

## **INTRODUCTION**

The Atlanta Development Authority (“ADA”) is soliciting responses to this Request for Qualifications (“RFQ”) from interested and qualified firms or individuals wishing to provide comprehensive, strategic and implementation planning services for the Westside Tax Allocation District (the “Westside TAD”) Neighborhood Area, comprised of the Vine City and English Avenue communities, located within the City of Atlanta, Georgia (the “Project”). ADA has been created and is existing under and by virtue of the Development Authorities Law, activated by a resolution of the Council of the City of Atlanta, Georgia (the “City”) and currently operates as a public body corporate and politic and instrumentality of the State of Georgia. ADA was created to promote the revitalization and growth of the City and serves as the City’s redevelopment agent. It represents a consolidation of the City’s economic and community development efforts in real estate, finance, marketing and employment, for the purpose of providing a focal point for improving the City’s neighborhoods and the quality of life for all of its citizens. ADA is the cornerstone of an overall effort to provide economic and development services in a more effective and efficient manner.

The purpose of the Project is to study the Westside TAD Neighborhood Area to determine a viable redevelopment strategy that will result in job creation and quality of life enhancement. Although well-located, this area suffers greatly from a number of social and economic ills:

- More than 50% of the population lives below the poverty line,
- Over 80% of the children attending school receive free or reduced lunch,
- The average median household income is approximately \$23,000, and
- Only 17% of the housing units are owner-occupied.

Consequently, ADA is seeking the services of a qualified firm or individual to act as a consultant (the “Consultant”) to aggregate planning activities to date, update plans based on current conditions and devise an implementation strategy with a primary focus on job creation.

## **RESPONSE DEADLINE**

Any response to this RFQ (each, a “Response”) must be submitted in hard copy (one original and three copies) and on CD in Adobe Acrobat format by no later than 5:00 p.m., Friday, November 4, 2011. Responses received after this time and date will not be considered. Please address the Response to:

S. Tarnace Watkins, Sr.  
Program Manager, TADs  
The Atlanta Development Authority  
86 Pryor Street, Suite 300  
Atlanta, Georgia 30303

## **INQUIRIES**

Prospective bidders are strongly encouraged to submit inquiries regarding this RFQ by email, in writing to:

S. Tarnace Watkins, Sr.  
Program Manager, TADs  
The Atlanta Development Authority  
Email: [westsidetadrfq@atlantada.com](mailto:westsidetadrfq@atlantada.com)

Only inquiries received in writing will receive a response. All such written inquiries must be delivered by 5:00 p.m., Monday, October 17, 2011. All respondents to this RFQ will be provided access to or a copy of all received written inquiries and ADA’s responses to those inquiries.

## **PROJECT OVERVIEW**

In an effort to promote positive development around Centennial Olympic Park and the surrounding communities, ADA, in conjunction with its partners, facilitated the creation of the Westside Redevelopment Plan & Tax Allocation Bond District. In 1998 the City, Fulton County, and the Atlanta School Board passed resolutions creating the Westside TAD, establishing ADA as the City's redevelopment agent and, in the case of the County and School Board, consenting to the inclusion of their respective portions of all ad valorem tax increment created within the Westside TAD and the application of those tax increments to pay certain qualified redevelopment costs. As redevelopment agent, ADA is responsible for promoting positive development within the Westside TAD and administering the TAD financing process.

