



REQUEST FOR PROPOSALS

**EVALUATION OF THE IMPACT OF
INDUSTRY SKILL PANELS
IN WASHINGTON STATE**

February 19, 2008

*Workforce Training and Education Coordinating Board
128 10th Avenue SW
Olympia, WA 98504*

360-753-5662

www.wtb.wa.gov

EVALUATION OF THE IMPACTS OF INDUSTRY SKILL PANELS

Request for Proposals

Workforce Training and Education Coordinating Board

SECTION ONE - GENERAL INFORMATION

STATEMENT OF PURPOSE

The Workforce Training and Education Coordinating Board (Workforce Board) wishes to evaluate the impact of Industry Skill Panels in Washington State and to develop and document methods that the Workforce Board and individual Skill Panels can use to evaluate the effectiveness of Skill Panels.

BACKGROUND INFORMATION ON SKILL PANELS

Skill Panels have been an established Workforce Board program for seven years. Industry Skill Panels are partnerships of business, labor, and education working to improve the skills of workers in strategic industry clusters. Industry Skill Panels examine the workforce needs of the industries they serve and create plans to meet those needs. Depending on local needs, they may recommend new training programs to local providers. They may develop or adopt skill standards and work to make sure that local training providers prepare graduates to meet those standards. They may work with local providers to increase training capacity. They may develop model curricula and press for their adoption. They may work to support local economic development initiatives by making sure that skilled workers are available for plant startups or expansions.

Industry Skill Panels in Washington State are often funded, at the outset, by grants from the Workforce Board. Funding typically covers the costs of coordinators who convene meetings and help to implement the panel's recommendations. Organizations receiving Skill Panel funds have included local Workforce Development Councils, Community and Technical Colleges, Chambers of Commerce, Tribal Enterprise Corporations, Professional Associations, and Labor Councils. A typical request for Skill Panel proposals asks the bidding organization to describe the targeted industry cluster, identify current or anticipated business issues for firms in the industry cluster, propose strategies to address those issues, provide evidence of active community partnerships including all required workforce partners:

- Businesses
- Workforce Development Council
- Local Economic Development Organizations
- Community and Technical Colleges
- Community and Technical College Centers of Excellence where they exist for the targeted industry
- Chambers of Commerce
- Apprenticeship Programs
- Organized Labor
- K-12 Educational System (including Secondary Vocational Education programs)
- Private Career Colleges (if they provide training to the industry within the region)
- Local WorkSource Centers (WorkSource is Washington State's brand name for the federal One Stop career center system.)

Grants require a local match, which can be in the form of in-kind contributions. State funding is expected to last one to three years. State funding of \$60,000 to \$90,000 per year typically covers the cost of a portion of one FTE to convene meetings plus administrative supportive services, contracted activities, and overhead costs.

Funds may not be used to provide direct training services. Grants for startup years are typically higher than grants for subsequent years. Proposals are expected to describe how other sources of funding will be obtained to sustain Skill Panel activities subsequent to the completion of grant funding. Bidders seeking a description of the breadth of Skill Panel activities should consult <http://www.wtb.wa.gov/IndustrySkillPanel.asp> on the Workforce Board's website <http://www.wtb.wa.gov/>

In December 2007, the Workforce Board awarded \$600,000 in Skill Panel grants to seven new Skill Panels and \$170,000 for ongoing operations of eight Skill Panels. See: http://www.wtb.wa.gov/Documents/skillpanelawards2007_000.pdf Investments of this magnitude cannot be sustained unless the Workforce Board can evaluate the concrete benefits of these activities to local businesses, workers, and educational communities. The Workforce Board has asked Skill Panel bidders to build evaluation components into their proposals to gather information that could be used to evaluate Skill Panels.

The deliverables from this procurement will be used to provide a sample evaluation and documentation of how to collect data and analyze results.

DELIVERABLES DESIRED BY THE WORKFORCE BOARD:

The Workforce Board seeks a bidder who will:

- Conduct an independent evaluation of the results of existing Industry Skill Panels in Washington State by reviewing the activities and results of four to six Skill Panels.
- Provide technical assistance to the Workforce Board by developing and documenting data collection plans and evaluation plans that could be used by the Workforce Board and its grantee Skill Panels to conduct evaluations of Skill Panel activities.

