

## REQUEST FOR PROPOSALS

### MANUFACTURING LABOR SHED ANALYSIS

And

### MANUFACTURING WAGE & BENEFIT SURVEY

To be Conducted by the City of Jefferson, WI

- I. Statement of Purpose:** The City of Jefferson is the sole awardee of an Economic Adjustment grant from the Economic Development Administration. A portion of the award is dedicated to completion of a Labor Shed Analysis.

To accomplish this and more, the City of Jefferson County is seeking a consultant or multiple consultants to complete two studies that include and are broader than the City of Jefferson. These studies are designed to assist manufacturing employers across the region of Dodge and Jefferson Counties, with their workforce recruitment and attraction efforts. The project will be managed by the Jefferson County Economic Development Consortium (JCEDC). The project is being proposed in this manner for two reasons: 1) Given known commutation patterns, a “Labor Shed Analysis” for the City of Jefferson as outlined in its award from the Economic Development Administration (EDA) would provide limited information about the potential of workers interested in accepting employment in the manufacturing sector in the City of Jefferson. Therefore, the proposal is to expand to a larger Labor Availability Analysis instead, and 2) the City of Jefferson is engaged through Intergovernmental Agreement, with the Jefferson County Economic Development Consortium; who in turn has engaged with Dodge County to expand economic development services across the two-county area; and 3) the proposed work will provide a more comprehensive response for manufacturers in the City of Jefferson and across the two-county area who are all struggling to retain and attract talent that is largely commuting out of Jefferson and Dodge Counties for employment.

The City reserves the right to contract with one provider to manage both studies; or contract with multiple providers as needed to complete the work outlined; as funds are available. The project contact will be the Executive Director of the Jefferson County Economic Development Consortium (JCEDC) which functions as the County’s Department of Economic Development and is supported by the City of Jefferson.

The City of Jefferson seeks proposals from providers capable to completing either or both of the following tasks for the Counties of Jefferson and Dodge:

- A Manufacturing Talent Labor Availability Analysis
- An Occupation-specific Manufacturing –focused Wage and Benefits Survey

Manufacturing employers in Jefferson and Dodge County Wisconsin are experiencing increasing difficulty in attracting workers. Commutation data suggests that more than 60% of employed residents of the two counties, individually and combined, commute out of their resident county for employment.

**II. Background Information:** The City of Jefferson, WI has secured funding from the Economic Development Administration (EDA) for completion of an Economic Adjustment Strategy (EAS), in conjunction with the closing of a Tyson plant in the City. A portion of the grant proceeds are set aside for a labor shed analysis, originally conceived to be conducted by the Jefferson County Economic Development Consortium (JCEDC). The JCEDC's funding is appropriated annually through Jefferson County Government which receives support from individual communities within the County (including the City of Jefferson). The portion of the EAS award dedicated to the labor shed analysis is \$26,000 with the JCEDC/Jefferson County to pay \$13,000. Since the time of application by the City of Jefferson and subsequent award from EDA, Jefferson County has entered into an agreement with Dodge County and has completed enough analysis of the local labor issues to conclude that a much larger study is needed to address the current critical labor shortage and specifically, to support growth in the largest industry sector in the City of Jefferson, in Jefferson County and in Dodge County: manufacturing. Commutation patterns that show that less than 40% of employed residents in Jefferson County actually work in Jefferson County make it clear that a larger labor availability analysis is needed. The same pattern holds true for employed Dodge County residents.

**III. Scope of Work:** The two tasks are to be completed as follows:

- A) **Labor Availability Analysis:** The purpose of this analysis is to identify the potential to attract more workers to accept positions with manufacturing employers located in the Jefferson and Mayville, WI labor-shed areas, and provide detailed information that informs existing manufacturing employers' efforts to attract and retain workers in specific occupations. Up to ten (10) specific occupations will be the focus of the analysis. A detailed report on labor availability will be produced for both communities along with a summary report. The labor availability analysis should include the following:
- From two points – one in downtown Jefferson WI and the other in downtown Mayville WI, identify the labor shed area;
  - Identify the number of residents in Jefferson County and in Dodge County who are employed outside of either Jefferson or Dodge County, in the manufacturing sector;
  - Identify the skill set of county residents employed in the manufacturing sector outside of either Jefferson or Dodge Counties;
  - Identify the number of employed Jefferson and Dodge County residents who might be interested in working in the manufacturing sector, in Jefferson and/or Dodge County;

