

RFP-RFQ QUESTIONS & ANSWERS
MEDIA SERVICES AND PUBLIC RELATIONS FIRM
AUGUST 30, 2011

1. Are there current established benchmarks or baselines as well as target goals to measure success? Yes.
2. What kind of research has been conducted to gauge levels of knowledge, awareness and understanding of the ADA and its initiatives among key stakeholders, including media, the public, government leaders, corporate executives? ADA has conducted several online awareness and satisfaction surveys through its monthly electronic newsletter, Pulse of Progress, which goes to 23,000 people and includes the audiences mentioned in the question.
3. How would you prioritize the target audiences? 25% internal (staff, elected officials, City Hall employees; 25% local external (city residents, NPU leaders, stakeholders and economic development partners); and 50% external (customers, developers, investors, CEO's, brokers, site selection consultants).
4. Which ADA programs(s) does the board, staff and partners see as the priority (or priorities) for visibility? Programs geared to business attraction, retention and expansion that create jobs and enhance our competitive edge.
5. What is the current perception of the ADA? What are the misconceptions? The perception of ADA is that more focus should be given to business creation, attraction, retention and expansion.
6. Who will serve as the primary media spokesperson? The applicable department head or the President/CEO.
7. Will the PR agency be responsible for planning the ADA led housing fairs and bus tours? No.
8. Does the ADA currently have a media monitoring company in place? No.
9. When will the public relations program officially begin? October, 2011.
10. What is the allocated budget for this RFQ? Not to exceed \$150,000.
11. Is the allocated budget for services and out-of-pocket expenses or services only? Both.
12. What is the ADA's most high profile or recognized accomplishment? Atlantic Station.
13. What ADA program has generated the most significant impact on Atlanta? Tax Allocation District.

14. Prioritize your TADs. Why? The Westside TAD is the city's oldest TAD district and has seen significant success. Atlantic Station is a national model for brownfield remediation and sustainable development. The BeltLine TAD has the most potential to truly transform Atlanta's built environment and ensure Atlanta remains a city where young, educated, creative people want to live.
15. Prioritize your development focus – residential growth, commercial growth, business growth. Why? In today's economy, the main focus is business growth.
16. Which industries and/or companies are the most attractive to ADA as relocation targets? Biotechnology, transportation/logistics, health care, life sciences, entertainment, technology and advanced manufacturing.
17. Which U.S. regions, if any, does the ADA focus on for industries and/or companies with relocation possibility? Boston, NY, Chicago, Research Triangle NC, California, Texas, among others.
18. What are the biggest criticisms of ADA? It does not have an economic development strategy in place for jobs, economic growth and competitiveness.
19. What marketing or communications initiatives have been the most successful to date? Public relations is the most effective initiative. ADA had over 100 stories published in 2010 with an advertising value of \$1.5 million. Pulse of Progress, a monthly e-newsletter continues to build its subscriber base and is an excellent tool to reach target audiences directly.
20. What ADA story has received the most extensive media coverage or visibility in recent years? When Porsche decided to build a \$100 million corporate headquarter in Atlanta near the airport earlier this year, it received significant coverage.
21. Primary spokesperson/spokespeople? ADA's CEO, COO, VP of Economic Development, Managing Director of TADs and Director of Housing Finance. How accessible is Mayor Kasim Reed as a resource? Mayor Reed might be available for a very few highly strategic PR initiatives, however, his availability will be limited.
22. Who are ADA's most engaged partners? Metro Atlanta Chamber of Commerce, the Innovation Crescent, Central Atlanta Progress, the Mayor's Office, Atlanta City Council, Fulton County and Atlanta Public Schools. How do they support the ADA? They demonstrate support through a variety of methods.
23. What economic development agency, if any, do you consider best-in-class for its marketing communications efforts? New York City. Why? They have the funding to produce excellent printed materials and a slick website with great functionality.
24. Can you share ADA marketing communications plans from previous years? No.

