



Area 20 Workforce Development Region
Fairfield - Hocking - Pickaway - Ross - Vinton

REQUEST FOR PROPOSALS FOR
STRATEGIC WORKFORCE ANALYSIS
AND ECONOMY RECOVERY PLAN
UNDER THE WORKFORCE
INNOVATION AND OPPORTUNITY ACT

Local Workforce Area 20
Fairfield County ▪ Hocking County ▪ Pickaway County
Ross County ▪ Vinton County

Email Q&A to area20rfp@co.fairfield.oh.us

Release Date for Request for Proposal: January 9, 2023

Q&A Dates: January 9, 2023 – January 30, 2023

Deadline for Notice of Intent to Propose: January 30, 2023 @ 4 PM EST

Deadline for Proposal Submission: February 6, 2023 @ 4 PM EST

Operation Start Date: February 20, 2023



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1. Requirements and Specifications

1.1. Strategic Workforce Analysis and Economic Recovery Plan Overview

Under the auspices of the Workforce Innovation and Opportunity Act (WIOA), the Area 20 Workforce Development Board (“WDB” or “Board”) of Fairfield, Hocking, Pickaway, Ross, and Vinton counties works in partnership with the Chief Elected Officials (CEOs) of those counties to set the workforce policies for the region. Each county has a CEO that comprises the five-person CEO Consortium. Per the Intergovernmental Agreement of the Area 20 WDB, the Fairfield County Economic Development Department serves as the Administrative and Fiscal Agent for the WDB. In its fiscal capacity, the state recognizes these five counties as Area 21 while it is commonly referred to its administrative designation of Area 20. For purposes of this Request for Proposal (RFP), the area will be referred to as Area 20.

This Request for Proposal seeks an interested, highly qualified firm or individual to conduct a comprehensive labor analysis of each county within Area 20, its labor shed, and the training requirements of its in-demand jobs. The contract will be awarded for February 20, 2023 through May 30, 2023. The deadline for proposal submission is February 6, 2023.

The Area 20 workforce region is comprised of Fairfield County, Hocking County, Pickaway County, Ross County, and Vinton County. The consultant must be able to physically service this area. An organization or individual(s) must bid on the Strategic Workforce Analysis and Economic Recovery Plan for the area in its entirety.

The Area 20 WDB will accept and consider proposals from for-profit entities and non-profit organizations, including but not limited to governmental entities, community agencies, educational institutions (excluding traditional elementary and secondary schools), and faith-based organizations. A consortium of organizations may also bid if the proposal clearly delineates the lead organization and the roles and functions it will provide. Individual(s) may also submit a bid.

Interested parties must have experience in economic and labor analysis: identify appropriate primary and secondary sources of economic, business, labor, and industry trends; must possess the ability to write detailed reports; establish facts and draw valid conclusions; and present findings to the Area 20 Workforce Development Board and other organizations. Proposers must be able to identify meaningful data and reports despite the very recent occurrence of this economic disruption, determine trends in Ohio’s business and labor markets, and provide analysis to the counties in the Area 20 workforce development region.

The Area 20 WDB may decide not to fund part or all of a proposal even though it is found to be in the competitive range, if in the opinion of the Board, the services proposed are not needed or the costs are higher than the WDB finds reasonable in relation to the overall funds available. The Area 20 WDB may choose not to award a contract to the respondent(s) with lowest cost or highest rating when taking into account other factors in balancing services to customers.

The Area 20 WDB will serve in an advisory role with the consultant. It will provide direction to the consultant with the expectation that the consultant will fulfill assigned responsibilities and make decisions on day-to-day activities.

Included in this packet are the evaluation criteria to be used in rating proposals. We strongly urge those interested



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in applying to review these prior to completion of the RFP to understand how the contracts will be scored and awarded.

1.2. Funding

1.2.1. Funding Overview

Funding for the 4-month timeframe of this contract is not to exceed \$100,000. The Payment Schedule is as followed:

Payment	Plan Stage	Date	% of Total Contract
1	Data Sources	February 20, 2023	10
2	Initial Data Analysis and Proposed Strategies	April 3, 2023	30
3	Completion of Plan	May 30, 2023	40
4	Presentations	June 2023	20

The goal of this RFP is to conduct a comprehensive labor analysis of each county within Area 20, its labor shed, and the training requirements of its in-demand jobs. A budget should be created to demonstrate how funding will be used.

