

REQUEST FOR PROPOSALS

Atlanta's Transportation Demand Management Strategy

April 3, 2018



Central Atlanta Progress
Atlanta Downtown Improvement District

Contact:
Audrey F. Leous
Central Atlanta Progress, Inc.
The Walton Building
84 Walton Street NW, Atlanta, Georgia 30303
Tel: 404-658-5911 | Fax: 404-658-1919
Email: aleous@atlantadowntown.com

Introduction

Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID) are seeking qualified consultant firms or teams to conduct research, perform analysis and develop recommendations for a Transportation Demand Management (TDM) Strategy for the City of Atlanta with a focus on the Downtown, Midtown and Buckhead business districts.

Interested consultant firms or teams are encouraged to submit proposals that exhibit their experience developing and implementing TDM programs and strategies for similarly situated cities and districts.

Project funding for this effort is anticipated through a federal grant from the Atlanta Regional Commission's (ARC) Livable Centers Initiative (LCI) Supplemental Study program. The Atlanta Downtown Improvement District (ADID) is providing the required local matching funds for the ARC grant. The committed budget for elements of the project's scope of work is \$100,000, with the possibility that additional funds might be secured. This project is contingent on funding by the Atlanta Regional Commission and the Georgia Department of Transportation.

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

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, and envisions that growth occurring in such a way as to allow people to live without cars if they so choose. The Atlanta City Design recognizes three major job centers – Downtown, Midtown, and Buckhead – as key areas for absorbing a substantial amount of this growth. Collectively these areas account for 241,000 jobs or 58% of the total jobs in the City of Atlanta and the number is quickly rising. These three areas have optimal transit access, strong existing employer bases, and they continue to attract real estate development.

Each of these three job centers have made commitments to accommodate growth without sacrificing the very things that add economic value, such as more housing, growing businesses, and new destinations and have recently completed plans detailing these visions and goals as follows:

- Downtown: Central Atlanta Progress/Atlanta Downtown Improvement District (CAP/ADID) led the [Downtown Atlanta Master Plan](#)/Downtown Transportation Plan in 2017;
- Midtown: Midtown Alliance completed the [Midtown Transportation Plan](#) in 2016; and
- Buckhead: Livable Buckhead along with other Buckhead areas organizations completed the [Buckhead REdeFINED Plan](#) in 2017.

Building on these district plans and expanding the lens to the entire City of Atlanta, the City's Department of City Planning, Office of Mobility Planning is in the final stages of completing [Atlanta's Transportation Plan](#). Atlanta is also anticipating transit expansion through the 2016 "More MARTA" tax,

a ½-cent sales tax levy that is expected to generate \$2.5 billion for Metropolitan Atlanta Rapid Transit Authority (MARTA) over 40 years.

All of these plans emphasize increasing the use of alternative modes of transportation, and recommend a variety of strategies to work towards that goal. Transportation Demand Management (TDM) is a key component.

Downtown, Midtown, and Buckhead each have strong a Transportation Management Association (TMA) with a history of working with employers to offer employees alternatives to the traditional commute. Similar efforts are being made by other City of Atlanta TMAs, namely the Clifton Corridor Transportation Management Association and Hartsfield Area Transportation Management Association. However, Downtown, Midtown, and Buckhead (collectively referred to here as the “in-town TMAs”) have all recognized that their work can only go so far, as transportation must be viewed and addressed at a scale larger than any of these three job centers. TMAs feel the need for stronger TDM strategies at a city-wide scale, in order to impact transportation in their individual areas.

On the heels of completing the Downtown Atlanta Master Plan/Downtown Transportation Plan, CAP/ADID obtained grant funding to study the relevant local government policy changes that would be necessary to implement a robust TDM program that is attainable, enforceable, business-sensitive, and outcomes-based. The TDM program should result in a decrease in the share of single-occupant vehicles (SOV) trips; an increase in the use of alternative travel modes; an increase in parking utilization; a reduction of vehicle miles traveled (VMT); and reduction of emissions.

Project Sponsors

This project is sponsored by Central Atlanta Progress, Inc. (CAP)/ Atlanta Downtown Improvement District (ADID), in partnership with the City of Atlanta and the Atlanta Regional Commission. CAP/ADID is pleased to spearhead this effort by serving as the project lead, but the success of this project is hinged upon close collaboration with the City of Atlanta, Midtown Alliance, Livable Buckhead and other key partners such as area transit agencies, and representatives from employers.

