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Atlanta Development Authority
Urban Residential Finance Authority
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**REQUEST FOR PROPOSALS
FOR CONSULTING SERVICES
TO PROVIDE
WORKFORCE DEVELOPMENT
STRATEGY**

PREPARED BY:

INVEST ATLANTA

March 4, 2013

RESPONSES DUE: April 5, 2013

REQUEST FOR PROPOSALS

Workforce Development Strategy Invest Atlanta

Introduction

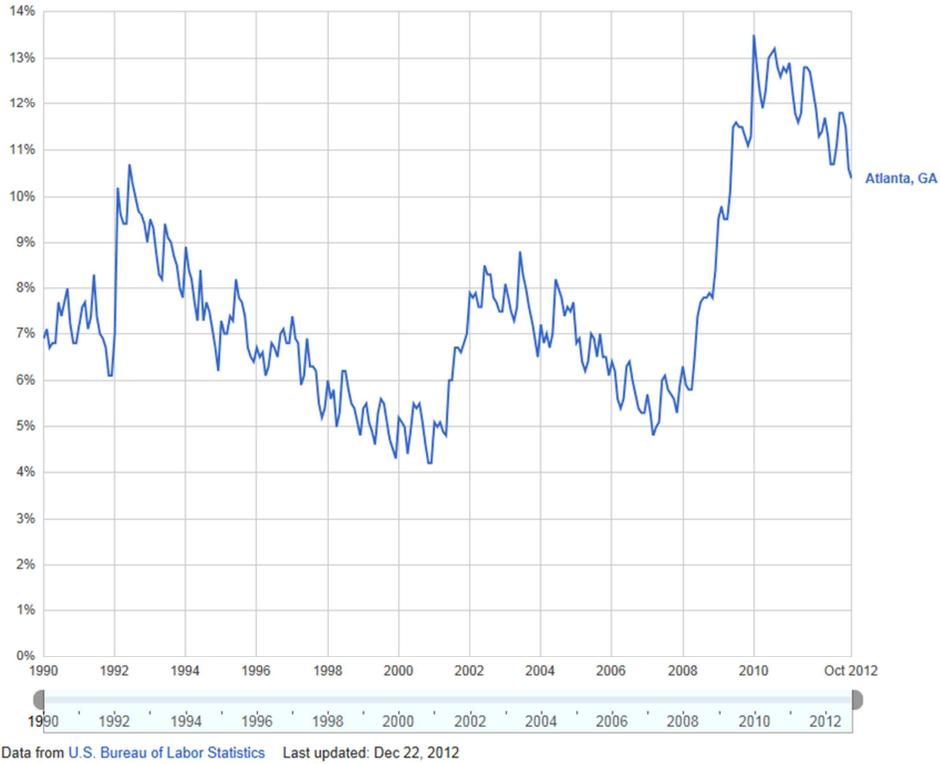
Invest Atlanta is seeking bids for a professional services contract consultant. The consultant will provide strategic planning services for Atlanta's workforce development strategy. The consultant will also provide expert advice in workforce systems development/design based on analysis of information provided, research of best practices, and other methods. The work requires understanding workforce and related systems and integrating the perspectives of non-profits, business, educators, funders, and others. The goal is not only to provide a clear analysis of historical and current issues, but to also provide short- and long-term recommendations for the City of Atlanta to undertake in collaboration with others.