This will be a 4-month contract beginning February 20, 2023. Levels of funding shall not be considered final until all respondent appeals, if any, are decided. Respondents will be notified of an award in writing as soon as the decision is known.

Funding is negotiable based on additional needs for individual county economic development organizations.

1.2.2. Budget Period and Amount

The total project expenses of the respondent's line-item budget for the services beginning February 20, 2023 must be less than or equal to the estimated total funding available for this RFP as outlined in Section 1.2.1 Budget forms are provided as **Attachment A**.

1.2.3. Administrative and Program Costs

The selected consultant will be responsible for tracking and reporting costs per WIOA regulations. The maximum allowable administrative cost is 5%. Administrative costs include the following:

- General administrative functions such as accounting, financial and cash management, procurement, property management, personnel management, and payroll;
- Audit functions and those duties associated with coordinating the resolution of findings originating from audits, monitoring, incident reports, or other investigations;
- General legal services;
- Oversight and monitoring of administrative functions;
- Goods and services used for administrative functions;
- Developing systems, including information systems, related to administrative functions; and
- The costs of awards made to subrecipient or vendor organizations for administrative services of the



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awarding agency (for example, a payroll service for staff or participants).

1.2.4. Indirect Costs

Indirect costs are costs incurred by an organization that do not directly benefit any one program or project but indirectly support all aspects of the organization. Any indirect costs projected to be used by your organization should be noted in the budget and be in accordance with the federal Uniform Guidance. An approved Indirect Cost Rate letter should be included.

1.2.5. Profit/Management Fee

Only commercial for-profit organizations may incorporate profit or a management fee into their budget. Profit must be contained in a single line item on the budget. The maximum allowable profit (NIBT) is 6% of the total funding requested.

1.3. Scope of Services

1.3.1. Strategic Workforce Analysis and Economic Recovery Plan Objectives

The Strategic Workforce Analysis and Economic Recovery Plan will include assimilation of existing statistical resources, online surveying, and key visioning sessions. Existing resources and community plans may include but are not limited to Labor Market Information through the Ohio Department of Job and Family Services, Coordinated Transportation Plans, Community Housing Plans, Economic Development Comprehensive Plans, and County Regional Planning Office Plans. Visioning sessions include feedback from citizens, local businesses and employees, local elected officials, area chambers of commerce, and key partners in the community. Final product will utilize these tools to complete the following:

1. Regional Economic and Background Assessment

- SWOT analysis of labor shed and community businesses with reference to workforce resources
- Profile of the following workforce characteristics, for Area 20 and for each individual county:
 - Overall growth in the labor force, participation, and unemployment rates
 - Demographic and economic characteristics
 - Wage comparison with which its counties compete
 - Educational attainment/college enrollment/industry recognized credentials
 - Projections of future labor force
 - Occupational structure and its implications for future business development
- Comprehensive five county industry cluster analysis, including regional industry clusters of opportunity and the identification of regional industry attraction assets. (Proposals that demonstrate partnership with existing resources for statistical data analysis will receive additional consideration in the evaluation of proposals.)
- Identification of commuting patterns for employed individuals into and out of Fairfield, Hocking, Pickaway, Ross, and Vinton counties, including the types of jobs, wages, and industries of those commuters
- Description of industry sectors and jobs that will likely be in-demand in the next 5-10 years

2. Completion of an Industry Specific Workforce Needs Assessment

- Industry specific skill set and training needs assessment for manufacturing, healthcare, information



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technology, construction, and transportation/logistics industries of the five counties and any counties in the labor shed

