

## **REQUEST FOR PROPOSALS**

### **High Demand Career Initiative Planning and Technical Assistance**

The Three Rivers Regional Commission (TRRC), on behalf of the Three Rivers Workforce Development Board (TRWDB) is seeking proposals from firms experienced in workforce development planning to support the Local Workforce Development Area (LWDA 8) in preparing its High Demand Career Initiative Sector Manufacturing Sector Partnership Plan (MSPP). The MSPP shall serve as the guiding planning document to support the region's identification of key manufacturing sectors, credential development, and training provider coordination to meet the employment needs of area manufacturers. The Scope of Service for the work is attached as Exhibit A, and provides information regarding the level of effort required as well as specific tasks to be accomplished.

The TRRC intends to award a contract for work to begin on July 1, 2017 (Fiscal Year 2018). Interested firms should submit a response that addresses the factors listed below and the scope of services in Exhibit A. The Consultant must provide a detailed breakdown of the proposed budget in the format of Exhibits B and B-1. The TRRC is the lead agency for this request for proposal (RFP) process, and the selected Consultant will enter into a contract with the TRRC/TRWDB. During the contract term of performance, the Consultant will seek input from and coordinate with the local workforce development boards' staff.

The TRRC anticipates that a contract will be awarded by June 23, 2017. The contract term of performance will extend through April 10, 2019, and all work activities must be completed by April 10, 2019. The successful firm or team of firms should be prepared to begin work on July 1, 2017. The TRRC reserves the right to award all, part, or none of the available funds for this project.

Proposals must include the following information:

1. Name of lead firm and any sub-consultants.
2. Point of contact (name, title, phone number, mailing address, and email address) at lead firm.
3. Qualifications and technical competence of consultant/or sub-consultants in the type of work required.
4. Description of experience on similar projects including a list of at least three references within the past five years, with current contact information.
5. Listing of key project personnel and their qualifications. Include resumes for lead staff.
6. Geographic location of the consultant's office performing the work.

7. A detailed description of the technical approach proposed for accomplishment of the work described in Exhibit A.
8. A proposed schedule and work plan for the accomplishment of the work described in Exhibit A. The work plan should include estimated hours by category for each task identified in Exhibit A. Use the format at Exhibit B-1 for the estimated hours per task.
9. A proposed project budget in the format of Exhibits B and B-1 to this RFP, including a budget narrative.
10. Any other pertinent information.

The review of written submittals will be scored on the following evaluation criteria, with the relative weights in parentheses:

1. Related experience, qualifications and references of the firm or project team (30%)
2. Technical approach (30%)
3. Work plan and schedule (20%)  
*Note: This includes the consultants' ability to demonstrate a balanced workload for its staff in order to carry out its responsibilities to the TRRC balance with any other contracts the consultant may have.*
4. Proposed budget (20%)

TRRC reserves the right to request additional information from the proposing firms to clarify information submitted in the proposal.

The TRRC must receive six (6) hard copies and one (1) copy in digital format, either in Microsoft Word or PDF format, **no later than 4:00 p.m. ET on Friday, June 16<sup>th</sup>, 2017.**

Proposals shall not exceed a total of 35 pages (8.5 x 11), inclusive of resumes and firm experience. Covers, end sheets, and an introductory letter will not count against this page maximum. Font size shall be a minimum of 11 point in all cases.

Proposals must be submitted to the following address:

Three Rivers Regional Commission  
ATTN: Robert Hiatt  
Governmental Services Division Director  
P.O. Box 818  
Griffin, GA 30224



Connecting Talent with Opportunity  
A proud partner of the American Job Center network

1210 Greenbelt Drive  
Griffin, GA 30224  
Office: 770-229-9799  
Fax: 770-229-9924  
[www.threeriversrc.com](http://www.threeriversrc.com)

The TRRC reserves the right to award this contract based on initial proposals received without formal interviews and to award all, part, or none of this project to one or more firms.

## EXHIBIT A SCOPE OF SERVICES

**I. General:** The work to be accomplished by the Consultant(s) with input from the TRWDB staff, relevant stakeholders, and with public participation.

The maximum funding under this RFP shall not exceed \$240,000 for services between July 1, 2017, and April 10, 2019. The final RFP contract award shall be contingent upon HDCI sector grant funds awarded to the TRRC/TRWDB from the Georgia Department of Economic Development (GDEcD).

The successful Consultant/Contractor chosen through this RFP process shall be required to provide matching funds, a minimum cash match of 10%, for the project.

**II. Background and Objectives:** The Consultant shall perform all the necessary services provided under this contract within the Three Rivers Workforce Development Area which includes Butts, Carroll, Coweta, Heard, Lamar, Pike, Meriwether, Spalding, Troup, and Upson Counties.

