



**STARK TUSCARAWAS**  
WORKFORCE DEVELOPMENT BOARD

# **Request for Proposals:**

## **Strategic Plan Development**

**February 3, 2023**  
**Proposals Due: 5:00PM EST**

**Stark Tuscarawas Workforce Development Board**  
**822 30<sup>th</sup> St. NW**  
**Canton Ohio 44709**  
[www.stwdb.org](http://www.stwdb.org)

**Date Released:**  
**January 11, 2023**

**Stark Tuscarawas Workforce Development Board is an equal opportunity employer.**

**Any agreements resulting from this RFP will be funded 100% by Federal Funding Stark Tuscarawas Workforce Development Board has received as the grant recipient.**

## Introduction/Who We Are

Stark Tuscarawas Workforce Development Board, a regional council of governments organization, is designated as the workforce board serving Stark and Tuscarawas Counties in northeast Ohio under the federal Workforce Innovation and Opportunity Act (WIOA) that connects funding, expertise, and opportunities to develop a thriving workforce. Stark Tuscarawas Workforce Development Board (hereafter "STWDB") oversees the public workforce system locally and the programs and initiatives for adults and youth available through the American Job Centers (known as OhioMeansJobs Stark and Tuscarawas County centers). We directly impact our community's prosperity by serving as the link to business partners for talent attraction, retention and expansion and by overseeing the career, training, and business services made available through our career centers that enhance the skills of individuals to meet the current and future demand of business. We accomplish this by designing, coordinating, and implementing innovative regional workforce initiatives and programs.

STWDB is governed by a business-led 22-member board appointed by local elected official representatives from Stark and Tuscarawas County Commissioners. Business serving board members represent manufacturing, healthcare, utilities, professional services and the rail industry. Other members represent education, social service, economic development, labor, apprenticeship, and government. A list of board members is located at <https://www.stwdb.org/membership>. STWDB employs (three) full-time staff members. The Board works in close partnership with the Stark and Tuscarawas County Commissioners in planning, administering and overseeing workforce development programs funded through the federal Workforce Innovation and Opportunity Act.

The Workforce Development Board aids area businesses by serving as a community workforce development catalyst, promoting not only a strong economic development effort, but also to support our community's capacity to meet the challenges of a high productivity workplace. This is accomplished by assuring that education and employment opportunities are well planned and supported by the private sector; are well coordinated within the community; afford ease of access; are of high quality; and demonstrate an acceptable return on taxpayer investment.

STWDB operates and maintains oversight of OhioMeansJobs Stark and Tuscarawas County career centers. The comprehensive center is located in Stark County at 822 30<sup>th</sup> St NW, Canton, Ohio and the affiliate center in Tuscarawas County at 1260 Monroe St. NW in New Philadelphia, Ohio. The operator of the career centers is competitively procured every 4 years. Workforce Initiative Association maintains the current contract as operator of OhioMeansJobs Stark and Tuscarawas Counties and is designated as the career, business services and youth framework services provider in the centers.

## Current Mission Statement

The **mission** of the local **Workforce Development Board** is to assist area businesses in meeting their workforce needs by coordinating the workforce development activities of the numerous employment, education and economic development entities in the region. It is their vision that by doing so, they will play a significant role in supporting the economic prosperity of our communities and their citizens.

## Purpose Of This RFP

Stark Tuscarawas Workforce Development Board (STWDB) is seeking a qualified organization, firm, and/or individual to develop and lead a strategic planning process to help the organization create a robust, comprehensive three-year strategic plan for 2023-2026. The qualified organization, firm, and/or individual should plan to research the current functions and operations of the organization, assist with mission and vision purpose and clarity, facilitate interviews and conversations to gather information from STWDB members, community leaders, partners, customers and stakeholders and draft a three-year strategic plan that will guide the Board, staff, and workforce system in strategic decision-making and planning.

## Scope Of Work

STWDB is seeking an organization, firm, and/or individual that will work with STWDB staff, local elected officials, and board members, and with input from community leaders, partners, customers and stakeholders, to create an innovative and collaborative 3-year strategic plan that addresses the workforce needs of the Stark and Tuscarawas County region. This includes:

- Development of process plan & timeline
- Facilitation of stakeholder engagement
- Synthesis of the findings & input
- Development of the strategic plan document

The awardee will be expected to work closely with the Executive Director and/or their designees to plan and lead the strategic planning process for STWDB. This will include providing professional analysis, guidance, and recommendations including, but not limited to the following:

- A. Identifying STWDB's core organizational mission, vision, values, past successes, competitive advantages, opportunities, weaknesses, and threats, at least in part by obtaining input from major stakeholders and appropriate staff.
- B. Completing a scan of the landscape in which STWDB operates, including federal and state requirements for local workforce development boards, national best practices and trends in workforce development, and local realities.
- C. Planning and facilitating meetings of key stakeholders, including STWDB members, community leaders, partners, customers and stakeholders.
- D. Develop Strategic Plan products and deliver related reports.