The Workforce Board has a strong interest in learning about the impacts of Skill Panels on businesses (employers) and how to measure those impacts. Many studies have measured impacts of workforce activities on trainees. Few have measured the impacts on their employers. We also have a strong interest in using performance measures developed by the National Governors' Association to measure the impacts of sector strategies. These are described in pages 5-7 of this RFP.

The evaluation of the results of Industry Skill Panels should answer the following research questions, based on data collected on at least four Skill Panels:

- What problems were/are the selected Skill Panels trying to solve?
- Did/do Skill Panels have a convincing logic model showing that their activities were likely to impact the problem(s) they addressed?
- What were/are the Skill Panel deliverables?
- How many employers and workers were/are affected and what effects are measured?
- Did the Skill Panels address potential barriers to training faced by trainees, and how did they do so?
- How effective and comprehensive were the partnerships developed by Skill Panel sponsors?
- Are Skill Panel activities valued by participants and likely to be sustainable beyond the end of grant funding?

The technical assistance regarding data collection and evaluation plans should supply descriptions of data collection plans including but not limited to:

- Release forms to allow collection of administrative data from the Unemployment Insurance system
- Data collection forms used to collect data from employers or panel members including instructions

- Questionnaires used to survey employers, workers, or panel members including instructions
- Sources of labor market information on workforce training results or industry performance in local areas, including URLs or other information necessary to access the data plus instructions for data use
- Recommendations to the Workforce Board and Skill Panel users on the most practical and economical ways to collect outcome data and evaluate Skill Panels
- Instructions for data collection and evaluation suitable for inclusion in Skill Panel requests for proposals.

SCHEDULE

The Workforce Board anticipates that work on this activity will begin by April 7, 2008. All work activities must be completed and funds spent by June 30, 2008.

Activity	Date
Application Guidelines Electronically Mailed	Tuesday, February 19, 2008
Bidders' Conference Call	Thursday, February 28, 2008
Due Date for Application	Monday, March 10, 2008
Grant Review Committee Convenes	Week of March 10, 2008
Grantee notified of selection	Friday, March 14, 2008
Contract Negotiated and Signed	Friday, March 21, 2008
Work on Contract Begins after 10 working-day OFM Review Period	Monday, April 7, 2008
Progress Report	Friday, May 16, 2008
Draft Technical Assistance Document	Friday, May 30, 2008
Draft Skill Panel Evaluation	Friday, June 13, 2008
Evaluation and Technical Assistance Documents Due to the Workforce Board	Monday, June 30, 2008

FUNDING

The Workforce Board has budgeted an amount not to exceed eighty-five thousand dollars (\$85,000) for this project. Funds may not be spent on work done after June 30, 2008.

FURTHER DETAIL ON EVALUATION QUESTIONS

Bidders should evaluate the Skill Panels they select for study using outcome measures similar to those proposed to Skill Panel bidders in the Workforce Board's Request for Proposals for Model Industry Skill Panels dated November 28, 2007. That RFP provided examples of outcome measures from which bidders could choose to measure impacts on workers, businesses, quality and effectiveness of partnerships, and sustainability. These measures are modeled on sector strategy impact measures developed by the National Governors' Association. Bidders should use outcome measures included in this list. Further information on the National Governors' Association's sector strategy approach may be found at: <http://www.nga.org/Files/pdf/06STATESECREG.PDF>

Examples of Outcomes Measures

A. Measuring Impact on Workers

Priority Measures (Measured separately for new hires and incumbent workers)

- Percent of participants employed during the second quarter after the end of training, and as a separate measure, the percent employed during the fourth quarter after training.
- Earnings level of participants during the second quarter after the end of training, and during the fourth quarter after training.
- Percent of participants achieving a locally-defined self-sufficiency standard of earnings during the second quarter after training, and the percent during the fourth quarter after training.
- The difference between the level of earnings during the third and fourth quarters after training and the level of earnings during the third and fourth quarters prior to training divided by the number of participants with employment during all four quarters (measured for incumbent workers only).
- Percent and number of participants that attained a formal, industry-recognized credential.

