

**Greater Lowell Workforce Investment Board/Career Center of Lowell  
Division of the City Manager's Office  
Program Management/Regional Strategic Plan  
Consultant Services  
REQUEST FOR PROPOSALS /INVITATION TO BID**

**FISCAL YEAR 2009**

**I. Introduction**

Acting on behalf of the Greater Lowell Workforce Investment Board, the Career Center of Lowell, Division of the City Manager's Office, in its role as the fiscal agent and administrator of the Workforce Investment Act grant funds for the Greater Lowell Workforce Investment Area, is seeking service providers for program management and development of a regional strategic plan to effectively respond to worker dislocation in the manufacturing industry. The service provider will also provide program management for a separate but relevant asset mapping project.

The Greater Lowell Workforce Investment Board is seeking proposals whose intent is to promote the following objectives:

The US Department of Labor recently made monies available through a Regional Innovation Grant (RIG). As a result, the Merrimack Valley River Region is embarking on an important initiative to establish structured strategies to address the economic impact of the severe decline in the manufacturing industry and the secondary effects in the surrounding communities.

Due to the recent closure and layoffs of a few manufacturing employers in the region, the Greater Lowell Workforce Investment Board (GLWIB) in partnership with the Merrimack Valley Workforce Investment Board, [both located in Northeast Massachusetts], and the Workforce Opportunity Council, Inc. of New Hampshire, representing key areas of Southern New Hampshire, look to develop structured economic strategies to create common goals for the region to address the recent and future worker dislocations. It is essential that the Local Workforce Investment Boards (LWIBs) act now to:

- Develop a Core Steering and Regional Leadership Committee.
- Obtain consultant services to manage all functions related to the development of a regional strategic plan.
- Procure consultant services to develop a comprehensive asset mapping project.

Consultant services will be attained to manage the regional strategic planning process including development of the plan. The consultant service provider will also manage the asset mapping project. Additional services will be attained to design and develop the asset mapping project, which will be enhanced by a region-wide employer survey. The survey design will include the on-going collection of expected hires by occupation and economic development related data such as growth barriers, expansion, and relocation plans. The data collected from the asset mapping and the survey will assist in the development of the regional strategic plan, which will be managed and developed by the consultant service provider, which this RFP calls for.

To create and compete for the best jobs, America must learn to operate regionally. It is in the context of regional economies where key strategic partners can collaborate to develop talent and economic development strategies designed to promote economic growth, and the Merrimack River Valley Region is no exception. The development of a Regional Strategic Plan will help the region move forward and become highly capable of economic growth.

**Areas affected (Cities, Counties, States, etc.):**

Northeast Massachusetts, Southern New Hampshire. Counties of Middlesex and Essex in Massachusetts, and Hillsborough and Rockingham in New Hampshire. Municipalities of Lowell, Lawrence, Haverhill, Westford, Chelmsford, Dunstable, Tyngsborough, Dracut, Billerica, Tewksbury, Andover, N. Andover, Methuen, Merrimac, Boxford, Georgetown, Rowley, Groveland, Newbury, W. Newbury, Amesbury and Salisbury in Massachusetts. Cities and towns of Manchester, Salem, Nashua, Pelham, Hudson, Windham, Merrimack, Litchfield, Londonderry, Derry, Hampstead, Atkinson, and Plastow in New Hampshire

The Greater Lowell Workforce Investment Board is seeking qualified, professional, workforce development and program management consultant(s) with a strong understanding of the aforementioned region to provide all necessary assistance to prepare a regional strategic plan and manage a large multifaceted project.

**Who May Apply**

Applicants eligible to submit a proposal are public or private agencies, public or private educational institutions, governmental units, private business, sole proprietor consultants, community based organizations, labor groups and others who have demonstrated successful performance in program management, strategic plan development, experience and knowledge of the workforce development system, a strong understanding of Northeast Massachusetts and Southern New Hampshire, and knowledge of the manufacturing sector.

**Background**

On April 27, 2007, the Department of Labor made funds available through a RIG/NEG. National Emergency Grants (NEG) are discretionary awards by the Secretary of Labor that temporarily expand service capacity at the State and local levels through time-limited funding assistance in response to significant dislocation events. Significant events are those that create a sudden need for assistance that cannot reasonably be accommodated within the ongoing operations of the formula-funded Dislocated Worker program, including the discretionary resources reserved at the State level.

