



## **REQUEST FOR QUALIFICATIONS**

### **PARKING TAX FEASIBILITY STUDY**

#### **Introduction**

Central Atlanta Progress, Inc. (CAP) and the Atlanta Downtown Improvement District (ADID) (CAP/ADID) are seeking statements of qualifications from interested firms or teams of firms with the appropriate expertise and experience to serve as a consultant to study the structure, feasibility, opportunity and impact of a potential parking tax in the City of Atlanta (“the Study”). The Study will be the primary strategy and roadmap document guiding future parking tax implementation and is intended to educate and inform policy makers on the legal and financial feasibility and impacts of implementing a parking tax.

#### **Project Background**

The City of Atlanta is poised for growth; the [Atlanta City Design](#) predicts that the City's resident population will nearly triple in the next 25 years, from 465,000 to 1.2 million. For Atlanta to accommodate that growth, it will need to be a more accessible, affordable, and livable city. The Atlanta City Design recognizes that the future growth will need to be organized into the three major job centers (Downtown, Midtown, and Buckhead) and along strategic corridors. To design our future around our core values—equity, progress, ambition, access and nature—urgent and deliberate action to establish policies that facilitate future growth is needed.

Currently, significant space is dedicated to parking facilities; in Downtown alone, more than one-quarter of the land mass is dedicated to parking. Cheap and readily available parking contributes to the City's current mode share; 54 percent of all trips in Atlanta are currently made in single occupancy vehicles (SOVs). The Atlanta Transportation Plan aspires to significantly shift at least 19 percent of those SOV trips to walking, bicycling, riding transit or riding with others.

Numerous plans over the last fifteen years have proposed the use of a parking tax to induce transportation mode shift and land use changes through price signals; Connect Atlanta (2008), Atlanta Transportation Plan (2017), Downtown Transportation Plan (2018), the City of Atlanta Transportation Demand Management Study (2019) all recommended further exploration of the legal and financial feasibility of a parking tax in the City of Atlanta.

Several of the prior plans also recommended the establishment of a public parking authority or parking enterprise fund in tandem with the tax. A parking authority or fund could use the tax revenue to improve parking operations in the city; create a mechanism for the city to control or regulate parking; provide redevelopment power to see the highest and best use for parcels that were formerly surface parking lots; and support mobility options. In 1995, the City of Atlanta conducted a feasibility



study of the organizational and financial options regarding the establishment of a public parking authority. CAP/ADID assumes that significant legal changes have not been made since the 1995 study.

The City of Atlanta is currently well-positioned to explore parking tax implementation as it formally created a Department of Transportation (DOT) in June 2019, and start-up funding for the DOT is included in the FY2020 budget. As the newly established DOT develops a thoughtful strategy to support Atlanta's projected growth, additional information on the adoption and revenue generation potential of a parking tax is needed.

### **About Central Atlanta Progress, Inc. and Atlanta Downtown Improvement District**

CAP is a private, not-for-profit, 501(c)(4) corporation representing the interests of Atlanta businesses and institutions that share the vision of a thriving, secure and vibrant Downtown Atlanta. With a Board of Directors comprised of the city's top business leaders, CAP is funded through the investment of businesses, foundations and institutions. CAP and its affiliate organizations 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.

The Atlanta Downtown Improvement District (ADID), 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, CAP/ADID is 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. More about CAP/ADID can be found at [www.atlantadowntown.com](http://www.atlantadowntown.com).

### **Project Overview**

CAP/ADID is interested in furthering the establishment of a parking tax in the City of Atlanta; however, significant additional study is required to fully understanding the implications of the adoption of a parking tax and its relationship to a parking enterprise fund. Broadly, the study should explore the revenue generation potential, structure, incidence, legislative pathway, governance and oversight, risks, and recommendations for the ultimate use of the collected revenue. Additional thought should also be given to the corresponding development of a parking enterprise fund with a focus on Downtown Atlanta as the initial geography. Data collection should focus on the Downtown area shown in Appendix A.

