Sector Advisor Services
Request for Proposals
DBEA-OWO 2019-0003

Issue Date: December 4, 2019
Title: Sector Advisor Services
Issuing Agency: State of New Hampshire
Department of Business and Economic Affairs
Office of Workforce Opportunity
100 North Main St.
Concord, NH 03301

Period of Contract: January 31, 2020 - January 31, 2022
(Two-year renewal option upon G&C approval)
Proposal Deadline: Monday, December 23, 2019 by 4:00 p.m.

Send all inquiries for information to Jacqueline.Heuser@livefree.nh.gov

Proposals may be emailed, sent via a postal service or hand-delivered. Mail proposals to the Department of Business and Economic Affairs at the address listed above. If proposals are hand-delivered, deliver to the Office of Workforce Opportunity at the Department of Business & Economic Affairs office at 100 Main St., Concord, NH. Send proposals via email to Jacqueline.Heuser@livefree.nh.gov.
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1. **Purpose**

The Department of Business and Economic Affairs, Office of Workforce Opportunity (DBEA/OWO) is soliciting a Request for Proposal (RFP) on behalf of the State Workforce Innovation Board (Board). The RFP is an opportunity for specific organizations and/or individuals to submit proposals to serve as a Sector Advisor for one or more of the following industry clusters:

- Manufacturing
- Hospitality
- Healthcare
- Technology
- Construction

The role of the Advisor contributes substantially to the mission of the State Workforce Innovation Board (SWIB) and the goal set forth by the State Sector Partnership Initiative, which is to bring together workers and employers as well as public and private sources of training and funding. Sector Advisors focus on creating pathways to employment by building valuable partnerships among businesses, education, and workforce entities.

The ideal applicant must be capable of convening multiple partners to achieve the goals of the SPI, preferably via leveraging existing and new relationships with industry partners, workforce development programs, education institutions, training providers and economic development organizations in the State. Specifically, the Sector Advisor will bring together employers and workers, public and private funding streams and relevant partners to *create and implement pathways to career advancement and employment within the identified sector*. Sector Advisors integrate a wide variety of resources, build partnerships with other providers, and focus on achieving agreed upon outcomes. They are the “driver” of systems-building efforts.

The proposed services will be funded under the Workforce Innovation and Opportunity Act of 2014, P.L.113- 128, 10% Discretionary Funds; CFDA# 17.258, 17.278, and 17.257.
The following graphic from the National Governor's Association illustrates the linkages between sector partnerships and career pathways.

**SECTOR PARTNERSHIP**

Strategic Partners create a career pathways system based on industry needs

Partnership synergies reverberate back

**INDUSTRY MEMBERS**

Input from industry

**STRATEGIC PARTNERS**

**HIGH SCHOOL** (Diploma or equivalent)

**ADULT BASIC EDUCATION** (Credential)

**WORKFORCE TRAINING** (Certificate)

**UNIVERSITY** (Program)

**COMMUNITY COLLEGE** (Degree or certificate)

**ORGANIZED LABOR TRAINING/APPRENTICESHIP** (Certificate)

ENTER WORKFORCE

RETRAINING

Workers graduate with industry-approved credentials that get them hired

**INDUSTRY CLUSTER**

Small Businesses

Intermediate Firms

Large Businesses

Social/Community Services
2. **Project Overview**

The Office of Workforce Opportunity (OWO) is seeking organizations and/or individuals to serve as an Advisor to achieve the goals set forth for the Sector Partnership Initiative (SPI).

OWO is seeking a professional individual or entity with an understanding of the State's Sector Partnership Initiative and its role in increasing the economic vitality of New Hampshire’s economy.

The Selected Vendor must exhibit and provide the following:

- The Selected Vendor must produce deliverables as defined in the ensuing contract.
- The Selected Vendor will have demonstrated the ability to establish strategic partnerships that are mutually rewarding.
- The Selected Vendor must appreciate the opportunities and challenges related to working with a highly visible government entity such as BEA that continually represents New Hampshire’s workforce development efforts, and promotes continuous improvement.
- The Selected Vendor will engage in working with the BEA Sector Project Administrator to fine-tune expectations and deliverables specific to the Scope of Work.

