

# REQUEST FOR QUALIFICATIONS

## PRE-DEVELOPMENT MANAGEMENT SERVICES THE STITCH: CAPPING THE I-75/85 CONNECTOR DOWNTOWN ATLANTA

### Introduction

Central Atlanta Progress, Inc. (CAP) and the Atlanta Downtown Improvement District (ADID) are seeking statements of qualifications from well-qualified individuals or firms specializing in pre-development management services for commercial real estate development and public infrastructure projects to support ADID's implementation of the proposed Stitch highway cap in Downtown Atlanta.

The Pre-Development Manager (the "Consultant") will be expected to advance the project from its current conceptual stage through an initial "scoping phase" of pre-development and pre-construction due diligence to include project definition, partner coordination, technical feasibility, development of an implementation strategy and design development. Focus will be given to developing a project approach that balances the project's vision with the ability and feasibility to implement.

Pre-development management services for future phases of the Stich project including construction, may be needed, but are not assured and are not being solicited at this time. The individual or firm selected for this assignment will be preempted from performing any of the additional procured specialized studies, analysis or design tasks associated with the Stich.

### Project Background

The proposed Stich project envisions "capping" the I-75/85 Connector at Peachtree Street in Downtown Atlanta by constructing a platform over the highway, extending from the Civic Center MARTA station at West Peachtree Street (to the west) to Piedmont Avenue (to the east). CAP/ADID seeks Consultant support to advance the concept [originally developed by Jacobs in 2015](#). The goals for the connector cap are to:

- Repurpose underutilized assets created by the construction of the interstate highway system. Since construction, buildings have turned their backs to the highway and land has remained vacant and underutilized. This project presents an opportunity to restore the street grid and create development opportunities that respond to the new blocks.
- Leverage access to transit by fostering transit-oriented development at the Civic Center MARTA rail station, thereby re-positioning the station as a major transit hub for this part of the City.
- Create urban greenspace and new development pad sites both atop and adjacent to the platform, leveraging air rights over the interstate to foster investment in this new neighborhood that increases real estate value.
- Create a vibrant public realm with quality civic infrastructure, interconnected open spaces, best practices in sustainable living and people-centric built environments – everything that drives urban real estate investment today.

## **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).

## **Pre-Development Management Services Scope of Work**

CAP/ADID will collaborate with the successful individual or firm to develop a final scope of services for the desired Scoping Phase activities; however, the anticipated services are expected to include the following tasks.

- **Project Management:** The pre-development manager will develop a work plan, schedule, and project management approach in collaboration with CAP/ADID.
- **Day-to-Day Project Advocate and Contact:** As a dedicated and passionate advocate for the project, the Consultant should wake-up every day and work on advancing the Stitch toward implementation. The pre-development manager will also be the point of contact for the Stitch for all project partners and collaborators and will respond to all project inquires with support from CAP/ADID staff.
- **Third-Party Consultant Selection and Management:** CAP/ADID anticipates that additional consultant support will be retained to perform specialized research, studies and design tasks as detailed below in the desired goals and outcomes. The pre-development manager will manage the development of detailed scopes of work, solicitation documentation, selection and the management of third-party consultants.
- **Risk Assessment and Mitigation:** Develop and execute a pre-development due diligence process that identifies each area of risk associated with the project and identifies work tasks to mitigate them.
- **Budgeting and Scheduling:** A key component of the Scoping Phase scope of work will be the development of feasible project budgets and schedules. The pre-development manager will be

responsible for developing these management tools for not only the scoping phase itself, but also future design/engineering and construction phases as projects details are confirmed. The budget will inform the phasing of expenses and must include preliminary construction pricing of conceptual design and future design iterations.

- Communication and Reporting: Keep CAP/ADID staff and leadership informed regarding the project, including the facilitation of the CAP/ADID Stitch Advisory Committee comprised of project stakeholders and supporters.
- Reporting Structure: The Pre-Development Manager will report to the President of CAP/ADID, with support from the Vice President, Planning and Economic Development.

### **Desired Goals and Outcomes of Scoping Phase**

Through a combination of support from the pre-development management services consultant, as well as the future procurement (in conjunction with CAP/ADID) of additional specialized consultant support as needed, CAP/ADID desires to achieve the following tasks during the Scoping Phase.

1. Refine Project Definition
  - Development of project management plan and timeline schedule
  - Review of required policies, permits and approvals
  - Coordination with key stakeholders, notably governmental partners and nearby property owners
  - Considerations for future use of Federal, State and local funding
2. Advance Technical Feasibility to identify design requirements and constraints
  - Establish base data including boundary and topographic survey (with utilities) and as-built drawings
  - Technical reports regarding engineering and infrastructure elements, such as life safety, structural, environmental screening and traffic studies of surface streets and highway (relative to construction impacts)
  - Coordination of agencies and technical partners
3. Detailed Master Planning
  - Evaluate and prioritize projects/programs
  - Refine the proposed development program
  - Public engagement (focus groups, open house, etc.)
  - Plan development
4. Preliminary Design
  - Pursue a public engagement process to solicit input and feedback
  - Complete public space and programming visioning
  - Identify alternatives for bus operations and staging at the Civic Center MARTA rail station
  - Conceptual alternatives drawings
  - Identify project/program alternatives
  - Explore alternatives for development program
  - Additional technical reports, as needed

5. Establish an Implementation Strategy

- Prepare a project delivery approach that includes recommendations for project ownership, governance and the procurement of real estate development partners such as unified master developer approach or RFP solicitations per development site
- Identify strategies for funding construction and operations, including the identification of the range of all potential capital sources
- Validate the use of Air Rights development potential to off-set project costs
- Evaluate phasing opportunities and prepare construction schedule and staging recommendations
- Refine and update order of magnitude cost estimate
- Refine research on economic impacts to support potential public and private construction financing tools

**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 a point of contact who can be contacted as a reference.
- C. *Team Qualifications* - Provide the names and résumés (including email addresses) of a principal or key staff member(s) 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 providing program management services to large, complex commercial real estate and/or infrastructure projects in dense urban, mixed-use city centers. 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 2017 hourly rates for the team members listed in Team Qualifications.

### **Submission Process**

- A. *Questions* - Direct any questions in writing to Jennifer Ball via email at [jball@atlantadowntown.com](mailto:jball@atlantadowntown.com) by 5:00 p.m. EDT, Thursday, April 27, 2017. Answers to questions will be made available to all respondents via email by Monday, May 1, 2017.
- B. *Submittal Due Date* - All statements of qualifications must be submitted to Jennifer Ball via email at [jball@atlantadowntown.com](mailto:jball@atlantadowntown.com) by 5:00 p.m. EDT, Friday, May 12, 2017. Submittals received after this time and date will not be considered.

### **Selection Process**

- A. *Evaluation Criteria* - CAP 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 Stich, 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.