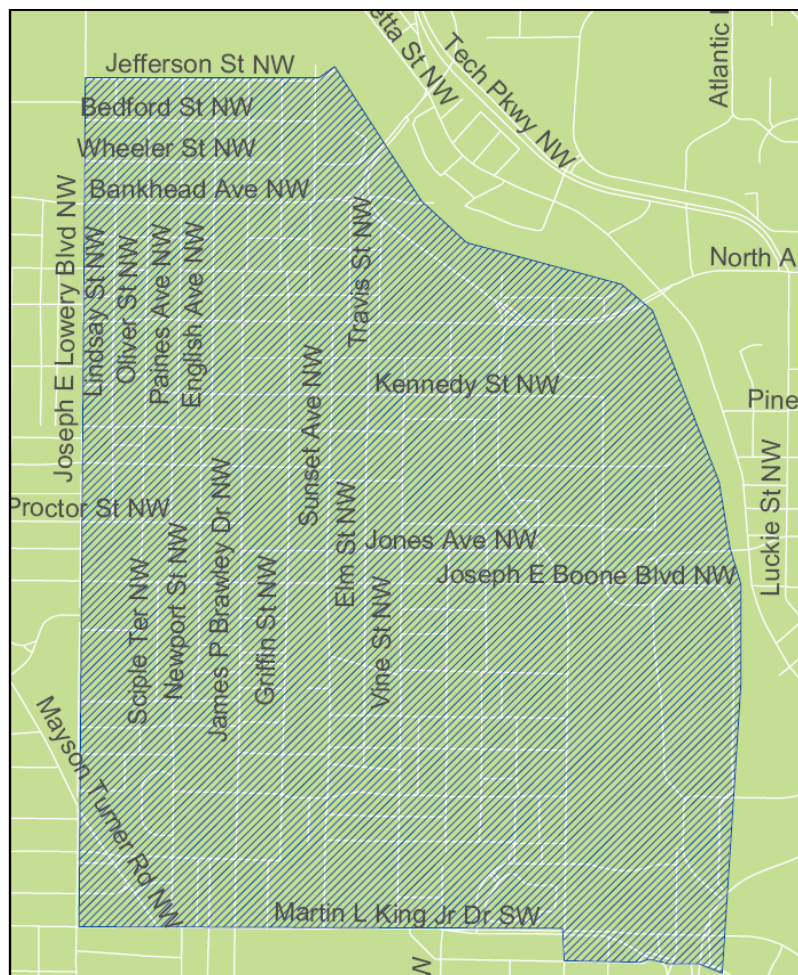
The Westside TAD Neighborhood Area (as described below) has experienced depopulation, private disinvestment, escalating crime and pandemic social-ills for over a decade. The level of distress and lack of opportunity experienced by residents of this area is evidenced by the high poverty rate and low income levels. The median income for this area is approximately \$23,000 compared to the United States median income of \$49,445 and the median income for the Atlanta MSA of \$68,300. In the census tracts that comprise the Westside TAD Neighborhood Area, the percentage of families living below the poverty line ranges from 35% to 70%. Those families living below the poverty line tend to perpetuate a vicious cycle of under-education and single-parent households, leading to apathy. The "build-it and they will come" philosophy has proven to be ineffective for this area.

ADA seeks to develop a comprehensive plan that outlines the most effective redevelopment strategy for the Westside TAD Neighborhood Area. The Consultant will take into consideration all assets: physical, environmental, political and human. The Consultant should identify and link the appropriate social service providers in or around the area that will most effectively address the prevalent social issues within the study area creating a baseline for development and livable wage-paying employment opportunities for the community. Additional resources must be identified to accomplish the goals of constructing adequate public infrastructure, increasing the tax base and supporting the development of retail, office, industrial and residential facilities that meet market demand.

This plan will help all stakeholders understand the viability of this opportunity and the necessary steps to implement this vision.

### **Location of the Site**

The Westside TAD Neighborhood Area is primarily south of Jefferson Street east of Joseph E. Lowery Blvd, north of Martin Luther King, Jr. Drive and west of the railroad tracks (the "Project Area"). A map of the Project Area is to the right:



## **SCOPE OF SERVICES**

A comprehensive strategic and implementation plan is needed to catalyze redevelopment activity that will produce jobs and enhance the quality of life. The Consultant will seek to implement the City's economic development goal of sustainable job growth by supporting development that will create job opportunities for the residents of English Avenue, Vine City and the surrounding area.

The scope of services to be provided by the selected Consultant will be developed in partnership with ADA and may include the following elements:

- 1) **Overview of Project Area:** Outline existing conditions and land uses in the Project Area. Demographic information should be included to provide information on the residential population and living conditions in the Project Area.
- 2) **Study Coordination and Integration:** Identify existing or previous planning efforts that impact the Project Area, including but not limited to:
  - a. Georgia World Congress Center Master Plan Phase II: Stadium Solutions The Georgia Dome
  - b. Vine City Redevelopment Plan
  - c. English Avenue Redevelopment Plan
  - d. Proctor Creek – North Avenue Watershed Basin: A Green Infrastructure Vision
  - e. Falcons Stadium Economic Impact Study
  - f. Atlanta Choice and Promise Neighborhood Studies

The selected Consultant shall aggregate the various existing and relevant studies and plans into one implementation plan for the area.

