

**Green River Workforce Development Board  
Request for Proposal  
Strategic Planning**

**Purpose**

The Green River Area Development District (GRADD), local grant subrecipient for the Green River Workforce Development Board, (GRWDB) is seeking proposals from a consultant/individual to develop a strategic plan and facilitate strategic planning services to establish the framework for governance and engagement, as well as clearly defined objectives, activities and outcomes aimed at meeting current and future workforce needs. The Green River Workforce Development Area is comprised of the following Kentucky counties: Daviess, Hancock, Henderson, McLean, Ohio, Union and Webster.

**General Background**

The GRWDB is a workforce board established by federal law through The Workforce Innovation and Opportunity Act (WIOA), membership is a collaboration of local business, education and community-based partners. WIOA was enacted to provide local areas the flexibility to collaborate across systems in order to more effectively address the employment and skills needs of current employees, job seekers, and most importantly employers. To accomplish this, the GRWDB strives to develop a stronger alignment of workforce, education and economic development systems as well as improve the structure and delivery of the system. One of the most significant roles the GRWDB can play is that of convening, brokering, and leveraging between the various systems to ensure its region's employers are competitive; its workforce is skilled and the systems are working in concert so the return on investments is measurable, achievable and effective in making the region grow and prosper.

WIOA identifies multiple functions for the local workforce development board:

- Develop and submit local and regional plans;
- Conduct workforce research and regional labor market analysis;
- Convene, broker and leverage other workforce development system stakeholders, expertise and resources;
- Engage employers in the region;
- Develop career pathways with education programs;
- Identify and promote proven and promising practices;
- Develop strategies for using technology to maximize access and effectiveness of system;
- Conduct program oversight;
- Negotiate local performance accountability;
- Select operators and providers;
- Coordinate with education providers;
- Budget and administration; and
- Assess accessibility of one-stop centers.

In order for the GRWDB to develop and deploy a comprehensive workforce strategy, it requires a thorough understanding of the complex private and public systems. Today's local boards now have an opportunity to have a greater impact on their local communities by being the centralized convener, collaborator and host for community conversations. Simply stated, boards must learn to be more innovative and create opportunities, which requires the development of a strategic plan.

### **Scope of Work**

The selected consultant/individual shall work cooperatively with the GRWDB and cohesively with diverse stakeholders to develop the strategic plan, including:

- Mission statement to establish the strategic view of success for the plan, its goals and strategies;
- Goals sufficient to realize the vision;
- Strategies and action steps required to inform the implementation of the plan at the local level;
- Identify the stakeholders in the local system required to achieve success.
- Assign stakeholders tasks to achieve;
- A process which includes stakeholder, board and community engagement and input;
- Final plan/document and presentation suitable for public view; and
- Professionally prepared documents regarding the established mission of the GRWDB and the services offered to the region.

Questions to be answered in the strategic planning process:

- What does it mean to address issues as a workforce region?
- What is the best way to create meaningful connections among regional players in the workforce, education and economic development areas?
- Who are other relevant players in the system?
- Which trends are likely to have the greatest impact on the region going forward?
- Are there local financial resources that can be accessed to expand workforce system responses?
- How do we use our assets and strategies to position the region for success?
- Do the targeted sectors as identified by the Kentucky Economic Development Cabinet accurately reflect the employment opportunities for our region? The sectors are as follows: Construction, Healthcare, Advanced Manufacturing, Transportation, and Logistics, and Business and Information Technology.
- What career pathways do we need to develop?
- What apprenticeship opportunities should we pursue?
- What do we already have that is working?
- What are the "missing links" needed for success?
- What are the skills gaps that should be addressed?
- Do the sectors identified lead to a living wage and career opportunities?
- What factors will determine success? (Must identify metrics to define and track return on investment.)

## **Deliverables**

- Request for Proposal issued - October 4, 2019
- Letter of Intent - October 11, 2019
- Questions Due - October 15, 2019
- Responses Due from GRADD - October 21, 2019
- Proposals due - October 28, 2019
- Project review - October 30, 2019
- Board consideration - November 6, 2019
- Contract negotiation and signed - On or about November 11, 2019
- Board input - February – March, 2020
- Community stakeholder input - TBD by contractor
- First draft of strategic plan - TBD by contractor
- Committee review - April 13, 2020
- Board presentation and acceptance- May 6, 2020
- Contract ends - June 30, 2020

Consideration for funding could be acted upon by the Executive Committee of the GRWDB according to the established By-Laws. Notification will be sent to all proposers once final determination is made.

