

## **INTRODUCTION**

The Atlanta Development Authority (“ADA”) is soliciting bids from interested and qualified firms or individuals wishing to provide strategic planning services for the City of Atlanta’s Economic Development Strategic Plan. 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 established to promote the revitalization and growth of the City and serves as the City’s Economic Development Agency. In this capacity, ADA is responsible for:

- Attracting investment and quality jobs to the city of Atlanta
- Providing retention and expansion assistance to existing business
- Administering small business development and start-up programs including access to low cost business loans
- Managing tax increment finance programs and bond issues
- Providing affordable housing options for in town living
- Stakeholder engagement and investor communications
- Managing real estate finance programs

In light of the global economic downturn in the economy and resulting high level of unemployment, this plan will align ADA’s increasing focus on job growth and Atlanta’s global competitiveness with an economic development plan for the City of Atlanta. The strategic plan’s recommendations should coalesce a vision for “***What’s Next for Atlanta?***”

ADA is seeking the services of a qualified firm, team or individual to act as a consultant (the “Consultant”) to evaluate previous strategic plans within the city, identify opportunities for economic growth using the City’s economic development programs and resources and recommend strategies that will create a sustainable, 21<sup>st</sup> century, thriving local economy in the city of Atlanta. The Consultant should have site selection management experience and should be able to integrate innovation and entrepreneurship, global competitiveness, neighborhood revitalization, commercial corridor development and talent development. Consultant also should have an understanding of exemplary local level incentive programs and the nuances of local economic development best practices service delivery. The consultant should have a strong and demonstrable background in developing successful 21<sup>st</sup> century economic development strategies for major American and International cities.

## **RESPONSE DEADLINE**

Any response to this Request for Bids (each, a “Response”) must be submitted in writing. Electronic and hard copies are acceptable via email or US Mail no later than 5:00 p.m., Wednesday January 11th., 2012 Responses received after this time and date will not be considered. Please address the Response to:

Bill Cronin  
Vice President, Economic Development  
The Atlanta Development Authority  
86 Pryor Street, Suite 300  
Atlanta, Georgia 30303  
[wcronin@atlantada.com](mailto:wcronin@atlantada.com)

## **SCOPE OF SERVICES**

A comprehensive **program evaluation**, **vision for “What’s Next for Atlanta”** and **strategic economic development plan** are needed to catalyze development activity that will attract and produce jobs and enhance Atlanta’s global competitiveness.

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) **Assessment of Historic Activities:** Inventory and review past and all current local, regional and statewide strategic plans and accomplishments. Evaluate the City’s past and current policies relating to economic development, and program impact. (including but not limited to: T-SPLOST, Atlanta Beltline Initiative, Governor’s plan for competitiveness, etc)
- 2) **Analysis of the City’s Business Assets:** (to include but not limited to the following)
  1. Talent assets
  2. Existing business mix
  3. Education assets
  4. R&D assets
  5. Business incubators
  6. Industry associations
  7. Available product (buildings and sites)
  8. Recent industry announcements and trends
  9. Quality of life
  10. Economic integration
- 3) **Creation of a Strategic Plan for Economic Development** that recognizes today’s reality that dependencies require cross sector collaboration and that recognizes that the city of Atlanta is a complex system with various subsystems. The plan should align individual strategic plans of all stakeholders’ thus increasing effectiveness and efficiencies. Based on the overarching vision for the city of Atlanta, the Strategic Plan for Economic Development shall define a comprehensive program to reach the goal of delivering a globally competitive Atlanta. The following steps should be included as part of the plan’s creation:
  - **Targeted Cluster Analysis and Validation:** Describe the model or method used to determine candidate economic clusters driving the City of Atlanta’s economy. List target cluster and sub-clusters. Provide a list of proposed action items to develop each cluster.
  - **Best Practices Survey:** Examine best practices in other comparable cities (domestic and international) and recommend strategies that could be implemented by ADA and the City of Atlanta. Provide case studies of similar strategic plans nationally. Indicate how successful strategies could be implemented. Consider global competitiveness, business attraction, community revitalization, job retention/creation and retail and housing opportunities.
  - **Stakeholder Interviews:** Interview key stakeholders, including city council members, civic leaders, industry associations, property owners/developers and key public officials to understand the various priorities, projects, issues and resources that impact the economic growth of the City of Atlanta.

- **Strategic Plan’s format:** The strategic plan should include program development, goals and objectives that support ADA’s vision and long range economic development goals. Suggest specific project types; appropriate funding levels, areas of focus and optimal financing mechanisms to support the identified needs and to support community development .
  - a. Program development:** outline and document economic development strategy as a framework which allows future additions based on new industry trends, new programs, additional partner organizations or additional funding opportunities.
  - b. Targeted Cluster Analysis and Validation:** Describe the model or method used to determine candidate clusters. List target cluster and sub-clusters. Provide a list of proposed action items to develop each cluster
  - c. Financial Resource Assessment:** Evaluate existing financial resources and funding mechanisms and make recommendations of other funding resources available to ensure the sustainability of a world class economic development program for the City of Atlanta.
  - d. Metrics:** Determine what metrics should be used to measure the effectiveness of the Economic Development Strategy’s implementation. Identify specific data points and data sources. Suggest appropriate, measurable goals and objectives.
- **Stakeholder Relationships: Because the “process” of this study is as important as the “finished product”, community engagement is essential to its success.** Identify public and non-profit organizations, and foundations with whom ADA should partner to gain expanded support of the economic development strategy. The plan should also define the purpose of the community and communicate how the ADA and the community will work together to achieve the goals.
- **Implementation/Action Plan:** Identify tactics for implementation of the strategic plan. The plan should include a timeline with milestones, key assumptions, major tasks, responsible parties and stakeholder involvement.

### 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 and to deliver the **Vision** and **Strategic Economic Development Plan**. The following is an approximate project schedule, subject to modification:

- December 20, 2011: Request for Bids Released and publicly posted
- January 11, 2012: Bids Due to ADA
- January 18, 2012: Q & A and Interviews with finalist proposers
- January 25, 2012: Consultant Selected
- February 8, 2012: Execute Consulting Services Agreement
- March 21, 2012: Consultant Survey and Investigation Complete
- April 5, 2012: Draft Program Evaluation and Strategic Plan Complete
- April 19, 2012: Final Program Evaluation and Strategic Plan Complete

## **Submission**

Complete Responses will include:

1. Cover letter providing an introduction to the firm, team or individual and their associated areas of expertise. 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.
2. List of other clients and indicate support provided
3. Resumes of key members of the proposed project team.
4. Brief descriptions of three similar assignments that have been completed by the project team.
5. One sample work product.
6. Proposed cost of services (pro-bono or low-bono consideration appreciated)
7. Succinct applications are much appreciated.

## **TERMS AND CONDITIONS**

All responses and correspondence relating to this Request for Bids 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 – \$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.
- 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.