In regards to costs, OWO will consider reasonable costs consistent with the existing business practices of the respondent. Costs for same/similar services may vary by entity based on unique capacity and infrastructure supports. Cost-effective proposals that leverage the networks and technical support of associations and/or other natural intermediaries are encouraged. OWO will negotiate individually with each entity qualified to provide Advisor services to determine funding.
3. Definitions

a) “Sector Partnerships Initiatives” (SPI) refers to sector initiatives (also called Sector Partnerships) that are regional, employer-driven partnerships of industry, education and training, and other stakeholders that focus on the workforce needs of key industries in a regional labor market. Sector initiatives rely on industry champions to elevate awareness and credibility to the program. Sector Advisors (or conveners), engage employers and other key stakeholders; develop expertise in the industry of focus; and coordinate information and resources to develop and implement effective and coordinated workforce solutions. More information can be found on SPI at the following site: https://nhsectorpartners.org/

b) The Sector Advisor is the primary coordinator of sector activities including organization, outreach, meeting preparation, and convening a focal point for sector communications. See Roles and Responsibilities in Section 4 of the RFP.

c) The Sector Champion is a business representative(s) in a leadership role for the industry within the state: i.e., the face of the partnerships in their sector. The Sector Champion leads the activities that promote the goals and objectives of the sector. See Roles and Responsibilities for more details.

d) A career pathway system aligns public partners and engages them in a continuous conversation that is led by industry to ensure that job-seekers and students move seamlessly through and among support programs, educational institutions, training opportunities, and work-based experiences to build skills and credentials that meet industry demand and prepare them for jobs and careers

e) Manufacturing Sector Partnership is comprised of various stakeholders with an interest in the sustainable success of the manufacturing industry in the state. This sector supports over 67,000 workers across approximately 1,950 business entities. It is one of the major economic drivers for the state.

f) Hospitality Sector Partnership is comprised of various stakeholders interested in the sustainable success of the hospitality industry in the state. This sector supports over 68,000 workers across 4,500 business establishments including hotels, resorts, inns, restaurants, and attractions. It is a significant contributor to the state’s economy particularly in the northern part of the state.
g) Technology Sector Partnership is comprised of various stakeholders with an interest in the sustainable success of the technology sector. Technology has the unique characteristic of playing a key role in all industry sectors. This sector supports approximately 61,000 workers in the professional, scientific, and technical services and finance and insurance industries.

h) Construction Sector is comprised of various stakeholders interested in the sustainable success of the Construction Industry. The SPI has identified a wide-range of sub-sectors within this industry cluster, including workforce development activities specific to the construction of housing and business facilities, bridges, dams, drinking water, energy, hazardous waste, ports, rail, roads, solid waste, storm water and waste water.

i) Health Sector is comprised of various stakeholders interested in the sustainable success of the Health Care Industry. The SPI has identified a wide-range of sub-sectors within this industry cluster, including workforce development activities specific to registered nurses, licensed practical nurses, licensed nursing assistants, health care workers, and other health care deliver occupations in demand in New Hampshire.

j) “Selected Vendor” refers to the entity/Offeror responding under this Request for Proposals (RFP) with which the Office of Workforce Opportunity (OWO) negotiates a contract. The terms in this RFP referring to “Selected Vendor” represent contract terms that will be a part of the final contract.

k) “Offeror” refers to any individual, corporation, partnerships or agency that responds in writing to this RFP.

l) “State” refers to the State of New Hampshire.

m) The “Contract” is the resulting contract entered into between DBEA/OWO and the Selected Vendor.

4. Roles and Responsibilities of Key Sector Positions

Sector Champions
• Serve as industry face of the partnerships; host partnerships meetings and promote the partnerships at industry meetings/events, in the media, in public hearings, and in other venues

• Assist Advisors to create and implement pathways to career advancement and employment within the identified sector i.e., career pathways system
• Access diverse financial resources from public, private, and philanthropic sources to support workforce services, and sustain the partnership

• Assist Advisors with recruiting stakeholders/champions in every region for active engagement

• Recruit employers to participate in partnership meetings and other events

• Work with employers and other partners to develop short/long term strategies based on industry input and suggestions, in collaboration with the Sector Advisor

• Participate in workforce development and education strategies, such as reviewing curriculum and providing work-based learning opportunities, as appropriate

Sector Advisors

• Create and implement pathways to career advancement and employment within the identified sector i.e., career pathways system

• Access diverse financial resources from public, private, and philanthropic sources to support workforce services, and sustain the partnership

• Guide the planning process e.g. identify the Sector Partnership goals and work plan

• Coordinate partnership meetings –set agendas, prepare materials and secure a venue, as well as follow-up after partnership meetings, providing meeting summaries and next steps

• Actively recruit stakeholders/champions in every region for ongoing engagement

• Engage workforce system, education and training providers, community-based organizations, and other key stakeholders in partnership meetings
• Help align the education, training, and other workforce services in regions to eliminate gaps in service, reduce duplication of effort, and assure a seamless delivery of workforce services

• Build and maintain database of stakeholders
• Facilitate solutions and action steps at partnership meetings to advance progress on strategy

• Develop an internal/external communication plan, to update employers, workforce development stakeholders, and state and regional leadership

• Serve as a single point of contact on all inquiries relating to the partnership

• Provide regular updates/information sharing to the State Workforce Board Sector Development committee.

