

**Fulton, Montgomery and Schoharie Counties
Workforce Development Board, Inc.
On behalf of the
Greater Capital Region Workforce Investment Boards
Regional Talent Pipeline Initiative Study**

**REQUEST FOR PROPOSALS 08-03
Regional Talent Pipeline Study – **Re-Issued****

The Fulton, Montgomery, and Schoharie County Workforce Development Board, on behalf of the four Greater Capital Region Workforce Investment Boards (Albany, Schenectady, Rensselaer; Saratoga, Warren, Washington; Columbia-Greene; and, Fulton, Montgomery, Schoharie), requests proposals to assist in the development of a Regional Talent Pipeline Study.

BACKGROUND: Since 2002, the Greater Capital Region Workforce Investment Boards (GCR WIBs) have collaborated to encourage the development of a highly skilled and technologically sophisticated workforce that is aligned with the current and future needs of business and industry. In addition to the WIBs, other partners have included: state, regional and local economic development agencies; educational institutions, such as BOCES, K-12 school districts, Community Colleges, and other post secondary schools; and, private businesses representing high-tech sectors. Recently the GCR WIBs received a New York State Department of Labor grant for “Regional Economic and Workforce Transformation Strategies: Tier I and Tier II”. A component activity of this grant is to develop a Talent Pipeline Initiative to guide future workforce development training and pipeline outreach activities. The Talent Pipeline Initiative will utilize a standardized research protocol and methodology, developed by the consultant, to complete the project objectives:

PROJECT OBJECTIVES: The development of a regional Talent Pipeline Study will be a unique regional initiative to establish a coordinated skills development approach to future workforce training and resource allocation. Currently, there is no written articulation of a coordinated regional strategy to address human capital skill needs, coordination/development of training activities, industry skill needs, and critical system barriers that need to be addressed.

In Phase One of the project, the consultant, under the guidance of the Talent Pipeline Project Committee and the Greater Capital Region WIBs, will be responsible for developing the methodology, protocols and instruments necessary to conduct a regional Talent Pipeline Assessment. Utilizing the attached draft Talent Pipeline Study Outline (Attachment A), the Consultant will be expected to do the following:

1. Draft a research study outline that identifies key data elements and resources sufficient to establish valid assessments and skills projections for both the demographic populations and targeted industries identified in the attached outline.
2. Develop necessary data collection surveys/instruments that are necessary to fully implement the study. Outline collection procedures.
3. Develop asset mapping protocols for assessment of regional training resources.

4. Develop procedures for determining skills training gaps that are coordinated with identified regional skills requirements.
5. Identify the key agreements, protocols and other necessary elements needed to cooperatively address the issues related to regional skill development.
6. Establish benchmarks, outcome measurements and timelines to complete the Pipeline Study Initiative.
7. Submit a final draft of the protocol and related materials by the agreed upon date for completion of phase one.

In Phase Two of the project, the consultant will conduct the actual Pipeline Assessment Study. The Consult will be expected to do the following:

1. Using data from the New York State Association of Counties-sponsored Cornell Intelligence Project, conduct a survey of the targeted regional industries and determine skill needs required and anticipated for the next five years
2. Provide analysis for key data and demographic information for the regional human resource pool to determine maximum available resources available for skill development initiatives.
3. Analyze training resources and identify gaps for the populations identified in the preceding activity
4. Develop a report that includes at a minimum:
 - A regional Talent Pipeline Asset Map and Gap Analysis
 - Recommendations for Skills Development Resource Allocation
 - Recommendations for Year Two steps in a Talent Pipeline Development Initiative.

PROJECT PARAMETERS:

- The Consultant will be required to be available, by phone or in person, during regular business hours (Monday – Friday from 8 am – 5:00 pm) for scheduled meetings. The Consultant may also be required to attend some evening meetings with community/business groups.
- The GCR WIBS makes the final decision about when the Project Objectives have been met.
- Payments to the Consultant include all costs incurred in project completion, including but not limited to: supplies and materials, travel costs, and phone costs.
- Consultant will acknowledge and agree that contributions to the development of all proprietary information for the GCR WIBS was done in the course and within the scope of the project and that all work product arising and resulting from project efforts is the property of the GCR WIBS.
- Consultant will acknowledge and agree that all of the work product that is developed, directly or indirectly, as a result of this project with the GCR WIBS, were “works made for hire” as defined in the United States Copyright Act and as such the Workforce Investment Office will be deemed as the “author” of such work product for Copyright Law purposes.

