



Michigan Municipal League (MML)
And
Michigan Community & Worker Economic Transition Office (CWETO)

Transition Impact Assessment RFP

BACKGROUND

Michigan's core industries, such as mobility, advanced manufacturing, energy, and construction, are undergoing significant transitions. Electrification, advanced manufacturing technologies (including AI, robotics, and automation), and global markets are reshaping how goods are designed and manufactured, how energy is delivered, and how workers do their jobs. Communities throughout the State are facing large amounts of economic and social uncertainty as they navigate these transitions.

The Community & Worker Economic Transition Office (CWETO) was established in legislation passed in 2023 to ensure Michigan's workers, communities, and businesses have the tools and resources to navigate economic change. The Office works to support businesses, workers, and communities well in advance of a plant closure or business failure, so that they can take proactive steps to become more resilient in the face of uncertainty.

The Michigan Municipal League (MML) is the premier statewide association representing more than 500 full-service cities, villages, and urban townships. Our members expect us to educate, advocate, and inspire their work as public servants building community wealth for their residents and stakeholders.

SCOPE

MML and CWETO are soliciting proposals for vendors with the knowledge and expertise needed to develop a Transition Impact & Risk Assessment that will inform strategic prioritization, statewide reporting on key industries, policy development, and stakeholder engagement related to economic transition across the state.

The assessment will identify and categorize communities, industries, and workers that are currently impacted by, or at elevated risk of, economic disruption. The final products should be a transparent, defensible, and maintainable methodology and accompanying assessment that can guide MML and CWETO's internal decision-making and external communications. Additionally, the final products will inform CWETO's annual statutory reporting on Michigan's transition-impacted industries. All deliverables, from the methodology to the corresponding assessment and digital resources, will be the property of the State of Michigan.

The assessment will:

- Create a clear and defensible methodology for identifying transition-impacted and at-risk communities, industries, and workers;
- Support regional prioritization and tiering for CWETO programmatic and policy work;

- Provide a repeatable framework and methodology that can be easily updated over time as conditions and data change;
- Strengthen CWETO and MML's ability to communicate needs and justify prioritization decisions with partners, funders, policymakers, and stakeholders;
- Create digital resources for the assessment that can be easily maintained and updated by CWETO staff; and
- Inform CWETO's statutory reporting activities.

Throughout the grant term, CWETO and MML will work closely with the vendor to give feedback on the assessment and adjust the work plan, as needed.

TASK 1 – Contractor must conduct foundational research and collaborate with CWETO and MML staff to establish the framework for the assessment. Contractor is encouraged to think creatively and be open to ideation with CWETO and MML staff to come to an agreed upon framework.

- A. Research must provide preliminary determinations of which sectors should be classified as transition-impacted or at-risk.
- B. Contractor must develop proposed lists of relevant NAICS codes and assess the availability and quality of publicly available employment, wage, layoff, and business establishment data to use in the assessment methodology.
- C. Contractor must define the appropriate geographic, industry, and occupational scope to include in the assessment by evaluating and recommending unit(s) of analysis such that the assessment framework is both granular and comparable across communities, industries, and workforce. Scopes may include, but are not limited to:
 - Geographic: county, municipality, prosperity/planning regions, labor sheds or commuting regions, Michigan Works! regions, hybrid approaches.
 - Industry: NAICS 2, 4, or 6-digit codes; other industry classifications.
 - Occupation: Standard Occupational Classification System major group, minor group, broad group, or detailed occupational level; other workforce classifications.
- D. Contractor must research and evaluate risk assessment methods to aid in policy and programmatic prioritization for community, economic, and workforce development efforts.
- E. Contractor must recommend clear, easy-to-understand definitions of tiered risk levels that will underpin the assessment. The risk levels must be correlated with the perceived likelihood and impact of events that lead to employment loss, business/plant closures, and/or significant drops in local property tax revenue.
- F. Contractor must evaluate and recommend publicly available data metrics to include in the assessment. Contractor may evaluate paywalled data sources but must include recommendations and accompanying pricing menus for those sources. Potential indicators must be available at the defined geography level and may include, but are not limited to:

- Local wage concentration by industry
- Total wages attributed to each industry
- Employer/industry concentration
- Recent and projected layoffs, total and by sector
- Pre-planned industrial site closures (e.g., coal plant decommissioning)
- Predicted impact of impact on other industries of changes in key sectors
- Property tax exposure to industrial site closures and/or sector contraction
- Unemployment and labor market distress
- Poverty and socioeconomic vulnerability
- Population growth/decline trends
- Educational attainment, workforce upskilling access
- Community resilience/adaptive capacity

Deliverables (due within 2 months of the project start date):

1. Literature review of risk assessment methods for community, industry, and workforce development efforts related to economic transition.
2. List of recommended priority sectors along with rationale for selecting sectors and associated NAICs codes.
3. Draft framework for the assessment, including: geographic, industry, and occupational scope, definition of tiered risk levels, and data metrics (with sources and pricing menus, if applicable) for evaluation.