The Three Rivers Workforce Development Board (TRWDB) will procure a consultant to assist with the local area HDCI process. The TRWDB and the Consultant will work with area chambers of commerce and development authorities to identify additional manufacturing employers, beyond those who have committed to the project at the time of the grant application, who are willing to participate in the area HDCI effort.

The selected Consultant shall convene and coordinate the HDCI sector partners, and provide planning, technical, and administrative expertise for successful partnership implementation. The selected Consultant shall be develop a manufacturing sector partnership plan for the local workforce development area, support partnership activities such as meeting coordination, utilize appropriate productivity and modeling analytical tools, and other support functions as required to successfully implement the sector partnership.

Measurable outcomes of the grant funding shall be:

- The development of a local area manufacturing sector partnership plan to address skill and competency gaps, and to increase the number of local area citizens being prepared for local careers that are in demand.
- Close the manufacturing sector skills gap in the local area through the development of education and training programs.
- Provide a pathway to increase work based learning, On the Job Training (OJT), and internships / apprenticeships.
- Identify, through the planning process, multiple skill paths for skill enhancements with multiple entry points.
- Provide a strategic outline for a sustainable manufacturing partnership that is led by business champions, and result in an increase in skilled employment opportunities.

The Georgia Department of Economic Development, Workforce Division developed guidance on HDCI Sector Partnership Grants. Interested Consultants should familiarize themselves with this guidance, and all referenced regulations in order to adequately propose a plan and approach to meet this guidance. WIG PS-16-003: *HDCI Sector Partnership Grants Guidance* can be found at the following website address: ( <http://www.georgia.org/wp-content/uploads/2015/06/WIG-PS-16-003-RELEASE-OF-HDCI-SECTOR-PARTNERSHIP-GRANTS.pdf> ).

A case study example of a sector partnership plan can be examined through a review of the Cobb Works Sector Partnership Plan. Relevant links are provided below:

- <http://www.georgia.org/wp-content/uploads/2016/10/Appendix-K.-Cobb-Workforce-Partnership-Case-Study.pdf>
- <http://www.cobbchamber.org/external/wcpages/wcwebcontent/webcontentpage.aspx?contentid=9706>

The TRWDB Local Area Workforce Development Plan can be referenced by clicking the link below:

- [http://www.threeriversrc.com/workforce\\_7\\_2965382025.pdf](http://www.threeriversrc.com/workforce_7_2965382025.pdf)

**III. Work Tasks:** Specific deliverables which must be provided are identified, but Consultants may propose additional deliverables that contribute to the successful completion of the project and meet overall project objectives. Consultants must describe in their proposals how they will incorporate user-friendly graphics into all deliverables.

#### **Task 1 – Project Management and Stakeholder Engagement Plan**

Immediately upon receipt of a notice to proceed, the Consultant(s) will develop both a Project Management Plan and Stakeholder Engagement Plan. The Project Management Plan will include schedules and deliverables for tasks – including timeframes for review. The Project Management Plan will also include draft outlines for deliverable documents, including data collection strategies, for review and approval.

The Stakeholder Engagement Plan will identify key stakeholders from partner agencies, local governments, the business community, and the manufacturing sector to include in the process. Consultant(s) shall identify how they propose to engage and incorporate feedback and input from the required stakeholders and strategic partners. Creative and cost-effective engagement strategies will be required. Consultant(s) must discuss in their proposals recommended engagement strategies to maximize participation from a diverse array of public and private sector stakeholders. The Consultant(s) will be responsible for implementing the stakeholder engagement plan, all meeting notifications and meeting coordination activities, and follow up meeting activities as needed.

The stakeholder engagement plan must address the intent of the WIOA law and specific references related to public input and stakeholder engagement.

#### Deliverables

- Project Management Plan (draft and final)
- Stakeholder Engagement Plan (draft and final)

#### **Task 2 – LWDA 8 Manufacturing Sector Analysis**

The plan must include a local workforce manufacturing sector analysis upon which the remainder of the manufacturing sector plan is based. The Consultant shall develop a workforce analysis section that includes, at a minimum, the items listed below (A through F).