## Process And Deliverables

The organization, firm, and/or individual will be accountable to the Strategic Planning Committee via the board's Executive Director or designee and will provide bi-weekly updates in writing and meet with the Executive Director/their designee as necessary throughout the engagement.

Deliverables will include the following components:

- Design and lead STWDB through a process to identify and clearly describe organizational goals.
- Develop a three-year strategic plan, resulting from drafts required to obtain approval by the Executive Director and/or their designee and the STWDB's Strategic Planning Committee.
- Supporting documents that identify goals, measurable objectives, and desired outcomes for the STWDB and the workforce system. Desired outcomes may include population-level outcomes,

outcomes for strategic partnerships, organizational outcomes, and other outcomes focused on Stark and Tuscarawas Counties.

- Establish a framework for the organization's leadership to effectively implement the strategic plan and monitor progress towards goals.
- Presentation of the final strategic plan to the full board and others upon approval by the Executive Director of the final product.
- The final deliverable should be a clear strategic planning roadmap, evaluation methodology, and a timeline for implementation.

### Potential Helpful Sources

- [Regional Plan for the East Ohio Workforce Region](#)
- [Ohio BRN Expansion Evaluation Final Report | May 2016](#)

### How To Apply

To be considered responsive, proposals must meet the following minimum criteria:

- A proposal must be e-mailed to [stwdb-rfp@omjwork.com](mailto:stwdb-rfp@omjwork.com) with an **incoming timestamp at or before 5:00 pm EST, February 3, 2023**. The timely delivery of a proposal is entirely the responsibility of the proposer. Proposals received after the date and time will not be accepted.
- Providing incomplete or erroneous information or omitting important information could result in disqualification of the proposal or contract termination.
- Acceptable proposals will meet the specifications contained in this RFP and the requirements of all applicable statutes, regulations, and policies.

Please provide a complete written response to this RFP which is double-spaced and should be in a PDF (portable document format, zipped if necessary) not exceeding 15 single-sided pages in length.

Proposals should include:

- Proposal Cover Sheet (see **Exhibit A**):
- Executive Summary (2-page maximum) - Name of individual(s)/agency - Primary Contact information (Name, address, phone number, email address, website) - Individual(s)/agency history including years in business, names, and resumes of the key personnel - Two (2) client references. Indicate the name and position and credentials/qualifications of key personnel who will take responsibility for working directly on this project, including references not associated with STWDB of the person who will be performing the consulting services as specified in this Request for Proposal.
- A description of your organization including length of existence, vision, mission, and goals (1 page).
- A description of your general approach to strategic planning and consultation, including methodology, philosophy, and tracking and meeting project deadlines as well as relevant and recent (within the last five years) successes.
- An example of a finished strategic plan created by your organization within the last two years (can be attached separately and not included in the page total maximum).
- A clear explanation of how the organization, firm, and/or individual will address the scope of work to be conducted with STWDB leadership and board.
- A list of project deliverables to be created with a detailed timeline for each deliverable and overall project completion.

- A detailed budget that breaks out expenses including proposed staff to be paid through the contract (STWDB will only reimburse personnel costs for time actually worked), travel costs, and material/supplies. If proposing a flat rate for staffing, please indicate if the rate includes all expenses. Please include a budget narrative for each proposed expense in terms of being necessary, allowable, and reasonable as well as an expected invoicing schedule. No additional money will be provided for contractor's travel, material, or technology costs not provided in the proposed budget.

### Review And Selection Process

STWDB will convene a Strategic Planning Committee comprised of STWDB staff, board members or others to review and score proposals according to the required content described in this RFP with attention to clarity, completeness, and quality.

The maximum points a proposal can receive is 100 based on the following criteria:

1. Organizational expertise: The applicant demonstrates the capacity and experience to deliver the required deliverables. Maximum: 35 points.
2. Approach: Organization understands and describes a proper approach to obtain the required information and create the needed reports in a timely manner. Maximum: 35 points.
3. Fee: The applicant provides detailed cost information to support the reasonableness of the project. Maximum: 30 points.

### Review Timeline

The detailed timeline of activities required to complete the scope of work is listed below. STWDB expects deliverables within 12 weeks of contract award and execution.