The selected Consultant/individual will be required to work closely with a GRWDB strategic planning committee to be determined/named by the Chair, while developing strategy and engagement with community stakeholders and then on an on-going basis for plan refinement, etc.

## **Proposer Qualifications/Requirements**

The GRWDB seeks a consultant/individual with a minimum of three (3) years documentable experience of providing local workforce board strategic planning services, capacity and subject matter expertise required to provide the services above. Responses should provide the following evidence:

- Experience and capacity with workforce programs.
- Experience and capacity in developing workforce development strategic plans.
- Workforce policy, program design and implementation.
- Alignment with Education, Economic Development and Workforce partners.
- Mandated requirements of the WIOA.
- Provide resumes or biographies for key members assigned to work on this project.
- Provide the number of years and type of experience providing local workforce board strategic planning services and/or consulting services to local workforce boards.

## **Collaborative Projects/Subcontracting**

Please specify in your proposal, the name(s) and qualifications of any “subcontractor(s)” you plan to use to provide any of the services/deliverables for

this project. Subcontractors will be held to the same terms and conditions as the contractor in order to meet the statement of work, method of payment and deliverables. Any subcontractor must make available to the Contractor and the GRADD, if requested, copies of personnel records and documentation of employee's compliance with the contract as it is written.

### **Period of Performance**

The period of performance for any contract resulting from this RFP is tentatively scheduled to begin in the month of November 2019 and conclude June 30, 2020. Amendments extending the period of performance, if any, shall be at the sole discretion of the GRWDB and its agent, the GRADD.

### **Budget/Available Funds**

Please submit a detailed budget and budget narrative for this project. Any contract awarded as a result of this procurement is contingent upon the availability of funds. Anticipated funds to be available for this project is up to \$80,000.00.

### **General Information**

For this solicitation, the Associate Director for Workforce Development is the sole point of contact at the GRADD. All communications between the proposer and the GRADD must be submitted in writing via email to:

**Jodi Carol Rafferty, Associate Director for Workforce Development**

**Email address: [jodirafferty@gradd.com](mailto:jodirafferty@gradd.com)**

**300 GRADD Way**

**Owensboro, KY 42301**

Any other communication will be considered unofficial and non-binding on the GRADD. Communication directed to other parties other than the Associate Director of Workforce Development may result in automatic disqualification.

### **Submission of Letter of Intent**

The Letter of Intent must be submitted electronically by the due date to the Associate Director of Workforce Development. Failure to submit the Letter of Intent will result in the inability to submit a proposal for this solicitation.

### **Issuance of Questions and Answers**

Written questions from proposers, who submit the Letter of Intent, should be submitted to the Associate Director of Workforce Development during the scheduled Question and Answer period. Questions must be sent via email. All responses will be issued by email and will be sent individually to each proposer, who submit a Letter of Intent. The GRADD shall be bound only to written answers to questions.

## **Submission of Proposals**

Proposers are required to submit two (2) copies (one unbound original and one electronic copy) of the proposal. The original must contain original signatures. The proposal whether mailed or hand delivered, must arrive at the GRADD no later than 12:00 p.m. (Central) on October 25, 2019. The proposal is to be sent to the Associate Director of Workforce Development at the appropriate address listed on page 4. If mailed, the envelope should clearly be marked to the attention of the Associate Director of Workforce Development.

Proposers mailing proposals should allow normal delivery time to ensure timely receipt of the proposals by the Associate Director of Workforce Development. Proposers assume the risk for the method of delivery chosen. The GRADD assumes no responsibility for delays caused by any service. Proposals may not be transmitted using electronic media such as fax or email transmission.

Late proposals will not be accepted and will be automatically disqualified from further consideration. All proposals and any accompanying documentation become the property of the GRADD and will not be returned.

## **Revisions to the RFP**

In the event it becomes necessary to revise any part of this RFP, addenda will be provided to all potential proposers who have received the RFP. For this purpose, the published questions and answers document and any other pertinent information shall be provided as an addendum to the RFP.