Central Atlanta Progress, Inc. (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.

Livable Centers Initiative Program Requirements

All projects, including this Project, funded through the Livable Centers Initiative program must use competitive procurement procedures and follow applicable Federal regulations (49 CFR Part 18). 49 CFR Part 18 is available at <http://edfr.gpoaccess.gov>. Contracts executed for completion of this Project must comply with the Georgia Security and Immigration Compliance Act as prescribed in O.C.G.A. Section 13-10-91.

Additionally, Disadvantaged Business Enterprise (DBE) requirements of 49 CFR Part 26 applies to LCI projects since federal funds are utilized. It is a CAP/ADID objective to ensure that DBEs, as defined in Part 26, have an equal opportunity to participate in the Project. A DBE goal of 15.64 percent, as the overall DBE goal for ARC, is the goal for this Project.

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. Detailed Executive Summary describing the **Stability** of the Firm, the **Experience and Qualifications**, and general **Suitability** of the consultant to perform this work. Include all relevant information as described in Section C, Selection Criteria.
3. Names and résumés (including an email address) of a principal, the project manager/key contact (if different) and key staff members who will work on the Project. An organizational chart of the team (including sub-consultants) should also be submitted.
4. Names of any sub-consultants (including key personnel and résumés) and a summary of their scope of services.
5. A statement of project approach that addresses how the consultant will accomplish the identified scope of work.
6. A proposed schedule that shows how the consultant will be able to complete the project by the December 31, 2018 deadline. This should include key milestones and a schedule for deliverables after Notice to Proceed. Please identify any risks that could prevent the completion of the project by the deadline, and an explanation of how these risks will be managed by the consultant.
7. A project budget and fee itemized by each work task/phase outlined 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 sub-consultant(s)
- d) Total cost for all anticipated reimbursable expenses

In addition to the detail above, the project budget must also be summarized with completion of the form included as Attachment B.

8. For the consultant and any sub-consultants: description of a maximum of three (3) similar or related projects successfully completed within the last five years including references with names and contact information. In each description, please describe the role of the firm in the project, as well as the roles played by any of the project team members who will be part of this Atlanta Transportation Demand Management study. For each project, please clearly demonstrate the quality of the work, and provide evidence of 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. Letters of reference from past clients are welcome.
9. A letter(s) from the consultant or any sub-consultant(s) identifying the firm's DBE status (as applicable) and percentage of work proposed to be conducted for the Project.
10. As necessary, additional information demonstrating understanding and insights related to the project scope.

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 ten (10) double-sided pages may also be provided with materials highlighting previous work and resumes (one double sided page per resume and project). Every effort should be made to make proposals as concise as possible. Proposals utilizing sustainable materials and delivery methods are encouraged.

Proposal Process

A. Questions

Direct any questions in writing to Audrey Leous via email at aleous@atlantadowntown.com by April 13, 2018, at 5pm EST using the Subject line "Transportation Demand Management Strategy Questions." Answers to questions will be made available to all respondents via email and the CAP/ADID website by April 20, 2018.

B. Submittal Due Date

Respondents should submit a digital submittal via email to the address below, and deliver four (4) hard copies to the physical address above below to the submittal deadline. All submittals must be submitted to CAP/ADID, Attention Audrey Leous, by 5pm EST on April 30, 2018, at:

Audrey Leous
Central Atlanta Progress, Inc.
84 Walton Street NW, Suite 500
Atlanta, GA 30303
aleous@atlantadowntown.com

Submittals received after this time and date will not be considered.

C. Selection 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 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 in planning, developing, initiating and managing Transportation Demand Management programs and/or initiatives. Experience working in complex urban mixed-use districts comparable in complexity, size, and function, for customers similar in scope to CAP/ADID and or the City of Atlanta is also necessary. This includes relevant experience and qualifications of the principal and lead staff and level of experience in all aspects of the project and evidence of broad knowledge of best practices in Transportation Demand Management.
- **Suitability** - Consultant's apparent suitability to provide services for the scope of work, including the firm's apparent fit to the project including any special or unique qualifications for the project, current and projected workloads (available resources), 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.