TASK 2 – Contractor must recommend and develop a methodology for scoring and weighting communities, industries, and occupations by their levels of risk and potential impacts of economic transition events.

- A. Contractor must develop an easy to use and explain composite scoring system that normalizes indicators for comparison across geographies, industries, and occupations.
- B. Contractor must develop weighting options for included metrics and provide a clear rationale for the weighting decisions.
- C. Contractor must create a risk threshold and tiering methodology that categorizes communities, industries, and occupations into priority groups for CWETO engagement and strategy development.
- D. Contractor must recommend appropriate time horizons to include in the analysis and frequency with which the framework should be updated. The methodology should account for historical trends, current conditions, and forward-looking risk assessments.

Deliverables (due within 3.5 months of the project start date. Targeting February 1st, 2027.):

1. Draft methodology, including weighting, tiering, and time horizon recommendations.
2. Initial list of communities and industries produced by the draft methodology, to be reviewed by CWETO team and used in time- sensitive internal work, including the office's annual report and community selection for a fellowship program.

TASK 3 – Contractor must conduct the risk assessment and test results. The final assessment should be delivered in a clearly organized digital format that can be updated and maintained by CWETO and MML staff in future assessments (*e.g.*, dashboard, visualization, spreadsheet with outputs). Emphasis should be put on the tool's usability by staff without technical expertise. The contractor must also deliver supporting documentation for the framework, methodology, and assessment along with recommended next steps to maintain, update, or expand the assessment.

- A. Contractor must conduct the risk assessment using the draft framework and methodology. They must also test the sensitivity of ranking to changes in metric weightings.
- B. Upon CWETO and MML's review of the draft risk assessment and sensitivity analysis, the Contractor must produce a final risk assessment that incorporates any identified changes.
- C. Contractor must develop a package of digital resources to conduct the assessments that are designed for ongoing maintenance and future updates by CWETO staff that may not have extensive data expertise. The resources must be compatible with State of Michigan systems and IT requirements (*i.e.*, Microsoft Suite).
- D. Contractor must produce a final methodology report that includes recommended publicly available data sources and update protocols.
- E. Contractor must transfer processes and deliver the digital resources along with all source data, weighting, and technical documentation to CWETO and MML staff prior to close-out.
- F. Contractor must provide a recommendation of next steps for maintaining or expanding the assessment to include additional data or risk considerations.

Deliverables (due within 8 months of project start date):

1. Draft assessment and sensitivity analysis, including draft list of communities and industries (due within 4.5 months of project start date)
2. Final framework, updated to reflect any modifications identified during phases two and three (due within 5.5 months of project start date)
3. Final methodology, updated to reflect any modifications identified during phase three (due within 5.5 months of project start date)
4. Final risk assessment, including all data and documentation for the assessment
5. Digital resources used in the assessment that can be updated by CWETO staff for future assessments
6. Recommendations on updating or expanding the assessment in the future.

Timeline

September 1, 2026 – RFP released by MML

September 17, 2026 - Office hours for RFP questions (see details on proposal instructions page)

October 2, 2026– responses due

October 20, 2026 – Contract Executed

December 20, 2026 – Task 1 completed

February 1, 2027 – Task 2 completed

March 5, 2027 – Task 3 Draft assessment and sensitivity analysis due

April 19, 2027 – Task 3 Final framework, updated to reflect any modifications identified during phases two and three and final methodology, updated to reflect any modifications identified during phase three

June 18, 2027 – Task 3 Remainder of deliverables completed

Proposal Instructions & Evaluation Process

Each proposal submission will be evaluated based on vendor ability to perform the tasks and the criteria below.

1. Demonstrated experience – 25 points

- a. Description of current or previous experience in analyzing data sets and developing data visualization tools. Samples are allowed.
- b. Description of subject matter expertise in economic transitions and Michigan's economy.

2. Scope of work – 30 points

- a. Description of how the vendor will work with CWETO staff, their partners and relevant stakeholders to develop the Transition Impact & Risk Assessment.
- b. Description of the vendor's proposed methodology for completing the tasks as outlined in the RFP.

3. Next steps and future funding– 10 points

- a. Description of any next steps that the vendor would recommend following the completion of this project.
- b. Description of how the vendor would use any additional funding for this project or identified next steps, should additional resources become available.

4. Work Plan, timeline, and deliverables – 20 points

- a. Detailed project plan and timeline with milestones.
- b. Description of expected deliverables.

5. Budget and Budget Narrative – 15 points

All proposals must be submitted to Shanna Draheim, Michigan Municipal League at sdraheim@mml.org by COB October 2, 2026.

We will be hosting an open office hours to answer questions about the RFP on Thursday, September 17th between 2:30 and 3:30 pm. Please email sdraheim@mml.org if you would like the invitation/Zoom link.