## **Responsiveness**

All proposals will be reviewed by the Associate Director of Workforce Development to determine compliance with administrative requirements and instructions specified in the RFP. Failure to comply with any part of the RFP may result in rejection or disqualification of the proposal as non-responsive.

## **Protests**

A proposer that submits a proposal that is disqualified may challenge the disqualification by filing a protest within seven (7) calendar days of the date of the GRADD's notice of disqualification.

An unsuccessful proposer may challenge an award recommendation by filing a protest within seven (7) calendar days after the award recommendation has been posted at [www.gradd.com](http://www.gradd.com). Proposers who have had their proposals disqualified may not protest an award recommendation.

All protests must be in writing, filed with the Associate Director of Workforce Development as listed on page 4, and include all of the following:

- 1) Name of the RFP challenged;
- 2) Name, address and telephone number of the protester;

- 3) A detailed statement of the legal and factual grounds of the protest, including copies of relevant documents;
- 4) Form of relief requested; and
- 5) The signature of the protester or its' legal representative.

The Executive Director of GRADD or the Director's designee will not review any supplements or amendments to a proposer's original protest or any additional protests submitted by the same proposer. The Executive Director of GRADD or the Director's designee will issue a written decision within a reasonable period of the protest filing. The Associate Director of Workforce Development may provide copies of the protest and the written decision to the proposer recommended for contract award.

### **Contract, General Terms and Conditions**

The successful proposer will be expected to enter into a contract, which contains the same, general terms and conditions as described in Terms and Conditions section, Attachment A to this proposal. In no event is a proposer to submit its own standard contract terms and conditions in response to this solicitation. The proposer may submit exceptions as allowed in the Certifications and Assurances section, Attachment B to this solicitation. The GRADD will review requested exceptions and accept or reject the same at their discretion.

### **Costs to Propose**

The GRADD will not be liable for any costs incurred by the proposer in preparation of a proposal submitted in response to this RFP including presentations or any other activities related to responding to this RFP.

### **No Obligation to Contract**

This solicitation does not obligate the GRADD to contract for services specified herein.

### **Reservation of Rights**

The GRADD reserves the right to take any course of action deemed appropriate at its sole and absolute discretion without penalty and not to issue a contract as a result of this RFP including:

- Waiving any defects or informalities in any proposal or proposing procedure;
- Accepting or rejecting any or all proposals or any part of any or all proposals;
- Canceling the RFP in part or in its entirety;
- Reissuing the RFP with or without modification;
- Negotiating with any qualified proposer;
- Extending the deadline for proposals; and/or
- Requesting additional information from any or all proposers.

## **Right to Disqualify for Conflict of Interest**

The GRADD reserves the right, at its sole and absolute discretion, to disqualify any proposer that fails to provide information or data requested herein or that provides materially inaccurate or misleading information or data. The GRADD reserves the right to disqualify any proposer on the basis of real or apparent conflict of interest that is disclosed by the proposals submitted or any other data available to the GRADD.

Additionally, any proposer or any member or affiliate of a proposing team that currently contracts with the GRADD must be in good standing for its proposal to be considered responsive. For the purpose of this RFP, good standing refers to compliance with all contractual provisions, including payment of financial obligations.

## **Commitment of Funds**

Jiten S. Shah, Executive Director of the GRADD, is the only individual who may legally commit the GRADD to the expenditure of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before the execution date stipulated in the contract and all required signatures affixed.

## **Proposal Format**

Following the prescribed sequence, each proposal should include:

- Letter of Submittal (Cover Letter) – One original letter of submittal and the attached Certification and Assurance form (Attachment B to this RFP must be signed and dated by a person authorized to legally bind the proposer to a contractual relationship, e.g., President, Executive Director, managing partner or proprietor. Along with introductory remarks, the letter is to include by attachment, the following information about the vendor and any proposed subcontractors:
  - Name, address, principal place of business, telephone and fax numbers, email address of legal entity or individual with whom the contract would be written.
  - Name, address and telephone number of each principal officer.
  - Legal status of consultant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business, as the entity now substantially exists.
  - Federal Employment Tax Identification Number (FEIN).
  - Location of the facility from which the proposer would operate.
  - Identify any GRADD employees or former GRADD employees employed or on the proposer's governing board as of the date of the proposal. Include their position and responsibilities within the proposer's group. If following a review of this information, it is determined by the GRADD that a conflict of interest exists; the proposer may be disqualified from further consideration for the award of a contract.

