

REQUEST FOR PROPOSALS

Cambria County Defense Industry Diversification Analysis Project

RFP – March 2015

BOARD OF CAMBRIA COUNTY COMMISSIONERS

**Douglas R. Lengenfelder
Mark J. Wissinger
Thomas C. Chernisky**

PROCEDURE

ORIGINAL PROPOSAL AND COPIES

The proposal must contain the completed “Vendor Information” and “Non-collusion affidavit” pages provided within this RFP. The vendor must submit **one Original Proposal** and **three (3) exact copies of their original proposal**. The Original Proposal must be marked on the front “ORIGINAL”. The copies must be marked on their front “COPY”. All proposals must include a detailed budget narrative.

PREPARATION OF PROPOSALS

Proposals **must** be placed in a sealed envelope and marked:

Cambria County Defense Industry Diversification Analysis Project

The name and address of the vendor must be marked on the sealed envelope.

DELIVERY OF PROPOSALS

Proposals must be received in the *Cambria County Commissioners’ Office, Cambria County Courthouse, 200 South Center Street, Ebensburg, Pennsylvania, 15931*, no later than **April 17 at 3:00 PM**.

INQUIRIES AND ADDENDA

Should the vendor find any discrepancies in, or omissions from the Request For Proposal, or should there be any doubt as to meaning or interpretations, or need clarification, he/she should at once notify John Dubnansky by e-mail at jdubnansky@co.cambria.pa.us. **Cambria County will not be responsible for any oral instructions.**

DUTY OF VENDOR TO MAKE NECESSARY INVESTIGATIONS

Before submitting a proposal, each vendor shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the contract and to verify any representations made by the County that the vendor will rely upon. Ignorance of such conditions and requirements resulting from failure to make such investigations and examinations will not be a basis for any claim whatsoever for any monetary consideration on the part of the successful vendor.

EXPENSES INCURRED IN PREPARING PROPOSAL

Cambria County accepts no responsibility for any expense incurred by the vendor in the preparation and presentation of a proposal and any such expenses are to be borne exclusively by the vendor.

NON-COLLUSION AFFIDAVIT

Each vendor is required to execute a Non-Collusion Affidavit in the form annexed to the proposal. Any proposals received not containing a properly executed Non-Collusion Affidavit will be rejected.

RIGHT TO ACCEPT OR REJECT PROPOSALS

Cambria County reserves the right to accept or reject any or all proposals, to waive any informalities or irregularities in the proposals received, and to accept any proposal which is deemed most favorable to the county.

CHOICE OF LAWS

Any contract awarded shall be adjudicated, governed, and controlled in all respects as to validity, construction, capacity, performance, or otherwise by the laws of the State of Pennsylvania.

TERM OF CONTRACT

The duration of any contract awarded is anticipated to be eight weeks or as negotiated, and shall commence upon the date an agreement is entered with the Cambria County Board of Commissioners.

ADDITIONAL INFORMATION

The proposal shall include, and may be required to supplement, information regarding relevant qualifications and work experience - especially experience with other similar projects, and past or present references.

PROCESS BY WHICH THE CONTRACT SHALL BE AWARDED

This contract will be awarded by to the contractor judged to provide the best value . The terms of any contract may be subject to negotiation subsequent to the receipt of proposals. Proposals will be evaluated on the basis of the following:

1. Compliance with specifications and production of required and supporting documentation.
2. Ability of service provider to responsibility and reliably perform contract requirements.
3. Cost of service.
4. Ability to negotiate terms of a contract acceptable to the Commissioners of Cambria County.
5. Knowledge of Cambria County's current business climate.
6. Knowledge and experience with United States Department of Defense contracts.

SPECIFICATION OF SERVICE

OBJECTIVES OF THE SERVICE

Cambria County and the City of Johnstown need to move decisively to confront the loss of defense-related revenues and jobs. Community leaders have already identified several near-term projects to facilitate the type of workforce retraining and entrepreneurship which aided our community in the transition to the defense sector from our historical steel-related manufacturing base 25 years ago. In addition, Cambria County will lead a community-wide effort of defense-industry stakeholders to develop an appropriate response to the decline in our defense industry. A plan needs to be developed that defines effective strategies for the local industry's transition away from defense spending. This will be accomplished as the County achieves the following objectives:

1. Engage a broad spectrum of defense-related stakeholders in transition planning to create an effective plan, vision, and strategy for the community.
2. Integrate state and local economic development strategies and plans for the defense sector into a unified path forward.
3. Identify and profile top non-defense industry clusters Johnstown-area employees, workers, entrepreneurs, and support organizations should target for transition efforts.
4. Plan the reuse of existing infrastructure in downtown Johnstown to support local economic diversification.

TASKS TO BE PERFORMED

The following list describes the overall scope of work of the proposed project and the work tasks the selected consultant will complete.

Task 1: Conduct Outreach and Form a Leadership Group

The consultant's first step will be to inform the community of Cambria County's OEA-funded strategic planning effort and locate appropriate individuals to participate a Leadership Group. This group will represent a broad spectrum of regional stakeholders from the business, government, nonprofit, and education communities. The group will provide a sounding board for strategic decision-making during the planning project.

Sub-committees/groups targeting specific opportunities may also be formed (or existing groups designated) to support strategic initiatives such as a steering group for the energy/shale industry or an advisory board for the Creative Square business incubator.

These groups will review research findings and debate recommendations both asynchronously through electronic medium and during a series of group meetings held at key points during the project. A password-protected SharePoint platform will be used to maintain a library of key project documents, coordinate the meeting schedule, update participants on the project status, and host threaded discussions on key topics.

Task 2: Define the Economic Region and Map Regional Assets

The consultant will demarcate the geographic focus area for the strategic planning activities, describe this area's economic and industrial situation, map local assets, and assess how our local industry relates to regional, state, and national industry clusters. The study will pull data from State research on high-tech industry clusters (as available) as well as information gathered during previous local economic development studies and planning activities. In addition, the consultant will review the economic

development plans and strategies both locally and regionally to document what efforts are already ongoing that may help with the transition process.

The focus of the research will be on how the Johnstown MSA can leverage market advantages in new industries using the capabilities and assets previously developed to serve the defense sector. Researchers will particularly focus on areas with the greatest industry concentration and opportunity such as Marcellus Shale, energy, IT, advanced manufacturing, and foreign market development.

Task 3: Conduct Workforce and Business Assessments

The consultant will analyze the local defense-related workforce and business community through surveys and interviews. The consultant will conduct a survey of area stakeholders to capture opinions on such things as the awareness of local support programs and individual response plans (e.g. relocation, retraining, diversification of business, exporting, etc.). The consultant will also interview selected business leaders and workforce participants to gather more granular perspectives and feedback. Data will be shared with the Leadership Group and survey participants. This information will provide critical insights for the SWOT analysis activity in Task 5. A detailed analysis on how defense industry diversification can play a role with Cambria County's current plans for developing a Foreign Trade Zone must be completed.

Task 4: Perform a Best Practice Review

The consultant will conduct a literature review to identify best practices from other regions confronting similar challenges. The consultant will search a variety of open source and subscription databases containing leading periodicals, news sources, and publications to identify short and long-term successful transition strategies used by these communities. Specific detailed information will be reviewed involving energy/shale gas initiatives throughout Pennsylvania as Cambria County's location provides opportunities within this industry. This information will provide ideas for strategy and tactical decision-making.

Task 5: Formulate a Shared Vision through a SWOT Analysis

The consultant will lead the effort to create a shared vision for the industry. The vision will articulate the desired end state of the transition process and focus on the few key strategic pivots to be made by the community to ensure the long-term growth of jobs. These pivots will define how the Johnstown MSA can leverage its assets and regional strengths to tap into growing industry sectors such as energy/shale gas, medical devices, information technology, and advanced/additive manufacturing.

The visioning process will involve facilitated discussions with key stakeholder groups in which participants will be briefed on the data gathered from Tasks 2-4 and asked for insights, opinions, and feedback on where the community should go from here through the use of a SWOT analysis. Feedback will be aggregated into a single SWOT analysis and delivered to the Leadership Group for discussion and strategy selection recommendations.

Task 6: Create a Cambria County Defense Industry Diversification Strategic Transition Implementation Plan

The consultant will develop a plan for the transition that incorporates immediate short-term responses to get defense-impacted people and companies back to work as well as steps we can take to position the community for success in the long term. The plan will include specific action steps, potential funding sources for implementation, and a framework for ensuring accountability. These steps may include activities such as the following:

- Providing management and training assistance to local small and medium-sized businesses
- Implementing new business financing programs
- Supporting, expanding, and promoting the local Procurement Technical Assistance Center and Manufacturing Extension Partnership programs

- Supporting the growth of new industry clusters
- Implementing export assistance programs
- Launching new workforce assistance programs
- Establishing a new business incubator
- Identification and procurement plan for targeted new industry buildings

An initial draft plan will be provided to the Leadership Team for review and recommended changes before a final plan is developed. The plan will also include information developed from the previous five work tasks.

FINAL DELIVERABLES

The consultant will provide Cambria County two electronic copies of the final Cambria County Defense Industry Diversification Strategic Transition Implementation Plan (one version as an Adobe PDF document and one version as Microsoft Word document). The consultant will also provide Cambria County ten color copies of the Cambria County Defense Industry Diversification Strategic Transition Implementation Plan. All deliverables must be provided to Cambria County by June 30, 2015.

IMPLEMENTATION TIME FRAME

All work tasks must be completed by June 30, 2015. An award of this project is expected to be made to the consultant before May 1, 2015.

ADDITIONAL REQUIREMENTS

This project is being funded, in part, by the United States Department of Defense. All federal laws, regulations, and requirements must be adhered to throughout this project. A disclaimer statement must appear on the title page of any study or report prepared under this grant. It will read:

“This study was prepared under contract with the Cambria County, Pennsylvania, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of the Cambria County, Pennsylvania and does not necessarily reflect the views of the Office of Economic Adjustment or the U.S. Department of Defense.”

VENDOR INFORMATION

VENDOR NAME (PRINTED): _____

ADDRESS: _____

PHONE NUMBER: _____

AUTHORIZED SIGNATURE: _____

NAME (PRINTED): _____

TITLE: _____

NON-COLLUSION AFFIDAVIT

Commonwealth of Pennsylvania)
)
County of Cambria) ss.

I, _____,* being duly sworn, depose and say:

1. I am _____,** of _____,**
the party making the foregoing proposal (hereinafter “the Proposer”);
2. The proposal is genuine and not collusive; the Proposer did not collude, conspire, connive, or agree, directly or indirectly with any proposer or other person that such other proposer or person should refrain from proposing or submit a sham proposal; did not in any manner directly or indirectly seek, by any agreement or collusion or communication or conference with any person, to fix the proposal price of any proposer, or to fix any overhead, profit, or cost element of the proposal price; did not collude, conspire, or agree to secure any advantage against the County of Cambria or any person interested in the proposal
3. The Proposer did not directly or indirectly submit this proposal, or the contents thereof, or divulge information or data relative thereof, or divulge information or data relative thereto to any other proposer or association, or to any agent or member thereof.
4. I have / have not**** been convicted or found liable for any act prohibited by Federal or State law in any jurisdiction involving conspiracy or collusion with respect to bidding on any public contract within the last three years. (Such a conviction or finding of liability does not prohibit a government agency from accepting a bid from or awarding a contract to that person, but it may be grounds for administrative suspension or debarment in the discretion of the government agency under the rules and regulations of that agency or, in the case of a government agency with no administrative suspension or debarment regulations or procedures, may be grounds for consideration on the question of whether the agency should decline to award a contract to that person on the basis of lack of responsibility.)
5. The statements made herein are true to the best of Affiant’s knowledge and belief.

SIGNATURE OF AFFIANT

Sworn and subscribed before me this _____ day of _____, 20____.

SIGNATURE OF NOTARY PUBLIC

(SEAL)

My Commission expires _____

- * Print or type the name of Affiant.
- ** Print or type the office (owner, president, etc.) of Affiant.
- *** Print or type the name of entity submitting the proposal.
- **** Strike through “have” or “have not” as appropriate.