planning requirements and ensuring that all deliverables remain consistent with the most current guidance available throughout the duration of the project.

2 Purpose and Strategic Objectives

2.1 Purpose

As stated above, this RFP seeks qualified firms with demonstrated expertise in workforce development, strategic planning, labor market analysis, stakeholder engagement, policy

development, facilitation, research, and technical writing to support the development of Puerto Rico's Unified State Plan under the Workforce Innovation and Opportunity Act (WIOA) for Program Years 2028–2032.

The selected contractor shall provide professional services that enable the PRDEDC, through its WDP, to strengthen statewide workforce planning, enhance coordination among workforce system partners, align workforce and economic development strategies, and establish a comprehensive roadmap for the implementation of Puerto Rico's workforce development priorities during the 2028–2032 planning period.

The selected contractor shall work in close collaboration with the PRDEDC Workforce Development Program, the SWDB, the Puerto Rico Department of Labor and Human Resources (PRDOLHR), the Puerto Rico Department of Education (PRDE), the Vocational Rehabilitation Administration (VRA), Local Workforce Development Areas (LWDAs), and other workforce system partners as designated by the PRDEDC.

The contractor shall design and execute a comprehensive planning process that includes stakeholder engagement, labor market and workforce system analysis, assessment of workforce development needs and opportunities, facilitation of strategic planning activities, coordination among partner agencies, development of policy and strategic recommendations, drafting of all required plan components, management of the public comment process, and preparation of the final Unified State Plan and all related deliverables required for submission to the United States Departments of Labor and Education.

The resulting work shall provide the Commonwealth of Puerto Rico with a data-driven, stakeholder-informed, and federally compliant Unified State Plan that establishes a shared vision for the workforce system, strengthens alignment among workforce, education, vocational rehabilitation, and economic development programs, and supports the achievement of Puerto Rico's long-term workforce and economic development goals.

2.2 Strategic Objectives

PRDEDC's strategic efforts for the development of the Unified State Plan 2028–2032 shall be guided by the following core objectives:

1. Strengthen Alignment Between Workforce Development and Economic Development Strategies

- Align workforce investments with Puerto Rico's current and emerging industry sectors and economic development priorities.
- Identify workforce needs and talent gaps affecting business growth, competitiveness, and economic expansion.
- Promote sector-based strategies and career pathways that support high-demand occupations and industries.

2. Enhance Coordination and Integration Across the Workforce Development System

- Strengthen collaboration among WIOA core programs, required partners, educational institutions, employers, and workforce stakeholders.
- Improve coordination between state agencies and Local Workforce Development Areas (LWDAs).
- Promote integrated service delivery models that improve customer outcomes and operational efficiency.

3. Support Data-Driven Decision-Making and Strategic Planning

- Utilize labor market information, workforce data, economic indicators, and performance outcomes to inform policy and investment decisions.
- Assess workforce trends, demographic changes, skills gaps, and emerging economic opportunities.
- Develop evidence-based recommendations that support continuous improvement and long-term workforce system effectiveness.

4. Increase Access to Employment, Education, Training, and Career Advancement Opportunities

- Expand access to workforce services for individuals with barriers to employment.
- Strengthen career pathways, work-based learning opportunities, registered apprenticeships, and industry-recognized credential attainment.
- Promote equitable access to employment and training opportunities across all regions of Puerto Rico.

5. Strengthen Employer Engagement and Workforce Responsiveness

- Enhance partnerships with employers, industry associations, chambers of commerce, and sector leaders.
- Improve the workforce system's ability to respond to current and projected labor market demands.
- Develop strategies that support talent attraction, retention, upskilling, and reskilling initiatives.

6. Improve Workforce System Performance, Accountability, and Customer Outcomes

- Evaluate workforce system effectiveness using WIOA performance indicators and other relevant measures.
- Identify opportunities to improve service quality, operational efficiency, and program outcomes.
- Establish strategies that promote continuous improvement, accountability, and effective stewardship of public resources.

7. Advance Innovation and Future Workforce Readiness

- Identify workforce implications associated with technological change, automation, artificial intelligence, and digital transformation.

- Promote workforce strategies that prepare individuals and businesses for future labor market demands.
- Encourage innovative approaches to workforce development, service delivery, and stakeholder engagement.

8. Develop a Comprehensive and Federally Compliant Unified State Plan

- Ensure compliance with all applicable WIOA statutory, regulatory, and planning requirements.
- Facilitate meaningful stakeholder consultation and public engagement throughout the planning process.
- Produce a strategic, actionable, and stakeholder-informed Unified State Plan that reflects the Commonwealth's workforce and economic development priorities for Program Years 2028–2032.

2.3 Expected Outcomes

The successful implementation of this RFP is expected to result in measurable outcomes, including but not limited to:

- Development and submission of a comprehensive, high-quality, and federally compliant Unified State Plan for Program Years 2028–2032 that satisfies all applicable requirements of WIOA and related federal guidance.
- Completion of a comprehensive assessment of Puerto Rico's workforce development system, labor market conditions, workforce challenges, economic development priorities, and workforce opportunities.
- Meaningful engagement and participation of key stakeholders, including WIOA core program partners, state agencies, LWDAs, employers, educational institutions, labor representatives, community-based organizations, and other workforce system stakeholders.
- Strengthened alignment among workforce development, education, vocational rehabilitation, employment, and economic development strategies and investments.
- Identification of statewide workforce priorities, strategic goals, performance objectives, and implementation strategies that support Puerto Rico's workforce and economic development needs.
- Development of data-driven recommendations based on labor market information, workforce performance data, demographic trends, employer needs, and evidence-based practices.
- Enhanced interagency coordination and collaboration among the agencies responsible for administering WIOA core programs and other workforce system partners.
- Establishment of a strategic framework that supports employer engagement, sector partnerships, career pathways, work-based learning, registered apprenticeship expansion, and workforce innovation initiatives.

- Identification of strategies to improve workforce system effectiveness, service integration, customer outcomes, accessibility, and operational efficiency.
- Development of implementation and monitoring recommendations that support accountability, continuous improvement, and achievement of the goals established in the Unified State Plan.
- Production of all required planning documents, stakeholder engagement summaries, analytical reports, draft plan components, public comment materials, and final deliverables necessary to support the successful approval and implementation of the Unified State Plan 2028–2032.
- Delivery of a stakeholder-informed roadmap that positions Puerto Rico’s workforce development system to effectively respond to evolving labor market demands, emerging industries, technological advancements, and long-term economic development priorities.