There are two components to this project: a program management/regional strategic plan and an asset mapping project. This component of the project calls for program management and development of a regional strategic plan. In addition, the service provider will be responsible for the overall management of the asset mapping project, as well as analyzing the data collected from the asset map to correlate the findings into the regional strategic plan.

**II. Purpose of this RFP Solicitation**

The Greater Lowell WIB is accepting proposals for qualified service provider(s) to provide program management, and develop a regional strategic plan to respond to worker dislocation from the manufacturing industry.

**III. Proposal Timeframe/ Submission Requirements/Format**

**A. Timeframe:**

The consultant services will begin upon completion of contract award. The timeline for the program management/regional strategic plan is scheduled for 12-15 months. To be considered for funding, an original plus three (3) copies must be received at the GLWIB/CCL offices 18 John Street (3<sup>rd</sup>Floor) Lowell, MA 01852 no later than **4:30 pm on April 16, 2009.**

## **B. Submission Requirements:**

Proposals must be submitted to:

The Greater Lowell Workforce Investment Board/Career Center of Lowell  
18 John Street, Third Floor  
Lowell MA 01852

**THE SUBMISSION MUST BE DIVIDED INTO TWO SEPARATE SEALED PROPOSALS, A PROGRAM PROPOSAL AND A PRICE PROPOSAL.**

Each must have its own cover sheet.

The original **MUST** contain the signature of your agency signatory.

**FAILURE TO FOLLOW THE RFP FORMAT WILL RESULT IN DISQUALIFICATION.**

Delivery of proposals is the sole responsibility of the bidder. The transmission of proposals by fax or email is not permitted. It is the sole responsibility of the bidder to ensure that proposals are received at the proper location, prior to the stated deadline. Access roads into downtown Lowell can be congested at times, and visitors or on-street parking can at times be difficult to obtain. Proposals will be logged in and stamped with the time and date of receipt. Bidders should plan accordingly for timely proposal delivery. The 4:30 p.m. deadline will be strictly enforced. **Proposals or any parts thereof received after the required date and time will not be accepted and will be rejected as non-responsive to the Request for Proposals.**

## **C. Format**

Proposals must be word-processed. Responding agencies should ensure that their proposals conform to the following requirements:

- Please check your proposal for internal consistency. The Program Proposal and the Price Proposal Checklists should be used as a guide to accomplish this. Both must be completed.
- Both Cover Sheets must be signed by the Authorized Signatory of the Lead Agency, as documented through the Authorized Signatory form submitted.

Any questions and or comments can be made throughout the proposal preparation by contacting Barbara O'Neil, Director, GLWIB at [oneilb@nmsda.org](mailto:oneilb@nmsda.org) or 978-937-9816. Budget/Fiscal questions contact: Michael Durkin at [michael.durkin@cclowell.org](mailto:michael.durkin@cclowell.org) or call (978) 459-2336.

## **IV. Available Funds**

Funds have been made available by the DOL RIG to the GLWIB to procure program management services to manage the day-to-day functions of the grant including development of regional strategic plan. The service provider will be responsible for the management of an asset mapping project. Bids should be based on services performed, hourly rate and other budget considerations.

## V. GLWIB Program Design

The applicant should utilize the following information in the development of their proposal response. **Proposal responses should include information on the tools to be utilized, time line and outcomes**

As aforementioned, the GLWIB is looking to procure program management services to manage the project as a whole and develop a regional strategic plan. The program management services will start upon award of contract. Separately, the GLWIB seeks consultant services for an asset mapping project. The GLWIB will move forward to solidify the project by creating:

- A Core Steering Committee comprised of representatives from the WIB's, Workforce Opportunity Council, Inc., Career Centers and regional economic development agencies. The awarded consultant service provider for this RFP will work directly with the Core Steering Committee on all appropriate tasks.
- A Core Regional Leadership Committee consisting of representatives from each regions Workforce Investment Boards, One Stop Career Centers, the Workforce Opportunity Council, Division of Career Services, Rapid Response Team, New Hampshire Employment Service, Massachusetts Office of Business Development, Merrimack Valley Economic Development Council, Northern Middlesex Council of Government, Merrimack Valley Planning Commission, the Economic Development Offices of the impacted municipalities such as the (City of Lowell, Lawrence and Methuen Massachusetts and Nashua, Salem New Hampshire) local community colleges and universities, superintendents of the k-12 education system, Massachusetts Manufacturing Partnership, local Chambers of Commerce representing private employers, small business centers, community-based action agencies and others interested in regional workforce development strategies. Consultant service providers will be required to conduct presentations to the Core Regional Leadership Committee.