- Identify the wage and compensation package that would attract Jefferson and/or Dodge County residents currently employed in manufacturing outside of these two counties, to take a job in manufacturing within either Jefferson or Dodge County;
  - Contact individuals living in the labor-shed areas of each community, to determine their willingness to work in specific occupations in the manufacturing sector, in either Jefferson or Dodge County;
  - From individual contacts, determine the wage and benefit package necessary for these individuals to accept manufacturing employment in Dodge and/or Jefferson County.
- B) **Wage and Benefit Survey:** The goal is to assist manufacturing employers in Jefferson and Dodge Counties with detail that will allow them to successfully compete for talent within the labor shed area. To achieve this, the provider will complete a wage and benefit survey. The Survey will:
- Document existing conditions at manufacturing employers in Jefferson and Dodge County, as well as from manufacturing employers within the labor shed areas identified above, for workers in certain occupations at three different stages of employment. These will generally be: entry level, mid-point and senior level.
  - Data will be collected on wage and benefit packages offered by manufacturing employers, for up to ten (10) hard-to-fill occupations in the manufacturing sector, from manufacturers currently located in Jefferson and Dodge Counties and from employers in predominant out-commuting destinations in the labor shed areas;
  - Data will be collected from at least 50 manufacturing employers in the labor shed area; plus a minimum of 10 manufacturing employers in each of Jefferson and Dodge Counties;
  - Data collected will be occupation-specific wage and benefit information;
  - Provider will be responsible for informing survey respondents with detail about the skill sets comprising each of the 10 occupations identified;
  - Provider will develop an on-line tool for manufacturing employers to utilize to complete the survey;
  - Provider will execute survey within a given time frame;
  - Provider will gather survey responses;
  - Survey will be structured to gather detailed information about wages paid at entry level, mid-point and at 'senior' level by occupation;
  - Survey will also request information by occupation about the timing and cost of benefits provided to workers and will identify all benefits offered by employer and any matched-costs offered by the employers, along with detail related to the timeframe within which employees in these occupations become benefit eligible;
  - Provider will submit a detailed report for the County of Jefferson and the County of Dodge, as well as a Summary Report.

- IV. Deliverables & Performance Standards:** The selected provider(s) will work directly with the Executive Director of the Jefferson County Economic Development Consortium. The successful candidate will:
- Complete the Labor Availability Analysis within a 120-day timeframe;
  - Complete a Wage & Benefits Survey within a 90-day time frame;
  - Present a preliminary report of findings at completion of each study;
  - From the Labor Availability Analysis: present a detailed final report of findings for Jefferson and for Dodge Counties individually, and a joint findings report with an executive summary, within 30 days of completion of the analysis; and provide an on-site in WI (location TBD) overview of findings to include an overview of utilization of a Labor Availability Analysis for Economic Development;
  - From the findings of the Wage & Benefits Survey: present a detailed final report of findings that separates out and aggregates wage & benefit data by County for all Counties covered in the study; along with a joint findings report with an executive summary, within 30 days of completion of the study;
  - Complete all tasks on time and within budget;
  - Provide the JCEDC with bi-monthly update reports identifying:
    - Labor Availability Analysis:
      - Number of employed residents contacted
      - Number of residents contacted from whom provider received complete information
    - Wage & Benefit Study:
      - Number of manufacturing employers contacted for survey data
      - Number of manufacturing employers who have completed the survey
  - Minimal Performance Standards/Corrective Actions:
    - Work is to begin immediately upon award of contract/completion of execution documents or as agreed upon;
    - First report will be due 14 days after that date;
    - Failure to provide reports on assigned dates will result in 14-day notice of termination of contract;
    - All data compiled by the awardee is the property of the City of Jefferson and will be turned over at completion of contract or at notice of termination.
    - The City of Jefferson will be responsible for paying awardee on a pro-rated basis in the case of early termination.

**V. Term of Contract:** Responses to this request will be due by close of business on August 25<sup>th</sup>, 2017. Award will be announced no later than September 5<sup>th</sup>, 2017. Work on Wage & Benefit Survey is to be completed within 90 days of execution of contract between the City of Jefferson and the successful candidate. Work on the Labor Availability Analysis will be completed within 120 days of execution of contract for services. Work may begin as early as September 18<sup>th</sup> and no later than October 1<sup>st</sup>. The preliminary report of findings from the Wage and Benefit Survey will be due as early as December 19<sup>th</sup> and no later than January 1,

2018. The final report for the Survey must be completed by February 1, 2018. The preliminary report of findings from the Labor Availability Analysis will be due March 2, 2018; and the final report must be completed no later than April 20<sup>th</sup>, 2018.