LWDA 8 Workforce Analysis Elements:

- A. Analysis of the LWDA 8 Manufacturing Sector conditions

- Identify manufacturing sector groups and/or subgroups prevalent within LWDA 8
  - Identify existing and emerging in-demand manufacturing sectors and occupations
  - Identify employment needs of manufacturing employers in those manufacturing sectors and occupations
  - Perform manufacturing sector SWOT analysis
- B. Analysis of the knowledge, skills, and education/certifications needed to meet the employment needs of the manufacturing employers in the region, including employment needs in in-demand manufacturing sectors and occupations;
- Analysis should project the knowledge and skills likely to be needed over the next 10 years
  - Identification of currently offered education/certification/career pathway credentials that meet basic manufacturing sector requirements
  - Identification of currently offered education/certification/career pathway credentials that meet advanced manufacturing sector requirements
  - Identify future manufacturing sector education/certification/career pathway credentials to meet the needs of LWDA 8 manufacturers
- C. Analysis of the manufacturing sector workforce in LWDA 8
- Current labor force employment (and unemployment) data
  - Information on current and future labor market trends
  - Educational and skill levels of the workforce in the region, including individuals with barriers to employment
  - Other reasonable analysis as needed to describe the existing area conditions and future area conditions
- D. Analysis of the manufacturing workforce development activities and resources (including education and training) in the region

- Identify current workforce development services and activities within LWDA 8
  - Identify training and career pathway resources available to LWDA 8
  - An analysis of the strengths and weaknesses of such services and activities
  - Identify entities with the capacity to provide training services, to address the identified education and skill needs of the workforce and the employment needs of employers in the region;
- E. Description of the MSPP’s strategic vision and goals for preparing an educated and skilled workforce
- Work with the MSPP to develop a mission and vision
- F. Strategy to work with the entities that carry out the core programs to align resources available to the local area in order to achieve the strategic vision and goals
- Identify short term and long term goals, overall and by occupation, that can be implemented to provide a continuous skilled workforce
  - Identify and recommend strategies for collaboration between MSPP entities that focus on producing results
  - Recommend information technology approaches that will benefit the MSPP, and help to educate/coordinate the public into manufacturing occupations and applicable training

#### Deliverables

- Instruments for gathering additional input
- LWDA 8 Workforce Analysis Report (draft and final)

#### **Task 3 – Manufacturing Sector Partnership Plan**

The Consultant shall prepare an LWDA 8 manufacturing sector partnership plan. The plan shall serve as the guiding document for the MSPP, and shall include, at a minimum, the following plan elements:

1. Cover and table of contents
2. MSPP purpose, mission, and vision
3. Existing conditions analysis



4. Future conditions analysis
5. Regional Workforce and Training Inventory
6. High Demand Occupational Profiles
7. Short Term Implementation Goals/Plan
8. Long Term Implementation Goals/Plan
9. Career Training Technology Inventory
10. Sustainability Plan

#### Deliverables

- Instruments for gathering input for each required element of the MSPP
- One (1) LWDA 8 Manufacturing Sector Partnership Plan (draft and final) formatted in one consistent document
  - Two (2) hard copies of the MSPP
  - One (1) digital copy of the MSPP (MS Word, PDF, and supporting source files)

#### **Task 4 – MSPP Process Assurances**

Consultant(s) chosen must adhere to regulations and reporting requirements outlined by the TRWDB, GDEcD, and applicable policies. These regulations may be updated during the planning process, and the selected consultant will assure that the final LWDA 8 MSPP shall be compliant with federal and state regulations. Consultants should use WIG PS-16-003: *HDCI Sector Partnership Grants Guidance* ( <http://www.georgia.org/wp-content/uploads/2015/06/WIG-PS-16-003-RELEASE-OF-HDCI-SECTOR-PARTNERSHIP-GRANTS.pdf> ) as a general guide, and consult with the TRWDB to ensure compliance with all other aspects of the funding grant.

#### Deliverables

- Fully compliant MSPP Plan

#### **Task 5 – Reporting & Invoicing**

The Consultant(s) shall produce quarterly and semi-annual reports to inform the TRWDB and GDEcD as to the state of the MSPP's progress.

The Consultant(s) shall submit billing and invoicing no less than monthly, and no more than quarterly. Cash match must be reported and verified with each billing submission.

#### Deliverable

- Quarterly and semi-annual reports
- Billing, invoicing, and cash match

**IV. Project Target Dates:** The HDCI funding grant began on May 1, 2017, and it will close on May 1, 2019. The Consultant (s) shall begin work on July 1, 2017, and shall close out the MSPP project on April 10, 2019. The general outline of the MSPP process is provided below, and all dates are subject to change based on the availability of MSPP partners.

#### May to June, 2017

- Issue RFP and secure facilitator.