25. What is the breakdown of marketing activities used by ADA? Public relations, media relations, website maintenance, newsletter dissemination, monthly reporting to the ADA board of directors, tracking of all ADA transactions, promotion of housing fair events, stakeholder coordination, email database maintenance, social media, copy writing and production of publications, media tracking, responding to online public inquiries. How is that reflected in the marketing budget? Website maintenance is the largest component (75%) of the marketing budget.
26. What is the budget for this assignment? Not to exceed \$150,000.
27. What milestones or other high-profile news does ADA anticipate in 2012? The city could see another high profile corporate relocation, the closing of another TAD bond issuance or an international mission trip with dignitaries, etc.
28. At the end of this year long contract, how will you determine success beyond achieving the targets listed in the SOW? We will want to know if the PR generated during the year increased the number of direct business relocation leads to ADA.
29. Is there a historical budget for a similar scope that you can provide? No.
30. Do you anticipate the selected firm to place advertisements? We traditionally do not use advertising as a tool.
31. Are there any preferred vendors ADA expects the selected firm to work with in terms of printing, photography, etc? No.
32. Have you been working with outside public relations and/or communications vendors on these tasks in the past? No, with the exception of website maintenance and hosting, newsletter layout, newsletter dissemination and online surveys.
33. Is there an existing communications plan and strategy that could be made available to the competing agencies? No.
34. Assuming these materials exist will they be made available to the selected agency? Yes.
35. Who will the chosen agency work directly with TADs, CDEs, Opportunity Zones to communicate projects/progress, or will the ADA manage the communications with those entities and their constituents directly? The selected PR agency will need to coordinate directly with each of ADA' internal departments. The PR agency may also be called upon to provide updates and presentations to the senior team and board of directors.
36. Are there situations where the ADA brand would be purposefully separate or

- subordinate to a specific initiative, i.e. the Emerging Markets initiatives, CDE/New Market tax credit initiatives, etc? Yes. Would the agency's work involve representing the interests of those initiatives? Yes.
37. Do you envision the selected agency's role to include communication/facilitation with government agencies and affiliates re grant funding, government match, tax incentives, etc. emanating from federal sources? No.
38. The ADA's marketing and communications division was mentioned in the background information provided in the RFQ. Would the agency be reporting to this division, and how would that be structured in terms of reporting, approvals, deliverables, etc? The ADA is out-sourcing its marketing and communications department. The selected agency will report directly to the Vice President of Economic Development.
39. How contemporary is the research/market intelligence used by ADA in terms of demand/rationale for specific programs/projects, and can the agency get access to that research/intel? The selected agency will have access to any and all market research and survey data.
40. How prepared is the ADA for a major crisis or issues event in its own estimation? ADA is a small agency and can quickly get the appropriate people on a conference call when issues arise. From an issues and crisis management standpoint, is there an existing crisis and issues management policy and plan in place? There is no written crisis management policy.
41. Is this policy and plan tied to the city or any other government or affiliated agency in terms of approvals, response, resource allocation, etc? Yes. Is crisis response or incident scenario planning around potential risk or issues management events conducted on a regular basis? No.
42. What areas would you like to see improve based on your current efforts? More national and international press about Atlanta that generates additional business relocation leads for the ADA. More press in Atlanta's suburban communities attracting people to the city limits.
43. Are you interested in working with an Atlanta-based agency or are you open to working with firms outside Georgia? We are open to any agency located in the US.
44. Regarding your objective of attracting donations, what do you consider to be the best sources of funds you are seeking? Corporations and foundations. How do you or would you put those resources to work? Donated funds would be put to use in a way that is mutually beneficial and agreeable to ADA and the donating entity.

45. Have you identified target geographies – domestically and internationally-from which to recruit businesses and investment? Yes. If so what are they? Internationally, China, India, France, Germany, Britain, Belgium, the Netherlands, Japan, Korea, Turkey, Israel, Brazil, Canada and Chile. Domestically, Boston, Chicago, Research Triangle NC, Dallas, San Francisco and Washington, D.C.
46. Have you traditionally worked with other high profile ED entities, such as the Metro Atlanta Chamber and Georgia Department of Economic Development, to bring jobs and investment to the city? Yes.
47. What is the one communications challenge or opportunity that keeps you up at night that an agency partner could help you address? Atlanta is not telling its story and competing for investment the way it should be.
48. The RFP notes that this contract is for one year, yet much of the scope of work points to the establishment of what seems to be an ongoing program. Will there be consideration for contract extensions beyond one year? Yes.
49. As part of the identified strategies, it is noted that there is a desire to “promote the strategic clusters identified in the economic development plan...” We are unable to locate that plan. Can a link be provided? A new economic development plan will be developed in the near future.
50. At what point in the economic development process does the ADA become involved in courting international audiences? ADA is proactive in courting international and domestic companies and sometimes meets with companies before they begin their site selection process. ADA learns of a lead after Atlanta has been shortlisted by a company’s site selection team or from an economic development partner providing a lead to ADA.
51. What is the balance between domestic and international outreach requirements of the role? The marketing effort needs to be balanced evenly between domestic and international.
52. What are the internal public relations resources within ADA? There will be limited PR resources at ADA beginning in October 2011. Is there an expectation that a portion of the work identified in a strategic plan will be managed by an internal team, or should we anticipate managing all aspects of the program? The selected PR firm should expect to manage all aspects of ADA’s PR plan.
53. How many finalists will be chosen? 2-3.