### Role of the Committees

The committees will provide leadership for the consulting services obtained and help implement and sustain the strategies in the future

#### *The Core Steering Committee*

The Core Steering will oversee the work of the consultant service provider(s) contracted for program management/regional strategic planning. The Steering Committee will be actively involved in the administrative operations of the project.

#### *The Core Leadership Committee*

The Core Steering Committee will look to the Core Regional Leadership Committee for guidance, policy decisions, strategic advice and direction of the mission and accomplishments. The Regional Leadership Committee will be sectoral and include representatives from each of the affected regions.

The Regional Leadership Committee will also work with all partners to leverage and align existing funding streams to support and sustain the implementation of the regional strategic plan and continually partner to bring new funding sources into the region.

**Scope of Services for Consultant Service Providers: Including but not limited to**

- Due to the critical timeframe, consultants should be prepared to provide the equivalent to a full time commitment. Office space may be provided by the GLWIB at 18 John Street, Third Floor, Lowell MA, 01852.
- Provide project management of the regional strategic planning process through the planning and design stages, including development of a regional strategic plan. Upon completion of the project, the strategic plan will be in final form with specific goals, objectives and timelines identified to move forward with implementation of the plan.
- Design and develop the overall planning process, serving as a liaison between the Regional Steering Committee and the WIBs, maintaining and compiling project documents and records, all aspects of reporting, including providing regular status updates to stakeholders, and the performance of any other functions associated with the day-to-day management of any tasks associated with the Regional Innovation Grant.
- In addition, as Project Manager (PM) of the overall strategic planning process, the PM will manage the consultant service provider selected to perform the asset-mapping component of the strategic planning process.
- Key PM deliverables include, but are not limited to:
  - Design and development of a Regional Strategic Plan including goals and objectives necessary for implementation of the Plan.
  - Use of project management techniques, including creation of a project plan in support of development of the Regional Strategic Plan. The project plan should clearly identify project scope, roles and responsibilities of key stakeholders, including agreements between stakeholders relative to each component of the overall project (development of a strategic plan and the asset mapping project), schedule, key deliverables, milestones and dependencies for successful project completion, including risk management.
- Any and all other services necessary to complete each project.

### *Regional Strategic Plan*

The most important part of the scope of services for the consultant service provider will be to design and develop a regional strategic plan approved by the Core Steering and Core Leadership Committees prior to the end of the project. After the asset mapping is completed, the data collected will assist in the development of the regional strategic plan that will be activated whenever a significant economic event occurs in the service areas. The plan will establish and develop a continuous quality assurance process to implement immediately after a company notifies the regulatory authority of any cutbacks. The strategic plan will help the Merrimack Valley River Region to provide assistance to manufacturers, Workforce Development professionals, and dislocated workers resulting in a more responsive lay-off to reemployment transition.

The strategic plan will help connect Workforce Investment Boards, Career Centers, regional and municipal economic development agencies, k-12 educational systems, community college systems, four year universities, business partnerships, Chambers of Commerce, metropolitan planning commissions, the Commonwealth of Massachusetts and the State of New Hampshire workforce development systems to create a systematic response to these type of situations. Affected workers will then have the benefit of training and job matching to emerging labor markets. The plan will also help connect economic development, workforce development, and education systems to better align labor force needs with education and training.

The Regional Strategic Plan documents the process for regional economic transformation. The Regional Strategic Plan is based on six steps of regional strategic planning that provide a path to implementation and sustainability.

## The Six Critical Phases of Regional Economic Transformation



### 1. Define Region

Defining the regional economy involves identifying the surrounding areas, communities, counties, and municipalities that have similar economic structures and characteristics, looking beyond traditional political boundaries; and identifying and cataloging the diverse assets of the identified areas. Economic regions do not necessarily correspond to state, county, local workforce investment area, or municipal boundaries, but rather are defined by the interdependence of their people and organizations. Two approaches to support defining the region are asset mapping and the use of Labor Market Information (LMI) and economic data.

### 2. Develop Regional Leadership

Developing regional leadership involves identifying and engaging individuals and organizations to lead the effort in leveraging regional assets, developing a vision for economic growth, and devising strategies to transform the region. In developing regional leadership, two important factors to consider are developing the RIG leadership group and social networking.

