



METRO NORTH WORKFORCE BOARD

on behalf of

NORTHEAST ADVANCED MANUFACTURING CONSORTIUM

**REQUEST FOR PROPOSALS
FOR ADVANCED MANUFACTURING TRAINING SERVICES
FOR FISCAL YEAR 2021
October 1, 2020 (estimate) - June 30, 2021
(funding contingent)**

**MASSHIRE METRO NORTH WORKFORCE BOARD
186 ALEWIFE BROOK PARKWAY, SUITE 216
CAMBRIDGE, MA 02138**

**RESPONSE DUE:
Friday, August 28, 2020, 4:00 p.m. ET**

Please submit all questions to RFP@masshiremetronorth.org

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1. INTRODUCTION AND SCHEDULE

A. Introduction

The MassHire Metro North Workforce Board (MNWB), on behalf of the Northeast Advanced Manufacturing Consortium (NAMC), is issuing this request for proposals (RFP) to select qualified providers of advanced manufacturing training services as part of a regional effort to address the workforce needs of the advanced manufacturing industry in Northeast Massachusetts. There is no predetermined number of awards; MNWB/NAMC will select as many or as few providers as necessary to deliver the required services within the amount of available funding. Applicants may propose to deliver training in one of four areas:

- 1) Machining
- 2) Welding
- 3) Electronics
- 4) Automated Technology Technician/Robotics

Selected applicants will provide the occupational skills training. NAMC Career Center partners will have primary responsibility for recruitment, case management, and job placement, although the selected applicants will need to work in partnership with the Career Centers and other NAMC partners.

Applicants may apply for more than one of the above-listed training areas, however, a single applicant may only submit one application per training area. A single applicant can not submit multiple applications for one training area. Applicants may also apply as a partnership of more than one organization, however, each submitted application must be for one cohort in one training area. A single applicant may not apply for multiple cohorts or multiple training areas in a single application.

Applicants also have the option to apply for pre-employment or incumbent worker training. Pre-employment is defined as training for participants who are currently unemployed or working outside the manufacturing sector. Incumbent worker is defined as training for participants who are currently employed in the manufacturing sector at the time the training begins.

Applicants should clearly describe how they will deliver the proposed training given the context and limitations of the Covid-19 pandemic. Applicants will be required to describe their plans given different scenarios (in-person, virtual, hybrid) and submit detailed Covid-19 protocols.

The services procured through this RFP would be funded through the Advanced Manufacturing Training Program administered by the Executive Office of Housing and Economic Development (EOHED) and funded through a line item in the state budget. Any contract awarded as part of this RFP is contingent on the MNWB/NAMC receiving funds from EOHED. Contracts for successful applicants will cover the period October 1, 2020 (estimate) through June 30, 2021. Timing of contracts will be contingent on the contracting process with EOHED.

B. Schedule

July 31, 2020	Request for Proposals released
August 21, 2020	Deadline for submission of written questions
August 28, 2020	Proposals due by 4:00pm ET
October 1, 2020	Anticipated Contract start date

2. BACKGROUND

A. Northeast Advanced Manufacturing Consortium (NAMC)

The Northeast Advanced Manufacturing Consortium (NAMC) started as an initiative among four workforce investment board directors to form a partnership among industry, academia, and workforce development established to promote sustained support for manufacturing within the Northeast of Massachusetts. The four workforce regions that lead NAMC are MassHire North Shore, Greater Lowell, Metro North, and Merrimack Valley. The specific services being procured through this RFP are administered and managed by MassHire Metro North Workforce Board.

Northeast manufacturers are world-class companies that are an essential part of the state's innovation economy. Manufacturing has a legacy in the Northeast of Massachusetts and NAMC seeks to advocate for a thriving advanced manufacturing industry. NAMC has brought together a coalition of private and public entities to leverage funding and develop programming to meet ambitious goals. NAMC also supports youth outreach to create interest in manufacturing careers and the development of training programming.

B. EOHEd Advanced Manufacturing Training Program

The Massachusetts' Executive Office of Housing and Economic Development's (EOHED) Advanced Manufacturing Training Program provides funding to qualifying consortiums to develop, coordinate, and maintain comprehensive manufacturing workforce development systems. Regional systems will provide workforce development services in advanced manufacturing, such as recruitment, job training, placement activities, and supportive services. The program focuses on providing training to unemployed and underemployed individuals, and underrepresented populations including: veterans, minorities, and women.

