REQUEST FOR QUALIFIED CONTRACTORS

FOR

TAD REDEVELOPMENT CONSULTING SERVICES

June 18th, 2026

RESPONSES DUE: July 18th, 2026

SECTION I

INTRODUCTION

Invest Atlanta ("IA") is soliciting competitive, sealed responses ("Responses") from interested and qualified individuals and/or teams ("Respondents") to provide the necessary consulting & professional services needed to create new and updated Tax Allocation Districts (TAD) Redevelopment plans and new Investment Plans to advance investment across each TADs. The goal is not to procure a single engagement, but to establish a standing Vendor Pool — a pre-qualified roster of firms across six service disciplines — that Invest Atlanta can draw on as TAD scopes arise, matching the right expertise to each district's distinct needs and moment in its redevelopment lifecycle.

Respondents shall be selected and determined through IA's review of each response, considering the factors identified in this Request for Qualified Contractors ("RFQC") and any other factors that it considers relevant to serving the best interest of IA and its mission. Nothing in this RFQC shall be construed to create any legal obligation on the part of Invest Atlanta or any respondents. Invest Atlanta reserves the right, in its sole discretion, to amend, suspend, terminate, or reissue this RFQC in whole or in part, at any stage. In no event shall Invest Atlanta be liable to respondents for any cost or damages incurred in connection with the RFQC process, including but not limited to, any and all costs of preparing a response to this RFQC or any other costs incurred in reliance on this RFQC. No respondent shall be entitled to repayment from Invest Atlanta for any costs, expenses or fees related to this RFQC. All supporting documentation submitted in response to this RFQC will become the property of Invest Atlanta. Respondents may also withdraw their interest in the RFQC, in writing, at any point in time as more information becomes known.

1.1 Background

Invest Atlanta has been created and exists under and by virtue of the Development Authorities Law, activated by a resolution of the City Council of Atlanta, Georgia (the "City"), and currently operates as a public body corporate and politic of the State of Georgia. Invest Atlanta was created to promote the revitalization and growth of the city and serves as the City's Economic Development Agency. Invest Atlanta represents a consolidation of the City's economic and community development efforts in real estate, finance, marketing, and employment, to provide a focal point for improving the City's neighborhoods and the quality of life for all its citizens. Invest Atlanta is the cornerstone of an overall effort to provide economic and development services more effectively.

Atlanta's TADs represent a significant public investment in the city's future — in neighborhoods where market forces have historically underdelivered, and in communities where the promise of Atlanta's prosperity has not yet fully arrived. Each district operates under a redevelopment plan that defines the vision, establishes the areas of need, and sets the parameters for areas, programs that increment revenues will be deployed. Getting that plan right matters enormously — not just for bond capacity and fiscal integrity, but for the lives of residents and the long-term character of Atlanta's neighborhoods.

Developing, maintaining, and advancing those plans is complex, multidisciplinary work. It requires financial analysts who can model increment trajectories across decades. It requires planners who can translate community and key stakeholder aspirations into tangible redevelopment strategies. It requires community engagement practitioners who can build genuine trust in neighborhoods . It requires legal counsel fluent in the Georgia Redevelopment Powers Law. It requires market analysts who understand what private capital will and won't do without a public support , requires the establishment of key performance indicators that can measure the success including and GIS professionals who can map the spatial logic of all of it.

This procurement seeks responses from teams who can execute all aspects of redevelopment plan development. The Vendor Pool model acknowledges our need to engage in the development of multiple plans simultaneously by qualifying a pool of multiple vendor teams. In addition, the Pool seeks to qualify firms across 5 additional specific service categories for targeted engagements as needed to maintain plans, support ongoing community engagement, update targeted investment strategies, support data and reporting needs, etc.

1.2 Strategic Context

Atlanta is a city of extraordinary economic energy and persistent economic inequality. The same growth that has made Atlanta one of the most dynamic metros in the country has also deepened the distance between thriving neighborhoods and those still waiting for investment to arrive. Closing that distance — directing capital, opportunity, and infrastructure to the communities that need it most — is the central work of Invest Atlanta.

Tax Allocation Districts are one of the most powerful tools in that work. By capturing the property tax increment generated by new development and reinvesting it within the district, TADs enable the City and Invest Atlanta to finance the infrastructure, land assembly, and catalytic projects that private markets alone will not fund. They are not a subsidy for developers — they are a strategic investment in the conditions that make equitable, sustainable growth possible.

To continue to serve the redevelopment needs of their communities, each TAD requires a new, updated Redevelopment Plan — to reflect where the market is today, what communities are asking for now, and what Invest Atlanta's evolving equity commitments require.