Final project reports may be posted on EDA’s website, used for promotional materials or policy reviews, or otherwise shared. Recipients should not include any copyrighted or other sensitive business information in these reports. There is no page limit for Final Project Reports, however such reports should concisely communicate key project information and should:

1. Outline the specific regional need that the project was designed to address, and update on progress made during the reporting period that will mitigate need and advance economic development;
2. Provide a high-level overview of the activities undertaken;
3. Detail lessons learned during the project period that may be of assistance to EDA or other communities undertaking similar efforts;
4. Outline the expected and actual economic benefits of the project, at the time that the report is written; and
5. Any other key information from the relevant project period.

**VI. Contract Budget and Payment Schedule:** The successful awardee will guarantee all work to be completed on time, at a total cost not to exceed \$58,000\*. **The proposed budget breakdown for each study:**

➤ Labor Availability Analysis	\$35,000
On-site presentation	3,000
➤ Wage & Benefit Survey	<u>\$20,000</u>
TOTAL:	\$58,000

The awardee will provide invoices to the City of Jefferson, at a predetermined amount, every 30 days. The City of Jefferson will process invoices and provide payments within 30 days of submission of accurate invoices.

\*The EDA awarded the City of Jefferson funds for a “Labor Shed Analysis” originally conceived to be a shared cost with the JCEDC at a cost of up to \$26,000. To support this effort, the JCEDC approved up to \$10,000 towards completion of this work in its 2017 budget; under the assumption that the total cost would not exceed \$20,000. Expansion of the proposed work includes an additional \$38,000 cost (above the proposed \$20,000; or \$32,000 above the EDA appropriation). The County of Jefferson under an agreement with the City of Jefferson, assumes responsibility for all costs above and beyond the \$26,000.

**VII. Submission, Evaluation & Award Process:** Responses will not be accepted after close of business (4:30 pm) on Friday, August 25<sup>th</sup>, 2017. Submissions must be made in both a print

and digital format. Please send only one printed response and the digital response, to the contact identified in section IX of this RFP. Responses received in time will be reviewed by a 3-person review team consisting of the Jefferson City Manager, the County of Jefferson Administrator and the Executive Director of the JCEDC.

Questions about this RFP or the process used to evaluate responses must be received in writing (via email) to: [VictoriaP@jeffersoncountywi.gov](mailto:VictoriaP@jeffersoncountywi.gov) no later than August 14<sup>th</sup>, 2017. Questions received, and answers provided, will be shared with all applicants at their request. To request this information, please contact [VictoriaP@jeffersoncountywi.gov](mailto:VictoriaP@jeffersoncountywi.gov).

The evaluation team will review all responses and independently complete a scoring matrix. The evaluation team will meet by August 31, 2017 to review scoring and decide upon the successful candidate. The successful candidate will be notified no later than September 6<sup>th</sup>, 2017.

**VIII. Process Schedule:**

July 31, 2017	RFP circulated/distributed/posted on websites
August 14, 2017	Final date to submit questions regarding RFP
August 25, 2017	Response due date
August 31, 2017	Review Team Scoring completed
September 5 <sup>th</sup> , 2017	City of Jefferson Council to make awardee determination
September 6, 2017	Contract Awardee notified
6-14 September, 2017	Contract Negotiations
18 Sept. –1 October, 2017	Contact Work begins
18 Dec 2017– 1 Jan. 2018	Survey work completed
19 Dec. 2017-19 Jan. 2018	Preliminary Report on Wage & Benefit Survey Findings due
19 Jan.- 1 Feb. 2018	Final Report on Wage & Benefit Survey Due
2 March 2018	Preliminary Report on Labor Availability Analysis due
20 April 2018	Final Report on Labor Availability Analysis Due
23 April-23 May, 2018	Present Findings to WI Audience

**IX. Point of Contact:**

Proposals will be submitted to:

Timothy Freitag, City Manager  
317 S. Main St.  
Jefferson, WI 53549  
[tfreitag@jeffersonwis.com](mailto:tfreitag@jeffersonwis.com)  
920 674-7700 x103

Questions will be directed to:  
Victoria Pratt, CECD, Executive Director  
Jefferson County Economic Development Consortium  
864 Collins Rd., Suite 111  
Jefferson WI 53549  
[victoriap@jeffersoncountywi.gov](mailto:victoriap@jeffersoncountywi.gov)  
920 674-8710

**X.** **Contractual Terms & Conditions:**

The City of Jefferson reserves the right to complete this process and determine not to award a contract for services for any of the studies/analysis as defined in this RFP. Should a contract for service be awarded, the successful consultant will enter into contract negotiations with the City immediately upon notice to ensure that work against the contract can be completed within the specified time frames.