D. Selection Schedule

RFP Release Date	April 3, 2018
Questions Due	April 13, 2018
Responses to Questions	April 20, 2018
Submittals Due	April 30, 2018
Interviews (if necessary)	May 14-18, 2018
Consultant Selection	May 21, 2018
Contract Negotiation & Finalization	May 28, 2018
Notice to Proceed	June 1, 2018

E. 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.

F. 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 RFP shall be borne by the submitting firm.

ATTACHMENT A ATLANTA'S TRANSPORTATION DEMAND MANAGEMENT STRATEGY SCOPE OF WORK

Project Overview

CAP/ADID seeks consultant support to study the relevant local government policy changes that would be necessary to implement a robust city-wide TDM program that is attainable, enforceable, business-sensitive, and outcomes-based. The goal is to generate a strategy to guide the creation of a TDM program which results in a decrease in the share of single-occupant vehicles (SOV) trips; an increase in the use of alternative travel modes; more efficient parking utilization; a reduction of vehicle miles traveled (VMT); and reduction of emissions. Focusing initial efforts in Downtown, Midtown and Buckhead is expected to make a large impact on the effectiveness of a city-wide TDM program. In addition to exploring a city-wide TDM approach, this study should also identify key companion programs or legislation that are intricately linked with TDM; for instance, availability and pricing of parking, or the adoption of a parking tax.

This effort will involve a variety of key partners. The City of Atlanta will provide guidance regarding the city-wide scale of TDM policy and also how the City of Atlanta, as a major employer, can be a leader in adopting TDM strategies. Downtown, Midtown and Buckhead can serve as “test beds” for new policies and programs that will eventually implemented city-wide. Key public partners include the Atlanta Regional Commission (ARC), the Metropolitan Atlanta Rapid Transit Authority (MARTA), and the Georgia Regional Transportation Authority/ State Road & Tollway Authority (GRTA/SRTA). A range of other partners are also expected to be engaged.

Scope of Work

CAP/ADID will collaborate with the consultant to develop a final scope of work; however, the anticipated services are expected to include the following tasks and deliverables:

A. RESEARCH

- Review select relevant nationwide **case studies and best practices** of established TDM programs and enabling legislation to understand nationwide best practices and lessons learned, as well as which practices may be most relevant to Atlanta. Of particular interest is TDM programs that have been implemented by private sector partners.
- Building upon initial data available from recent Atlanta planning efforts, review and compile **existing conditions** and opportunities for a city-wide ordinance and establish a **needs assessment**. Much has already been captured in the nearly-completed Atlanta's Transportation Plan (ATP); therefore, the review of existing conditions and needs should be sure to draw from the ATP. Topics to be reviewed include:
 - District-level TMA and TDM programs and activities

- Context-specific conditions which may affect the effectiveness of TDM measures in Atlanta's sub-markets (ie, Downtown, Midtown, Buckhead, airport, Emory University)
- City of Atlanta programs and policies including the development review process and city employee transportation benefits
- Metro Atlanta Regional policies, programs, incentives and regulations including Georgia Commute Options
- State of Georgia policies, programs, incentives regulations including the State Road and Tollway Authority's Developments of Regional Impact review
- Projected changes in demographics, mode split, development patterns, transit investments, etc.

B. STAKEHOLDER ENGAGEMENT

The consultant should coordinate and facilitate input from a variety of stakeholders. The goal for stakeholder engagement is to obtain targeted input and feedback to refine TDM policy and programming. The effort does not anticipate widespread general public outreach or engagement, but rather focused efforts. At a minimum, this should include the following:

- Collaboration with a Steering Committee comprised of key staff from the City of Atlanta, CAP/ADID, Midtown Alliance, Livable Buckhead and ARC.
- Form a task force/blue ribbon commission comprised of key partners in order to develop the strategy collaboratively, with an eye on implementation. Key members include:
 - City of Atlanta leadership – elected and cabinet-level leadership
 - CAP/ADID, Midtown Alliance, Livable Buckhead, Atlanta Regional Commission/Georgia Commute Options, and other key TMA parties
 - Transit providers (MARTA, GRTA/SRTA, and other regional transit providers)
 - Employers in major employment centers
 - Commercial developers
 - Parking operators
- Convene focus groups and conduct commuter outreach to gather otherwise unavailable input
- Conduct one-on-one interviews with task force/commission members and/or other stakeholders as identified through the process.
- Work with active commercial developers to assess effectiveness and acceptability of TDM measures in real-time; if possible, this should be done with developers seeking City of Atlanta Special Administrative Permits (SAP) or undergoing a Development of Regional Impact (DRI) review