### 3. Conduct Regional Assessment

Based on the results of the asset map, RIG grantees must evaluate the strengths, weaknesses, opportunities, and threats (SWOT analysis) associated with each type of asset. A comprehensive asset mapping process provides a wealth of information on key regional systems and linkages, as well as overall trends in the development of industry, workforce, and demographics. In addition, members of the leadership team may conduct their own SWOT analysis for their particular issue areas.

The main objective of the SWOT analysis is to understand all the factors in the defined region that will be critical to consider in developing and implementing transformational strategies. Such factors may include existing assets, natural resources, current business climate, demographics, existing infrastructures, and cultural nuances.

### 4. Create Shared Regional Identity and Vision

One of the main responsibilities of the RIG leadership group is to create a vision for the defined region – what the region would look like many years out and what the key factors are to attain that. It is critical that all stakeholders share a common vision, based on the regional assessment and driven by business needs and economic trends.

The process of creating a vision involves:

- Building a Regional Identity
- Obtaining Stakeholder Buy-In

### 5. Devise Strategies

In devising the strategies, it is important for the leadership group to consider all the factors that contribute to attaining the regional vision, including assets, industry needs, and economic trends. The strategies must be

data-driven, reflecting the interconnections among all regional stakeholder groups and the role of each partner in accomplishing the goals. They must include specific, measurable outcomes to be achieved within a targeted timeframe when the Regional Strategic Plan is implemented (i.e., after the RIG grant period ends). An evaluation component to review accomplishments against the goals provides a feedback loop that can influence future planning and revision of strategies.

Several planning processes may be used for developing the Plan. However, it is important that all key stakeholder groups be involved in the process to ensure buy-in as well as sustainability once the RIG funding ends.

## **6. Leverage Resources**

Leveraged resources are cash or in-kind contributions intended for advancing the strategies described in the Regional Strategic Plan. This may include other grants, loans, facility use, staff support, technical expertise, and supplies. Leveraging these resources involves having a clear, data-driven understanding of the region's assets, aligning those resources with industry and workforce needs, gaining stakeholder support across the region, and tapping into additional resources that will support the RIG effort beyond the grant period. Be involved in the process to ensure buy-in as well as sustainability once the RIG funding ends.

In leveraging resources, it is important to consider three factors:

- Strategic Partnerships, both public and private
- Data-driven Approaches
- Sustainability

## **VI. Work Program and Schedule:**

The consultant service provider(s) will provide sufficient hours in order to ensure the successful completion of program management, the regional strategic plan and the asset mapping project. The consultant service provider will be expected to provide a dedicated full time commitment. This includes all work necessary: focus groups, asset mapping analysis, investigation, writing, interviewing, meetings, telephone and email communication, and all other professional services needed to ensure that each project is completed successfully by the required deadline.

## **VII. Payment Schedule and Estimated Hours of Work:**

The consultant service provider will be compensated on the basis of a negotiated contract, performance based in nature. As a result of the bids, the determination will be made as to the contract being based on deliverables as outlined in Section V. GLWIB Program Design. Invoice submission with documentation of work accomplished or milestones achieved will be required.

## **Project Timelines:**

The program management component will begin upon completion of contract award and is scheduled for approximately 12-15 months. The estimated start date for the contract for services for this project will be May 1, 2009.

## **VIII. GLWIB/CCL Proposal Review**

### ***Technical Proposal***

Technical proposals will be reviewed and rated by the Core Steering Committee and Staff.

Proposals will be rated on the following categories based on deliverables outlined in Section V GLWIB Program Design:

## **Program Management/Regional Strategic Plan Technical Proposal**

### **1. Providing Program Management for workforce development projects      75 Points**

#### **Highly Advantageous - 70-75 Points**

- Extensive experience with program management and extensive experience developing regional strategic planning for workforce development projects.

#### **Advantageous - 50-69 Points**

- Previous experience with program management and previous experience developing regional strategic planning for workforce development projects.

#### **Not Advantageous - 25-49 Points**

- Experience with program management outside of workforce development and some experience in research and analysis of the regional manufacturing industry but no previous experience, developing regional strategic planning for workforce development system.

#### **Unacceptable - 0 Points**

- No experience with program management or any research and analysis of the regional manufacturing industry.