- Summary of qualifications of responding organization, including experience of individuals involved with the organization and assigned to this project by attaching resumes or biographies.
- Description of proposal to meet the Scope of Work as described in the RFP.
- Project timeline to include a timeframe for working with the GRWDB and staff.
- Detailed proposal budget including a budget narrative as well.
- Proposal must be signed by an authorized official of the proposer's organization and must contain all required forms and signatures as specified. A contact person for follow up questions should also be identified.

### **Evaluation Procedure**

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this solicitation and any addenda issued. A committee, designated by the GRWDB, will determine the ranking of proposals and conduct the evaluation of proposals. The GRWDB, at its sole and absolute discretion, may elect to select the top scoring proposer's as finalists for an oral presentation. See page 9.

## **Evaluation and Scoring**

A committee will evaluate all proposals that pass the initial compliance review. Each reviewer will independently review and score proposals on a 100-point scale using the following criteria:

### **Qualifications and Experience** **20 points**

Must have demonstrated experience and/or capability in strategic planning and workforce programs. Must have experience with public/private entities. Must include examples of work, clients, and reference, etc.

### **Project Team Structure/Internal Controls & Staff Qualifications/Availability** **20 points**

The proposer must commit staff and/or subcontractors identified in its proposal who will actually perform the assigned work. The proposer's team must be in communication with the GRWDB, its' committees and Staff on a continual basis to ensure quality of the ongoing project. Any staff substitution must have prior approval from the GRADD.

### **Proposed Methodology** **35 points**

How the proposer will organize and execute the work described in the Scope of Work and Deliverables. The RFP evaluation process is designed to award this procurement, not necessarily to the proposer of least costs, but rather to the proposer whose proposal best meets the requirements of the GRWDB and the requirements as stated in this RFP. Proposer's will be required to describe, in detail, what methodologies would be used in conducting this study so that proposals can be evaluated on such criteria as comprehensiveness of approach, responsiveness of proposed method, desired outcomes, timeframes, creativity of project design, etc.

### **Overall Responsiveness to the RFP** **20 points**

The RFP evaluation process will review each proposal with the ultimate goal of preparing a strategic plan for the GRWDB. This will include consideration of the work product as the foundation and driver of regional initiatives.

### **Budget Justification** **5 points**

The proposer is to submit a budget including staff cost and any travel or other expenses necessary to accomplish the tasks and to fulfill the Scope of Work as specified in the RFP. Cost reasonableness and competitiveness will be evaluated as one factor. The budget narrative must also accurately explain the proposed expenditure in sufficient detail to warrant the proposed costs.

**TOTAL POINTS AVAILABLE: 100**

## Attachment A

### Terms and Conditions

The undersigned proposer hereby submits to the GRADD the enclosed proposal based upon all terms and conditions set forth in this RFP. The proposer further specifically agrees hereby to provide services in the manner set forth in the proposal. The proposer understands that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract:

1. The proposer declares that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition. However, the proposer may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 60 days following receipt, and it may be accepted by the GRADD without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, the proposer has not been assisted by any current or former employee of the GRADD whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. The proposer understands that the GRADD will not reimburse for any costs incurred in the preparation of this proposal. All proposals become the property of the GRADD, and the proposer claims no proprietary right to the ideas, writing, items or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data that have been submitted have not been knowingly disclosed by the proposer and will not be knowingly be disclosed by the proposer prior to opening, directly or indirectly to any other bidder or to any competitor.
7. The proposer agrees that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached general terms and conditions. If there are any exceptions to these terms, the proposer has described those exceptions in detail on a page attached to the proposal.
8. No attempt has been made or will be made by the proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

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Signature of Proposer

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Consultant/Firm

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Title

Date

## Attachment B

### General Assurances and Certifications

Any agency/firm/consultant awarded federal funds through the Workforce Innovation and Opportunity Act of 2014 (WIOA) must be in compliance with numerous laws and regulations. Most of these will be addressed in a contract. The bidder hereby assures and certifies compliance with each of the requirements where applicable.