Other Measures

- Percent of participants who advance to a position of higher skill or responsibility at 6 months and 1 year after training.
- Percent of participants who remain in the industry sector during the second quarter after training and during the fourth quarter after training.
- Percent of workers with employment-related benefits during at 6 months and 1 year after training.
- Number of participants attaining a Work Readiness or equivalent certificate.
- Number of participants attaining a higher ABE/ESL level (pre and post testing on standardized test).
- The number of college credits received by participants.
- Number of participants with documented understanding of career pathway or lattice in industry.

B. Business Impact Measures

Employers have enough workers with the right skills to grow and prosper

- Workforce Expansion or Improvement
 - Number of quality, new hires generated by industry partners (# per period)
 - Promotions (# or % per period)
 - Reduced vacancy rates
 - Reduction in time to hire (days over a period of time)
- Workforce Stabilization
 - Percent of increase in employee retention (% at end of year)
 - Percent of employee turnover (% per year)
- Safety measures
 - Reduced worker compensation filings (#)
 - Reduction in safety violations or safety incidents (#)

Employers enjoy improved productivity, efficiency, innovation, and competition

- Customer satisfaction/Quality measures
 - Increased customer satisfaction as determined by customer or supervisory survey data (score)
 - Reduction in error rate or scrap rate (percent)
- Cost savings/cost of doing business measures
 - Recruitment costs
 - Temporary labor
 - Scrap or Rework
 - Process Improvements
 - Education costs
 - Cost Efficiencies/Economies of scale
- Revenue gain/market expansion measures
 - Additional revenue generated (\$)
 - Sales generated (\$)
 - New markets entered (Listing)
 - New products or services developed (# or listing)
- Ratio of public and private dollars invested in project

C. Quality and Effectiveness of Partnership Measures

Planning, Information and Data has been turned into Consensus and Action

- Partnership has turned planning, information, and data into consensus and action, for example:
 - Root Cause Analysis of the business problem has been conducted using industry input and regional labor market and economic data
 - Skill Gap Analysis is based upon primary and secondary data
 - Specific needs of industry are articulated through data analysis
 - Plan of action developed to address the specific needs of businesses, including
 - ✓ Identification/recruitment of appropriate key partners
 - ✓ Clear goals/objectives have been established for the partnership
 - ✓ Road map is created with direct line of sight between goals and outcomes

Partnership Development, Management and Capacity

- Convener can clearly articulate the capacity to convene and engage partners and manage the partnership
- Systems have been developed to transfer information needed for continuous quality improvement, such as:
 - Articulated lines of authority
 - Evidence-based decision making protocols; clear decision-making structure
 - Articulated roles and responsibilities, including commitment of partners demonstrated by time, in-kind, cash, or other contributions
- Partnership has identified and developed a response to learning or capacity-building needs of conveners and partners
- Signed Memoranda of Agreement in place for each partner

Partnership has aligned strategies to address the Worker Pipeline with Industry Needs

- Employer partners: Strategies are developed to support Best Human Resource practices as identified by panel employers
- Public partners: Strategies are developed to address barriers to success for individuals entering and advancing careers in targeted industry
- Career ladders are identified, described, and developed

D. Sustainability Measures

- Evidence provided of on-going or new public and private cash and in-kind resources including foundations and fee for service
- Continuous improvement process is in place to:
 - Learn what works;
 - Document what works and what does not work (lessons learned);
 - Expand strategies to scale, for example, continuation of best hiring practices, career ladder promotions, training support policies, support services, curricula revisions, new course development, expanded accessibility to training, etc.)
 - Document recommendations for policy and/or program changes that, if implemented, would result in system change and increased system performance.

Sustainability of the Partnership

- Evidence is provided that the Skill Panel Partnership has self-assessed its impact on the specific needs of industry, implemented a continuous improvement process to maximize the efficacy of the panel work.
- Evidence demonstrates that the Partnership is evolving in order to remain effective, and has changed its sustainability plan as appropriate (including the possibility of expansion, mergers, dissolution, or other changes)
- Evidence in the form of a replication document is provided that documents the evolution of the Industry Skill Panel from its inception to a deeply integrated partnership that has transformed how regional skill gaps are identified, addressed, and closed. Step by step, the reader can follow the Skill Panel's progress and learn from the successes and challenges that have allowed the region to effectively respond to the changing and challenging needs of business. The document will illustrate how the convener and partners conducted a fresh examination of regional workforce skill needs and built on lessons learned from their experience.