2.4 Guiding Principles for Implementation

All activities implemented under this RFP shall adhere to the following guiding principles:

- **Integration:** All tasks, analyses, recommendations, and deliverables shall form part of a unified and cohesive planning framework that aligns with the overall goals of the Unified State Plan and promotes coordination among workforce, education, vocational rehabilitation, employment, and economic development partners.
- **Collaboration and Stakeholder Engagement:** The planning process shall promote meaningful participation and collaboration among state agencies, LWDAs, employers, educational institutions, labor organizations, community-based organizations, workforce system partners, and other stakeholders to ensure broad representation and shared ownership of the resulting strategies.
- **Transparency:** All activities shall be conducted in accordance with the highest ethical and professional standards, ensuring openness, accountability, accuracy, and clear communication throughout the planning process.
- **Data-Driven Decision Making:** Analyses, recommendations, priorities, and strategic initiatives shall be informed by labor market information, demographic data, workforce performance outcomes, economic indicators, employer input, and other relevant quantitative and qualitative data sources.
- **Accessibility and Inclusion:** All stakeholder engagement activities, reports, deliverables, and planning processes shall be designed to ensure equitable participation and access for diverse populations, including individuals with disabilities, individuals with barriers to employment, underserved communities, and geographically diverse regions of Puerto Rico. Deliverables shall be developed in compliance with applicable accessibility standards and language access requirements.
- **Innovation:** The contractor shall demonstrate the use of innovative methodologies, analytical tools, facilitation techniques, and planning practices that enhance stakeholder engagement, improve data analysis, strengthen strategic decision-making, and support the development of forward-looking workforce solutions.

- **Compliance:** All activities and deliverables shall comply with applicable federal and state laws, regulations, policies, and guidance governing the development of Unified State Plans under the Workforce Innovation and Opportunity Act (WIOA).
- **Continuous Improvement:** The planning process shall incorporate assessment, evaluation, and feedback mechanisms that support continuous improvement, encourage evidence-based decision-making, and promote long-term workforce system effectiveness.
- **Customer-Centered Approach:** Recommendations and strategies shall prioritize the needs of workforce system customers, including job seekers, workers, employers, training providers, and partner agencies, with the goal of improving service quality, accessibility, responsiveness, and outcomes.
- **Sustainability:** The resulting Unified State Plan shall establish strategies and priorities that are practical, actionable, scalable, and sustainable over the 2028–2032 planning period while supporting Puerto Rico’s long-term workforce and economic development goals.

3 Scope of Work / Statement of Work

3.1 General Description

The selected contractor shall provide comprehensive professional services in workforce development planning, strategic planning, labor market analysis, policy analysis, stakeholder engagement, facilitation, research, technical writing, performance assessment, and workforce system evaluation to support the PRDEDC efforts to develop the Commonwealth’s Unified State Plan under WIOA for Program Years 2028–2032.

The services shall be delivered through an integrated, collaborative, and multidisciplinary approach that ensures consistency, coordination, effective resource utilization, stakeholder participation, and alignment with the Commonwealth’s workforce and economic development priorities. All activities shall be performed in accordance with applicable federal and state requirements and shall support the strategic priorities identified in Section 1.4 of this RFP.

The contractor shall design and implement a comprehensive planning process that supports the development of a data-driven, stakeholder-informed, and federally compliant Unified State Plan. The contractor shall conduct workforce and labor market analyses, facilitate stakeholder engagement activities, assess workforce system performance and opportunities, support interagency coordination, develop strategic recommendations, draft all required plan components, facilitate the public consultation process, and prepare all final deliverables required for submission of the Unified State Plan 2028–2032.

To ensure consistency and strategic coherence, each service domain described in this Scope of Work shall explicitly incorporate the core workforce and economic development priorities of the Government of Puerto Rico and the PRDEDC, which include:

- Strengthening alignment between workforce development, education, vocational rehabilitation, employment, and economic development strategies.
- Supporting employer engagement, sector partnerships, talent development, and workforce competitiveness.
- Expanding access to employment, training, career pathways, registered apprenticeships, and work-based learning opportunities.
- Increasing labor force participation and improving outcomes for individuals with barriers to employment.
- Promoting data-driven decision-making, accountability, innovation, and continuous improvement throughout the workforce development system.
- Strengthening interagency collaboration and integration among workforce system partners.
- Supporting Puerto Rico's economic growth priorities through strategic workforce investments and talent development initiatives.

All project activities, analyses, recommendations, and deliverables shall integrate one or more of these strategic priorities in a manner that is measurable, evidence-based, and aligned with Puerto Rico's long-term workforce and economic development objectives.

Proposers must demonstrate their capacity, resources, and technical expertise to effectively coordinate and collaborate with the PRDEDC WDP, the State Workforce Development Board (SWDB), the Puerto Rico Department of Labor and Human Resources (PRDOLHR), the Puerto Rico Department of Education (PRDE), the Vocational Rehabilitation Administration (VRA), Local Workforce Development Areas (LWDAs), employers, educational institutions, workforce partners, and other stakeholders designated by the PRDEDC.

Each proposal shall clearly describe the proposer's project management approach, stakeholder engagement strategy, planning methodology, analytical framework, quality assurance processes, staffing plan, communication protocols, and performance measures that will be used to successfully complete the activities and deliverables required under this Scope of Work.

3.2 Service Domains (Work Areas)

The Scope of Work is organized into six (6) primary service domains. Each domain includes:

- A description of required services,
- The expected deliverables, and
- A Bidder Response Guide to orient the structure of the proposer's submission.

Note: The deliverables listed under each service domain are provided for reference and expectation setting purposes only. They illustrate the type and scope of outputs that PRDEDC anticipates after contract award. **Proposers are not required to submit these deliverables as part of their proposal.** Instead, their technical submission should focus on demonstrating the capacity, methodology, and organizational approach to effectively produce such outputs once engaged by PRDEDC.

Proposers must clearly indicate how service domains will integrate with one another to ensure narrative and operational consistency across the project's overall objectives.

3.2.1 Project Management, Governance, and Interagency Coordination

The contractor shall develop and execute an integrated project management and governance framework that ensures effective planning, coordination, communication, oversight, and execution of all activities required for the development of Puerto Rico's Unified State Plan 2028-2032.

Required Services:

- Develop a comprehensive Project Management Plan (PMP) for the duration of the engagement.
- Establish project governance structures, communication protocols, reporting procedures, and decision-making processes.
- Coordinate activities among the PRDEDC WDP, State Workforce Development Board (SWDB), Puerto Rico Department of Labor and Human Resources (PRDOLHR), Puerto Rico Department of Education (PRDE), Vocational Rehabilitation Administration (VRA), Local Workforce Development Areas (LWDAs), and other designated partners.
- Develop and maintain a master project schedule identifying key milestones, deliverables, review periods, stakeholder engagement activities, public comment periods, Board approvals, and final submission deadlines.
- Facilitate regular project status meetings and provide progress reports.
- Monitor project risks, issues, dependencies, and mitigation strategies.
- Implement quality assurance and quality control procedures for all project deliverables.