- 3) **Infrastructure Assessment:** Determine the capacity of public and private infrastructure including water and sewer, greenspace, transportation, electricity, etc. Identify necessary upgrades/mitigation to accommodate the redevelopment. Provide an analysis of the current infrastructure, necessary improvements to support the proposed plan, a list of potential funding sources and local, regional, state, federal and private entities that will need to be involved in the improvements.
- 4) **Community Engagement:** Solicitation and management of community/public input will be essential to ensure the feasibility and acceptance of the proposed plan. It will be critical to communicate the scope of the Project and the potential impact on the community. A community engagement plan to include residents, land owners, business proprietors, neighborhood associations, churches and elected officials is important. The Consultant should propose the best method to ensure public input including community meetings. A summary of the outcome of those meetings should be included in the final report.
- 5) **Market Study:** Examine best practices in other cities and recommend strategies that could be implemented in the Project Area. Provide case studies of similar developments nationally or internationally. Indicate how successful strategies could be implemented. Consider the attraction of new business as well as community revitalization, job opportunities for the residents of the communities, and retail and housing opportunities. Develop an assessment of the strengths, weaknesses, opportunities and threats (SWAT analysis) to the Project Area.
- 6) **Graphic Master Plan:** Develop a plan from the Project Area to help stakeholders visualize the range of redevelopment options. Design guidelines could also be developed that will help achieve desired massing and aesthetics of buildings and public/private open spaces that may be incorporated into the plan.

- 7) **Funding Strategy:** Identify local, state or federal funding opportunities to support this development. Foundation and private sector funding strategies should also be considered.
- 8) **Implementation Strategy:** Determine the most feasible course of action with defined objectives and schedules. The strategy should include key assumptions, major tasks, implementation impact, performance monitoring and project acceptance. An electronic 3-D presentation envisioning the final Project is recommended and will receive additional points on the evaluation of the Proposal.
- 9) **Supportive Services Strategy:** Identify and recommend the most effective nearby supportive service providers to the indigenous community to address and mitigate the pervasive social pandemic affecting the area. Hours of operation, available professional and transportation services, and demographic area served should be included in the final Proposal.

## **EVALUATION METRICS**

ADA will convene an Evaluation Committee to evaluate each response properly submitted by an organization or individual (each, a "Respondent"). At the discretion of ADA, follow up interviews may be conducted with the highest ranking Respondents as recommended by the Evaluation Committee prior to the ADA making a final selection of the successful Respondent.

All responses must be submitted in the following tabbed format:

### **A. Section I – Cover Letter**

- Name, address and telephone number of the firm (or firms) submitting the qualification statement
- Summary of the firm's interest in the project, and the name of one or more individuals authorized to represent the firm in its dealings on a contractual basis.

### **B. Section II – Corporate Information (20 points)**

- History of the firm, including present ownership and key management individuals. Describe any anticipated or recent changes in overall corporate management ownership.
- Location of corporate headquarters and other divisional offices. Specify which office or offices will be involved in this Project. Include contact names, addresses and phone numbers.
- A company organization chart showing authority structure and depth of resources.
- Resumes of any personnel anticipated to be assigned to the study.
- List any litigation the firm was involved in during the last five (5) years.
- List any current, pending or threatened litigation and provide a description.
- A disclosure statement listing all potential conflicts of interest related to this Project. This disclosure statement must be addressed specifically in your response, even if no conflict exists.
- A current audited balance sheet and income statement.
- An overview of the firm's relationships with female business enterprises, minority business enterprises or small business enterprises. Please indicate if any proposing firm or joint venture partner is certified under any of these categories by the City.

### **C. Section III – Experience (40 points)**

- The firm's current annual project volume and average volume during the past five (5) years.
- Provide details of past experiences, references for similar work, planning/budget/schedule activities, public engagement experience, talents applicable to respective service to be provided, documentation method, project tracking method and work product delivery methods that have proven successful. Also, include any experience or work completed on behalf of the City, ADA, Atlanta BeltLine, Inc., BeltLine Partnership, etc.
- Provide the following information for no more than five (5) current or recently completed projects:

- Project Name
- Project Location
- Project Scope and Description
- Nature of Public/ Community Involvement
- Project Methodology (specifically including work plan reviews)
- Contract Amount
- Contract Type: (i.e., lump sum, guaranteed maximum price, etc.)
- Actual or Expected Completed Date
- Detailed description of the scope and results of such services
- Actual Duration
- Members from Project that will be assigned to the ADA
- Provide a list of economic development authorities, universities or other clients for which the Respondent served as consultant for real estate reuse similar to those requested in the Scope of Services above.
- Provide a list of three references from the agencies listed including the agency name, address, contact name, phone number and e-mail address for each reference. Provide information regarding any accounts from which the Respondent was terminated for cause within the last three (3) years including the reason for the termination.