Initial Communication about RFP Release	January 8, 2023
Release of RFP	January 11, 2023
Questions due to STWDB	January 30, 2023
Final answers given	February 1, 2023,
Proposals due	February 3, 2023 (5:00pm EST)
Selection of awardee	March 6, 2023
Tentative Contract Award/Execution	April 3, 2023
Final Plan Developed	June 30, 2023

### Questions

Questions should be submitted to [stwdb-rfp@omjwork.com](mailto:stwdb-rfp@omjwork.com). Responses to questions will be posted at [www.stwdb.org](http://www.stwdb.org) to make them available to the public to ensure a fair and transparent process.

## Conditions Of This RFP

No changes, modifications, or additions to a proposal may be made by the proposer after the proposal deadline unless requested by Board staff.

Cost effectiveness will be a factor in selection criteria.

Proposers should not have any communications with the STWDB staff, Strategic Planning Committee and/or Board members regarding proposals, recommendations or any other issues related to the RFP process. Such communication will disqualify the Proposer.

Each offer should be submitted in the most favorable terms, from a price and technical standpoint that the proposer can make. STWDB reserves the right to request additional data, oral discussion, or presentation in support of written proposals at a pre-contract meeting.

The cost of developing proposals in response to this RFP is entirely the responsibility of the Proposer and shall not be chargeable to STWDB under any circumstances. STWDB reserves the right to accept or reject any or all proposals submitted, to negotiate with all qualified bidders, or to cancel in part, or in its entirety, this RFP. The issuance of this RFP does not commit an award to contract, to pay any costs incurred in advance of the execution of a contract, or to procure or contract for goods and/or services.

The following conditions are applicable to all proposals. STWDB reserves the right to:

- Negotiate any and all proposed costs, staffing levels, and all other specifics.
- Fund a lower-ranked proposal over a higher ranked proposal because of valid considerations.
- Conduct a pre-award review that may include, but is not limited to, a review of the proposer's record keeping procedures, management systems, and accounting and administrative systems.
- Change specifications and modify contracts as necessary to facilitate compliance with the legislation, regulations, and policy directives; and to manage funding.
- End contract negotiations if acceptable progress is not made within a reasonable period.

## Disclaimers

- This Request for Proposals (RFP) does not commit STWDB to award a contract.
- STWDB may select an organization, firm, and/or individual based on its initial proposal as received, without discussion with any proposers. Accordingly, each proposal should be submitted on the most favorable terms, from a price and technical standpoint, that the bidder can submit to STWDB. STWDB may, however, have discussions with those firms it deems in its discretion to fall within a competitive range.
- STWDB reserves the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits from any applicant before a contract award.
- STWDB reserves the right to fund portions of a proposal, or to reject any and all proposals in whole or in part. Rejection of a portion of a proposal does not necessarily negate the entire proposal.
- STWDB may, at its discretion, adjust the level of funding provided to successful bidders under this RFP and/or consider the funding of proposals not initially funded under this RFP at a later date.
- No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies.
- All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to STWDB and be subject to disclosure under the Freedom of Information Act or other applicable legislation.
- The contract award will not be final until STWDB and the successful bidder have executed a mutually

satisfactory contractual agreement. STWDB reserves the right to make an award without further discussion of the proposal submitted. No activity may begin prior to final STWDB approval of the award and execution of a contractual agreement between the successful bidder and STWDB.

- The submission of the proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged to any other individual for the same services performed by the bidder.
- STWDB reserves the right to issue additional RFPs if and when it is in STWDB's best interest to do so and may elect to negotiate and issue multi-year contracts to successful bidders under this or subsequent RFPs.
- All programs and activities are designated as equal opportunity employers/programs.

**APPENDIX A**  
**Request for Proposal Cover Sheet**

**Lead Applicant:** Click or tap here to enter text.

**A. Contact Information**

Organization Name: Click or tap here to enter text.

Address: Click or tap here to enter text.

City: Click or tap here to enter text. State: Click or tap here to enter text. Zip Code: Click or tap here to enter text.

Principal Contact Person: Click or tap here to enter text. Title: Click or tap here to enter text. Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

Fiscal Contact Person: Click or tap here to enter text. Title: Click or tap here to enter text. Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

Executive Director: Click or tap here to enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

**B. Legal Information**

Type of organization: For-profit:  Non-Profit:  Government:  Education Institution  Federal Employer Identification Number (FEIN): Click or tap here to enter text.

**C. Requirements / Documents** *(proposals submitted without these documents will be considered incomplete. Please note that a single copy of all requirements below must be submitted for EACH Partner, if applicable, in addition to the lead applicant.*

- Certificate of Liability Insurance; Including Cyber Security Coverage
- Most recent financial audit *(if applicable)*
- Certificate of Worker's Compensation Insurance*(if applicable)*
- W9

**D. Total Funds Requested**

**E. Signature of Proposer (electronic and/or blue ink)**

\_\_\_\_\_ Date \_\_\_\_\_