5. Scope of Work

Provide direct and ongoing support necessary to organize key stakeholders in an industry sector into a business-led working group that focuses on the shared goals and human resource needs of the industry cluster. Specifically, the entity or individual selected to serve, as an Advisor for one or more of the identified industry clusters shall be responsible for the delivery of the services outlined below.

Deliverables

Providing staff to perform the role and responsibilities of the Sector Advisors. The following are required for developing a robust sector initiative focused on creating and implementing pathways to career advancement and employment within the identified sector:

a) Meeting Planning, Coordination and Support

• Coordinate partnership meetings – set the agenda, prepare materials, secure venue, and taking minutes/notes that articulate next steps.
- Facilitate solutions and action steps at partnership meetings to advance progress on strategy.

- Engage workforce system, education and training providers, community-based organizations, and other key stakeholders in partnership meetings.

- Serve as a single point of contact on all inquiries relating to the partnership.

b) Work Plan – Development and Implementation

- Guide a planning process to identify the Sector Partnership’ goals and strategies for achieving goals.

- Collaborate with stakeholders to implement strategies.

c) Communication, Recruitment, Outreach, and Marketing

- Develop an internal/external communication plan, designed to keep key stakeholders informed.

- Recruit stakeholders/champions across the State for active engagement.

d) Data Management and Reports

- Build and maintain a database of stakeholders to support outreach, communication, and program development.

- Publish monthly progress and activities reports specific to partnership development and contract deliverables.

e) Leveraging Resources

- Work to align the education, training, and other workforce services in regions assisting to eliminate gaps in service, reduce duplication of effort, and assure a seamless delivery of workforce services.

- Access diverse financial resources from public, private, and philanthropic sources to sustain the Sector Initiative.
f) Career Pathways

- Create career pathway systems that aligns public partners and engages them in a continuous conversation with industry.

- Develop partnership led by businesses that works to ensure job-seekers and students move seamlessly through and among support programs, educational institutions, training opportunities, and work-based experiences to build skills and credentials that meet industry demand and prepare them for jobs and careers.

- Identify and maintain career pathways specific to industry needs; coordinate with exiting career pathway efforts.

g) Performance Metrics

- The Offeror must develop a set of metrics for measuring success i.e. return on investment.

- Performance outcomes shall be easily managed and available to share with stakeholders, including the State Workforce Innovation Board. The following link provides an example from the State of Colorado, of metrics that might be considered: https://www.colorado.gov/pacific/sites/default/files/CWDC_SectorPartnershipOverview_18-0925.pdf

h) Sustainability

- The Offeror selected for contract will be required to demonstrate a commitment to securing non-government funds representing no less than 25% of costs for sustaining the initiative after the first year of the contract period. Funding for 75% of costs in year two shall be contingent upon achieving goals, as determined by the Workforce Board, and availability of federal funds.

- The Offeror shall track and report on leveraged resources to the State Board (e.g., cash, in-kind, other additional resources contributing to the success of a project) on a quarterly basis.
6. General Requirements

a) Copies and Distribution of Proposal

- The Offeror must submit a complete written response to this RFP via email to Jacqueline.Heuser@livefree.com.

b) Organization and Experience

- Organization/company must be able to facilitate the delivery of workforce solutions that are responsive to the needs of workers and targeted industry sectors.

- Organization/company must be able to measure the effectiveness of sector strategies implemented through the Sector Imitative.

- Organization/company must be able to demonstrate sufficient personnel, policies, vision and resources in place for the ongoing support of sector strategy outcomes.

- Organization/company must provide resumes/portfolios of individuals or subcontractors performing major duties and functions under the proposed contract; include role, responsibility and qualifications.

- Explain previous contracted services provided to State, if any.

c) Financial Standing

- Demonstrate the organizations financial capability to provide the work described in Section 5: Scope of Work. Audited financial statements, or satisfactory alternate proof of financial stability will be required prior to award of contract.
• An Offeror, if requested, must be prepared to present evidence of financial standing necessary to meet the requirements set forth in the proposal.

7. Specific Requirements

The Offeror is required to submit the following items as a complete proposal. Proposals should be as thorough and detailed as possible. Respondents will use the outline below to structure responses.

a) Experience, Qualifications, and Strategic Exercise:

• Complete the attached “Contractor Data Sheet” (Attachment A).

• Complete a written one-page introductory statement including:
  1. Details on experience in providing services as described in Section 5.
  2. Demonstrated expertise of personnel funded under this agreement.

b) Proposal Submissions

• The proposal must respond to all the required information requested in this RFP. Failure to submit this information at the time of bid will render the proposal non-compliant and will result in disqualification.