The priority measures of impacts for workers will be impractical for bidders to measure directly. These are measures of employment and earnings during the second, third, and fourth quarter after training for workers who received training designed or affected by Skill Panel activities. Such measures are typically calculated using Unemployment Insurance Wage Records maintained by the Washington State Employment Security Department (ESD). The Workforce Board can calculate these results under its data sharing agreements with ESD provided the bidder can supply us with the Social Security Numbers, training dates, and employers of workers who received training developed or modified by Skill Panel activities. Bidders should collect this information and permission to use this information for evaluation purposes as part of the evaluation deliverable. Bidders should document methods that Skill Panels and/or the Workforce Board might use to identify trainees and collect the information needed for matching as part of their technical assistance documentation.

Measures of impact for employers will need to be collected either from the employers affected by Skill Panel activity or from secondary sources, if possible. Identification of employers participating in and affected by Skill Panel activities will allow the Workforce Board to obtain ESD data on business employment patterns. It is possible that some useful information on local industry employment may be available from the US Census Bureau, Bureau of Labor Statistics, or other published sources. Additional data may need to be collected directly from affected employers. Bidders will need to document data collection methods in their evaluation document and supply worksheets and suggestions on methods that Skill Panels and/or the Workforce Board might use to obtain this information as part of their technical assistance documentation.

Measures of the quality and effectiveness of partnerships and sustainability will need to be collected primarily from Skill Panel operators or members. Methods used to obtain this information should be documented in the evaluation document and also described in the technical assistance documentation.

SUGGESTED LIST OF SKILL PANELS TO BE EVALUATED

Given the short time available in which to complete work, the Workforce Board has identified a list of eight Skill Panels for potential inclusion in this evaluation. This maximizes the likelihood of finding and documenting successful results. This should make it easier to develop and document evaluation practices that can be adopted by Skill Panels. The list of Skill Panel conveners/industries includes:

Centralia College – Energy Production Technology, Barbara Hins-Turner,
Phone: (360) 736-9391, bhin-turner@centralia.ctc.edu

Greater Spokane, Inc (Spokane Chamber of Commerce) – Advanced Manufacturing, Amy Johnson,
Phone: (360) 459-4119, ajohnson@greaterspokane.org

Northwest Workforce Development Council – Marine Technology, Gay Dubigk,
Phone: (360) 676-3206, gdubigk@nwpic.bellingham.wa.us

Seattle-King Workforce Development Council – Life Sciences, Helena Hillinga Haas,
Phone: (206) 448-0474, HHaas@seakingwdc.org

South Central Workforce Development Council – Food Processing, David Gonzales,
Phone: (509) 574-1950, david.gonzales@co.yakima.wa.us

Eastern Washington Partnership Workforce Development Council – Health Care, Tom O'Brien,
Phone: (509) 684-8421, tobrien@ruralresources.org

Northwest Workforce Development Council – Health Care, Gay Dubigk,
Phone: (360) 676-3206, gdubigk@nwpic.bellingham.wa.us

Tacoma-Pierce County Workforce Development Council – Health Care, Linda Nguyen,
Phone: (253) 472-8094, lnguyen@pic.tacoma.wa.us

Bidders should propose inclusion of a minimum of four Skill Panels in their program evaluation, including no more than one Health Care Skill Panel.

ADDITIONAL INFORMATION

If you have any questions on Skill Panels, please contact Mike Brennan at (360) 507-3171 or mbrennan@wtb.wa.gov. The Workforce Board will schedule a Bidders' Conference Call to field questions regarding this proposal on February 28, 2008. The Workforce Board will post a summary of questions and answers stemming from the technical assistance process on its website at www.wtb.wa.gov/.

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SECTION TWO – APPLICATION GUIDELINES

APPLICATION PROCESS

Applicants may submit their proposals in electronic or hard copy form. In either case, proposals and attachments to the Workforce Board no later than **5:00 PM Friday, March 10, 2008**. If hard copies are sent, please send an **original and six (6) copies** of your proposal.