C. EXPLORATION OF POTENTIAL STRATEGIES

The goal for this portion of the effort is to identify TDM strategies that are the best fit for a city-wide TDM program in Atlanta. Strategies to be explored include (but should be not limited to):

- **TDM and Development:** Identify opportunities for integrating TDM strategies into the real estate development permitting process and the City of Atlanta's Zoning Ordinance, such as: the creation of a TDM checklist for evaluating development proposals, requiring TDM amenities like secure bicycle parking and showers, and programmatic strategies as a component of ongoing building operations
- **Commuter Benefits:** Identify key elements of a new commuter benefits policy, including but not limited to creating a menu of required incentives, establishing thresholds for employer participation, and the establishment of guidelines for employer reporting. Midtown Alliance has already begun to outline of a potential commuter benefits ordinance, which should be reviewed during the course of this study.
- **Congestion Management:** Explore cordon pricing as a strategy for managing traffic congestion
- **Monitoring and Enforcement:** Explore how the City of Atlanta can effectively and efficiently monitor and enforce the proposed TDM strategies. This includes exploring processes for monitoring and enforcement, establishing roles and responsibilities (including projected staffing and personnel needs), and the creation of or amendments to policies or legislation
- **Parking:** Investigate the role of parking as it relates to TDM, including availability, pricing, and management of parking. Identify key policy changes to implement.
- **Companion Legislation and Programs:** Identify other policies and programs which may complement the proposed TDM strategies, such as the creation of a parking authority, a parking tax, a change in development impact fees/establishment of a transportation impact fee, replacing LOS with VMT, and marketing and communications
- **Delivery of city-wide transportation demand management strategies:** Assess the appropriate structure for implementation of a city-wide TDM policy (e.g., role of existing in-town TMAs, City-led implementation, the role of the City in regards to existing in-town TMAs, necessary policies or resources, etc.)
- **Technology Needs:** Explore technological tools and systems that can assist in TDM implementation and effectiveness
- **Applicability to sub-markets:** Investigate the conditions of Atlanta's sub-markets that may affect the effectiveness of TDM measures in particular areas. The success of the proposed TDM program will hinge upon the ability to apply recommendations to each sub-market. It may be useful to develop a profile of Atlanta's sub-markets and to tailor goals to these areas, rather than creating goals which are applied uniformly to each sub-market.

D. IMPLEMENTATION PLAN

- Establish programmatic **goals** and expectations, such as:
 - Program-wide targets
 - Mode share
 - Vehicles Mile Traveled (VMT)
 - Emissions
 - Parking utilization
 - And others to be identified
- Develop **recommendations**, including but not limited to:
 - Policies and legislation to be amended or created
 - Key elements of TDM programmatic elements
 - Personnel needs (public and private) for implementing the new processes
 - Steps for implementation, including recommended phasing of recommendations, potential early actions and pilot projects to be initiated in major job centers
 - Potential barriers to effective implementation, and suggestions for addressing these barriers
 - For all recommendations, identify 1) potential funding sources to support the proposed initiative(s) and 2) projected timelines for each including the sequence of necessary events.

Study Area

This study is intended to explore strategies for a City of Atlanta wide TDM program. However, Downtown, Midtown and Buckhead are logical locations for testing potential strategies. The exact district boundaries for these activity centers will be identified with the finalization of the contract scope of work.

Schedule

CAP/ADID will develop a schedule with the selected consultant. However, 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 June 1, 2018. It is desirable that the consultant complete the scope of work by December 31, 2018. Per contractual requirements of the ARC Livable Centers Initiative (LCI) Supplemental Study grant, all final deliverables must be completed no later than July 31, 2019.

ATTACHMENT B
Proposed Project Budget Summary*

Task	Total Hours	Total Cost
<u>Direct Labor*</u>		
Task 1 - Research		
Task 2 –Stakeholder Engagement		
Task 3– Exploration of Potential Strategies		
Task 4 – Implementation Plan		
Subtotal – Direct Labor		
Overhead Cost		
Sub-consultant Costs (list)		
Reimbursable Expenses (including travel)		
Profit		
Total Estimated Cost and Profit		

** Attachment B is intended as a summary; please address the detailed, budget proposal requirements as outlined in Item 6 of the Submittal Items requirements section.*