• Offeror shall provide a thorough description of its plan and approach for accomplishing the requirements of Section 5: Scope of Work.

• Proposals should be as thorough and detailed as possible for the OWO Selection Committee, allowing for the proper evaluation of organization’s capacity to provide the required services.
• Each copy of the proposal must be in a single volume. Proposals must be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. The State is not responsible for the cost of proposals.

• The original copy must remain at DBEA/OWO, available for public inspection/disclosure, subsequent to awarding of the contract. Information considered confidential or proprietary may be marked as such by the submitting party. However, such determinations are not conclusive, DBEA/OWO shall be subject to the provisions and requirements of RSA chapter 91-A (the New Hampshire right-to-know law) when determining what documents are subject to public inspection/disclosure pursuant to a right-to-know request.

c) Budget – Complete Budget and Budget Narrative (Attachment B).

d) A written description of research capabilities and proposed tracking system to measure the effectiveness of programs/tactics recommended.

e) Provide at least two recent references, one of which should be from an economic and/or workforce development organization. Include contract/service dates and contact information, if applicable.

8. Evaluation and Award Criteria

a) The OWO Selection Committee will evaluate all proposals for responsiveness to the RFP.

b) All written proposals will be evaluated and scored on the basis of the following criteria (Attachment C), which will be accorded the relative weight indicated in parentheses:

- Organizational Experience and Capabilities (30%)
- Detailed Experience and Qualifications (50%)
- Budget and Budget Narrative (20%)
c) Offeror(s) deemed to be best qualified among the written proposals will be identified based on evaluation factors stated in Section 8.b.

d) The Selected Contractor will be notified in writing. DBEA/OWO and the Selected Contractor shall negotiate a contract containing the terms in the RFP/proposal. If DBEA/OWO is unable to negotiate a satisfactory contract with the first Selected Vendor, DBEA/OWO may undertake negotiations with the next recommended Offeror.

e) The Governor and Executive Council must approve contracts. This process takes approximately four to six weeks after the execution of contract. The contract approved by the Governor and Executive Council (G&C) will be effective upon date of approval by the G&C.

f) Proposed Timetable (Subject to change as necessary)

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9. Conditions

A prospective contractor must be willing to adhere to the following conditions and must positively state so in the proposal.

a) Ownership of Subsequent Products: Any product, whether acceptable or unacceptable, developed under a contract awarded in response to this RFP is to be the sole property of the State of New Hampshire unless stated otherwise in the contract (see clause i. below for additional federal requirements).
b) Conformance with Statutes: Any contract awarded in response to this RFP must be in full conformance with statutory requirements of the State of New Hampshire, as well as all applicable federal statutes. Applicable statutes will cited in the final contract document.

c) Amending/Canceling: The State reserves the right to amend or cancel this RFP, prior to the due date if it is in the best interest of the State, or to correct inaccuracies resulting from clerical errors.

d) Rejection for Misrepresentation: The State reserves the right to reject the proposal of any vendor for misrepresentation.

e) Contract Format: The Selected Vendor (Contractor) will be required to sign or provide the following documentation:

   • Service Contract Form – Form P-37
   • Certificate of Authority. This document is required of the Contractor to certify by vote of the corporation’s board that the person who signs the contract has the legal authority to do so. The Contractor is required to provide this document on corporate letterhead, signed by the Chairman of the Board or similarly authorized person.
   • Certificate of Good Standing document is required for all contracts exceeding thirty days. The New Hampshire Secretary of State’s office certifies that the corporation, partnership, or trade name is registered to do business in New Hampshire. Certificates of Good Standing shall be current and are renewable by April 1 of each calendar year.
   • Certificate of Insurance and proof of Workers’ Compensation insurance as required in Form P37.

f) Speaking on behalf of the State of New Hampshire/DBEA/OWO: The Contractor does not have authority to represent the State’s position to the public or media without the consent of DBEA/OWO.

g) The resulting Contract may be modified only by written amendment, which has been executed and approved by the appropriate parties from the State and Contractor.
h) The State may terminate the Contract without cause by giving the Contractor sixty (60) days written notice before the effective termination date.

i) Intellectual Property Clause Not Compliant – the funds authorized via this RFP are 100% federal funds. The Federal government reserves a paid-up, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use for Federal purposes: i) the copyright in all products developed under the grant, including a sub-grant or contract under the grant or sub-grant, and ii) rights of copyright to which the grantee, sub-grantee or a contractor purchases ownership under an award (including, but not limited to, curricula, training models, technical assistance products, and any related materials). Such uses include, but are not limited to, the right to modify and distribute such products worldwide by any means, electronically or otherwise. If applicable, the following language needs to be included on all products developed, in whole or in part, with grant funds in accordance with the WIOA: