

Request for Proposals

Green Line and Downtown Atlanta Multimodal Passenger Terminal Fiscal and Economic Impact Assessment

May 20, 2010



**Central Atlanta Progress
Atlanta Downtown Improvement District**

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Introduction

Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID) seek qualified firms or teams with appropriate expertise to conduct a detailed cost-benefit analysis of the fiscal and economic impact resulting from implementation of the recommendations outlined in CAP/ADID's Green Line vision plan, including phased implementation of the Downtown Multimodal Passenger Terminal (MMPT).

Project funding has been provided through a grant from the Atlanta Regional Commission's (ARC) Livable Centers Initiative (LCI) Supplemental Study program. The Atlanta Downtown Improvement District is providing the required local matching funds for the ARC grant. The committed budget for the project is \$100,000, and the project must be complete by May 2011, although earlier completion is desirable.

Please reference Attachments A and B, located at the end of this document, for the complete Scope of Work proposed for this project and the Study Area, respectively.

Background

Since the Green Line vision plan for redevelopment of the heart of Downtown was revealed in 2007, momentum has been building toward the transformation of the rail corridor that stretches from the Georgia State Capitol area to Philips Arena and the Georgia World Congress Center campus. The plan is dominated by a linear greenspace of plazas and parks ringed by pedestrian-friendly mixed-use development. Integral to the success of the plan is increased multimodal connectivity around the existing Five Points MARTA station, including implementation of the long-envisioned MMPT.

CAP/ADID has been a catalyst for advancing the conceptual documents toward more detailed plans and identifying opportunities for advancement. Over the past year progress has been made. Of particular interest, representatives from the Georgia Department of Transportation (GDOT), MARTA, the City of Atlanta, ARC, the Georgia Regional Transportation Authority (GRTA), and CAP/ADID have partnered on a scope of work to advance technical planning activities for the MMPT. The work will define the facility's functional requirements for a modern, fully integrated transportation center that addresses current requirements and future needs. This analysis is being closely coordinated with GDOT's Public Private Partnership (P3) program as GDOT, with support from the partners above, advances a procurement process for selection of a master development team for the MMPT. The P3 approach envisions phased realization of the MMPT and ancillary uses, which include commercial and retail development, housing, open space and civic functions consistent with CAP/ADID's Green Line vision plan.

Previous Green Line planning work considered the market feasibility of the proposed redevelopment, but did not include a more detailed cost-benefit analysis of the fiscal and economic impact that redevelopment of the Green Line corridor could have. Likewise, although much planning has been done over the past 20 years for a Downtown MMPT, no project justification in the form of a business case made by the economic analysis of costs relative to the

benefits resulting from improved mobility and connectivity and joint development opportunities has been accomplished. A well-documented, industry-accepted business case for advancement of the Green Line plan and implementation of the MMPT is needed. Documentation of quantified benefits that would be catalyzed by both projects will inform decision-makers at the local, regional and statewide levels and leverage greater support for quicker project advancement.

Because of real and perceived obstacles associated with the Green Line corridor's redevelopment and MMPT construction, implementation has faced challenges. These obstacles include the current reality of funding limitations, capital costs, lack of existing physical infrastructure and connectivity, land ownership, coordination with rail operations, and a lack of political will. Even though the Green Line plan presents a vision of the area's potential, a quantified analysis of potential project impacts is needed to aid (and persuade) decision-makers in their actions toward implementation. A quantitative and qualitative impact assessment will further guide and support investment decisions such as evaluation of alternative project components and phasing priorities. Specific reasons to quantify and justify the Green Line and MMPT's advancement include:

- Because significant time has passed, matching funds have been absent, and no plans have been implemented for the MMPT, federal transportation earmarks designated for these activities are at risk. At the same time, development has encroached upon rail access into the study area. Loss of more than \$60 million in federal funds to the Atlanta region is not acceptable, particularly when there is a shortage of transportation funding in the region and there is an obvious need for a multimodal facility. An MMPT could accommodate not only future passenger rail service, but existing express bus layovers and loading, improved connectivity of the region's existing MARTA heavy rail and bus system, and provide greater vehicular and pedestrian network access among key Downtown activity centers.
- The acres of underutilized land within the 'gulch' have a significant redevelopment potential, as documented by the Green Line plan. A preliminary, diagrammatic plan shows the Green Line corridor could accommodate more than 4 million s.f. of office space, 820,000 s.f. of retail, more than 2,000 hotel rooms, 1,350 residential units, 583 student housing units, and 12 acres of new open space. Some of these projects are likely well suited for joint development opportunities with the MMPT, as envisioned by the objectives of the current P3 procurement process.
- No other corridor has unparalleled proximity to major Downtown activity centers, including the Georgia World Congress Center, Georgia Dome, CNN Center, Philips Arena, Centennial Olympic Park, the Fairlie-Poplar Historic District, Georgia State University, the State Capitol, the Railroad District, Castleberry Hill, and the Atlanta University Center. An estimated 3.5 to 4.5 million visitors come to, or near, the Green Line corridor each year while visiting Underground Atlanta, the World of Coca-Cola, The Georgia Aquarium, Georgia Dome/GWCC Complex and Philips Arena. (This estimate does not include the many visitors to nearby federal, state and local governmental offices each year.)
- Enrollment at Georgia State University is projected to increase from 30,000 in 2010 to 36,000 by 2015—a 20 percent increase. Growing numbers of students will be living on

campus. With the opening of new student housing facilities, 3,900 students are expected to live on campus by 2015. Many other students will live in apartments and private student housing in and near the Green Line corridor.

- To date, the Green Line corridor has been a comparatively silent partner in the resurgent growth of Downtown Atlanta. Yet, it contains many special assets—historic buildings and neighborhoods, the largest government center in the Southeast, a rapidly expanding urban university, and revitalizing neighborhoods located to the east and west.

Greater understanding of the local, regional and statewide multiplier impacts of this redevelopment potential is desired and valuable, and indeed may be the lynchpin of garnering support to make the Downtown MMPT a reality.

Sponsor Goals, Objectives and Mission

Central Atlanta Progress, Inc. is serving as the project manager for the project. CAP is a private, not-for-profit, 501(c)(4) corporation representing the interests of businesses and Downtown organizations that share the vision of a thriving, secure and vibrant Downtown Atlanta. With a Board of Directors comprised of Downtown's top business leaders, CAP is funded through the investment of businesses, foundations and institutions. CAP and its affiliate organizations, including Atlanta Downtown Improvement District, Inc., are a driving force in shaping Downtown development and public policy. Through its focus on economic development, the physical environment and marketing, CAP has been improving central Atlanta through innovative programs and public-private partnerships since 1941. CAP also manages the Downtown Atlanta Transportation Management Association.

The Atlanta Downtown Improvement District, founded in 1995 by CAP, with the support of commercial property owners and the City of Atlanta, is a public-private partnership that strives to create a livable environment for Downtown Atlanta. With a Board of Directors of nine private-and public-sector leaders, ADID is funded through a community improvement district within which private commercial property owners pay special assessments. Together, Central Atlanta Progress and the Atlanta Downtown Improvement District are committed to a Downtown that is a central place for the diverse Atlanta community and all of Downtown's property owners, employees, residents, students and visitors.

Definitions

- ADID – Atlanta Downtown Improvement District, Inc.
- ARC – Atlanta Regional Commission
- CAP – Central Atlanta Progress, Inc.
- City – City of Atlanta
- Consultant – for the purpose of the Request for Qualifications, "Consultant" shall mean Consortiums, Joint Ventures, Firms, Economic Advisors, Real Estate Analysts, Planners, Engineers, Consultant Teams, or other persons submitting a response to this Request for Proposals
- DPCD – City of Atlanta Department of Planning and Community Development

- DPW – City of Atlanta Department of Public Works
- FHWA – Federal Highway Administration
- GDOT – Georgia Department of Transportation
- GRTA – Georgia Regional Transportation Authority
- GWCC – Georgia World Congress Center
- MARTA – Metropolitan Atlanta Rapid Transit Authority
- P3 – Public Private Partnership
- MMPT – Multimodal Passenger Terminal

Submittal Items

Submittals must include the following items to be considered complete and responsive to this Request for Proposals:

1. One-page cover letter summarizing the consultant's interest in the project and identifying the contact information of the project manager/key contact.
2. Names and résumés (including an email address) of a principal and key staff members who will work on the project.
3. Names of any subconsultants (including key personnel and résumés) and a summary of their scope of services
4. A proposed schedule to complete the project (time frame for deliverables after Notice to Proceed)
5. A project budget and fee itemized by each work task/phase detailed in Attachment A that identifies:
 - a) The standard hourly billing rate for each staff member (or employee classification) anticipated to work on the project;
 - b) The number of hours worked per staff member;
 - c) The percentage of total work completed by the prime consultant and any subconsultant(s); and
 - d) Total cost for all anticipated reimbursable expenses.
6. For the prime consultant and any subconsultants: description of a maximum of four (4) similar or related projects successfully completed within the last five years including references with names and contact information. Of particular interest would be any projects completed within large city downtowns.
7. A statement of project approach that addresses how the consultant will accomplish the identified scope of work.
8. As necessary, additional information demonstrating understanding and insights related to the project scope.

Every effort should be made to make proposals as concise as possible.

The body of the submittal shall include a maximum of ten (10) double-sided pages (equivalent to 20 single-sided pages). An appendix of no more than eight (8) double-sided pages may also be provided with materials highlighting previous work and resumes.

Eight (8) bound copies of the submittal, and one (1) PDF copy of the submittal on compact disc (CD) must be received by 2:00 p.m., Friday, June 25, 2010. Submittals received after this date and time will not be considered. Address the submittal to:

Paul B. Kelman, FAICP
Executive Vice President
Central Atlanta Progress, Inc.
50 Hurt Plaza, Suite 110
Atlanta, Georgia 30303

Please address any questions in writing via email at pbkelman@atlantadowntown.com or via fax at 404-658-1919. All questions must be received in writing by Friday, June 4, 2010 at 5:00 p.m. Answers will be made available to all parties via email and the CAP/ADID website (www.atlantadowntown.com) by Friday, June 11, 2010.

Acceptance of Qualifications

CAP/ADID reserves and holds without any liability on the part of CAP/ADID the following rights and options:

- To select a consultant to perform the scope of work described in this request
- To reject any and/or all submittals or portions of submittals
- To accept proposals in any order or combination
- To reject a subconsultant
- To re-advertise if deemed necessary
- To interview candidates prior to making a selection
- To issue subsequent Requests for Proposals
- To not negotiate or contract for the services
- To approve, disapprove, modify or cancel all work to be undertaken

Contract Negotiations

- CAP/ADID will negotiate the terms of the contract with the firm(s) submitting the top-ranked response(s) or another ranked choice should negotiations with the top-ranked firm fail.
- CAP/ADID will not reimburse any costs incurred prior to a formal notice to proceed should a contract award result from this solicitation.
- Proposal submittal costs in conjunction with this RFP shall be borne by the submitting firm.
- The contract for this project may be subject to approval by the Atlanta Regional Commission.

Selection Procedures

Selection

It is CAP/ADID's intent to select directly from information gained from the submittal review. However, CAP/ADID reserves the right to call references provided in the submittal and to require phone or personal interviews with firms included on a short list.

Criteria for Selection

CAP/ADID will use the following criteria in evaluating submittals. The list is not shown in any prioritized order:

- Abilities and capacity of professional personnel and subconsultants
- Commitment to complete work on a timely basis
- Understanding and insight related to project scope
- Related experience and past performance in similar projects, specifically with large city downtowns
- Experience and past performance in working with diverse clients and complicated settings
- Experience and past performance in public involvement and stakeholder input in downtown environments
- Responsiveness to the RFP
- Presentation of the proposal

Equal Opportunity

CAP/ADID is an equal opportunity employer and will select a consultant team without regard to age, disability, religion, creed or belief, political affiliation, race, sex or ethnicity.

Prospective consultant teams acknowledge and understand it is the policy of CAP/ADID to actively promote full and equal business opportunities for local minority and female business enterprises.

Attachment A Scope of Work

Qualified firms or teams must demonstrate competence and experience in all areas of expertise outlined in the scope of services, including, but not limited to the use of economic impact models, such as REMI, IMPLAN or RIMS II, or an equivalent industry-proven model. Respondents also must demonstrate competence and experience in public speaking and graphic presentations for the purpose of conveying project information to large and diverse groups of community stakeholders. Similarly, respondents should demonstrate the ability to build consensus among public and private interest groups related to the project.

Study Area

The study area includes the original Green Line plan study area plus those areas in the ‘railroad gulch’ that include rail lines that are integral to the design and operation of the MMPT. The study area is generally bounded by Marietta Street, Decatur Street, Piedmont Avenue, Martin Luther King, Jr. Drive, Spring Street, the CSX and Norfolk Southern rail lines, Elliott Street, Mitchell Street and Centennial Olympic Park Drive. Please reference Attachment B, at the end of this document, identifying the proposed study area.

Data Availability

Full information about the CAP/ADID Green Line vision plan and its development can be found at <http://www.atlantadowntown.com/initiatives/green-line-plan>. This website also includes data that may be beneficial in understanding potential initial implementation approaches.

Current planning efforts undertaken by a partnership of GDOT, the City of Atlanta, MARTA, GRTA, ARC and CAP/ADID aim to advance the MMPT facility’s phased implementation and update facility requirements last documented in 2002. Through this partnership, it is reasonable that the MMPT Technical Committee can contribute *some* data to the consultant team that may aid as inputs to the analysis. By mid-July the Committee expects to issue draft reports on the following topics, applicable only to the portion of the Study Area that lies west of Peachtree Street: a) existing study area conditions, b) property ownership and estimated property values, and c) an evaluation of past environmental documentation. Coordination between the consultant team and the MMPT Technical Committee regarding data inputs and assumptions is expected.

The consultant team will contribute in the development and confirmation of cost estimates for the components of the development proposal alternatives (see Task 2). It should not be assumed that capital cost estimates will be provided to the consultant team.

Work Tasks

The consultant team will conduct a detailed cost-benefit analysis of the fiscal and economic impact resulting from the Green Line site redevelopment and phased implementation of the Downtown MMPT. The primary purposes of the Green Line vision plan are to improve connectivity, stimulate economic development and create new public spaces within the historic

rail corridor and viaduct network spanning the “gulch” from east to west through Downtown Atlanta. The work to be accomplished under this contract is divided into the following tasks:

Task 1 – Project Coordination

Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID) will function as the contracting agency and will be responsible for day-to-day coordination with the selected consultant. CAP/ADID will provide direction to the consultant and will be the primary source of contact with the consultant throughout the project. A project team will provide direction and support to CAP/ADID, and it is anticipated that the project team will consist of representatives from organizations including, but not limited to the:

- Georgia Department of Transportation (GDOT),
- MARTA,
- City of Atlanta
- Georgia Regional Transportation Authority (GRTA)
- Atlanta Regional Commission (ARC)
- Atlanta Development Authority (ADA)
- State and federal agencies
- Norfolk Southern
- CSX Transportation
- Georgians for Passenger Rail
- Livable Communities Coalition
- The Georgia Conservancy

Specific coordination regarding the project approach and its assumptions will occur with the MMPT Technical Committee, a group created in 2010 consisting of several of the agencies listed above to advance the facility’s implementation and develop technical inputs to GDOT’s MMPT Public Private Partnerships (P3) project announced in December 2009. Visit <http://www.dot.state.ga.us/informationcenter/p3/Pages/default.aspx> for more information about the GDOT P3 program.

Task 2 –Model Development

Define the scope of the analysis including its geography and time frame(s). The analysis will consider the comprehensive development proposal (Green Line and MMPT) alternatives, as well as individual components of the development proposal alternatives, according to the following categories:

- Capital infrastructure;
- Multimodal passenger terminal facility;
- New parks and open space; and
- Options for overbuild development

A baseline scenario for the analysis will be developed, with the assumptions that define the baseline scenario being documented. The assumptions of the Green Line and MMPT plans will be reviewed in coordination with project stakeholders to determine the alternatives and timeframe(s) to consider for analysis. Current planning work conducted by the MMPT Technical Committee is utilizing 2015 and 2030 scenarios for identification of transportation needs.

Task 3 –Economic & Fiscal Impact Analysis

Using a model such as REMI, IMPLAN or RIMS II, or an equivalent industry-proven model approved by CAP/ADID, the economic impacts of the Green Line plan and MMPT will be estimated. The analysis will define the economic impact using three primary subsets of specific impacts: jobs created, earnings generated and output. An evaluation of the expected project costs and benefits will include monetization and discounting of costs and benefits to a common unit of measurement in present-day dollars. The consultant team will contribute in the development and confirmation of cost estimates for the components of the development proposal alternatives (from Task 2). It should not be assumed that capital cost estimates will be provided to the consultant team.

The proposed fiscal impact analysis will project the anticipated tax impact on the City of Atlanta, Atlanta Region, and State of Georgia associated with the development program presented in the Green Line plan and MMPT. Among other metrics, the findings will compare the estimated net fiscal impact projected from the proposed Green Line development in 2010 dollars as compared to taxes collected under current uses. In general, the proposed analysis should follow guidance provided by the Office of Management and Budget in Circulars A-4 and A-94. Visit http://www.whitehouse.gov/omb/circulars_default/ for more information.

In addition to jobs creation, earnings and output, the following types of benefits (as examples) will be assessed and documented qualitatively, and quantified to the extent possible: Improved condition of existing transportation facilities and systems; improved livability of communities affected; public health impacts; energy efficiency; reduced adverse impacts of transportation on the natural environment; reduced number, rate and consequences of surface transportation-related crashes, injuries and fatalities; use of innovative technology and innovative approaches to funding and project delivery; resulting collaboration between affected stakeholders.

Task 4 – Prepare Deliverables

In addition to technical memoranda necessary throughout the analysis, a final report will be completed at the conclusion of the assessment. The final report will document the economic and fiscal impact analysis completed, all assumptions and methodologies, and findings of the key tasks within the scope of work. The final report materials will be completed in the following deliverable formats:

- Summary description of the study area, project and study goals;

- Description of the process utilized to analyze the data; and
- Study conclusions and recommendations.

Twelve (12) printed copies of the final report shall be provided to CAP/ADID, along with an electronic PDF file (on CD) of the final report with any supporting analyses and graphics.

Project Time Frame

It is anticipated that the Notice to Proceed associated with this scope of work will be issued upon execution of an agreement for consultant services by July 2010. It is desirable that the consultant complete the scope of work within approximately six months of the consultant's notice to proceed. Per contractual requirements of the Livable Centers Initiative (LCI) Supplemental Study grant, all final deliverables must be completed before May 2011.

Attachment B Proposed Study Area