It is expected that significant stakeholder outreach with the City of Atlanta, Invest Atlanta, and other key partners will be a necessary component of this work.



### **Scope of Services and Expected Deliverables**

A final scope of services will be negotiated with the selected firm or team of firms in order to refine the work tasks and deliverables with input from the consultant; however, the following core topics are expected to form the basis of the scope of work. The requested services fall into seven major components of research and analysis:

#### A. City Comparison and Best Practices

- Evaluate the hourly, daily, weekly, and monthly cost of parking in Downtown Atlanta relative to peer cities and relative to the cost of commercial real estate in peer cities.
- Review best practice parking authority application in other Georgia cities.
- Review best practice parking tax application in peer cities around the country. Evaluate the successes and failures of each parking tax, including structure, ease of collection, revenue generation, auditing, public perception, and administration. Special attention should be paid to states that required state enabling legislation for cities to levy a parking tax.

#### B. Regulatory Context

- Review the state legislative requirements to enable a parking tax. Evaluate the type of legislation or constitutional amendment required to enable a parking tax in the City of Atlanta. Explore any potential options that avoid the passage of state enabling legislation.
- Review the City of Atlanta's legislative requirements to enable a parking tax and to change a parking tax once it is implemented. Outline the appropriate administrative/logistical course of action to implement a parking tax and the feasibility of making changes to the tax structure or amount.

#### C. Revenue Generation

- Using a statistically significant methodology, gather data on existing parking utilization, efficiency, and rates in Downtown Atlanta to better inform revenue generation models and assess local impacts.
- Review potential parking tax structures. The review should include—at a minimum—a per transaction fee, an ad valorem tax paid as either a tax on gross revenue or per transaction, and a per space property tax-based levy. Potential tax structures should consider the role of both residential, commercial, and non-profit owned parking.



- Given different parking tax structure options, evaluate the implications of implementing a parking tax without mandatory parking unbundling.
- Review multiple rate scenarios for each taxation structure. Model the expected revenue generated annually over a forty-year time horizon. Include potential threats to long-term revenue generation (i.e. mode shift, autonomous vehicles, and rideshare reliance) in the review.

#### D. Local Impacts and Consideration

- Review and compare the incidence of the parking tax across the proposed structures. Incidence review should include socioeconomic and geographic factors and the expected incidence on customers versus parking operators.
- Review the likely short and long run impacts of the parking tax across the proposed structures. Review should include parking prices, parking utilization and efficiency, impacts to mode shift, operator revenue, congestion, land use, property value, transit ridership, competitive advantage among the rest of the region, and economic activity.

#### E. Governance, Administration, and Proceeds

- Evaluate the personnel costs for the administration of a parking tax at the state, county, and city level if applicable.
- Evaluate the existing City of Atlanta capacity to collect a parking tax. Recommend the appropriate City of Atlanta department to administer the parking tax and to govern the proceeds of the tax. Thought should be given to the need for auditing and record keeping.
- Investigate potential beneficiaries of the tax, including but not limited to a parking benefit district/public parking authority, the Atlanta Department of Transportation, and an affordable housing trust fund. Thought should also be given to the potential to split the revenues among multiple sources.
- Evaluate the [1995 feasibility study](#) of the establishment of a public parking authority in the City of Atlanta to determine necessary changes and the current applicability of the work.
- Recommend a model for the collection and use of the parking tax.
- Evaluate the appropriate implementation of a Parking Enterprise Fund, including the necessary phasing and funding levels.



- Recommend how the governance structures should change based on the geography of the tax (i.e. Downtown Atlanta vs. within the boundaries of Buckhead, Midtown, and Downtown CIDs vs. citywide)

#### F. Implementation Strategy

- Given all the information collected in Tasks A-G, an implementation strategy with task assignability shall be developed.

#### G. Deliverables

Deliverables shall include, at a minimum:

- A written report including an executive summary of the research and analysis completed including tables, charts, and graphs as necessary to respond to the major components of the scope of services.
- A parking utilization and efficiency analysis, including granular detail on each facility surveyed.
- A financial model estimating the revenue of a parking tax. The financial model shall be editable by CAP/ADID should future changes be necessary.