- Active training providers/programs within the five-county area in manufacturing, healthcare, information technology, construction, and transportation/logistics industries and enrollment/capacity in their respective programs
 - Analysis of training needs assessment and availability of local training providers/programs to meet the needs identified
 - Current and projected regional employee skill sets and identification of skills (including specific certifications both vocational and academic) needed to place job seekers into opportunities within the labor shed, both by industry sector and by geography of residence (i.e., zip code of residence)
 - Analysis of the availability of a quality workforce to support hiring needs associated with existing employers as well as to prospective employers considering locations in the area
 - Proposed strategies to attract job seekers to the area as well as plans to upskill existing job seekers for quicker placement into the workforce
 - Determination of wages, shift differentials, benefits, turnover, absenteeism, training requirements, etc.
 - Wage and benefit survey within the regional labor shed with the goal of improving local industries' competitiveness for skilled labor in the above referenced industry clusters. This may include examination of information beyond the five counties in Area 20. For example, consideration of wage and benefit information from the top three counties that each county loses work to, if outside Fairfield, Hocking, Pickaway, Ross, and Vinton counties
 - Analysis of fringe benefits offered by employers including (but not limited to) childcare, phone allowance, mileage, and transportation
3. Present data in a manner that is easily integrated into the development of a talent attraction and implementation plan for the region. Final reports will include one for Area 20 and one for each individual county. Reports will be covered in a PowerPoint presentation for the Area and each individual county.
4. Completion of Analysis and Plan
- A comprehensive data gathering list is due by February 20, 2023.
 - Overview of initial data analysis and proposed strategies identified in writing to Area 20 Workforce Development Board staff no later than March 6, 2023.
 - Final analysis and strategies provided in writing to Area 20 Workforce Development Board staff no later than May 30, 2023. Presentations will be given to the Area 20 WDB, OMJ operators, and each county's economic development partners (i.e., economic development boards and chambers of commerce) at scheduled meetings following submission of the plan prior to June 30, 2023.
 - There will be ongoing check-in calls as needed with the Area 20 Workforce Development Board staff and other partners as needed.

1.4. Civil Rights Compliance

All respondents must ensure equal opportunity to all individuals. No individual in Area 20 shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any WIOA-funded program or activity because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

All respondents must ensure access to individuals with disabilities pursuant to the Americans with Disabilities



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Act. All grievances arising out of WIOA or this RFP must be filed according to the Board's established grievance procedures.

1.5. Confidentiality and Security

Any selected Consultant or subcontractor engaging in any service for Area 20 WDB requiring them to come into contact with confidential information will be required to hold confidential such data.

1.6. Financial Requirements

The selected consultant shall comply with the Administrative Rules and Costs Limitations of the Federal Register, Department of Labor, WIOA upon release of the Final Rules. Consultant will be required to have an A133 audit completed annually, pursuant to WIOA rules and regulations.

1.7. Availability of Funds

This RFP is conditioned upon the availability of federal, state, or local funds which are appropriated or allocated for payment of the proposed services. If, during any stage of this RFP and resulting contracting process, funds are not allocated and available for the proposed services as projected here within, the contract will terminate concurrent with the notice of reduction/termination of funding. The Area 20 WDB will notify the respondents at the earliest possible time if this occurs.

If additional funding becomes available during the term of the contract, and at the Board's discretion, a selected consultant's contract may be revised to increase the contract value.

1.8. Policy Changes

This RFP is conditioned upon federal, state, and/or local policy and regulation. If, during any stage of this RFP and resulting contracting process, policy changes occur that would impact how and which services are provided, the Area 20 WDB reserves the right to terminate the agreement concurrent with the notice of the policy change. The WDB will notify the respondents at the earliest possible time if this occurs.

2. Consultant Proposal

2.1. Narrative Proposal

Attachment C includes an outline of the proposal. Respondents can request the attachment as a Word Document to complete or respondent can submit separately.

Overview

1. Describe your organization or, if an individual, personal history, tied to duties outlined in this RFP. Include a discussion of the history of your organization as well as a description of any activities relevant to your proposed program design.



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2. State whether your organization intends to subcontract any services under this proposal. If so, the same information provided in response to item No. 1 above must be given for any and all subcontractor(s). Additionally, a letter of commitment from the proposed subcontractor(s) must be included as an attachment.
3. Describe your organization's structure. List the name(s) and title(s) of all the owners, members of the Board of Directors, along with any other officers of the agency, corporation, or business. Indicate owners, members, or officers who are employed by an organization currently participating in any workforce development service in Area 20 or are related to such individuals, including the Fairfield County Board of Commissioners. Include your organization's efforts to ensure transparency with the proposed services and to avoid conflict of interest. The same information must be provided for any and all proposed subcontractor(s).
4. If your organization was ever placed under a corrective action plan under WIOA in the past five (5) years, describe how it was remedied.
5. Describe any alternative or leveraged resources, or in-kind contributions, that your organization will commit to Area 20. Include the source and the dollar value.
6. Describe a 30-day transition plan for your organization to begin services on February 20, 2023. Include items such as staffing and communications plan, etc.
7. Include two organizational charts as attachments: (1) the respondent's current organizational structure and (2) the respondent's proposed structure if awarded Area 20 Strategic Workforce Analysis and Economic Recovery Plan. Include resumes and job descriptions for key personnel as an attachment. Include knowledge, skills, and experience of staff related to the requirements of this RFP.
8. Provide three (3) references as an attachment for current or past projects that are similar in scope and size of the services your organization is applying for under this RFP. Include organization name, location, key representative's name and contact information (email and phone), and a brief description of services provided.
9. Describe how you or your organization will communicate with the Area 20 WDB.
10. Describe how you or your organization will schedule your time to meet with necessary stakeholders in the counties.