Deliver materials to:

Yvonne Chase
Workforce Training and Education Coordinating Board
128 10th Avenue SW
PO Box 43105
Olympia, WA 98504-3105
(360) 586-4530
y Chase@wtb.wa.gov

Bidders mailing proposals should allow for normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator. Late proposals will not be accepted and will be automatically disqualified from further consideration. On submission of electronic proposals and attachments, bidders are advised to contact the RFP Coordinator by telephone to provide notice that they have been sent. This will allow us to check to make sure that proposals have not been trapped in our computer SPAM filters.

All proposals and any accompanying documentation become the property of the Workforce Board and will not be returned.

PROPOSAL FORMAT

All proposals must be on 8.5 by 11” inch paper, typed in font size no smaller than 12-point, with tabs or cover pages separating major sections. The major sections shall include a **Letter of Submittal**, a **Technical Proposal**, a **Management Proposal**, and a **Cost Proposal**. **The combined length of the three proposals shall not exceed 25 pages (excluding contact information, cover pages, references, and resumes).**

Part 1 - Technical Proposal

The Technical Proposal must contain work requirements necessary to produce the deliverables described in this RFP. The proposal will outline the proposed approaches, methodologies, work plan, and time frames necessary to accomplish the tasks. The work plan should state which staff would be assigned to each activity.

The technical proposal should specify which Skill Panels will be evaluated or supply a methodology and time frame for selection of Skill Panels to evaluate, describe the measurement approaches that will be selected and documented, and provide an outline of the proposed deliverables. The successful bidder may modify these

outlines after the project is underway. The aim of requesting an outline is to get an idea of the scope of work that the bidder expects to accomplish and the way in which they plan to organize their reports.

Part 2 - Management Proposal

The Management Proposal must contain the information regarding the firm, staff qualifications, related experience, and references as requested in Attachment C, Management Proposal. The management proposal must contain equivalent information for any planned subcontractors. Due to the short time available, we anticipate that work may need to be done by multiple consultants. Consulting firms may have no difficulty providing multiple staff members to perform needed work. Groups of consultants may bid jointly to provide requested services, but must specify who the lead contractor will be for contracting purposes, and must propose a management scheme that will make sure that the required work will be done. The management proposal should include a project plan including project steps and staff assigned to necessary activities. The proposal will include a project schedule specifying how the bidder will produce the evaluation report and technical assistance documents by the end of June 2008.

Part 3 - Cost Proposal

It is anticipated that this will be a fixed-price contract. Bidders should submit a sufficiently detailed budget including staff costs and major non-labor expenses to allow the bid selection team to assess whether the bidder can accomplish the proposed work within the proposed payment amount. Proposals will be evaluated, in part, on the scope of evaluation and documentation activities the bidder supplies for the dollar amount the bidder requests for work on this project.

Bidders should propose a fixed price to be paid at completion of the first progress report, a price for completion of the Skill Panel evaluation, and a price for completion of the Technical Documentation. Total cost may not exceed \$85,000.

SIGNATURES

The Letter of Submittal must be signed and dated by a person authorized to legally bind the bidder to a contractual relationship (e.g., the president or executive director if a corporation, appropriate dean if a university, the managing partner if a partnership, or the proprietor if a sole proprietorship).

PRE-PROPOSAL QUESTIONS

The Workforce Board will accept questions concerning this RFP via fax or e-mail until 5:00 pm Pacific Time, February 29, 2008 in Olympia, Washington at (360) 753-5661 or cwolfhagen@wtb.wa.gov Please telephone Yvonne Chase, RFP Coordinator, at (360) 586-4530 or Barbara Mix, Secretary Administrative at (360) 586-3322 if any special accommodations are required to submit questions. The Workforce Board will also schedule a conference call on February 28, 2008 to receive questions and discuss the desired services.

A copy of the questions and answers to all questions will be sent to each prospective bidder who received a copy of the RFP. The Workforce Board shall be bound only to written answers to questions. Any oral responses given shall be considered unofficial.

FAILURE TO COMPLY

The bidder is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive. Each proposal must provide evidence of the ability to implement all or most RFP tasks as a complete package. Bids for single tasks will be deemed non-responsive. Bids from teams under the auspices of one major bidder are acceptable.