Expected Deliverables:

- Project Management Plan.
- Project Work Plan and Implementation Schedule.
- Stakeholder Governance and Coordination Framework.
- Monthly Progress Reports.
- Meeting Agendas, Minutes, and Action Item Logs.
- Risk and Issue Tracking Log.
- Final Project Close-Out Report.

Bidder Response Guide:

Proposers shall:

1. Describe their experience managing large-scale strategic planning and workforce development projects involving multiple agencies and stakeholders.
2. Provide at least three (3) examples of projects involving interagency coordination and governance structures.
3. Explain the project management methodology, communication protocols, quality assurance procedures, and reporting mechanisms to be utilized.
4. Demonstrate familiarity with WIOA governance structures, State Workforce Development Boards, and workforce system partnerships.

3.2.2 Workforce System Assessment and Labor Market Analysis

The contractor shall develop and execute a comprehensive workforce system assessment and labor market analysis framework that supports data-driven planning and informs the development of strategic priorities, goals, and recommendations for the Unified State Plan 2028–2032.

Required Services:

- Review the current and prior Puerto Rico Unified State Plans and approved modifications.
- Review Regional Plans, Local Plans, partner agency plans, economic development strategies, and other relevant planning documents.
- Conduct a comprehensive analysis of Puerto Rico’s economic, demographic, workforce, and labor market conditions.
- Assess workforce supply and demand trends, skills gaps, talent pipeline challenges, and emerging industry needs.
- Analyze workforce participation, employment outcomes, and barriers to employment among targeted populations.
- Evaluate workforce system performance, service delivery effectiveness, and program outcomes.
- Conduct benchmarking and best-practice research from comparable workforce systems.
- Identify strategic opportunities, challenges, and recommendations to strengthen workforce system performance and alignment.

Expected Deliverables:

- Workforce System Assessment Report.
- Economic and Labor Market Analysis Report.
- Workforce Demand and Skills Gap Analysis.
- Workforce Performance Assessment Report.
- Best Practices and Benchmarking Report.

- Strategic Opportunities and Challenges Assessment.

Bidder Response Guide:

Proposers shall:

1. Describe their experience conducting workforce, labor market, economic, and strategic analyses.
2. Provide at least three (3) examples of workforce assessments or labor market studies completed within the last five years.
3. Explain the analytical methodologies, data sources, forecasting techniques, and research approaches that will be utilized.
4. Demonstrate familiarity with labor market information, workforce performance indicators, and WIOA planning requirements.
- 5.

3.2.3 Stakeholder Engagement, Public Consultation, and Facilitation

The contractor shall develop and implement a comprehensive stakeholder engagement and facilitation strategy that promotes meaningful participation and collaboration throughout the development of the Unified State Plan 2028–2032. To support outreach, awareness, and public participation efforts, the contractor might have to coordinate, as appropriate, with the PRDEDC WDP communications and media resources, including any communications, public relations, marketing, or media contractors engaged by PRDEDC, to ensure consistent messaging, effective dissemination of information, and broad stakeholder engagement throughout the planning process.

Required Services:

- Develop a Stakeholder Engagement and Communications Plan.
- Design and implement stakeholder outreach activities utilizing interviews, surveys, focus groups, workshops, listening sessions, and public meetings.
- Facilitate meetings of the SWDB, Board Committees, partner agencies, LWDAs, employers, labor organizations, educational institutions, community-based organizations, and other stakeholders.
- Coordinate and facilitate strategic planning sessions and consensus-building discussions.
- Conduct public consultation activities required under WIOA.
- Document stakeholder input and recommendations.
- Analyze stakeholder feedback and incorporate findings into the planning process.
- Support public comment activities and development of required public comment summaries.

Expected Deliverables:

- Stakeholder Engagement and Communications Plan.
- Stakeholder Mapping and Outreach Strategy.
- Meeting Facilitation Materials and Agendas.
- Stakeholder Participation Reports.
- Meeting Summaries and Facilitation Notes.
- Stakeholder Feedback Analysis Report.
- Public Comment Summary Report.

Bidder Response Guide:

Proposers shall:

1. Describe their experience facilitating large-scale stakeholder engagement and strategic planning processes.
2. Provide at least three (3) examples of projects involving public engagement and multi-stakeholder facilitation.
3. Explain the engagement methodologies, facilitation techniques, and consensus-building approaches that will be utilized.
4. Demonstrate familiarity with WIOA stakeholder consultation requirements and public engagement processes.

3.2.4 Strategic Planning and Unified State Plan Development

The contractor shall develop and execute a comprehensive strategic planning framework that supports the development of a federally compliant, data-driven, and stakeholder-informed Unified State Plan for Program Years 2028–2032.

Required Services:

- Develop a strategic planning framework for the Unified State Plan process.
- Facilitate the development of the statewide workforce vision, mission, goals, objectives, and strategic priorities.
- Develop strategies addressing workforce development, education, vocational rehabilitation, employment services, and economic development alignment.
- Develop recommendations regarding sector partnerships, career pathways, apprenticeships, work-based learning, and talent development.
- Draft all strategic and operational planning elements required under WIOA.
- Ensure alignment among core programs, partner programs, regional plans, local plans, and economic development priorities.
- Prepare and revise draft versions of the Unified State Plan based on stakeholder and agency feedback.
- Support the State Board review and adoption process.

Expected Deliverables:

- Strategic Planning Framework.
- Statewide Workforce Vision and Goals Document.
- Draft Unified State Plan.
- Revised Draft Unified State Plan.
- Final Unified State Plan Narrative.
- State Board Adoption Package.

Bidder Response Guide:

Proposers shall:

1. Describe their experience developing statewide strategic plans and workforce development plans.
2. Provide at least three (3) examples of strategic plans, workforce plans, or state plans developed for public sector entities.
3. Explain the methodology that will be used to develop the Unified State Plan and ensure compliance with WIOA planning requirements.
4. Demonstrate familiarity with WIOA Unified State Plan requirements, federal planning guidance, and workforce system strategies.

3.2.5 Performance, Accountability, and Implementation Framework

The contractor shall develop an integrated performance and implementation framework that supports accountability, continuous improvement, and effective execution of the Unified State Plan 2028–2032.