PROJECT TIMELINE: It is anticipated that the project will be initiated on December 1, 2008 and completed no later than March 31, 2009. The Consultant will submit the internal timeframes and work plans for the beginning and completion of both Phase One and Phase Two of the overall project.

ADDITIONAL INFORMATION: All questions should be submitted to:

Gail B. Breen, Executive Director
Fulton, Montgomery, and Schoharie Counties
Workforce Development Board, Inc.
Email: gbreen@fmsworkforcesolutions.org

Questions and answers will be posted at www.fmsworkforcesolutions.org

TIMELINE: Phase One must be completed within one month (30 days) of project start up. Phase Two must be completed by and report submitted by March 31, 2009.

METHOD OF PAYMENT: The contract with the consultant will be with the project's grant recipient, the Fulton, Montgomery and Schoharie Counties Workforce Development Board. The consultant will be paid based on the completion of activities. Activities must be completed to the satisfaction of the GCR WIBS. Payment covers all costs involved in completing project objectives, including supplies, materials and travel expenses.

- Total project cost to be negotiated, but not to exceed \$40,000.
- 20% for start-up activities upon receipt of signed contract
- 30% for completion of Phase One.
- 50% for completion of Phase Two.

SELECTION PROCEDURE: Persons or organizations interested in responding to this request should submit a letter of intent, summary of qualifications, a resume and/or curriculum vita, and a work plan with corresponding timeline for the two Phases of the project..

- The letter of intent with summary of qualifications and resume should provide previous experience with completing similar activities/projects.
- The summary of qualifications should include a description of other work/project activities the applicant will be responsible for completing during the same timeframe as this project.
- The summary of qualifications should also confirm that the Consultant would be available by phone or in person during regular business hours and some evening hours for scheduled meetings during the timeframe of the project.
- Preference will be given to applicants with previous experience in workforce development, education, business training and/or human resource management.
- An interview with GCR WIBS staff may be required prior to selection.

- Bidders must demonstrate the ability to provide the required services at a reasonable cost to the FMS WDB. Costs will be evaluated based not only on competitiveness with respect to their bids, but equally important, the value they reflect in light of services proposed and bidder's capability and experience.

Reservation Clauses: The FMS WDB, in order to serve the best interests of the FMS Workforce Investment Area and its regional partners, reserves the right to:

- Postpone or cancel this RFP upon notification to all bidders
- Amend the specifications after their release with appropriate notice to all bidders
- Request bidders to present supplemental information clarifying their proposal, either in writing or in formal presentation
- Waive or modify minor irregularities in proposals received after prior notification to the bidder
- Reject any and/or all proposals received in response to this RFP
- Contact bidders' references as a check on qualifications
- Award the contract to other than the lowest bidder
- Negotiate with selected bidder prior to contract award
- Disqualify any bidder who inappropriately acquires information contained in a competitor's proposal and attempts to use that information to influence the award decision

Contract Cancellation: The FMS WDB reserves the right to cancel the contract or any part thereof, at any time, upon thirty (30) days written notice. If, in the judgment of the FMS WDB, the Contractor fails to perform the work in accordance with the contract, the FMS WDB may terminate the contract immediately by written notice for cause. The FMS WDB may elect to provide a corrective action period prior to termination.

SUBMISSIONS: A letter of intent, summary of qualifications, and resume should be no longer than 10 pages in length. Three (3) copies of the complete bid package must be postmarked and received by the Workforce Development Board by 4:00 p.m. on November 14, 2008. Proposals may be hand-delivered or sent by mail to:

Gail B. Breen, Executive Director
Fulton, Montgomery, and Schoharie Counties
Workforce Development Board, Inc.
2620 Riverfront Center
Amsterdam, New York 12010
(518) 842-3676, Ext. 3026
Email: gbreen@fmsworkforcesolutions.org

Faxed or e-mailed copies will not be accepted. Bids received after 4:00 p.m. on November 14, 2008 will not be eligible for funding consideration. Use of certified, registered or express mail is suggested for postmark verification.