REJECTION OF PROPOSALS

The Workforce Board reserves the right, at its sole discretion, to reject without penalty any or all proposals received. The final selection, if any, will be that proposal which, in the opinion of Workforce Board after review of all submissions by the Proposal Review Committee, best meets the requirements set forth in this RFP and is in the best interest of Washington State. The Workforce Board also reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

SELECTION IN THE EVENT OF CLOSE SCORES

When evaluation of the proposals produces numerical ratings that are substantially equivalent (i.e., scores separated by less than 3 percent of the total available points), the Workforce Board reserves the right to award the contract to the bidder whose proposal is deemed to be in the Workforce Board's best interest. Criteria defining the best interest of Workforce Board and procedures to be followed will be communicated to affected bidders in the event of a tie.

REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of the RFP, addenda will be provided to all persons who receive the RFP. If any prospective bidder has reason to doubt whether the Workforce Board is aware of the bidder's interest, it is incumbent on the bidder to notify the Workforce Board to be sure that addenda are received. Mail, fax, or call such notice to the RFP Coordinator.

MOST FAVORABLE TERMS

The Workforce Board reserves the right to make an award in whole or in part without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms that the bidder can propose. There will be no best and final offer process. Bidders should be prepared to accept language from this RFP and their own proposal for incorporation into the contract resulting from this RFP. It is understood that the proposal will become a part of the official file on this matter without obligation to the Workforce Board.

OBLIGATION TO CONTRACT

This RFP does not obligate Washington State or the Workforce Board to contract for services specified herein.

AUTHORITY TO BIND THE WORKFORCE BOARD

The Workforce Board Executive Director or her designee are the only individuals who may legally commit the Workforce Board to the expenditures of public funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of either a fully executed contract or specific written authorization from the Executive Director or designee.

COSTS TO PROPOSER

The Workforce Board will not be liable for any costs incurred by the bidder associated with the preparation of a proposal submitted in response to this RFP.

LEVEL OF SUPPORT

The Workforce Board will not be responsible for supplying material or logistical support to the contractor beyond what is specifically identified in the technical specifications. Workforce Board staff will be available for technical consultation and to identify other organizational entities and key personnel relevant to the conduct of the evaluation.

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ATTACHMENT C – MANAGEMENT PROPOSAL

The following information should be provided as part of the Management Proposal. Any bidder intending to subcontract any of the proposed work shall submit this information for each proposed subcontractor.

A. Identifying Information

1. Name, address, fax, and telephone number of the legal entity with whom the contract is to be written.
2. Name, address, e-mail, fax, and telephone numbers of principal officers (president, vice president, treasurer, chairperson of the board of directors, etc.).
3. Legal status of the bidder (public agency, nonprofit, corporation, etc.) and year entity was established.
4. Federal employer ID number.
5. Washington State Uniform Business Identification number issued by the Department of Revenue. Registration for a UBI costs \$20.00 and is available by calling 1-800-647-7706.
6. Name of the project manager.
7. If the bidder or any party named in A.1, A.2, or A.6 (above) is, or was, an employee of the state of Washington in the past 24 months, indicate his/her social security number, job title, employing agency, and separation date.
8. Bidders who employ or have on their governing board as of the date of their bid, Washington State employees or former Washington State employees shall identify such persons and their positions and responsibilities within the bidder's organization.

B. Experience of the Bidder

Please describe your team's experience with the methods and subject matter of this study. Indicate the experience the bidder has had, if any, in the following areas:

1. Conducting evaluations of the effectiveness of business organizations, educational programs supporting employers, and public-private partnerships. Bidders should describe the methodologies used.
2. Conducting studies of education and employment and training programs. Bidders should list the programs that were evaluated.
3. Collecting data from workers, employers, and educational institutions on employment results, business efficiency, student enrollments, and changes in business or educational practice.
4. Preparing written results of evaluation activity and written documentation of data collection procedures.
5. Other Experience. Describe any other experience supporting your qualifications for the contract.

C. Project Management

1. Describe the proposed project staffing/organization your team will use during the course of the project.
2. Identify staff who will be assigned to the contract. Indicate the responsibilities and qualifications of key staff and how much time each will be assigned to the project. Provide resumes for all key staff. All bidders must commit that the key staff identified in its proposal will actually be assigned to this project. Any substitution must have the approval of Workforce Board.

