



## **Request for Proposal**

### **Atlanta BeltLine Implementation Plan**

#### **Overview**

Atlanta BeltLine, Inc. (“ABI”) is inviting interested firms to participate in the development of a long range strategic plan hereafter referred to as the “Atlanta BeltLine Implementation Plan.” This plan will guide the implementation of the project in five year increments over the remaining life of this 25 year project.

The Atlanta BeltLine is the most comprehensive economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment and mobility projects currently underway in the United States. The Atlanta BeltLine is a sustainable redevelopment project that will provide a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling downtown and connecting many neighborhoods directly to each other. Other components of the project include public art, historic preservation, brownfield remediation, affordable workforce housing and economic development. Atlanta BeltLine, Inc. (ABI) is the entity tasked with planning and executing the implementation of the Atlanta BeltLine in partnership with other public and private organizations, including City of Atlanta departments. Additional information about the Atlanta BeltLine can be found at [www.beltline.org](http://www.beltline.org).

#### **Background**

As a start-up enterprise, the Atlanta BeltLine developed and executed against an initial 5-year work plan. Atlanta BeltLine leaders and supporters formulated a plan aimed at achieving early successes that would begin to lay the foundation for future redevelopment and establish credibility for the project. In the first five years, the Atlanta BeltLine has secured 48% of the corridor, completed ten master plans, opened four parks, and constructed 3.3 miles of permanent trails and 7 miles of hiking trails. The project also has been allocated \$602 million on the transportation referendum project list. The primary objectives identified were accomplished and the project has attracted public and private capital investment during the five year program. The Atlanta BeltLine now requires a comprehensive strategic work plan for the balance of the redevelopment. The Atlanta BeltLine Implementation Plan should be a

constructive document that identifies priorities, projects and strategies to engage public and private parties to continue their investment in the implementation of the Atlanta BeltLine.

The Atlanta BeltLine Implementation Plan will serve as a framing document, providing the overarching implementation strategy of the Atlanta BeltLine components (land, trails, parks, transit, affordable housing etc.). The plan will consider equity and community benefits as part of the sequencing of projects. It must also integrate and prioritize projects from the completed subarea master plans. The plan should include identified projects, their timing, sequencing and funding scenarios. This plan should forecast from the current year to the Atlanta BeltLine Tax Allocation District's expiration in 2032. The project execution should be forecasted in five year increments that can be updated on a rolling forward basis annually.

### **Scope of Services**

The responsibilities and key tasks of the firm include:

1. Work with a team of ABI staff led by the COO to develop the schedule, strategy and final Atlanta BeltLine Implementation Plan.
2. Provide periodic reports and updates on the progress of work to the COO or designee.
3. Work with the Program Management Officer and other staff to review and validate project costs and assumptions and incorporate in the plan.
4. Work with the ABI team to develop a priority matrix based on key project attributes including but not limited to equity, project readiness, financing options, and development impact that will inform the plan.
5. Engage public and private stakeholders and the community to provide input in the development of a draft and final plan.
6. Provide the written draft and final report with recommendations to ABI staff. Provide a power point presentation and other support documents electronically and as hard copies. ABI will identify the number of copies needed.
7. Present findings to Board of Directors and identified stakeholders.

### **Critical Inputs to the Plan**

A significant amount of planning for implementation of the Atlanta BeltLine has been completed. Several documents including a draft list of projects and schedules will inform the work and development of the plan. These documents and current work underway include:

- Transit Implementation Strategy and Plan (that includes integration with the Atlanta Streetcar and Connect Atlanta Plan)

- Corridor Design – (25% Design Complete)
- Assessment of Five Year Plan (2006-2011)
- 10 Subarea Master Plans
- Equitable Development Plan

The scope of this effort includes the consolidation of component inputs into a master Atlanta BeltLine Implementation Plan that provides the sequence, timing and funding (sources and uses) of the Atlanta BeltLine efforts. In addition, we are asking the firm to provide observations and recommendations that will facilitate implementation issues including but not limited to:

- Accelerate completion timeline where appropriate
- Reduce implementation risk
- Prioritize activities and incremental achievements to maximize stakeholder and community support
- Enhance and leverage Federal, State, Local and private investment in the Atlanta BeltLine
- Recommend organizational models to implement projects of this scope, complexity, and that will facilitate the handling of unforeseen changes to the project priorities and/or funding opportunities
- Identify best practices and other considerations that are critical to the success of implementing the Atlanta BeltLine

### **Atlanta BeltLine Plan Stakeholders**

The Atlanta BeltLine is a unique public-private partnership and as such has a complex and interdependent group of stakeholders. These include but are not limited to:

- The Atlanta BeltLine Partnership and key private and philanthropic donors
- Non-profit and advocacy organizations -PATH Foundation, Trees Atlanta, Trust for Public Land, Urban Land Institute, Atlanta Land Trust Collaborative and the Atlanta Land Bank
- Government Entities (Agencies, Legislative bodies, City of Atlanta, Invest Atlanta, Atlanta Regional Commission, MARTA, Community Improvement Districts)
- Advisory Boards Tax Allocation District Advisory Board (TADAC) and BeltLine Affordable Housing Advisory Board (BAHAB)
- Neighborhood organizations

As the Plan is developed, the firm will be required to engage with a variety of these stakeholder groups to identify the key issues that relate to implementation of the Atlanta BeltLine. The objective of this effort is to identify critical path items and critical success factors in the successful completion of the Atlanta BeltLine Development and engage partners on the key components and projects.