Manufacturing Workforce Development Systems will be deployed regionally, leveraging expertise, resources, and opportunities for collaboration to most effectively meet the needs of manufacturers.

The goal of the Advanced Manufacturing Training Program is to create a fully coordinated manufacturing training system to meet the employment needs of manufacturers across the state.

Via a prior RFP, NAMC has been selected as the Northeast regional "hub" for EOHED's Advanced Manufacturing Training Program. This RFP seeks to select eligible providers who will provide the technical and non-technical occupational skills training. NAMC Career Center partners will have primary responsibility for recruitment, case management, and job placement of participants, although selected applicants will need to work together with these NAMC partners. Selected applicants of this RFP will become subcontractors to NAMC's Northeast regional grant program funded through the Advanced Manufacturing Training Program, which is administered by the MassHire Metro North Workforce Board. All funding and contracts included in this RFP is contingent on MNWB/NAMC receiving funds from EOHED.

3. FUNDING AND PERFORMANCE PERIOD

A. Performance Period

Contracts for successful applicants will cover the period October 1, 2020 through June 30, 2021, with the contingencies described in the previous section. These dates are estimates, as MNWB/NAMC does not yet have an FY21 contract with EOHEd.

B. Contract Type

Contracts executed as a result of this RFP process will be paid through cost-reimbursement. The selected applicant(s) will be required to have fiscal systems in place to successfully execute a cost-reimbursement contract. Final contracts will also be subject to any changes in legislation, regulations or policies promulgated by the funding sources. The MNWB reserves the right to vary or change the terms of any contract executed as a result of this RFP, including funding levels, scope of services, performance standards, referral sources and contract term, as it deems necessary.

C. Eligible Respondents

The respondent may be a private, for profit or non-profit organization or school with the capability to provide hands-on, occupational skills training. These could include, but are not limited to, non-profit or for-profit training providers, institutions of higher education, and public or private secondary schools.

Respondents may apply as a partnership or consortium of two or more partners. A lead applicant must be identified and an MOU among all partners outlining each partner's role and responsibilities is required. If applying as a partnership or consortium of partners, a single application must be limited to one training cohort in one training area. A single application can not include multiple training cohorts or multiple training areas.

Applicants may apply for more than one training area. However, a single applicant is limited to one application per each of the four training areas.

4. **PROPOSAL GUIDELINES**

A. **General Guidelines**

Curriculum

Below are examples of curriculum outlines used in previous NAMC trainings for each of the four training areas. Applicants are not required to propose a program that copies the curricula exactly, but proposals should generally adhere to the topics listed below. In addition, applicants should be aware these curriculum examples do not take into account changes that may have to be made due to Covid-19.

MACHINING

Math and Machining Highlights	25
Metrology and Inspection	10
Blueprint Reading and GDT	35
Master CAM overview	5
Machining Lab (2 instructors)	170
OSHA Safety	15
Industry Certification Prep and Testing (MACWIC, NIMS CNC Milling)	30
One class for re-test prep, plus the test	10
TOTAL HOURS	300

NOTE: During FY2020, with the support of EOHEd funding, NAMC partners worked together to develop an interactive hybrid state-of-the-art curriculum in machining that will soon be available to all NAMC education partners. While not required, we encourage use of the new curriculum. Technical assistance on how to use this curriculum will be available throughout the year.

ELECTRONICS

DC Electronics (ETA Cert)	85
AC Electronics (ETA Cert)	85
J-STD Soldering Cert	85
Hand soldering	20
Exploring Technology	10
Test Preparation and Test	15
One class for re-test prep, plus the test	10
TOTAL HOURS	300

AUTOMATED TECHNOLOGY TECHNICIAN AND ROBOTICS

Safety and Standard Operating Procedures	
Programmable Logic Controllers	
Fluid Systems (Hydraulics and Pneumatics)	
Sensors	
Industrial Electrical Systems	
Mechanical Drives	
Mechatronics Troubleshooting	
FANUC Robotics Certification	
TOTAL HOURS	160

WELDING

OSHA 10 General Industry	10
Math	20
Blueprint Reading and Metal Fabrication	30
TOTAL NON-TECHNICAL HOURS	60
Oxygen Acetylene Welding and Oxygen Fuel Cutting	30
Shielded Metal Arc Welding	30
Gas Tungsten Arc Welding and Gas Metal Arc Welding-DC	50
Advanced Gas Tungsten Arc Welding Non Ferrous Metals-AC	30
GTAW-DC Stainless Steel	30
Weld critique and troubleshooting	25
Basic fabrication and tacking of structural alloys with proper use of tools and equipment	35
Aluminum MIG	20
Alloys and Filler Rods	20
Fabrication and application of jigs	20
Post-weld finishing	10
TOTAL TECHNICAL HOURS	300

These curricula examples were used for pre-employment training programs. If you are applying for an incumbent worker training program, you may utilize these examples or propose your own curriculum.

Cost and Hours

Applicants should propose a program that does not exceed \$225/hour.

B. Narrative Response

Applicants should prepare a proposal not more than eight (8) pages in length that responds to each of the questions below:

1. Briefly describe your organization's experience with providing the training you are proposing in this application. Identify whether you are applying for pre-employment or incumbent worker training. If you are applying as a partnership, describe each partner's experience. Provide a specific example of a training program you offered similar to the one you are applying for, including funder, timeframe, training topics, and outcomes.
2. Have you provided training for NAMC before? If so, describe what type of training was provided, timeframe, and outcomes.
3. Describe the training program you are proposing to offer with this grant. If applying as a partnership, describe each partner's role. Please include in your response:
 - Type of training
 - Industry-recognized certifications, if any
 - Who will provide instruction and their qualifications
 - **NOTE:** Names and titles of instructors must be identified in proposal. Failure to identify instructors in proposal will affect scoring and evaluation of proposed program.
 - Start and end dates
 - **NOTE:** *start and end dates should be between October 1, 2020 – June 30, 2021.*
 - Total number of students
 - **NOTE:** *If the program will be funded through multiple sources, provide the number of students who will be funded through this grant and the number through other sources.*
 - Total number of training hours
 - **NOTE:** *If your proposed program includes a mix of technical and non-technical hours, please provide the total number of non-technical hours and total number of technical training hours.*
4. Describe plans to offer training under the following scenarios due to Covid-19:
 - 1) fully in-person;
 - 2) fully virtual;
 - 3) hybrid.

Plans should include the following:

- Identify successful strategies, practices, challenges, and timeframes of converting from classroom delivery to remote learning instruction.
- Identify resources needed or used to provide remote instruction.
- Identify approaches developed during the period that could be carried forward, either into a classroom environment or a remote learning environment.
- Identify the primary technologies to support synchronous and asynchronous remote instruction. Outline primary technologies and examples of how they were deployed and assessed.

Plans should be approved by administration/management of the applicant organization.

5. Provide your organization's Covid-19 protocols as an Attachment to this application. This does not count towards the 8-page response limit.
6. Complete the Curriculum Outline Chart in Attachment D and submit with your application. This does not count towards the 8-page response limit.
7. NAMC trainings are conducted utilizing a consortium of partners. Applicants to this RFP will be required to work with other NAMC partners. Included in Attachment E: Training Partner Checklist, is a list of partner expectations that selected applicants will be expected to adhere to. Please confirm your acceptance of these expectations.

C. Budget Instructions

The budget should be submitted in Excel format utilizing the provided template.

Please remember the total budget should not exceed \$225/hour.

If the program will be funded by other sources in addition to this grant, the budget must include all other sources of funding supporting the proposed program. Other sources of funding should be included in the "Match" tab of the budget form.

Proposals will be evaluated based on adherence to these guidelines.

General instructions for completing the budget form:

- 1) "BUDGET SUMMARY" tab- This tab summarizes the figures from the other tabs.
 - a. Fill in organization name in cell B/C/D/E (4).
 - b. Check which courses you are applying for.
 - c. All other fields auto-populate.
- 2) "BUDGET REQUEST" tab-
 - a. Salary and Fringe- list each individual staff person and their rate of pay and hours budgeted to the project. For fringe, please list the individual components, i.e. 20% healthcare, 5% disability, etc. under the "Description of use of funds" column.
 - b. Other Program Costs- fill in each line item as necessary.
 - c. Contracted Services- list each third-party contractor and the services they will be providing.
 - d. Indirect Costs- indirect costs cannot exceed 10% of Budget Sub-total.
- 3) "MATCH" tab-
 - a. Follow the instructions for "BUDGET REQUEST" tab.

5. SOLICITATION, PROCESS AND TERMS

A. Period of Solicitation

This RFP is being released on Friday, July 31, 2020. The deadline to submit a response(s) to the RFP is Friday, August 28, 2020 no later than 4:00 p.m. (ET).

B. RFP Questions and Answers

The primary mode of communication with potential bidders will occur via <https://masshiremetronorth.org/about/funding-opportunities/>. Questions and Answers and any RFP amendments will be posted on the website. It is the bidder's responsibility to check the website page frequently to stay apprised throughout the process.

All questions pertaining to the RFP must be received in writing via email at RFP@masshiremetronorth.org. All questions must be received by Monday, August 21, 2020. Questions will not be answered over the phone or in person.

C. Review and Evaluation Process

Applications will first be reviewed to ensure minimum criteria are met. Proposals that do not meet minimum standards will be considered non-responsive and will not be reviewed. Failure to meet minimum criteria can include, but is not limited to, non-responsive language in the submission, failure to clearly address all areas in the project narrative as required, lack of required documentation, and proposing programs which do not address the services and requirements contained in this RFP.

Applications will then be reviewed by a review team. Proposals will be evaluated based on adherence to the guidelines set forth in section 4, quality of responses, qualifications of applicants, and availability of funds.

MNWB/NAMC may request additional information in the form of emails, phone calls, or in-person meetings.

6. SUBMISSION REQUIREMENTS AND INSTRUCTIONS

A. Submittal Procedure and Format

To be considered for funding, applicants must submit their proposal via email to RFP@masshiremetronorth.org. All applicants will receive an email response verifying receipt of the proposal. **Completed RFP responses must be submitted by Friday, August 28, 2020 by 4:00p.m. (ET).**

PROPOSALS RECEIVED AFTER THIS DATE AND TIME ARE LATE AND WILL NOT BE ACCEPTED. It is the bidder's responsibility to ensure responses are received by the date and time listed above. "Technical issues" will not be a sufficient reason for late responses.

All proposals must be organized and assembled as described in this Section. Copies of forms that are bolded are included in the Attachments to this RFP. Please submit proposal in this order:

As ONE PDF document:

- 1. Cover Page**
- 2. Partnership Chart (if a partnership application)**
- Memorandum of Understanding (MOU) with partners outlining roles and responsibilities of partners and signed by the head of each partnering organization(if a partnership application)
- Narrative Response (No more than 8 pages)
- 5. Curriculum Outline** (use template provided)
- Covid-19 Protocols
- 7. Signed Statement of Compliance and Disclaimer**

As separate EXCEL document:

- 8. Budget and Budget Narrative (Excel document)**

B. General Instructions

Applicants must follow these general instructions when preparing and submitting their responses:

- Submit response as a single PDF document, except for Budget and Budget Narrative, which should be submitted in EXCEL format
- 8 1/2 x 11 letter size paper
- Numbered pages
- One inch margins
- Single-spaced
- Minimum 11 point font

7. LIMITATIONS, DISCLAIMERS, AND ASSURANCES

A. Limitations

The MNWB shall not pay for any costs incurred by the applicant agencies in the completion of this RFP. Submission of an RFP does not in any way obligate the MNWB to award a contract. The MNWB reserves the right to accept or reject any applications, to negotiate with all qualified sources, or to cancel in part or in its entirety this RFP. The MNWB reserves the right to correct any error(s) and/or make changes to this solicitation as it deems necessary. The MNWB may require successful applicants to participate in contract negotiations prior to contract finalization. The MNWB shall reserve the right to withdraw or reduce the amount of an award or to terminate, with or without cause, any contract entered into as a result of this RFP process.

B. Disclaimers

All contract awards by the MNWB, pursuant to this RFP, are contingent upon the availability of funds. Respondents are liable for any and all costs incurred prior to final authorization by the MNWB and the execution of a contract with the MNWB.

MNWB also reserves the right to:

- Rescind an award and/or reallocate the funding to another applicant should the successful respondent fail to execute its grant agreement in a timely fashion;
- Increase funding levels for any or all agencies selected pursuant to this RFP, if additional funds become available, based on agency performance, effectiveness and other details;
- Change and amend as necessary its policies or procedures governing the delivery or scope of services described herein;
- Perform an assessment of the risk that any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event might have on an organization's ability to operate a proposed program.

C. Right to File an Appeal

After the MNWB completes its review of all proposals submitted in response to this RFP, the MNWB will notify all applicants in writing of the status of their proposal and whether or not they have been selected. Parties who submit proposals that are not selected may appeal the decision of the MNWB in accordance with the applicable provisions of this RFP. Appeals may only be based upon a claim that the MNWB has failed in any material respect to follow the selection process outlined in this RFP. As stated in the RFP, the MNWB is not obligated to select a proposal that receives the highest score based upon the application of the proposal review scoring criteria. Applicants may be selected based upon a more comprehensive review and analysis that shall take into account the results of the proposal review scoring criteria, interviews, if conducted, geographic access, and the overall qualifications of the party submitting the proposal. Generalized allegations of impropriety or dissatisfaction with the results of the process are not grounds for appeal.

An unsuccessful bidder who wishes to appeal a decision must file an appeal in writing within 10 business days of the date of MNWB's notice to unsuccessful proposers. The appeal statement must fully state in writing the grounds for the appeal in detail and shall be based solely upon the alleged failure of the MNWB to follow in any material respect the selection process outlined in this RFP. Appeal request statements must be sent by overnight mail or delivered in person. Appeals of the funding decision may be filed with Chris Albrizio-Lee, President and CEO, MassHire Metro North Workforce Board, 186 Alewife Brook Parkway, Suite 216, Cambridge, MA 02138. MNWB shall issue a decision to grant an appeal, deny an appeal, or modify an award within 20 business days of receipt of the appeal.

D. Disallowed Costs and Cancellations

Successful bidders must accept liability for all aspects of programs conducted under contract with the MNWB. Successful bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted. The MNWB reserves the right to cancel or alter an award if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.

E. Contracting

The contract award will not be final until the MNWB and the bidder have executed a mutually satisfactory contractual agreement. No program activity may begin prior to the MNWB approval of the award and execution of an award letter and/or contractual agreement between the successful bidder and the MNWB. Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a bidder fails to meet expenditure, participant, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from federal or state governments. The MNWB reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process.

F. Cost and Negotiations

The MNWB reserves the right to reject any or all proposals received and to negotiate with any and all offers on modifications to proposals. Bids submitted which are over the maximum amount of funds specified for this RFP will be rejected. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.

G. Modification of Contracts

Any contract awarded pursuant to this RFP may be unilaterally modified by the MNWB upon written notice to the contractor under the following circumstances:

1. Contractor fails to meet performance and service expectations set forth in the contract, or
2. The federal or state government increases, reduces or withdraws funds allocated to the MNWB, which impact services solicited under this RFP, or
3. There is a change in federal or state legislation and/or their regulations, local laws, or applicable policies and procedures.

8. ATTACHMENTS

- A. Cover Page**
- B. Partnership Form**
- C. Statement of Compliance and Disclaimer Form**
- D. Curriculum Outline Form**
- E. Training Partner Checklist**

Attachment A

Cover Page

Legal Name Of Applicant Agency		
Number of Years In Business		
FEIN Number		
DUNS Number		
Type of Organization <i>(Check all that apply. If a consortium/partnership application, select based on lead applicant)</i>	<input type="checkbox"/> Institution of higher education <input type="checkbox"/> Community-based organization <input type="checkbox"/> ABE/ESOL/Job Training provider <input type="checkbox"/> Public Secondary School <input type="checkbox"/> Private Secondary School <input type="checkbox"/> Other (please describe):	
Applying For:	<input type="checkbox"/> Pre-employment <input type="checkbox"/> Incumbent Worker	
Training Area:	<input type="checkbox"/> Machining <input type="checkbox"/> Welding <input type="checkbox"/> Electronics <input type="checkbox"/> Robotics	
Training Hours:	Total Technical Hours: Total Non-Technical Hours: Total Training Hours:	
Start and End Dates:	Start Date: End Date:	
Enrollment Target	Total number of Students: Total number of Students Funded through this Grant:	
Total Amount Requested	\$	
Total Matching Funds (Other Funds)	\$	
Principal of Agency – CEO/Executive Director/President	Name	
	Title	
	Address	
	Email Address	
	Phone	
Programmatic Contact Person	Name	
	Title	
	Address	
	Email Address	
	Phone	
Fiscal Contact Person	Name	
	Title	
	Email Address	
	Phone	

Partnership Form

Name of Partner Organization	Role of Partner Organization	Primary Contact name, email, phone, and address at Partner Organization

Statement of Compliance and Disclaimer Form

As the authorized signatory official for: _____

I hereby certify:

- That the above-named respondent is legally authorized to submit this application;
- That the above-named respondent does hereby agree to execute all work related to this application in accordance with the requirements of the Massachusetts Executive Office of Housing and Economic Development, MassHire Metro North Workforce Board (MNWB), and Northeast Advanced Manufacturing Consortium.
- That the above named respondent will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation, and improper conduct which may or may not be fraudulent in nature; and
- That the above named respondent will abide to all limitations, assurances, and disclaimers listed in the RFP; and
- That the contents of the application are truthful and accurate and the above named respondent agrees to comply with the policies stated in this application and that this application represents a firm request subject only to mutually agreeable negotiations; and that the above named respondent is in agreement that the MNWB reserves the right to accept or reject any proposal for funding; and that the above-named respondent has not been debarred or suspended from receiving federal or state grants, contracts, or assistance; and that the above-named respondent waives any right to claims against the members and staff of the MNWB.

Typed Name of Authorized Representative

Title of Authorized Representative

Signature of Authorized Representative

Date

CURRICULUM OUTLINE

TOPIC	TOPIC DESCRIPTION	NUMBER OF HOURS

(ADD ADDITIONAL ROWS IF NECESSARY)

Attachment E

Training Partner Checklist

Applicants should be aware that modifications may have to be made due to Covid-19 Virtual Formats

Pre-Classroom Planning:

- Contract terms with Metro North Workforce Board
- Instructor details and accountability:
 - Availability of team members
 - leadership role and/or assigned delegation of tasks
 - shop projects & material ordering
 - tool planning(ordering if necessary): measuring sets, end mills, cutters, etc
 - calendar planning (include career center job-ready time, test prep time, black-out dates, and test dates)
 - course plotting
 - Tooling U seats and monitoring
 - Certification decision(NIMS/MACWIC): process and time allocation
- Draft Calendar for start and end dates, & flier information. (review above items)
- Secure appropriate space and communicate with building personnel
- Career Center needs
 - Training Pro
 - Career Center Career Ready agreement
 - Paperwork: ITA's, attendance, progress reporting, industry certificates, course completion certificates, feedback forms
 - CORI process
 - Communication responsibilities for student concerns
- Instructor/Industry Meeting if doable (coordinate with Brian and Robin)

Training Course:

- Orientation: Final Calendar review with class, Instructor dialogue/Safety/attendance expectations, guest speaker?
- Attendance emailed daily to Career Centers(CC)
- Progress Reports mid-point and second last week of class (to Project Coordinator(PC) and CC's)
- Customer Issues to be reported immediately to PC & CC Case Manager
- Industry (OSHA, MACWIC, NIMS, AC-DC-Digital, J-STD) Certification copies to be obtained for CC records
- Student Feedback forms one week prior to end of class
- Company guest speaker and tour coordination with Outreach team*
- Graduation plan and execution

***OUTREACH Team**

- Partners (MM's, CC BSR, VOC, PC) meeting
 - NAMC will reach out for all tours unless otherwise directed by the BSR or the School (agenda discussion on time frames of tours, possibly pre-determined dates/times on calendar)
 - In the past, PC has emailed dates/times of Tours once solidified, but we may go with designated dates/times
 - Industry Guest Speaker(s) discussion
 - School input on Job Fair List
- Job Fair is coordinated by the BSR teams at the various CC's (Location, set up, format, company list)
- Vocational Schools have in the past hosted the Job Fairs, looking to use one job fair location for all 6 training locations

Graduation:

- Vocational School's Certificates of Completion
- Speakers (Voc School Admin., Instructor(s), local Company, local WB, Student, etc)
- Invitation & Program
- Space/Venue, agenda, food, drink, other (slide show etc)