All bids and accompanying information become the property of the Fulton, Montgomery, and Schoharie Counties Workforce Development Board, Inc. and will not be returned.

Attachment A

Building A Talent Pipeline-- A Transformational Strategy For the Greater Capital Region

What is a Talent Pipeline?

The strategic transformation of available human capital that is focused on skills development and supports regional economic growth and competitiveness.

Why Develop A Talent Pipeline Analysis

- Changing Demographics-Human Capital Shortfall
- Significant Skills Gap
- Rapid Industry Change

Critical Questions for Pipeline Mapping

- What is the regional situation- Assessment
 - Key challenges/opportunities in next 5 years
- What and where are the potential labor and skills supply lines
 - What are the commitments required for accessing
 - What are the barriers to accessing
- What needs to be done regionally to assure a coordinated approach to resource allocation and skill development

The Talent Pipeline Mapping Process

- Determination of Human Capital Availability
- Assessment of Current and Projected Skills Levels
- Analyzing Industry Growth and Skill Requirements
- Cataloging Current and Projected Training Programs
- Identify Gaps, system barriers, weaknesses
- Implement a Talent Pipeline Development Strategy

Talent Pipeline Strategic Development Process

- Establish Industry specific workgroups
- Identify key companies
- Conduct face to face interviews to determine

- Skill gaps/requirements
- Institutional talent profiles
- Projected occupational skill needs
- Consolidate data and conduct resource/gap analysis
- Implement a regional strategic action plan to manage talent pipeline development

The Key Elements

- Human Capital
- Skills Capacity
- Industry Needs
- Training Resources

Targeted Industries

- Advanced Manufacturing
- Energy
- Biotechnology
- Nanotechnology
- Advanced Construction

Skill Sets

- Essential Workforce Skills
- Conceptual Skills
 - Digital Skills
 - STEM Skills
- Industry Specific Applied Skills

Timeframe

- Preliminary Activities (January-March)
 - Development of Research Tools/Procedures
- Year One
 - Establish Sector Analysis Teams
 - Conduct Industry sector interviews

- Identify Occupational projections/skill needs
- Survey Available regional training programs
 - Capacity and Accessibility
- Prepare Gap Analysis/Strategic Development Plan

Workforce Supply Chain

- Future Talent Capital
- Current Talent Capital
- Special Focus Talent Capital

Future Talent Capital

- K-12
- College
- University
- Tech/Trade School
- Apprenticeships
- Out of school Youth

Current Talent Capital

- Currently Employed
- Not in Labor Market
- Unemployed
- Underemployed

Special Focus Talent Capital

- Re-Career Older Worker
- Out-Of-Area
- Immigrants
- Disabled
- Ex-offender
- Immigrant/ESL population

Demographic Trends

- Aging
- More Diversity
- Increasing lifestyle-life change non-linear diversity
- Tightening labor markets
- Shortage of skills and experience
- Shortage of workers
- Shortage of educationally/digitally capable workers
- Increased need for lifelong learning structures

Regional Inventory of Pipeline Training Resources

- K-12
- College
- University
- Tech/Trade School
- Apprenticeships
- Internet/e-learning

Analysis of Regional Talent Pipeline

- Human Capital Data
- Regional Training Accessibility/Capacity
- Industry Need Projections
- Gap Analysis

Develop Talent Pipeline /Implementation Program

- Coordination of existing resources
- Expansion of local programs
- Implementation of regional skills assessment
- Increased accessibility (virtual and physical)
- Targeted Program Development
 - Industry/Skill specific

- Special needs Program
- **Develop Talent Pipeline Implementation Program**
- Coordination of existing resources
- Expansion of local programs
- Implementation of regional skills assessment
- Increased accessibility (virtual and physical)
- Targeted Program Development
 - Industry/Skill specific
 - Special needs Program
- **Next Steps**
 - Tier 1
 - Identify Data sets
 - Demographics
 - Industry
 - Develop survey tool/establish process
 - Identify Sector Work Group Leaders
 - Establish Work groups
 - Next Steps
- **Tier Two**
 - Develop Timeline
 - Conduct Survey and content process
 - Draft Report
 - Begin Implementation of Recommendations