This solicitation reflects a commitment to competitive, transparent vendor selection grounded in genuine expertise. And it reflects an understanding that the quality of the work done by consultants in these districts has direct consequences for real people — for whether a neighborhood gets the infrastructure it needs, for whether longtime residents can stay as their community improves, and for whether Atlanta's growth story becomes one that works for everyone.

Invest Atlanta is looking for partners who bring that same understanding to the work. Technical competence is essential — but so is the willingness to engage authentically with communities, to examine assumptions, and to produce work that helps to build communities. Firms admitted to the Vendor Pool will be expected to operate as true partners: responsive to Invest Atlanta staff, accountable to community, engaging of key stakeholders, and committed to the highest standards of professional integrity across every engagement.

1.3 Eligible Respondents

This RFQC is open to all firms legally authorized to conduct business in the State of Georgia that meet the minimum qualifications described in Section 4 (Technical Requirements). Eligible respondents include:

- For-profit professional services firms, including sole proprietorships, partnerships, LLCs, and corporations
- Nonprofit organizations with demonstrated capacity to provide the services described
- Joint ventures and teaming arrangements, provided a lead entity is identified and assumes contractual responsibility

Respondents organized as joint ventures or teaming arrangements must clearly identify the lead firm, describe each partner's role, and demonstrate that the combined team meets all applicable qualification requirements for each service category for which they apply.

SECTION II
TIMELINE OF EVENTS AND SUBMISSION INSTRUCTIONS

2.1 Inquiries and Process Timeline

Only inquiries received electronically will receive a response. Do not contact any Invest Atlanta staff with any questions or comments pertaining to this RFQC. All such inquiries must be delivered by **5:00 p.m., June 26th 2026 to the issuing officer at IAprocurement@investatlanta.com.** Inquiries received after such date and time will not receive a response. Invest Atlanta will publish all timely received written inquiries and Invest Atlanta's responses to those inquiries as an Addendum to this RFQC on Invest Atlanta's website (www.investatlanta.com) on or before the close of business on **July 2nd 2026.**

Due Date	Action Required
June 18th, 2026	Release of RFQC

June 23rd, 2026 @ 10:30am-11:20am EST	**Microsoft Teams meeting** **Join:** **https://teams.microsoft.com/meet/220306537334182?p=Gf4gPB82M6W1yXmOGU** **Meeting ID: 220 306 537 334 182** **Passcode: xA9Hh6ft** **Need help? | System reference** **Dial in by phone** **+1 470-571-3959,,77783404# United States, Atlanta** **Find a local number** **Phone conference ID: 777 834 04#**
June 26th 2026	Written questions due to Invest Atlanta
July 2nd 2026	Responses to written questions posted
July 18th 2026	Responses due to Invest Atlanta

2.2 Submission Instructions

A. Responses to this Request for Qualified Contractors must be submitted no later than **5:00 p.m., July 18th 2026, to the issuing officer at IAprocurement@investatlanta.com.** Proposals should include all identified components (Responses to Mandatory Requirements, Mandatory Scored Requirements and Exhibit A Fee Proposal). Proposals received after the deadline, time and date will not be considered.

By submitting a response to the RFQC, the Respondent is acknowledging that the Respondent:

1. Has read the information and instructions,
2. Agrees to comply with the information and instructions contained herein.

From the time of release of this RFQC through the conclusion of the selection process, there shall be no communication between any Respondents and/or their lobbyist or authorized/unauthorized agent(s) with any staff of the City, IA or the Atlanta Development Authority ("ADA"), any elected or appointed official of the City, IA, ADA and/or their staff or financial advisor, except as provided for in the RFQC, unless such communication is initiated by IA and is unrelated to this RFQC process. Any violation of this provision by any Respondent and/or its lobbyist or authorized/unauthorized agent(s) shall be immediate grounds for disqualification for award of a contract in connection with this RFQC.

The laws of the State of Georgia, including the **Georgia Open Records Act**, as provided in O.C.G.A §50- 18-70, et seq., require certain public records be made available for public inspection. Even though information (financial or other information) submitted by a Respondent may be marked as “confidential”, “proprietary”, etc., Invest Atlanta will make its own determination regarding what information may or may not be withheld from disclosure.

SECTION III
SCOPE OF SERVICES

3.1 Purpose & Overview

Invest Atlanta is seeking qualified consultants to completely update seven (7) redevelopment plans, in collaboration with the TAD Advisory Committees (TADACs) and the broader community, to reflect investment priorities to directly impact the Neighborhood Reinvestment Initiatives (NRI) outlined below and in Attachment A Neighborhood Reinvestment Initiatives Key Elements. Qualified consultants will also work with Invest Atlanta to create corresponding Investment Plans, in collaboration with the TADACs, every three years that further specify the TAD’s intended projects, investment strategies and their impacts for those three years.