### **Submission Requirements**

The following items must be submitted in response to this request.

#### **A. Letter of Intent**

State the full name(s) and address(es) of the organization(s) and the branch office(s) or other subordinate element(s) that will perform or assist in performing the services described herein. Identify the firm contact name, phone and fax numbers, and email addresses. Indicate type of firm ownership (individual, partnership or corporation) and explain any proposed team or joint venture or partnership relationships. Include the state in which the firm is incorporated or licensed.

#### **B. Statement of Experience**

Submittals should provide a straightforward, complete and concise description of the consultant's capabilities to satisfy the requirements of this RFQ. Describe the experience, detailing a minimum of three recent, relevant projects in similar conditions and with similar size and/or scope. Summaries should include a narrative on the projects, the associated fees, and references.



### **C. Team Qualifications**

Provide the names and résumés (including email addresses) of a principal and key staff members who will work on the project and a team organization statement defining their anticipated roles on the team. Indicate the percent of involvement of each team member and identify who will be the daily point of contact.

### **D. Statement of Project Understanding / Approach**

Demonstrate project understanding, including details of the team's familiarity and experience with municipal planning, financing, and policy. Provide any additional information that demonstrates the firm's understanding and insights related to the project. A detailed scope of services and project schedule are not needed, as CAP/ADID will develop the final scope of services with the consultant upon selection.

### **E. Budget**

Provide standard 2020 hourly rates for the team Members listed in Team Qualifications.

## **Submission Process**

### **A. Questions**

Direct any questions in writing to Shayna Pollock via email at [spollock@atlantadowntown.com](mailto:spollock@atlantadowntown.com) by January 15, 2020 using the Subject line "Parking Tax Feasibility Study Questions." Answers to questions will be made available to all respondents via email and the CAP/ADID website by January 17, 2020.

### **B. Submittal Due Date**

*Submittal Due Date* - All statements of qualifications must be submitted to Shayna Pollock via email at [spollock@atlantadowntown.com](mailto:spollock@atlantadowntown.com) by 5:00 p.m. EDT, Wednesday, January 31, 2020. Submittals received after this time and date will not be considered.

## **Selection Process**

### **A. Evaluation Criteria**

CAP/ADID reserves the right to reject any or all submittals, make modifications to the work after submission and waive any informalities in submissions if deemed in CAP/ADID's best interest to do so, without any liability on the part of CAP/ADID. The following criteria will be used in evaluating qualifications. The list is not shown in any prioritized order:



- *Stability of Firm* - Stability and resources of the submitting individual or firm, including the firm's history, status, growth, overall resources of the firm, form of ownership, litigation history, financial information, and other evidence of stability.
- *Experience and Qualifications* - Consultant's relevant experience and qualifications, including the demonstrated ability of the firm to provide program management services for a large, complex commercial real estate and infrastructure projects in an urban mixed-use district, as well as experience with customers similar in scope to CAP/ADID. This includes relevant experience and qualifications of the principal and lead staff and level of experience in all aspects of the project scope of work.
- *Suitability* - Consultant's apparent suitability to provide services for the Parking Tax Feasibility Study, including the firm's apparent fit to the project including any special or unique qualifications for the project, current and projected workloads (available resources), proximity of office(s) and/or lead staff to project location and/or proven ability to gather resources in Downtown Atlanta, special or enhanced capabilities, firm's non-discrimination and equal employment opportunities policies and evidence of efforts or success in W/MBE-DBE inclusion.
- *Past Performance* - Evidence of the Consultant's past performance, including level of quality of the services to previous customers, customer's statements of that quality, the firm's ability to meet established time requirements, the firm's response to project needs during the project and the firm's control of quality and budget.

## **B. Equal Opportunity Statement**

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

## **C. Contract Negotiations**

CAP/ADID will negotiate the terms of a contract with the consultant(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. Submittal costs in conjunction with this RFQ shall be borne by the submitting firm.

## APPENDIX A- STUDY AREA