#### July to September, 2017

- Ensure facilitator is aware of the mission and goals of the High Demand Career Initiative
- Prepare and outreach plan to obtain additional manufacturing partners
- Schedule the first local area convening
- Obtain feedback from partners regarding the needs of the community and employers
- Assess survey results, and begin an existing conditions analysis
  - Types of manufacturing employers within the local area
  - The prevailing occupations that are in demand
  - Credentials currently accepted to be considered “job ready”
- Convene second local area meeting
  - Create Vision and Mission Statements
  - Create goals for the partnership
  - Obtain feedback related common challenges faced by rural and suburban manufacturers
  - Share preliminary existing conditions analysis results
- Begin outreach to organizations that service hard to serve population (veterans, disabled, and returning citizens)
- Identify state and federal programs such as Go Build Georgia, Complete College Georgia, USG-Cyber Security Initiative, USG-Film Academy, and TCSG-Connecting Businesses with Training Resources that can be leveraged by the partnership

#### October to December, 2017

- Begin one-on-one meetings with employers to obtain industry and position specific training needs
- Begin outreach to TCSG, USG, and private training providers to identify existing training curriculum used to meet training needs for area high demand careers
- Finalize the local area existing conditions report
- Create semi-annual report for the state on partnership progress

#### January to March, 2018

- Schedule a third local area convening meeting
  - Discuss existing conditions analysis
  - Discuss common training curriculum needs of local area manufacturers
  - Discuss the development of “baseline” training credentials
- Begin partnership survey to identify specialized training needs
- Assess feedback results from hard to serve population service providers
- Begin focusing on ways to implement programs with K12 and Career Academies
- Identify Apprenticeship opportunities to share with employers and education partners through the Go Build GA program

#### April to June, 2018

- Schedule a fourth local area convening meeting
  - Identify an inventory of existing training credentials that create career pathways
  - Recommend a “baseline” certification(s) that can be created to serve local area needs
  - Identify an implementation timeline for new “baseline” training credentials to be in place
  - Discuss preliminary analysis of specialized training needs and hard to serve population opportunities
  - Produce Phase 1 of the local area sector plan
- Create semi-annual report for the state on partnership progress

#### July 2018 to April 2019

- Semi-annual reports to comply with state reporting regulations
- The development of a Phase 2 local are sector plan
  - Identification of specialized training credential needs
  - Identification of partners that will be able to create training credentials to provide job ready employees
  - A list of strategies to enhance opportunities for hard to serve populations, and any additional training curriculum that may be required to make these populations more complete
  - A recommended implementation plan for specialized and hard to serve population training credential programs/certifications
- An assessment of Phase 1 sector plan training results, and an opportunity to provide modifications
- An assessment of Phase 2 sector plan training results, and an opportunity to provide modifications



- A final local area sector plan, encompassing Phase 1 and Phase 2, that can be used by the manufacturing sector partnership
- A recommended sustainability plan to enhance the local area manufacturing partnership communication and coordination after the life of the grant

**\*\* Time schedules subject to change pending final state guidance**

**EXHIBIT B**  
**Proposed Cost**

Please ensure that all costs are within reason and are allowable under 2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

<u>1. Direct Labor</u>	<u>Estimated Hours</u>	<u>Rate/Hour</u>	<u>Total Est. Cost</u>
(List by position all professional personnel participating in project)			
<b>Total Direct Labor</b>			\$ _____
<u>2. Overhead Cost</u>			
(Overhead percentage rate)			
X			
(Total Direct Labor)			
<b>Total Overhead</b>			\$ _____
<u>3. Other Direct Costs</u>			
(List other items and basis for computing cost for each. Examples include computer services, equipment, etc.)			
<b>Total Other Direct Costs</b>			\$ _____
<u>4. Subcontracts</u>			
(For each, list name, purpose and rate)			
<b>Total Subcontracts</b>			\$ _____
<u>5. Travel</u>			
a. Travel by common carrier from/to the local workforce offices. (List number of trips and Economy class airfare, plus taxi and shuttle fares, etc.)			
b. Travel by private automobile within the LWDA & local area. (List # of days x rate)			

**Total Travel** \$ \_\_\_\_\_

6. Proposed Project Cost \$ \_\_\_\_\_

7. Cash Match  
(Must be 10% of total project cost)  
**Total Profit** \$ \_\_\_\_\_

**Total Estimated Cost and Cash Match** \$ \_\_\_\_\_

**EXHIBIT B-1**

**Proposed Project Budget – By Task**

TASK	AMOUNT
Task 1 – Project Management and Stakeholder Engagement Plan	
Task 2 – Local Manufacturing Sector Analysis	
Task 3 – Manufacturing Sector Partnership Plan	
Task 4 – Local Plan Assurances	
Task 5 – Reporting	
<b><u>TOTAL</u></b>	

Include a *Budget Narrative* that briefly describes the costs detailed on each line item of Exhibit B and B-1. The budget narrative should not exceed two pages.