Redevelopment Plans will be updated and redesigned and 3-year Investment Plans will be created to ensure that TAD investments deliver on the full promise of the Neighborhood Reinvestment Initiative, projects receiving TAD funding must be able to demonstrate a direct connection to the outcome metrics that define NRI's three pillars of community transformation: displacement prevention, neighborhood stabilization, and wealth creation. Before a project receives TAD support, it must identify which core NRI metrics it is designed to move, how progress will be measured, and how results will be reported back to the community and to City Council. TAD allocations will be mapped to these metrics, and that the cumulative portfolio of investments within each TAD will reflect a balanced commitment to all three phases of neighborhood transformation.

Specifically, this Request for Qualifications (RFQC) seeks to establish a pre-qualified vendor pool of firms capable of supporting TAD redevelopment plan and investment plan activities across one or more defined service categories. Qualified vendors admitted to the Pool will be eligible to receive task order assignments for specific TAD engagements as needs arise. Moreover, Respondents may apply for qualification in one or more of the six (6) service categories defined in Section 3.3. Qualification in multiple categories is encouraged where firms possess demonstrated expertise across disciplines. Invest Atlanta reserves the right to issue task orders to a single vendor or to assemble multi-firm teams depending on scope requirements.

3.2 ATLANTA TAD CONTEXT

Invest Atlanta is seeking plans for the following Tax Allocation Districts:

- Eastside TAD
- Westside TAD
- Perry-Bolton TAD
- Campbellton Road TAD
- Stadium TAD
- Metropolitan TAD
- Holowell/MLK TAD

Each district presents a distinct set of conditions, including variation in base assessed value, increment generation status, bond capacity, remaining plan horizon, community demographics, stakeholders and development pipeline. Vendors admitted to the Pool must demonstrate the capacity to work effectively across this range of district contexts, including areas with significant equity and community investment considerations. Furthermore, selected firms will help support redevelopment planning efforts that advance the goals of the *Neighborhood Reinvestment Initiatives (NRI) including but not limited to: .*

- Affordable housing production and preservation
- Equitable economic development
- Small business and commercial corridor revitalization
- Public infrastructure investment
- Transit-oriented development
- Anti-displacement and wealth-building strategies
- Community health, education, wellness, and food access
- Long-term neighborhood stabilization and resilience

3.3 SERVICE CATEGORIES

The Vendor Pool is organized around six (6) service categories corresponding to the primary disciplines required to develop, implement, and administer TAD redevelopment plans. Each category is defined below with representative tasks and key deliverables. Additionally, please refer to Attachments B & C for more context on the anticipated Scope of services required to develop, implement and administer all seven (7) TAD redevelopment plans.

Cat.	Service Category	Primary Disciplines
A	Redevelopment Plan Development	Urban Planning, Policy
B	Financial Modeling & Increment Analysis *(includes Investment Reviews supporting TADS)*	Finance, Economics
C	Community and Stakeholder Engagement &	Community Dev., Equity

	Equity Planning	
D	Legal & Regulatory Compliance	Law, Policy
E	Market Analysis & Feasibility	Real Estate Economics
F	GIS Mapping, Spatial Analysis & Performance Indicators	GIS, Urban Planning, Data Analyst

Detailed descriptions for each service category are provided in Sections 3.3.A through 3.3.F below.

3.3.A : Category A — TAD Redevelopment Plan Development

Category A | TAD Redevelopment Plan Development	
Full authorship and project management of TAD redevelopment plan documents, including new plan formation, material amendments, and plan renewals. Vendors in this category serve as the primary planning consultant and are responsible for coordinating inputs from other disciplines into a cohesive, legally compliant, and Board-ready plan document.	
Representative Tasks	**Key Deliverables**
• Existing conditions assessment development pipeline assessment and documentation of blight, underutilization, or deterioration consistent with O.C.G.A. § 36-44 eligibility standards • Community needs assessment (housing, affordability, employment, commercial activity, small business activity, employment opportunities, education outcomes and access, etc.), • financial modeling and bonding capacity analysis • Community stakeholder identification and ongoing community engagement activities; • Drafting of the formal redevelopment plan document meeting all statutory content requirements • Preparation of Board presentation materials, fact sheets, and public-facing summaries • Support through multi-jurisdictional adoption process (City Council, Atlanta Public Schools, Fulton County) • Post-adoption plan monitoring and amendment support as needed	• Existing Conditions Report (Further described in Attachment A NRI Key Elements) • Market and demographics overview • Community Engagement summary • Draft and Final Redevelopment Plan Document • Equitable Investment and Development Implementation Framework • Project Evaluation and Ongoing Impact Metrics to align with NRI framework • Board and Stakeholder Presentation Materials • Stakeholder Communication Summaries • Adoption Support Documentation • Plan Amendment Memoranda (as applicable)