Required Services:

- Assess current workforce system performance and accountability structures.
- Review WIOA primary indicators of performance and other relevant performance measures.
- Develop recommendations to improve workforce system effectiveness and outcomes.
- Establish strategic performance measures and monitoring approaches supporting implementation of the Unified State Plan.
- Develop a framework for continuous improvement and performance management.
- Identify implementation milestones, responsible entities, performance targets, and reporting mechanisms.
- Develop recommendations for ongoing evaluation and monitoring of plan implementation.

Expected Deliverables:

- Performance and Accountability Assessment Report.
- Strategic Performance Framework.
- Implementation and Monitoring Framework.
- Continuous Improvement Framework.
- Performance Measurement Recommendations.
- Unified State Plan Implementation Roadmap.

Bidder Response Guide:

Proposers shall:

1. Describe their experience in workforce performance management, accountability systems, and program evaluation.
2. Provide at least three (3) examples of performance frameworks, implementation plans, or evaluation systems developed for public sector organizations.
3. Explain the methodologies that will be utilized to establish performance measures and implementation strategies.
4. Demonstrate familiarity with WIOA performance accountability requirements and continuous improvement practices.

3.2.6 Final Plan Preparation, Accessibility, and Submission Support

The contractor shall develop and execute a comprehensive document preparation and submission strategy that ensures the successful completion, approval, accessibility, and submission of the Unified State Plan 2028–2032.

Required Services:

- Prepare final plan documents incorporating all approved revisions and stakeholder feedback.
- Develop print-ready, electronic, and accessibility-compliant versions of the Unified State Plan.
- Ensure that all final documents, reports, presentations, and electronic materials comply with applicable accessibility requirements, including Section 508 of the Rehabilitation Act of 1973, Web Content Accessibility Guidelines (WCAG), and any accessibility standards required by the U.S. Departments of Labor and Education for the submission and dissemination of State Plan materials.
- Prepare executive summaries, presentation materials, and supporting documentation.
- Support the State Board review, adoption, and approval process.

- Assist PRDEDC in responding to comments, requests, or technical questions from federal agencies during the review process.
- Prepare submission-ready documents and materials for upload into applicable federal systems and portals.
- Provide post-submission technical support through final plan approval.

Expected Deliverables:

- Final Unified State Plan (MS Word Format).
- Accessibility-Compliant Unified State Plan.
- Executive Summary.
- State Board Presentation Materials.
- Public Comment Response Matrix.
- Federal Submission Package.
- Final Approved Unified State Plan.

Bidder Response Guide:

Proposers shall:

1. Describe their experience preparing, formatting, and submitting large-scale strategic planning documents for federal and state agencies.
2. Provide at least three (3) examples of comparable planning documents prepared for public entities.
3. Explain the processes that will be used to ensure document quality, accessibility compliance, version control, and timely submission.
4. Demonstrate familiarity with federal submission requirements, accessibility standards, and document management practices.

3.3 Integration Requirement

All proposals must address the six (6) service domains described above and present an integrated strategy demonstrating how these services will operate cohesively to support PRDEDC's priorities.

Proposals that do not clearly demonstrate inter-domain integration, measurable outcomes, and narrative alignment with the PRDEDC's priorities may receive lower technical evaluation scores.

3.4 Project Management and Coordination Requirement

The selected contractor shall designate a Project Manager who will serve as the primary point of contact with PRDEDC's WDP. This individual will be responsible for ensuring timely coordination, quality control, and the delivery of all required reports and materials under this contract.

The Project Manager shall:

- Oversee planning, execution, and performance monitoring across all service domains.
- Maintain continuous communication with PRDEDC's assigned Contract Officer and the WDP.
- Facilitate approval workflows, ensuring compliance with PRDEDC's internal review protocols.
- Coordinate subcontracted partners and vendors as necessary to meet established timelines.

The Project Manager must possess demonstrable experience managing the development of WIOA PR Unified State Plan projects of similar scale and complexity, preferably within the public or economic development sectors.

4 Principles of Execution and Service Standards

All services under this RFP are expected to be delivered within a framework of excellence, transparency, and full regulatory compliance, in accordance with the laws and regulations of the Government of Puerto Rico and applicable federal provisions. Proposals should demonstrate how the proposer's approach will uphold these principles and ensure effective coordination with PRDEDC.

4.1 Performance and Coordination Principles

Proposers are expected to design their service approach around the following principles:

- Performance reporting: Clear, daily, weekly, or monthly as needed, performance reports that include measurable progress indicators and documented outcomes.
- Continuous coordination: Ongoing communication mechanisms with PRDEDC's WDP and affiliated entities, ensuring consistency and alignment across all initiatives.
- Flexibility and adaptability: Ability to adjust priorities, timelines, and tactics in response to economic developments, emerging opportunities, or changes in public policy.
- Capacity & knowledge transfer: Commitment to strengthening PRDEDC's internal capabilities through manuals, operational guides, and knowledge transfer.

4.2 Service Standards and Availability

Proposals should clearly outline how service delivery will meet the following standards:

- Availability: Regular business hour coverage with extended availability to address urgent or time-sensitive matters when required.
- Responsiveness: Prompt acknowledgment and handling of PRDEDC requests or feedback.

- Coordination: Structured internal processes to ensure timely communication, document sharing, and approvals.

4.3 Transparency and Accountability

Proposers should describe how transparency and accountability will be embedded in all aspects of project management and reporting. This includes documentation of deliverables, progress tracking, and internal mechanisms that ensure traceability and integrity throughout execution.

4.4 Deliverable Review and Continuous Improvement

Proposals should describe how expected deliverables will be reviewed, approved, and tracked for quality assurance. PRDEDC encourages proposers to include mechanisms for continuous improvement and innovation throughout the engagement, ensuring the integration of global best practices and emerging technologies.

5 Mandatory Requirements and Proposal Submission

The purpose of this section is to outline the mandatory requirements that all proposers must meet to be considered responsive under this RFP. Compliance with the Mandatory Requirements will be evaluated on a Pass/Fail basis prior to the technical evaluation (work approach).

All supporting documents must be current, valid, and verifiable at the time of submission. Failure to submit any of the required documents will result in a non-compliant proposal.

5.1 Mandatory Requirements

All proposers must submit every document and certification listed in **Table 1** and **Table 2** as part of their proposal package. Each proposer must complete and sign (**Annex A**) and the checklist must be included as the first page of the Mandatory Requirements section of the proposal package.