2.2. System and Fiscal Administration Components

2.2.1. Insurance Certification

The respondent must provide a current certificate of professional insurance and commercial general liability insurance with limits of not less than \$1 million.



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Prior to the effective date of the contract, selected Consultant shall give the County and the Board the certificate(s) of insurance completed by Consultant's duly authorized insurance representative, with effective dates of coverage at, or prior to, the effective date of the contract, certifying that at least the minimum coverage required is in effect; specifying the form that the liability coverages are written by endorsement or through issuance of other policy or policies of issuance without thirty (30) days advance written notice. Waiver of subrogation shall be maintained by Consultant for all insurance policies applicable to this contract, as required by ORC 2744.05.

During the contract and for such additional time as may be required, the selected Consultant(s) shall provide, pay for, and maintain in full force and effect the insurance specified in the contract, for coverage at not less than the prescribed minimum limits covering Consultant's activities, those activities of any and all subcontractors or those activities anyone directly or indirectly employed by Consultant or subcontractor or by anyone for whose acts any of them may be liable.

2.2.2. Audits

To demonstrate fiscal integrity, the respondent must include copies of its two (2) most recent independent annual audit reports, if available, as well as a statement of cash flow for the 2019 calendar year. For a sole proprietor or for-profit entities, include copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement.

If no audited statements are available, respondent must supply equivalent financial statements certified by Consultant to fairly and accurately reflect the respondent's financial status. Respondent's failure to provide these documents may result in rejection of the proposal and subsequently a contract will not be awarded. Any confidential information, such as Tax ID Numbers, should be redacted.

2.2.3. Insurance Certification

The respondent shall agree to the items listed in **Attachment D** of this RFP – Assurances and Certifications. This Assurances and Certifications document shall be signed and dated and attached to the respondent's proposal.

2.2.4. Indirect Cost Plan

Indirect costs are costs incurred by an organization that do not directly benefit any one program or project but indirectly support all aspects of the organization. Any indirect costs projected to be used by your organization should be noted in the budget and be in accordance with the Federal Uniform Guidance. An approved Indirect Cost Rate letter should be included.

2.2.5. Subcontracting or Consortium Arrangements

The hiring or use of outside services, subcontractors, or consultants or the use of consortium arrangements in connection with the work presented within this RFP shall be specifically described in the response. Each entity's roles and responsibilities must be clearly listed. The lead organization must be identified.

2.2.6. Annual Expenditure and Obligation Requirements



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Timely investment of funds in the local area is of key importance to the Board. Therefore, the selected respondents will be required to comply with the following guidelines regarding obligation of funds. If these obligation goals are not achieved, the Fiscal Agent for the Area 20 WDB has the discretion to shift funds to other use. These guidelines may be adjusted based on Area 20's fiscal policy.

2.3. Cost Proposal

1. Use the budget forms included in this RFP as **Attachment A** to provide a cost proposal for the services proposed in the narrative proposal.
2. Please include a narrative which describes each line item included in the budget. Include a description of how the costs were calculated.
3. Describe what internal controls are in place to compare actual expenditures with the contract budget and to ensure required expenditure levels are met.
4. Describe how your organization will account for costs that may be disallowed.



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3. Proposal Guidelines

3.1. Timeline

RFP Event	Date
RFP is issued	January 9, 2023
Q&A period	January 9, 2023 – January 30, 2023
Deadline for receiving RFP questions	January 30, 2023 @ 4 PM EST
Deadline for notice of intent to propose	January 30, 2023 @ 4 PM EST
Deadline for proposals received	February 6, 2023 @ 4 PM EST
RFP evaluation	February 6 – February 10, 2023
Selection of consultant	February 13, 2023
Start date of contract	February 20, 2023

3.2. RFP Contact

Inquiries should be emailed to AREA20RFP@co.fairfield.oh.us. This email inbox will be reviewed daily by administrative staff. If you do not receive a response within 24 hours, Monday through Friday, please contact us at 740-652-7160.