### **2. Knowledge of Regional Manufacturing Sector      15 Points**

#### **Highly Advantageous - 13-15 Points**

- Extensive knowledge of the Regional Manufacturing Sector.

#### **Advantageous - 8-12 Points**

- General knowledge of the Regional Manufacturing Sector.

#### **Not Advantageous - 5-7 Points**

- Little knowledge of the Regional Manufacturing Sector

#### **Unacceptable - 0 Points**

- No knowledge of the Regional Manufacturing Sector

### **3. Outcomes/Results      10 Points**

#### **Highly Advantageous- 8-10 Points**

- Strong success rate with documented results and/or outcomes specifically related to program management and developing a regional strategic plan in regards to the workforce development system and manufacturing sector.

#### **Advantageous- 5-7 Points**

- Some success rate with documented results and/or outcomes specifically related to program management and developing a regional strategic plan in regards to the workforce development system and manufacturing sector.

#### **Not Advantageous – 3-6 Points**

- Success with documented results of developing and/or outcomes specifically related to program management and a regional strategic plan outside of the workforce development and manufacturing sector.

**Unacceptable – 0 Points**

- No documented outcomes

Proposals will be given an overall rating of Highly Advantageous, Advantageous, Not Advantageous, or Unacceptable based on the points awarded. The overall ratings will be determined as follows:

**Total Points**

<b>Highly Advantageous</b>	<b>90 - 100 Points</b>
<b>Advantageous</b>	<b>75 - 89 Points</b>
<b>Not Advantageous</b>	<b>50-74 Points</b>
<b>Unacceptable</b>	<b>Less than 50 Points</b>

Only proposals with an overall rating of Highly Advantageous or Advantageous will be considered for funding. Proposals receiving a rating of Not Advantageous or Unacceptable will not be considered.

***Final Funding***

Final funding decisions will take into consideration the contents and schedule of the program and price proposal reviews. The WIB reserves the right to reject any and all proposals, to not fund any or all proposals, and/or to partially fund any and all proposals as submitted in response to this RFP. All proposals become the property of the GLWIB/City of Lowell.

**IX. GLWIB AND PROPOSER'S RIGHTS**

- A. The Greater Lowell Workforce Investment Board reserves the right to reject any and all proposals.
- B. The proposer has the right of protest and appeal of procurement decisions. Proposers may submit a written letter of protest to GLWIB.
- C. Following the competitive procurement process, all proposals become public record.
- D. Greater Lowell WIB Appeal Process:

Bidders wishing to appeal the final funding decisions of the Greater Lowell WIB shall follow the procedures listed below:

Bidders may request an appeal to a funding decision within then (10) business days after receipt from the WIB concerning funding recommendations. An appeal will NOT be accepted due to any attempts to modify or include additional information to the original application.

The appeal letter should clearly state the basis of the appeal request.

Staff from the Greater Lowell WIB and Review Team shall then have ten (10) business days to review the appeals request. All parties shall be provided with the original proposal, initial ranking scores and appeal letter. A meeting will be held either in person or through telephone conference call method to discuss and review the appeal request.

The Greater Lowell WIB Director shall then notify the bidder of the outcome of the appeal process within three (3) business days of the appeal meeting. If the bidder is still in disagreement with the appeal outcome, they may

write the Ms. Maryanne Langton, FPO, of the U.S Department of Labor/ETA Region 1, at the JFK Federal Building, Room E-350, in Boston Massachusetts 02203, to officially request an appeal of the GLWIB.

## **X. CONTRACT TERMS**

Successful bidders will be awarded a contract based on specified deliverables and timeline.

# **XI. PRICE PROPOSAL**



**PRICE PROPOSAL & NARRATIVE**

**1. List your total cost for providing these services.**

Total Hours	Hourly Rate	Total Cost
\$ _____	\$ _____	\$ _____

**2. In the space below, provide any additional information that you think is necessary to further explain and/or clarify your Price Proposal.**

**GLWIB**  
**Division of the Office of the City Manager**  
**GLWIB Price Proposal**  
**Contents Checklist**

Place a check mark to indicate that each area has been addressed. Write N/A if not applicable.

\_\_\_\_\_ Cover Sheet fully completed & signed

\_\_\_\_\_ Cost and cost narrative information completed

# **XII. Technical Proposal**

**GLWIB**  
**Division of the Office of the City Manager**  
**Program Management, Regional Strategic Plan/Asset Mapping Project**  
**Consulting Services**  
**FY 2009**

**Technical Proposal Cover Sheet**

Organization: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email Address: \_\_\_\_\_

**Duration:**

(Start Date) \_\_\_\_\_ to \_\_\_\_\_ (End Date)

Signature of Authorized Representative for Your Organization:

Submitted By: \_\_\_\_\_  
Signature Date

## A. MINIMUM QUALIFYING CRITERIA

*In order to be considered for funding, bidders must ensure the following:*

- Technical and Price proposals are sealed and submitted separately
- No cost or price information has been provided in the Technical Proposal

*In addition, the following must be completed and submitted with your original Technical proposal only (it is not necessary to submit these with the copies).*

- References
- Certification Regarding Debarment, Suspension and Other Responsibility Matters
- Statement of Commitment to a Drug-Free Workplace
- Certificate of Non Collusion

### **VERY IMPORTANT**

*Failure to separate Price and Technical proposals and/or to submit references and complete the necessary forms as listed above could result in your proposal not being considered for funding. Bidders should ensure they have met all minimum-qualifying criteria by completing the Minimum Qualifying Criteria Checklist (see page 21)*

**References:**

In the space below, please list three references for whom you have provided similar services as the requested in this RFP. Be sure to include name, address, and phone number of each reference listed.

**CERTIFICATION REGARDING**

**DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

**PRIMARY COVERED TRANSACTIONS**

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].

**BEFORE SIGNING THE CERTIFICATION, PLEASE READ THE INSTRUCTIONS WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION**

1. The prospective primary participant certifies to the best of its knowledge and belief that it and its principals:
  - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;
  - b. Have not within a three-year period preceding this proposal 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 record, making false 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 the commission of any of the offenses enumerated in paragraph [1] [b] of this certification; and
  - d. Have not within a three-year period preceding this application/ proposal had one or more 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 proposal.

\_\_\_\_\_  
NAME AND TITLE OF AUTHORIZED SIGNATORY

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

**DRUG FREE WORKPLACE CERTIFICATION**

I, \_\_\_\_\_, in representation of  
(Print Name)

\_\_\_\_\_, do hereby certify that  
(Agency/Organization)

\_\_\_\_\_, has taken all  
(Agency/Organization)

necessary measures to ensure a drug free workplace consistent with the **Drug Free Workplace Act of 1988**, as well as all applicable state laws.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made or submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

\_\_\_\_\_  
(Printed name of individual submitting bid or proposal)

\_\_\_\_\_  
(Signature of individual submitting bid or proposal)

\_\_\_\_\_  
(Name of Organization)

\_\_\_\_\_  
(Date)

**Minimum Qualifying Criteria Checklist – Please complete and submit to ensure you have met the minimum qualifying criteria. Failure to meet the minimum qualifying criteria could result in your proposal not being considered for funding**

\_\_\_\_\_ Technical and Price proposals sealed and submitted separately

\_\_\_\_\_ No price information included in the Technical proposal

\_\_\_\_\_ References provided

\_\_\_\_\_ Certification Regarding Debarment, Suspension and Other Responsibility Matters

\_\_\_\_\_ Statement of Commitment to a Drug-Free Workplace

\_\_\_\_\_ Certificate of Non Collusion

## **B. TECHNICAL INFORMATION**

**Please answer the all following questions that apply in the space provided. Attach additional space if necessary.**

**1. Give a detailed description of experience with program management, and regional strategic plans relative to the Workforce Development system. Your description should include processes and techniques used in the past, that you plan to utilize to successfully complete this project. Be sure to include information on the tools, timelines, and outcomes.**

**2. Describe your knowledge and experience in the region with regards to the Workforce Development system and the manufacturing sector.**

**4. Describe the outcomes and/or results of your efforts providing program management and regional strategic planning services.**

**GLWIB**  
**Division of the Office of the City Manager**  
**Program Management, Regional Strategic Plan**  
**Consultant Proposal**  
**Contents Checklist**

Place a check mark to indicate that each area has been addressed. Write N/A if not applicable.

**Cover Sheet**

\_\_\_\_\_ Each section fully completed

\_\_\_\_\_ Signed by authorized signatory

**Proposal Narrative**

\_\_\_\_\_ Program Design

\_\_\_\_\_ Program Deliverables

\_\_\_\_\_ Technical Information Provided