Background

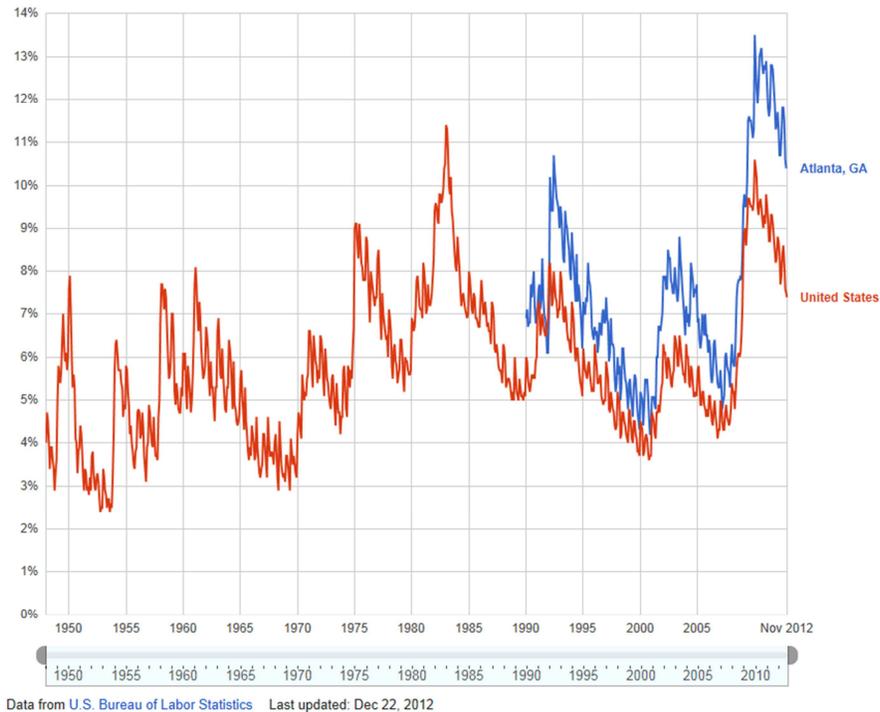
Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line (it was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic -- as in the railroad). Today, the fast-growing city remains a transportation hub, not just for the country but also for the world: Hartsfield-Jackson Atlanta International Airport is the world's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate here and the more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and is the world headquarters for 13 Fortune 500 companies.

Atlanta is the Capital city of the southeast, a city of the future with strong ties to its past. The old in new Atlanta is the soul of the city, the heritage that enhances the quality of life in a contemporary city. In the turbulent 60's, Atlanta was "the city too busy to hate." And today, in the 21st Century, Atlanta is the "city not too busy to care."

In the past two decades Atlanta has experienced unprecedented growth -- the official city population remains steady, at about 420,000, but the metro population has grown in the past decade by nearly 40%, from 2.9 million to 4.1 million people.



Atlanta lost over 30,000 jobs in the most recent economic downturn and although its unemployment rate has dropped over the last 12 months, it still remains much higher than the national average (November 2012).



In light of the global economic downturn in the economy and resulting high level of unemployment, this plan will be developed to compliment the City of Atlanta's new Economic Development Strategic Plan and ensure the workforce preparation system's alignment with economic development strategy to become more competitive in this new 21st century Global economy.

Focus of Strategy:

Workforce development: to be driven by goals by coordinating with people, business and education.

- What are the necessary skillsets to meet economic development strategy needs?
- Assessment of our current workforce by cluster and industry segmentation, and skill-levels.
- Based on the assessments, recommend programs and strategy for implementation to match to improve skillsets to match needs.

Alignment: as an organizational prospective

- Recommend a strategy for organizational alignment to match needs with supply while ensuring sustainable funding.

Scope of Work to include:

- Identify and organize steering committee.
- Analysis of needs based on industry cluster targets identified in economic development strategy.
- Assessment of current workforce by population segment and skill-level and baseline creation.
- Analysis of current research.
- Facilitate meetings with focus groups and conduct stakeholder interviews.
- Community mapping/environmental scan of job market by cluster/sector.
- Analyze gaps in demand vs. supply by segmentation, age and skill sets and recommend solutions.
- Analyze current workforce development services and related systems including funding mechanisms.
- Identify gaps in workforce development services and related systems and recommend solutions.
- Identify relevant evidence based workforce development practices/models in use nationally or opportunities to build on existing efforts and illustrate pros and cons of each.

Scope of Work (continued):

- Final recommendations and creation of strategy for workforce development /organizational alignment to include:
 - Identify alignment, policy, organizational and other requirements needed for implementation of recommendations.
 - Identify potential barriers and challenges to implementation with options and suggested solutions for overcoming identified barriers.
 - Identify and recommend detailed funding streams (including sources other than the usual like WIBs etc.)
 - Scenario building to develop options for implementation.
- One year anniversary follow-up to check on status of recommendations and implementation.

Demonstrated Areas of Consultant Expertise:

The consultant(s) is encouraged to draw upon the experience of local and national experts to expand their knowledge and skills. (Collaborative or Partnering proposals are welcomed)

The consultant(s) should have:

- Knowledge of existing current reports, research and other data on unemployment, Atlanta job market area, and trends.
- Workforce, employer and other community perspectives on these issues.
- Understanding of the needs of low-skilled and other workers.
- Knowledge of state and local workforce and related systems.
- Knowledge of key local agencies, nonprofits, foundations, corporations and other funders engaged in this field.
- Knowledge of national evidence- based or best practices that may be effective.
- Knowledge of the range of investment strategies (program support, capacity, building/sector strengthening, research, knowledge development through convening, advocacy)
- Experience in leading meetings and group facilitation.