3.3. Notice of Intent to Propose

Respondents must email their written notice of intent to propose to AREA20RFP@co.fairfield.oh.us no later than 4 PM EST on January 30, 2023. Please include the company name, contact name, contact title, company address, telephone number, and email address. Please call 740-652-7160 to verify that your notice of your intent to propose was received.

3.4. RFP Questions

Any prospective respondent desiring an explanation or interpretation of the RFP or its specifications must email their questions to AREA20RFP@co.fairfield.oh.us. Each question should include a reference to the applicable page number and section of the RFP. The deadline for questions is January 30, 2023 and all responses will be shared with respondents that have given intent to propose their services. Answers to all questions will be posted on the South Central Ohio Workforce Partnership website at scoworkforcepartnership.org by 4 PM EST on February 2, 2023.

3.5. Addenda to RFP

During the proposal process, the Area 20 WDB may modify this RFP by the issuance of one or more addendum(s), up to ten (10) business days preceding the proposal due date. Any modification or amendment will be issued as an addendum to the RFP and will become a part of the contract document. Any addenda issued for this RFP will be posted before 4 PM EST on January 23, 2023 at scoworkforcepartnership.org. All respondents that have submitted an intent to propose will also be notified via email of any addenda.

3.6. Proposal Withdrawal



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Respondents may withdraw their proposal(s) at any time before the Area 20 WDB makes its selection of consultant(s) by providing written notice to the Board. Withdrawal of a proposal after the selection exposes a respondent to legal liability for sanctions, including costs for re-procurement, or may result in a contract being awarded to the next selected respondent.

3.7. Prohibited Contacts

The integrity of the RFP process is very important to the Board and the County. Behavior by respondents which violates or attempts to manipulate the RFP process in any way is taken very seriously. Neither respondent nor their representatives should discuss the RFP with individuals associated with the RFP process except as noted above. If the respondent attempts any unauthorized communication regarding the RFP, the respondent's proposal is subject to rejection.

Individuals associated with this program include but are not limited to the following:

1. Public officials; including but not limited to the Commissioners of Fairfield, Hocking, Pickaway, Ross, and Vinton counties;
2. Area 20 WDB members and staff.

3.8. Existing or Pending Legal Action Disclosures

Respondent must disclose any existing, pending, or threatened court actions and/or claims against the respondent, parent company, or subsidiaries. This information will not necessarily be cause for rejection of the proposal; however, withholding the information may be cause to reject the proposal and/or contract.

4. Submission of Proposal

4.1. Proposal Submission

By submitting a proposal, the respondent certifies the proposal and pricing will remain in effect for 180 calendar days after the proposal submission date. Additionally, the respondent will be held accountable to know the specifications and conditions under which the resulting contract will be accomplished, including but not limited to the contents of all proposal documents, regulations, and applicable laws.

Materials received constitute public information as a matter of statutory law and will be made available for public inspection and copying upon request by members of the public pursuant to ORC 149.43. Any portion of the proposal to be held confidential should be marked "**proprietary**" in the upper right corner and will not be considered public record if it clearly falls within an exemption enumerated in ORC 149.43. Cost proposal pages of the document shall be considered public information.

4.2. Preparation and Number of Copies

1. **Hard Copy Requirements:**
Respondents must submit one (1) original proposal and three (3) exact copies of the original proposal. The original proposal must be marked "original" on the cover and must bear the actual original signature(s) of the person(s) authorized to sign the proposal. Only one copy of the respondent's audited financial statements is required. This copy should be attached to the original proposal.



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Print all narratives on 8 ½” x 11” plain white paper with margins of 1” on each side. All narratives must be printed in single space with Times New Roman (or similar) font, 12-point type. Emphasis should be concentrated in conformance to the RFP instructions, responsiveness to the RFP requirements, completeness, and clarity of content.

Each page of the proposal must be numbered sequentially at the bottom of the page. Any narrative must contain a heading which clearly indicates the subject matter. Respondents may use only paper clips or other removable fasteners to secure their proposal. Do not use staples or binding that cannot be removed.