Table 1 – Organizational Documents

Description / Documentation Needed	
RUP – Registro Único de Proponentes	Copy of valid registration issued by the Puerto Rico General Services Administration (ASG).
Certification of Legal Entity / Corporate Structure	Official certification identifying owners, officers, or members of the proposing entity.
Shareholder or Partner List	List of shareholders or partners and their ownership percentage within the proposing entity.
Employer Identification Number (EIN)	Copy of the Employer Identification Number (IRS Form SS-4 confirmation letter).
Good Standing Certificate	Issued by the Puerto Rico Department of State confirming the entity is active and in good standing.
Certificate of Existence or Authorization to Do Business in Puerto Rico	For non-local entities, provide certificate authorizing the entity to conduct business in Puerto Rico.
Merchant Registration Certificate	Issued by the Puerto Rico Department of Treasury (Hacienda).
Partnership Authorization Letter / Corporate Resolution	For partnerships: letter or resolution designating the authorized signatory. For corporations: certified Board of Directors resolution with corporate seal authorizing participation and contract execution.
Financial Statements	Year-end audited, reviewed, or compiled financial statements for the most recent two (2) years, issued by a Certified Public Accountant (CPA) in accordance with U.S. GAAP. Must include Balance Sheet, Statement of Operations, Statement of Cash Flows, and Notes. If the Proposer has not been in business within the year prior to the submission date, it must provide, for each Principal, Stockholder, Partner, or Member with 25% or more ownership (and those providing capital or

	guarantees): (1) audited, reviewed, or compiled financial statements for the last two years, prepared by a CPA under US GAAP. The financial statements must include Balance Sheet, Statement of Operations, Statement of Cash Flows, and notes to the financial statements; (2) a sworn statement dated within sixty (60) days before submission identifying all Principals, Stockholders, Partners, Members and their business participation; and (3) copies of income tax returns for the last two years.
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Table 2 – Certifications and Affidavits

Requirement	Description / Documentation Needed
Sworn Statement of Compliance with Act No. 2-2018	Use the standard format provided in Annex A; must be signed and notarized.
Conflict of Interest Certification	Statement declaring the absence of any actual or potential conflict of interest with PRDEDC or other Government of Puerto Rico agencies. Use standard format provided as Annex A.
Criminal and Ethical Background Declaration	Sworn statement that neither the proposer nor its principals have any criminal record or pending ethical proceedings.
Sales and Use Tax (IVU) Debt Certification – Model SC-2927	Issued by the Puerto Rico Department of Treasury.
Income Tax Filing Certification – Model SC-6088	Issued by the Puerto Rico Department of Treasury.
Debt Certification – Model SC-6096	Issued by the Puerto Rico Department of Treasury.
Sales and Use Tax Return Filing Certification – Model SC-2942	Issued by the Puerto Rico Department of Treasury.
Employer Registration and Unemployment/Disability Insurance Certification	Issued by the Puerto Rico Department of Labor and Human Resources.

Chauffeurs' Social Security Fund Certification	Issued by the Puerto Rico Chauffeurs' Social Security Fund Administration.
State Insurance Fund Corporation (CFSE) Debt Certification – Form CFSE-3047	Issued by the Puerto Rico State Insurance Fund Corporation.
ASUME Compliance Certification	Corporate or individual certification of compliance issued by the Puerto Rico Child Support Administration (ASUME).
Municipal Tax (CRIM) Certification	Certification of filing and debt status for both personal and real property taxes, issued by the Municipal Revenue Collection Center (CRIM).
General Debt Certification (All Concepts)	Comprehensive debt certification covering all tax obligations, issued by the corresponding Puerto Rico government agencies.

6 Proposal Evaluation and Scoring Criteria

6.1 Evaluation Process Overview

Proposals will be evaluated through a structured, multi-stage process to ensure fairness, transparency, and alignment with the objectives of the PRDEDC.

The evaluation process will consist of the following stages:

- **Stage 1 – Mandatory Requirements (Pass/Fail):** Verification of all documents and certifications required in Section 5. Only compliant proposals will advance to the next stage.
- **Stage 2 – Technical Evaluation:** Assessment of the proposer's understanding, methodology, capacity, and experience, based on the criteria in Section 3.2.
- **Stage 3 – Cost Plan Evaluation:** Review of the proposed budget, pricing structure after completion of the technical stage.
- **Stage 4 – Final Composite Score and Recommendation for Award:** Compilation of results from all stages to determine final rankings and recommendations.

6.2 Evaluation Criteria and Weighting

Each eligible proposal will be scored according to the criteria below. The total possible score is 100%.

Table 3 – Evaluation Criteria and Scoring Weights

Evaluation Factor	Description	Score (%)
Technical Approach and Work Plan	Evaluates the clarity and feasibility of the proposed strategy and execution framework. This criterion assesses the proposer’s overall technical approach, understanding of PRDEDC’s objectives and strategic priorities, integration across domains, and capacity to adapt to evolving economic and institutional contexts.	35%
Institutional Experience and Past Performance	Assesses the proposer’s track record and demonstrated experience in managing projects of similar scope, complexity, and strategic significance. Evaluation will consider the quality, scale, and relevance of previous work; client references; documented outcomes; demonstrated experience in workforce development planning, strategic planning, labor market and workforce analysis, stakeholder engagement, facilitation of multi-agency planning processes, and development of state, regional, or organizational strategic plans; familiarity with the WIOA and related federal planning requirements; and evidence of successful completion of comparable projects involving multiple stakeholders, public sector entities, workforce system partners, or federally funded programs. Consideration will also be given to the proposer’s ability to produce high-quality planning documents, facilitate consensus-building processes, and achieve measurable project objectives within established timelines.	20%
Proposed Team and Management Capacity	Evaluates the qualifications, experience, and organizational structure of the proposed project team, including the Project Manager, Strategic Planning Lead, Workforce Development and WIOA Subject Matter Expert(s), Labor Market and Data Analysis Specialist, Stakeholder Engagement and Facilitation Specialist, Technical Writer/Editor, and any other key personnel assigned to the project. Evaluation will consider the education, professional credentials, technical expertise, and demonstrated experience of proposed staff in workforce development, strategic planning, labor market analysis, economic development, stakeholder engagement, facilitation of multi-agency planning processes, performance accountability, and WIOA planning	20%

	requirements. Consideration will also be given to the proposer’s organizational capacity, availability of key personnel, quality assurance capabilities, technological resources, relevant certifications and professional recognitions, direct participation of proposed staff in the performance of the contract, and the qualifications of any subcontractors, consultants, or strategic partners identified as part of the proposed team.	
Cost Plan	Reviews the overall cost structure, clarity, and reasonableness of the financial proposal relative to the proposed scope of work. Evaluation emphasizes cost-effectiveness, scalability, and demonstrated value for PRDEDC.	20%
Innovation and Added Value	Evaluates the integration of technologies, approaches and services not specifically required but beneficial to PRDEDC’s objectives	5%
Total		100%

6.3 Cost Plan Evaluation

The Cost Plan will form an integral part of the overall proposal evaluation. PRDEDC will review the financial component in conjunction with the proposer’s technical and strategic approach to ensure consistency, feasibility, and value. Evaluation of the Cost Plan will consider:

- Cost competitiveness relative to the proposed scope of work and prevailing market standards.
- Clarity and transparency in the pricing structure, including any assumptions or exclusions.
- Reasonableness and justification of costs, ensuring that proposed expenses are aligned with the scope, methodology, and anticipated deliverables.

PRDEDC may request clarifications or supporting documentation for any cost element during the evaluation process. For detailed instructions on how to prepare and structure the Cost Plan, refer to Section 7.3 of this RFP.

6.4 Final Selection and Award

The Evaluation Committee, appointed by the Secretary of the PRDEDC, will review and score all responsive proposals and make final recommendations to the Secretary. The Committee will conduct a comprehensive, fair, and impartial evaluation based on the criteria established in this RFP.

The Evaluation Committee may request clarifications from proposers to obtain a better understanding of specific sections of a submitted proposal. Responses to clarification requests must solely explain or clarify information already included in the original submission and shall not introduce new material or modify the original proposal content.

Upon completion of the evaluation, the Committee will prepare a written report summarizing its findings and documenting the ranking of proposals based on the criteria stated in this section. This report, including the Committee's final recommendation, will be submitted to the Secretary of PRDEDC for adjudication and final determination.

Negotiations. Following the evaluation of proposals, PRDEDC may engage in negotiations with one or more qualified proposers. Negotiations are exchanges between the PRDEDC and proposers that are undertaken with the intent of allowing the proponents to revise their proposals. If the PRDEDC is not satisfied with the price offer of the proposer, they will recommend continuing further discussions/negotiations. The primary object of discussions is to maximize the PRDEDC ability to obtain the best value, based on the requirements and the evaluation factors outlined in the RFP. The PRDEDC Evaluation Committee may request and receive the best and final offers. The Evaluation Committee may request **Best and Final Offers (BAFOs)** as part of this process.

Selection and Award. The proponent to be selected for the award will be based on the evaluation rubric stated in this RFP and the negotiations section. PRDEDC, based on the overall proposals received and their evaluation results, shall determine the number of successful proposers that represent the best interest of the overall services implementation and the people of Puerto Rico.

The firm to be awarded the RFP shall be recommended by the Evaluation Committee. After the final recommendation from the Evaluation Committee, the Secretary of the PRDEDC will issue the Award Notice. Award will be made to the responsible and responsive proponent whose Proposal represents the best value to the PRDEDC, taking all elements (including price and technical score) into consideration. Award will be made at fair and reasonable prices only. The DEDC reserves the right to select a proposal other than the lowest price from a proponent within the competitive range.

A proposal must conform to the material requirements of the RFP. If the proposal does not conform to the solicitation, it will be rejected because it is considered non-responsive. The Secretary of PRDEDC shall review the report of the Evaluation Committee and shall identify the proponent that should be selected to provide the services requested by this RFP. The determination of a proponent's selection will be based on the merits of the proposal presented, following the evaluation criteria. However, the Secretary of PRDEDC, taking into consideration the proponent's proposal and the Evaluation Committee recommendation, shall identify for selection the proponent as deemed most advantageous to the PRDEDC interests and objectives.

Award without Negotiation. If, after the initial evaluation of proposals, there is a clear winner and there is no need to negotiate or obtain further clarification or information from that proposer (e.g., the price is reasonable), the Secretary of PRDEDC may proceed directly to the award, provided that the RFP clearly stated that the award could be made without negotiations.

Notice of Selection. The PRDEDC will issue a written notice of selection to the successful proposer through **email** the "Notice of Selection". The Notice of Selection will establish the selected firm's obligation to submit any applicable post-award documentation.

PRDEDC reserves the right, without limitations, to: (i) grant more than one contract and/or select more than one qualified respondent; (ii) amend the Contract(s) of the Selected respondent (s) to, among others, extend its original duration, as further explained in this RFP, or to extend its scope to include additional work.

Insurance Requirement. Requirements for the selected bidder, to be able to sign the respective contract.

- Public Responsibility Policy / Professional Public Liability Policy for a minimum of \$1,000,000.
- Public Responsibility Policy endorsed to the Puerto Rico Department of Economic Development and Commerce. This must be identified with the description of the proposal.
- The tenderer is responsible for maintaining a Public Responsibility Policy endorsed in favor of the Puerto Rico Department of Economic Development and Commerce y for the entire term of the contract.
- The PRDEDC is not responsible for accidents or damages of any kind that the property and / or personnel of the tenderer could suffer. The bidder is responsible for his assets and/ or, by means of insurance for this purpose, for any damage that will be caused to the property and / or to the staff of the PRDEDC.

Execution of Agreements. The PRDEDC will seek to execute a Service Agreement with the selected proposer. If an agreement cannot be reached, the PRDEDC may terminate negotiations with the chosen proponent and proceed to the next-highest rated proponent until an agreement determined to be fair and reasonable to both parties is obtained.

No proposal shall be binding upon the PRDEDC until an Agreement has been executed. The DEDC reserves the right to issue press releases or public statements regarding the services under the contract; and the right to cancel the award of an Agreement at any time before execution of the contract, without incurring in any liability.

Rejection of Proposals and Cancellation of RFP. Issuance of this RFP does not constitute a commitment by the Government of Puerto Rico and/or the PRDEDC to award a contract.

The PRDEDC reserves the right, without limitations, to accept or reject, in whole or in part, and without further explanation, any or all proposals submitted; and/or to cancel this solicitation and reissue this RFP or another version of it, if it deems that doing so is in the best interest of the public interest, the Government of Puerto Rico, the PRDEDC or the impacted communities.

The PRDEDC reserves the right, without limitations, to disregard or waive any noncompliance, informalities and/or irregularities in the proposals received in response to this RFP, not otherwise identified as Mandatory Requirements and Qualifications in this RFP when, in its opinion, the public interest, the best interest of the Government of Puerto Rico, the PRDEDC or of the impacted communities will be served by such action.

7 Proposal Format and Submission Requirements

7.1 General Instructions

To ensure uniformity and facilitate prompt reference among all proposals, submissions must adhere to the following formatting and presentation requirements. Proposals will first be reviewed for completeness prior to detailed evaluation. Quality, substance, clarity, brevity, and responsiveness to PRDEDC's requirements are essential.

Formatting Requirements

- File format: PDF only.
- Font: Times New Roman, 12-point size.
- Line spacing: 1.15.
- Margins: 1 inch (2.54 cm) on all sides.
- Page size: 8.5" x 11" (Letter).
- Visual elements: All graphics, charts, and tables must be embedded within the document (external links are not permitted).
- Figures and tables: Must be numbered sequentially and referenced in the text by their corresponding number.

Signature Requirements

- All documents requiring a signature must be signed in blue ink.
 - Initials and signatures may be electronic (where applicable)

Language

- Proposals must be submitted in English.

The following subsection provides guidance on the expected structure and content of each proposal.

7.2 Proposal Organization and Structure

Each proposal shall follow the organizational structure described in this section to ensure clarity, consistency, and ease of evaluation. All content must be clearly labeled, and divided by section headers.

Cover Page:

Each proposal shall begin with a cover page clearly identifying the submission and the authorized point of contact. The cover page must include the RFP title and number, the legal name of the proposer, its mailing and email addresses, and the name, title, and telephone number of the authorized representative. The submission date must also appear on this page.

Immediately following the cover page, proposers shall include a **Table of Contents**, listing all major sections and subsections of the proposal. The Table of Contents shall follow the nomenclature outlined below and serve as both an index and a checklist confirming that all required components are present. It is the proposer's responsibility to ensure that all sections of the proposal are identified and easy to locate.

Part 1 – Mandatory Requirements

This section shall include all administrative, legal, and organizational documents required under Section 5, including the completed and signed **Annex A**. These materials will be reviewed on a pass/fail basis to determine eligibility prior to technical evaluation.

All documents must be current, valid, and organized in the same order as listed in the checklist to facilitate compliance verification.

Part 2 – Executive Summary

This section shall provide a concise overview of the proposal, highlighting the proposer's qualifications, experience, and overall understanding of PRDEDC's needs. It should serve as a clear and non-technical introduction to the firm's capabilities, focusing on alignment with PRDEDC's communications and economic development priorities.

The Executive Summary shall not exceed three (3) pages in length.

Part 3 – Company Information, Relevant Experience, and Past Performance

This section establishes the proposer's organizational profile and demonstrates its past performance in similar engagements. The proposer shall include basic identifying information such as legal name, registration number, address, contact details, and the name and signature of the authorized representative.

Proposers are expected to summarize their corporate background and describe prior experience in projects of comparable scope or complexity, highlighting specific outcomes that demonstrate success.

Additionally, proposers must indicate their type of organization (e.g., corporation, partnership, joint venture, or sole proprietorship) and disclose any potential conflicts of interest, including prior or current relationships with PRDEDC, other government entities, or affiliated agencies.

The proponent must disclose any prior contractual relationship between the legal entity, its partners, shareholders, officers, directors, or any other natural or legal person expected to participate in the execution of the contract, and the PRDEDC, its operational and affiliated entities, the Government of Puerto Rico, and/or any other federal or municipal government agency.

Part 4 – Approach to Scope of Services (Technical Proposal)

This section constitutes the core of the proposal and should articulate the proposer's comprehension of the assignment, proposed methodology, and rationale. The content should clearly address how the proposer intends to achieve the objectives described in Section 3 **Scope of Work / Statement of Work**.

The Technical Proposal (section Error! Reference source not found. to Error! Reference source not found.) shall not exceed twenty (20) pages. Any pages beyond this limit will not be reviewed or scored by PRDEDC.

Part 5 – Team Composition and Management Structure

This section shall describe the organizational structure and resources assigned to the project, including:

- Complete list of proposed team members, indicating names, roles, titles, years of experience, and areas of specialization.
- Resumes or professional summaries for each key staff member.
- Provide an organizational chart highlighting the key people who shall be assigned to accomplish the work required by this RFP, illustrating the lines of authority. Identification of any subcontractors, consultants, or strategic partners (if applicable), including their roles and specific functions.

Part 6 – References for Services Performed

The final section shall include **at least three (3) professional references** from prior clients comparable in scope, scale, or complexity. Each reference must include the client's name, organization, project title, duration, and contact information (email and phone number).

These references will be used to validate the proposer's past performance, reliability, and capacity to meet contractual obligations.

7.3 Cost Plan – Budget breakdown and pricing structure

This section must present a clear and detailed breakdown of the proposed costs for the entire contract period. The information shall be organized in tables and supported by explanatory notes as necessary.

PRDEDC reserves the right to request clarification, justification, or adjustment of any cost item during the evaluation process to ensure accuracy and reasonableness. Any inconsistencies between the Technical Proposal and the Cost Plan may affect the final evaluation score. The required components are as follows:

1. **Summary of total proposed cost:** Provide the total proposed cost for all services under this RFP, expressed in both numeric and written form. This summary shall include the overall cost and the total cost per service area (as defined in Section 3).
2. **Breakdown by service domain:** Each major service area described in Section 3.2 shall include the following:
 - Estimated hours or resource units.
 - Personnel or roles assigned.
 - Unit rates and total estimated cost per service area.
 - Identification of any subcontracted personnel or external specialists, if applicable.
3. **Personnel costs:** List all personnel expected to participate in the project, specifying:
 - Role or position title.
 - Hourly or daily rate.
 - Estimated total hours or days per resource.
4. **Explanatory narrative and pricing methodology** Include a concise narrative explaining the assumptions, pricing methodology, and basis of estimate used to determine costs. This narrative should describe how the pricing aligns with resource allocation, efficiency, and the scale of work required for each service area.

The **Cost Proposal** must be submitted as a **separate PDF file**, labeled: "Financial Proposal – **PRDEDC RFP 2026-14: Proposer Name**"

Any discrepancies between the Technical Proposal and the Cost Plan may affect the final evaluation score.

7.4 Submission Method and Deadline

All proposals must be submitted by the deadline specified below. Proposals received after the stated date and time will not be accepted or evaluated.

Submission Deadline:

Date: August 17, 2026

Time: 5:00 p.m. AST

Any proposal received after this date and time shall be recorded as “late” and retained unopened in the official procurement file.

Email submission is the only accepted method for receipt of proposals in response to this RFP. All proposals must be submitted electronically in accordance with the following instructions:

- Proposals must be submitted as a PDF file, text-searchable (not scanned image-only), and not exceeding 25 megabytes (MB) in size.
- Proposals shall be submitted exclusively to PDL.RFP@ddec.pr.gov. PRDEDC will not consider any proposals that are submitted to an email address different from the one specified in this section.
- The email subject line must include the RFP number and the company name, formatted as follows: “RFP DDEC-2026-14– Company Name”
- File Naming Convention: The attached file must follow this format: RFP-DDEC-2026-14_CompanyName.pdf
- The Cost Plan must be submitted as a separate PDF file.

Proposers are responsible for ensuring that their submission is complete and that all files are accessible at the time of delivery.

The proposer is fully responsible for ensuring successful electronic transmission and delivery of its proposal. PRDEDC will not consider partial submissions received after the deadline, even if other parts were delivered timely.

- PRDEDC strongly recommends that proposers request a delivery receipt when sending their email submission.
- If an email transmission is rejected or an automatic acknowledgment is not received confirming successful delivery, the proposer must contact [Claudia Febus-Marcano, at claudia.febus@ddec.pr.gov](mailto:claudia.febus@ddec.pr.gov) before the submission deadline.
- Any email containing viruses, malware, or corrupted attachments will be automatically rejected.

- PRDEDC staff will not open any email attachments prior to the closing of the submission period. PRDEDC does not assume any responsibility for delayed or rejected emails or for any files that cannot be opened.

7.5 Receipt of Proposals

All proposals must be received by the deadline specified in this RFP. Upon receipt, PRDEDC will date and time-stamp each submission as official evidence of timely delivery. Only proposals received on or before the submission deadline will be considered for evaluation. Submission of a proposal constitutes the proposer's acknowledgment and acceptance of all terms, conditions, and disclaimers contained in this RFP, including PRDEDC's reserved rights and options. Proposals shall remain valid for a minimum period of **one hundred and twenty (120) calendar days** from the submission deadline. During this period, proposers may not withdraw, modify, or cancel their submission, except as specifically requested in writing by PRDEDC or as otherwise required by applicable law or regulation.

7.6 Errors and Omissions in Proposals

PRDEDC reserves the right to reject any proposal that contains material errors, omissions, or inconsistencies that could affect its completeness or accuracy. However, PRDEDC may, at its sole discretion and without obligation, request the proposer to correct minor clerical or administrative mistakes, or to provide clarifications or additional information necessary to facilitate evaluation.

It also reserves the right, without limitations, to request correction of any errors or omissions and/or to request any clarification or additional information from any proponent, without opening clarifications for all proponents.

7.7 Clarifications and Modifications

PRDEDC reserves the right to request written clarifications from proposers regarding their submissions. No material changes, price revisions, or additions to the original proposal will be permitted after the submission deadline, except at PRDEDC's written request. If proponent files more than one proposal before submission deadline, only the last version will be considered.

7.8 Confidentiality and Proprietary Information

All materials submitted in response to this RFP become the property of PRDEDC. Proposers must clearly identify and mark any portions of their submission that contain proprietary, trade secret, or confidential information. PRDEDC will handle such information with due care and in accordance with relevant statutes and regulations; however, the Department cannot guarantee the confidentiality of any material not properly labeled.

7.9 Submission of Questions and Requests for Clarification

Each prospective proponent may submit written questions to explain any aspect of this RFP, its content, process, or requirements. Proponents must submit all questions in writing on or before the question submission deadline established in this RFP to the email address specified below.

Questions must be clearly labeled and reference the relevant section(s) and page number in this RFP or related document. Questions may be in Spanish or English.

Questions must be submitted through PDL.RFP@ddec.pr.gov, the subject must be “Questions related to RFP-DDEC-2026-14”.

Key Deadlines

- **Deadline to Submit Questions:** *July 28, 2026 by 5:00 p.m. AST*
- **Deadline for PRDEDC’s Responses:** *July 30, 2026*

All official responses, clarifications, or modifications to this RFP will be published at www.desarrollo.pr.gov under the section for RFPs.

Inquiries and communications regarding the RFP must be submitted to PRDEDC by the following email: PDL.RFP@ddec.pr.gov. The proponent is responsible for obtaining any needed clarification of the RFP requirements, while the RFP is open until the Q&A period closes. Email is the only method of communication.

7.10 Allowed and Prohibited Communications

Only questions and requests for clarifications on this RFP submitted by prospective proponents of this RFP are allowed. Other than these communications for clarifications purposes, communications by prospective proponents with officials and/or representatives of PRDEDC, and other government entities, or other relevant entities of the federal government, regarding any matter related to the contents of this RFP or the qualification and selection process, are prohibited during the submission and selection process. Failure to adhere to this requirement may result in the rejection of the submitted proposal. Verbal inquiries or e-mails sent to addresses not specified in this RFP will not be addressed by PRDEDC.

8 Contact & Schedule

8.1 Official Contact

All communications, inquiries, and submissions related to this RFP must be directed exclusively to the following official email: PDL.RFP@ddec.pr.gov

8.2 RFP Schedule and Key Dates

The following table summarizes the anticipated schedule for this procurement process. PRDEDC reserves the right to modify these dates through a written Addendum.

Table 4 – Key Dates

Milestone	Description	Date
RFP Issuance Date	Official release of the Request for Proposals.	July 16, 2026
Deadline to Submit Questions	Written inquiries due by 5:00 p.m. AST	July 28, 2026
Publication of Addenda / Responses	PRDEDC issues written clarifications and responses.	July 30, 2026
Proposal Submission Deadline	Proposals due electronically by 5:00 p.m. AST	August 17, 2026
Evaluation Period	Administrative, technical, presentation, and financial review.	August 18, 2026-September 1, 2026
Notice of Award	Notification of selected proposer.	September 3, 2026

PRDEDC reserves the right to adjust this schedule as needed.

9 Annex A

Mandatory Requirements Checklist Request for Proposals - **RFP-DDEC-2026-14** Puerto Rico Department of Economic Development and Commerce

Submitted proposals must include the following documents in the order listed below. All forms provided as part of this RFP must be duly completed and incorporated within the proposal package. The Department of Economic Development and Commerce reserves the right to reject any proposal that fails to meet these mandatory requirements in full.

Initials	Required Document
	RUP – Registro Único de Proponentes
	Certification of Legal Entity / Corporate Structure
	Shareholder or Partner List
	Employer Identification Number (EIN) – (IRS Form SS-4 confirmation letter).

Initials	Required Document
	Good Standing Certificate
	Certificate of Existence or Authorization to Do Business in Puerto Rico
	Merchant Registration Certificate
	Partnership Authorization Letter / Corporate Resolution
	Financial Statements
	Sworn Statement of Compliance with Act No. 2-2018 (Anticorruption Code)
	Conflict of Interest Certification
	Criminal and Ethical Background Declaration
	Sales and Use Tax (IVU) Debt Certification – Model SC-2927
	Income Tax Filing Certification – Model SC-6088
	Debt Certification – Model SC-6096
	Sales and Use Tax Return Filing Certification – Model SC-2942
	Employer Registration and Unemployment/Disability Insurance Certification
	Chauffeurs’ Certification
	State Insurance Fund Corporation (CFSE) Debt Certification – Form CFSE-3047
	ASUME Compliance Certification
	Municipal Tax (CRIM) Certification
	General Debt Certification (All Concepts)

Proposer’s Signature

Date

Proposer’s Printed Name