Style and Page Limitations: Responses shall be limited to a maximum of 30 pages of text on 8½" X 11" paper, single-sided, one-inch margins, using a minimum 11-point font. Efforts should be made to provide concise responses.

Delivery of Proposals: By no later than 12:00 p.m. on April 5, 2013 (the “Response Deadline”), all respondents should submit seven (7) hard copies and one (1) electronic copy (via disc, flash drive or other similar digital storage device) of its response to this RFP to:

**Bill Cronin
Vice President, Economic Development
The Atlanta Development Authority d/b/a Invest Atlanta
133 Peachtree Street, NE
Suite 2900
Atlanta, GA 30303**

Responses should be inserted into an envelope clearly labeled as follows:

RESPONSE TO REQUEST FOR PROPOSALS

[Respondent Name]

WORKFORCE DEVELOPMENT STRATEGY

Invest Atlanta reserves the right to award the scope of work in its entirety or some portion(s) thereof. Furthermore, Invest Atlanta reserves the right to reject any and all proposals and to waive irregularities.

Invest Atlanta maintains a policy of encouraging firms to present innovative ideas and we appreciate ideas that result in a tangible benefit to the City and Invest Atlanta. Proposals are encouraged from minority-owned and women-owned businesses. In addition, Invest Atlanta encourages proposals from Atlanta-based businesses and small businesses.

Proponents will not be reimbursed for any costs incurred to prepare proposals or for any work performed in connection therewith or during any negotiations on proposed appointments. All materials submitted in response to the RFP will become the property of Invest Atlanta.

Submission Guidelines

A. Transmittal Letter

Each respondent should provide a cover letter summarizing the key points of the response, signed by an officer or employee of the respondent firm who is authorized to commit the firm's resources to the scope of work described herein. The transmittal letter should be limited to two (2) pages.

B. Content of Proposal

Responses to this RFP shall include the following sections:

1. Respondent Name
2. Statement of Qualifications
3. Methodology- to include work plan and other information for addressing topics.
4. Budget/cost & time required to complete project
5. Summary of relevant work experience including 2 examples of strategic plan created by the respondent
6. Resumes of team
7. Equal Business Opportunity (Describe the firm's plan, if any, to utilize disadvantaged, minority-owned, woman-owned and small business enterprises in performing the scope of work)

CONTRACTUAL TERMS

The respondent must be prepared to perform the required services beginning May 20, 2013 (the "Commencement Date"). The term of the contract shall be twelve (12) months, expiring on the first (1st) anniversary of the Commencement Date. Invest Atlanta may terminate the contract without cause by giving not less than thirty (30) days prior written notice to the selected service provider. Invest Atlanta may terminate the contract with the service provider immediately for cause. Cause will include, but is not limited to, concern for financial integrity, irregularities, fraud or failure to perform service.

Responses to this RFP will be evaluated based on the respondent's response to all relevant criteria stated in this RFP. Invest Atlanta has the right to reject any and all proposals. Proposals will be evaluated by a committee consisting of Invest Atlanta's staff, partner organizations and local leaders. Committee members will review the proposals individually and collectively to determine total points and rank them accordingly. If determined necessary by Invest Atlanta, interviews may be conducted with the respondents determined to be the most qualified. Additional information may be required at that time. After reviewing submittals (and conducting interviews, if deemed necessary), the selection committee will select the winning proposal.

CONTRACTUAL TERMS (continued):

It is the policy of Invest Atlanta to prohibit discrimination against any person or business in pursuit of business opportunities on the basis of race, color, sex, religion, national origin, or geographic location and to conduct its contracting and purchasing programs so as to prevent such discrimination.

TIMELINE

<u>Date</u>	<u>Action</u>
March 4, 2013	RFP distribution
March 18, 2013	Deadline for submission of questions
March 25 2013	Responses to questions posted on website
April 5, 2013	Response Deadline; Submittals due
April 30, 2013	Tentative selection date

QUESTIONS

All questions should be directed in writing to the following e-mail address: wcronin@investatlanta.com

All questions must be received before 12:00 pm on March 18, 2013. Questions not received by that date and time will not be considered or receive a response. Only inquiries received in writing will receive a response. Invest Atlanta will publish all received written inquiries and responses to all such inquiries on its website at www.investatlanta.com on or before March 25, 2013.