If choosing to use the Word and Excel templates provided, do not change formatting.

2. Electronic Requirements:

Original proposal should be supplied on a flash drive in a PDF format with files clearly identified, and the pages must be numbered at the bottom of the page.

4.3. Proposal Content

Microsoft Word templates may be provided for completion of the narrative and budget portion of the proposal. The proposal must be organized in the following manner:

Cover Page	Cover Page form is provided as Attachment B . Must be signed and dated. It may be requested as a Word Document.
Table of Contents	Description of the information contained in proposal and the related page number.
Proposal Narrative	Responses to the items in Attachment C . May also input into Microsoft Word form that will be supplied based on respondent request.
Required Attachments	<p>Please include the following, as detailed in Section 2.1.</p> <ul style="list-style-type: none"> • Organizational charts • Resumes of key personnel • Job descriptions • List of three references <p>Please include the following, as detailed in Section 2.2.</p> <ul style="list-style-type: none"> • Insurance requirements • Assurances and certifications Attachment D • Indirect cost plan, as applicable • Copies of previous two year’s Audits if applicable
Budget	Complete and submit provided budget form, Attachment A .

4.4. Cost of Developing Proposal

No costs will be paid to the respondent to cover the cost of preparing a proposal or procuring a contract for services or supplies pursuant to this RFP. All materials submitted in response to the RFP will become the property of the Area 20 WDB and may be returned only at the Board’s option and at the respondent’s expense.

4.5. False or Misleading Statements

If, in the opinion of the Area 20 WDB, information included within respondent’s proposal was intended to mislead the Board in its evaluation of the proposal, the proposal will be rejected.



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4.6. Deadline for Submittal

To be considered valid, the entire proposal must be received at the Area 20 WDB staff office by 4 PM EST on February 6, 2023. The address (both mailing and physical) is as follows:

Fairfield County Economic and Workforce Development
Attn. Mr. Adam Sedlacko
4465 Coonpath Rd. NW,
Carroll, OH 43112

Proposal packets are to be sealed, and each shall bear the name and address of the respondent. Timely submission is the sole responsibility of the respondent. Late proposals will not be considered for contract award. No email, fax, or telephone proposals will be accepted. If mailed, it is the respondent's responsibility to ensure that the proposal was received by the Area 20 staff before the deadline.

It is essential that the respondent carefully review all elements in its final proposal. Once received, proposals cannot be altered; however, the Area 20 WDB reserves the right to request additional information or clarification as may be required.

4.7. Acceptance and Rejection of Proposals

The decision by the full Board shall be final. Waiver of an immaterial defect in the proposal shall in no way modify the RFP documents or excuse the respondent from full compliance with its specifications if respondent is awarded the contract.

4.8. Proposal Evaluation

After the WDB staff reviews the initial submissions to ensure all required documents have been included, a committee comprised of members of the Area 20 WDB and staff will review the responses. All bidders will be notified, in writing, of the results of the technical evaluation. Respondents whose bids have been rejected have the right to protest the decision.

Copies of the proposals will be given to the review committee for analysis and scoring. The scoring sheet can be found as **Attachment E**. Review committee members will determine if additional information is required to complete the evaluation process. Questions will be submitted in writing to the respondent between January 9 and January 30, 2023. Please make sure a contact for this time period is available for questions. Respondents are asked to reply to any additional questions within 24 hours and supply necessary information within 48 hours or other agreeable term determined by the committee.

A respondent must achieve a minimum score of 75 to be awarded a contract.

The review committee will make a recommendation to the Executive Committee to the Board, and selections will be made on or before February 13, 2023.

4.9. Proposal Selection



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Proposal selection does not guarantee that a contract for services will be awarded. The selection process includes:

1. All respondents will be notified within two (2) days of selection.
2. The Area 20 WDB Administrative Agent will work with the selected Consultant(s) to finalize the details of the contract to be executed between the WDB and Consultant.
3. If the WDB and selected Consultant(s) are able to successfully agree with the contract terms, the WDB Executive Director has final authority to approve and award contracts.
4. If the WDB and selected Consultant(s) are unable to come to terms regarding the contract in a timely manner as determined by the WDB, then the WDB will terminate the contract discussions with the Consultant(s). In such an event, the WDB reserves the right to (1) select another Consultant(s) from the RFP process, (2) cancel the RFP altogether, or (3) reissue the RFP as deemed necessary.