### **Qualifications and Statement of Requirements**

Firm submittals 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, email 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 in which the firm is incorporated 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 are completed containing the information requested. Please provide three references.

Submittals must include 1 original and 7 hard copies and one CD containing the proposal in Adobe Acrobat format. **Every effort should be made to make proposals as concise as possible. Proposals should not exceed 25 pages; an Appendix listing other pertinent information may be included.**

All responses must be submitted in the following tabbed format:

#### **A. Section I – Cover Letter**

- Name, address, email addresses 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**

- 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, email addresses and phone numbers.
- A company organizational chart showing authority structure and depth of resources.
- Resumes of any personnel anticipated to be assigned to the team.
- 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.

### **C. Section III – Proposed Team and Approach to Strategic Plan**

- Identify proposed services, including firm’s capabilities and anticipated approach to the Atlanta BeltLine Implementation Plan.
- Please describe the resources that will be dedicated to the team and specifically how the team will address the prioritization of projects, timing, and equitable development.
- Discuss the team’s strategy to review the project costs, estimates and time frames to complete all of the project components of the Atlanta BeltLine over its entire implementation. ABI staff has developed a preliminary list of projects for the major components and the firm will need to validate this work.
- ABI has an extensive network of public and private partners, two advisory boards and the community that will inform the project priorities. ABI anticipates that 2 citywide briefings and 5-7 meetings with various groups of stakeholders will be needed. Firms should include a cost-effective strategy to engage stakeholders through focus groups, facilitated meetings, surveys and other approaches that will build consensus and encourage feedback. Describe the approach to get input from these stakeholders and the strategies that will be used to generate consensus on the plan and project priorities.
- ABI has identified through a separate effort revenue projections for the project that the firm will need to incorporate into the plan for proper allocation of projects in the five year time frames. Identify how the firm will integrate this information with the program priorities.
- The plan will include a forecast that can be used in raising funds for the project. This document will presents scenarios for specific sources and uses and identifying funding gaps that can be used to solicit investment by public and private partners. The forecast would identify specific project categories i.e. trails, parks, transit etc.

- Provide the following information for no more than five (5) current or recently completed projects:
  - Project Name, location, scope and description
  - Nature of Stakeholder Involvement
  - Project deliverable and methodology
  - Contract Amount
  - Actual or Expected Completed Date
  - Members from the Project identified that would be assigned to complete the Atlanta Beltline plan.

**D. Section IV – Cost Proposal**

- The submittal should include the Firm’s best estimate of a lump-sum (“not to exceed”) fee, including resources, for the contract.
- The firm should also provide a summary of any assumptions used to determine its fee, including but not limited to team (and their rates), hours, deliverables, required resources, and reimbursable costs. The costs should be itemized so the cost for specific components can be identified.
- While the firm will be asked to provide an estimated lump sum fee for the requested services, final fees will be negotiated following the selection of the firm. If fee negotiations with the firm determined most qualified are not successful, and/or the fees discussed are outside the budgetary constraints for the project, ABI reserves the right to suspend negotiations with the most qualified firm, and proceed to negotiations with other firms.

**Schedule**

April 16, 2012: RFP issued

April 27, 2012: Last day to submit questions

May 4, 2012: ABI will provide responses to questions

May 25, 2012: All RFP submittals due by 5:00 p.m.

June 11 to June 15, 2012: Interviews at Atlanta BeltLine, Inc.

June 25, 2012: Firm Selected

July 9, 2012: Project Kick-off

December 1, 2012: Implementation Plan and Deliverables Completed

ABI encourages all proposers to partner with and promote opportunities for diverse businesses, including Minority Business Enterprises (“MBE”), Female Business Enterprises (“FBE”) and Small Business Enterprises (“SBE”) collectively known as Disadvantaged Business Enterprises (“DBE”), to be included as joint venture partners, sub-consultants and/or vendors. Given the availability of diverse experienced firms, and joint venture partners, all proposers should strive to include no less than 30% DBE (15% MBE and 15% FBE, for example) participation on any responsive team. Nothing herein should indicate that an MBE, FBE or SBE may not apply and be selected independently. 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 submit an affidavit indicating the nature of their DBE certification category.

**ABI is an Equal-Opportunity Employer.**

**Inquiries**

Formal requests for information must be made in writing. Unwritten questions and any verbal responses and/or comments will not be binding. All inquiries must be received by ABI by April 27, 2012 at 5:00 p.m. ABI will provide all written questions and responses to interested bidders May 4, 2012 at 5:00 p.m. Inquiries regarding this RFP should be directed by email, writing or fax to:

**Lisa Y. Gordon, COO**  
**Atlanta BeltLine, Inc.**  
**86 Pryor Street, SW**  
**Suite 200**  
**Atlanta, Georgia 30303**  
**Fax: (404) 880-0626**  
**Email: [lgordon@atlbeltline.org](mailto:lgordon@atlbeltline.org)**

**Submittal Deadline**

All responses to this Request for Proposals must be submitted in hard copy (one original and seven copies) and on CD in Adobe Acrobat format by May 25, 2012 at 5:00 p.m. Submittals received after this time and date will not be considered. Please address the submittal to:

**Lisa Y. Gordon, COO**  
**Atlanta BeltLine, Inc.**  
**86 Pryor Street, S.W.**  
**Suite 200**  
**Atlanta, Georgia 30303**