#### **D. Section IV – Proposed Team and Approach to Project (40 points)**

- Identify potential services, including firm's capabilities and anticipated approach to the project.
- Please describe the tools, methodologies and frameworks the Respondent may use.
- Include a staffing plan, estimated hours and resources that will be required from ADA and/or the City.

#### **Timeline and Deliverables**

ADA will ensure that the selected Consultant has access to all necessary files, reports and personnel required to complete the Scope of Services. The following is an approximate project schedule, subject to modification:

- September 21, 2011 – RFQ released
- October 13, 2011- RFQ Information Session (inquiries regarding this RFQ due by October 17, 2011)
- October 24, 2011- ADA's responses to Respondents' inquiries are posted to ADA website
- November 4, 2011- Responses due to ADA
- November 4- December 16, 2011– Response review process
- January 2012– Interviews with selected Respondents
- Mid-February 2012 – Consultant selection (if any)
- August 2012 – Work completed by Consultant

#### **Other**

Responses should include a cover letter providing an introduction to the firm or team and the areas of expertise of the firm. The letter should also state the full name; address; and phone and fax numbers of the organization and the branch office or other subordinate entity that will perform or assist in performing the services described therein. If responding as a team, the lead firm should be designated with a project manager identified as the single point of contact. Indicate the type of firm ownership (individual, partnership or corporation) and explain any proposed joint venture relationships. Include the state(s) in which the firm is incorporated and/or licensed to operate and provide a valid insurance certification.

Firms will be evaluated on the basis of overall experience and depth of resources. It is imperative that responses contain all information requested.

Submittals must include 1 original of the Response, 3 hard copies of the Response, and one CD containing the Response in Adobe Acrobat format. Every effort should be made to make proposals as concise as possible. The body of the Response shall include a maximum of twenty (20) pages – although the firm/team should not feel compelled to fill the 20-page allowance. An appendix of no more than fifteen (15) pages in length may also be provided with materials highlighting previous work and resumes.

### **Selection Process**

Once the Responses are reviewed and scored, a short list will be compiled by ADA. Interviews may be conducted with the firm(s) determined to be the most qualified and additional information may be required at that time. Negotiations will begin with the firm(s) determined to be the most qualified. **While the contract will be between the Consultant and ADA, a committee of stakeholders will provide recommendations to ADA to engage the Consultant.**

Selected firm(s) must be prepared to enter negotiations for services outlined in this RFQ.

### **QUALIFICATION CRITERIA**

ADA encourages, but does not require, all Respondents to promote opportunities for diverse businesses, including Minority Business Enterprises (“MBE”), Female Business Enterprises (“FBE”) and Small Business Enterprises (“SBE”) to compete for business as subcontractors and/or suppliers. However, nothing herein should indicate that an MBE, FBE or SBE may not apply and be selected independently, as MBEs, FBEs, and SBEs that meet the qualifications of this RFP are encouraged to submit their qualifications for consideration. For an MBE, FBE or SBE to participate on the contract, said MBE, FBE or SBE must be certified as an MBE or FBE and be registered with the City's Office of Contract Compliance M/FBE Register. SBEs must be registered with the City and are defined as businesses not exceeding \$2.5 million in gross sales during the recent calendar or fiscal year.

Firms interested in obtaining applications for certification should contact these organizations:

- **City of Atlanta – Office of Contract Compliance (MBE/FBE):** Hubert Owens, Director, Office of Contract Compliance, 55 Trinity Avenue, Atlanta, Georgia 30303, Tel: 404.330.6010, Fax: 404.658.7359, email: [howens@atlantaga.gov](mailto:howens@atlantaga.gov).
- **Small Disadvantaged Business (SDB)** certification by the U.S. Small Business Administration provided they reflect certification because of minority or women-owned status.