I recognize that I must give assurance for each item below. If I cannot, this proposal will be automatically rejected. The assurances are:

1. The proposer is authorized by its Board of Directors, Trustees, and other legally qualified officer or as the owner of this agency or business to submit this proposal.
2. The proposer organization is not currently on any federal, Commonwealth of Kentucky, or local Debarment List.
3. The proposer organization will provide records to show that it is fiscally solvent and will provide any other information and/or accept an appointment for interview, if needed.
4. The proposer has, or will have, all of the fiscal control and accounting procedures needed to ensure that WIOA funds will be used as required by law and contract.
5. The proposer will abide by all fiscal and program requirement as provided in the WIOA and federal regulations.
6. The proposer will abide by record retention requirements contained in 29 CFR 95.53 or 29 CFR 97.42 and any applicable state retention schedules.
7. The proposer will abide by the policy on debarment and suspension regulations as established in accordance with 29 CFR Part 98.
8. The proposer will abide by Equal Employment Opportunity – All Contractors shall contain a provision requiring compliance with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity" and E.O. 13672, as supplemented by regulations at 41 CFR Part 60, "Office of Federal Agreement Compliance Programs, and Equal Employment Opportunity Department of Labor."
9. The proposer will abide by The Copeland "Anti-Kickback" Act (18 U.S.C. 874) as supplemented in Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each Contractor or subcontractor shall be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which one is otherwise entitled. The recipient shall report all suspected or reported violations to the federal awarding agency.

10. The proposer will abide by The Davis-Bacon Act as supplemented by U.S. Department of Labor regulations (29 CFR Part 5, "Labor Standards Provision Applicable to Contracts Governing Federally Financed and Assisted Construction"). Under this Act, Contractors shall be required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in a wage determination made by the Secretary of Labor. In addition, Contractors shall be required to pay wages not less than once a week. The recipient shall place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation and the award of an Agreement shall be conditioned upon the acceptance of the wage determination. The recipient shall report all suspected or reported violations to the federal awarding agency.
11. Proprietary Information. During both the Agreement timeframe and after its completion, the proposer agrees to keep and hold all Proprietary Information disclosed by the Green River Governing Board, the GRWDB, partnering entities, affiliates, customers, or vendors of the local workforce development area in strict confidence and trust. Proprietary Information being that information of a confidential or secret nature, which includes, but is not limited to, marketing plans, product plans, business strategies, financial information, forecasts, personnel information, and customer lists.

**The proposer will meet all applicable federal, state, and local compliance requirements. These include, but are not limited to:**

- Maintaining records that accurately reflect fiscal accounts;
- Maintaining record confidentiality, as required;
- Reporting financial data, as required;
- Permitting and cooperating with federal investigations undertaken in accordance with the WIOA;
- Complying with federal and state non-discrimination provisions;
- Meeting requirements of Section 504 of the Rehabilitation Act of 1973;
- Meeting all applicable labor laws, including Child Labor Law standards; and
- Accepting funding for and working within the guidelines of other funding opportunities provided the GRADD.

**The proposer will not:**

- Use WIOA funds to assist, promote, or deter union organizing;
- Use WIOA funds to employ or train persons in sectarian activities; or
- Use WIOA funds for lobbying.

The undersigned hereby assures and certifies that if selected the proposer's organization is in compliance with all of the Assurances and Certifications where applicable.

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Name and Title of Authorized Representative

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Signature

Date

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Name of Applicant Organization

**Debarment Certification**

**Certification Regarding Debarment, Suspension, and Other Responsibility Matters**

**Primary Covered Transactions**

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**Applicant Organization**

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**Applicant Organization Address**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' Responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

1. The prospective primary participant (i.e. Local grant subrecipient) certifies to the best of its knowledge and belief, that it and its principles:
  - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by a federal department or agency;
  - b. Have not within a three-year period preceding this renewal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making also statements, or receiving stolen property;
  - c. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (federal, state or local) with commission of the offenses enumerated in paragraph (1)(b) of this certification; and
  - d. Have not within three-year period preceding this application/renewal had one or public transactions (federal, state or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this application/renewal package.

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Name and Title of Authorized Representative

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Signature

Date