3. Provide an organizational chart indicating the lines of authority for personnel involved in performance of the potential contract. This chart must also show lines of authority to the next senior level of management. If subcontractors are used, describe lines of authority and process for managing accountability for the final product.
4. Identify who within the team will have final authority for the work.

D. Project Plan and Schedule of Activities

The bidder should supply a project plan and schedule of activities showing how the required research tasks will be accomplished within the contract time frame. The plan should identify which staff will be working on which activities. If your proposal involves travel to Skill Panel sites to collect information locally, describe a travel plan and schedule that will get project staff to the necessary locations in time to collect information needed for reports.

E. Process for Responding to Changing Requirements

The bidder should identify the process by which it will be able respond to delays, schedule changes, or other unanticipated barriers to project completion. Ability to respond to unexpected contingencies will be important, as no work beyond June 30, 2008 may be charged to this project.

F. Bidder References

1. List all contracts over \$100,000 with Workforce Board and/or other Washington State agencies during the last five years. Provide the name of the contracting agency, period of performance, contact person in the respective agency and telephone number, and a brief description.
2. List any contracts the bidder or subcontractors may have had during the last five years that relate to the bidder's ability to perform the services called for under this RFP. List contract titles, name of contracting agency, period of performance, contact persons and telephone numbers, and provide a brief description.
3. Supply names, addresses, and telephone numbers of three client references, and briefly describe the type of service provided in the contracts.
4. Indicate if the bidder has had a contract terminated for default in the last five years. Termination for default is defined as notice to stop performance, which was delivered to the bidder due to the bidder's nonperformance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the bidder, or (b) litigated and determined that the bidder was in default.

NOTE: If the bidder has had a contract terminated for default in this period, then the bidder shall submit full details including the other party's name, address, and telephone number. The Workforce Board will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the bidder's past experience.

5. By naming them in the proposal the bidder grants permission to the Workforce Board to contact all references.

G. Minority and Women-Owned Business (MWBE) Participation

In accordance with the legislative findings and policies set forth in Chapter 39.19 RCW, Washington State encourages participation in all of its contracts by MWBE firms certified by the Office of Minority and Women Owned Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this solicitation or as a subcontractor to a Bidder/Proposer.

However, unless required by federal statutes, regulations, grants, or contract terms referenced in the contract documents, no preference will be included in the evaluation of bids/proposals, no minimum level of WMBE participation shall be required as a condition for receiving and award and bids/proposals will not be rejected or considered non-responsive on that basis. Any affirmative action requirements set forth in federal regulations or statutes included or referenced in the contract will apply.

Bidders who are certified as MWBE or whose proposals include subcontracts with firms certified as MWBE are encouraged to provide proof of certification in the management proposal. Identification of MWBE bidders will help Workforce Board to determine whether it has provided notice to potential contractors in a manner reasonably designed to provide MWBEs capable of performing this work the opportunity to respond.

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ATTACHMENT D – PROPOSAL CHECKLIST AND SCORING CRITERIA

A. Proposal Checklist (Please do not return this with your application)

Logistics

- Application due by 5 p.m. on Monday, March 10, 2008. Six (6) copies, one with original signatures should be supplied if physical copies are delivered. Electronic delivery of applications is also acceptable. Signatures on electronic applications should be supplied by saving a PDF file containing the required signatures. Call the RFP coordinator after submission of electronic applications so that we can verify receipt.
- Application submitted on standard 8½” x 11” white paper (one side only).
- Font size no smaller than 12-point type.

Proposal Elements

- Cover page with project summary and applicant organization signature.
- Technical, Management, and Cost Proposals supplied
- Technical Proposal, Management Proposal, and Cost Proposal (combined) are no more than 25 pages (excluding Cover Page, Identifying Information and References in the Management Proposal, and Staff Resumes)

B. Evaluation Scoring Criteria:

Proposals will be evaluated by a panel of reviewers scoring proposals on the following criteria:

○ Technical Proposal	50%
Includes scope of evaluation offered, number and types of Skill Panels to be evaluated, evaluation measures proposed, scope of data collection proposed, and quality of proposed reports and documentation.	
○ Management Proposal	40%
Includes qualifications and experience of staff, organization and management of work tasks, and proposed work plan.	
○ Cost Proposal	10%
Total cost and level of expenditure on proposed work activities will be reviewed.	
Total Score	100%