A firm selected by the Respondent can only satisfy one of the three categories. The same firm may not, for example, be listed for participation as a MBE organization and a SBE organization even if the level of participation exceeds each category's goal. All firms must be registered or certified prior to the submittal of the Response. A Respondent is at risk in that there may be an issue of time to certify or register if it intends to use a firm that is not certified or registered at the time the Response is submitted.

ADA is an Equal-Opportunity Employer.

### **Evaluation & Acceptance of Statement of Qualifications**

ADA reserves the right to reject any and all responses, to amend the Request for Qualifications and the process itself, or to discontinue the process at any time.

### **TERMS AND CONDITIONS**

All proposals and supporting materials as well as correspondence relating to this RFQ become property of ADA when received. Any proprietary information contained in the Response should be so indicated. However, a general indication that the entire contents, or a major portion, of the proposal is proprietary will not be honored.

A. All applicable State of Georgia and Federal Laws, City and County ordinances, licenses and regulations of all agencies having jurisdiction shall apply to the Consultant and Project throughout and incorporated herein. The contract with the selected Consultant, and all questions concerning the execution, validity or invalidity, capability of the parties, and the performance of the contract, shall be interpreted in all respects in accordance with the laws of the State of Georgia.

B. Professionals requiring special licenses must be licensed in the State of Georgia, and shall be responsible for those portions of the work as may be required by law.

C. Sub-Consultants as part of the Project team must be clearly identified in the Response, including roles, resumes of key personnel and project references.

D. No Response shall be accepted from, and no contract will be awarded to, any person, firm, or corporation that (i) is in arrears to ADA or the City with respect to any debt, (ii) is in default with respect to any obligation to ADA or the City, or (iii) is deemed irresponsible or unreliable by ADA. If requested, the Respondent shall be required to submit satisfactory evidence that they have the necessary financial resources to provide the proposed services.

E. From the date ADA receives a Respondent's proposal through the date a contract is awarded to a Consultant(s), no Respondent may make substitutions, deletions, additions or other changes in the configuration of Respondent's proposal or members of Respondent's team.

#### **Professional Services Insurance Requirements**

##### **Statutory Worker's Compensation Insurance**

##### **Comprehensive General Liability Insurance**

(a) \$2,000,000 limit of liability per occurrence for bodily injury and property damage

Professional Liability Insurance – Professional Liability Insurance Limit \$1,000,000 per Occurrence / \$2,000,000 per aggregate.

- Insurance company must be authorized to do business in the State of Georgia
- Dedicated Limits per Project site or location (CG 25 03 or CG 25 04 or some other form)
- Additional insured shall be shown as: The Atlanta Development Authority and the City of Atlanta
- The cancellation provision should provide 30 days notice of cancellation.
- Insurance Company, except Worker's Compensation carrier, must have an A.M. Best Rating of A-6 or higher. European markets including those based in London and domestic surplus lines markets that operate on a non-admitted basis are exempt from this requirement provided that the contractor's broker/agent can provide financial data to establish that a market is equal to or exceeds the financial strengths associated with the A.M. Best's rating of A-6 or better. Insurance company must be licensed to do business by the Georgia Department of Insurance.
- Certificates of Insurance, and any subsequent renewals, must reference specific bid/contract by project name and if applicable, project/bid number.
- The Consultant shall agree to provide complete certified copies of current insurance policies if requested to verify the compliance with these insurance requirements.
- All insurance coverage required to be provided by the Consultant will be primary over any insurance program carried by ADA or the City.
- Consultant shall incorporate a copy of the insurance requirements as herein provided in each and every subcontract with each and every subcontractor in any tier, and shall require each and every subcontractor of any tier to comply with all such requirements. Consultant agrees that if for any reason subcontractor fails to procure and maintain insurance as required, all such required insurance shall be procured and maintained by Consultant at Consultant's expense.

To Provide Strategic and Implementation Planning Services

- No Consultant or subcontractor shall commence any work of any kind under the contract until all insurance requirements contained in the contract have been complied with and until evidence of such compliance satisfactory to ADA as to form and content has been filed. The Accord Certificate of Insurance or a pre-approved substitute is the required form in all cases where reference is made to a Certificate of Insurance or an approved substitute.
- The Consultant shall agree to waive all rights of subrogation against ADA, the City, their officers, directors, officials, employees, and volunteers from losses arising from work performed by the Consultant for ADA.
- The Consultant shall make available, through its records or records of its Insurer, information regarding a specific claim. Any loss run information available from the Contractor or its insurer will be made available to ADA upon request.