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3.3.B : Category B — Financial Modeling & Tax Increment Analysis

Category B | Financial Modeling & Tax Increment Analysis	
Quantitative analysis of tax increment projections, bond feasibility, and financing structures supporting TAD redevelopment plan development and ongoing district administration. Vendors in this category provide the financial architecture underlying TAD investment decisions.	
Representative Tasks	**Key Deliverables**
• Establishment and documentation of TAD base assessed value • Multi-scenario tax increment projection modeling over plan horizon (typically 25–30 years) • Bond feasibility analysis including debt service coverage and net present value modeling • Developer reimbursement agreement financial review and structuring support • Gap financing analysis and subsidy justification modeling • Sensitivity analysis for variations in development pace, assessment growth, and interest rate environments • Annual increment tracking and reporting support	• Base Value Documentation • Tax Increment Projection Model (Excel-compatible) • Bond Feasibility Analysis Report • Developer Reimbursement Financial Review • Gap Financing Analysis • Annual Increment Monitoring Reports

3.3.C : Category C — Community Engagement & Equity Planning

Category C | Community and Stakeholder Engagement & Equity Planning	
Design and facilitation of inclusive community engagement processes and integration of equity frameworks into TAD redevelopment planning. Vendors in this category ensure that TAD investments reflect community priorities and advance equitable development outcomes, particularly in historically underserved neighborhoods.	
Representative Tasks	**Key Deliverables**
• Stakeholder mapping and targeted outreach to residents, businesses, community organizations, and institutions • Design and facilitation of community meetings, charrettes, focus groups, and public hearings	• Stakeholder Engagement Plan • Community Engagement Summary Reports • Equity Impact Assessment • Anti-Displacement Strategy Memorandum • Community Benefits Framework

• Development of multilingual and accessible engagement materials • Analysis of engagement findings and synthesis into planning recommendations • Anti-displacement risk assessment and mitigation strategy development • Equity impact analysis of proposed TAD investments and land use frameworks • Community benefits framework development and negotiation support • Engagement with NPUs, neighborhood organizations, business owners, and community development organizations • Digital engagement and survey tools • Multilingual and culturally competent engagement strategies	• Public Hearing Support Materials

3.3.D : CATEGORY D — LEGAL & REGULATORY COMPLIANCE

Category D | Legal & Regulatory Compliance	
Legal counsel and policy advisory services supporting TAD plan formation, adoption, amendment, and administration in compliance with Georgia law and City of Atlanta requirements. Vendors in this category ensure that all TAD activities meet applicable statutory, regulatory, and procedural standards.	
Representative Tasks	**Key Deliverables**
• Legal review of redevelopment plan documents for compliance with O.C.G.A. § 36-44 • Drafting and review of intergovernmental agreements with taxing jurisdictions • Bond counsel coordination and legal review of financing documents • Developer agreement drafting, negotiation support, and legal review • Statutory eligibility analysis and documentation of blight or underutilization findings • Support for City Council and Board adoption processes including ordinance preparation	• Legal Compliance Review Memoranda • Intergovernmental Agreement Drafts • Statutory Eligibility Opinion Letters • Developer Agreement Review and Redlines • Adoption Ordinance Drafts • Amendment Legal Analysis

• Guidance on TAD boundary modifications and material plan amendments	

3.3.E : Category E — Market Analysis & Real Estate Feasibility

Category E | Market Analysis & Real Estate Feasibility	
Real estate market research and equitable development feasibility analysis informing TAD redevelopment frameworks and investment strategies. Vendors in this category provide the market grounding necessary to ensure redevelopment plans are achievable and that TAD financing is targeted to genuine market gaps.	
Representative Tasks	**Key Deliverables**
• Existing real estate market conditions analysis across residential, commercial, industrial, and mixed-use sectors • Comparable development analysis and absorption rate studies • Highest and best use analysis with equitable development gap analysis for key TAD sites and corridors • Development pro forma modeling and return on investment analysis • "But for" analysis and documentation of the need for TAD financing • Retail and commercial demand analysis including food access and neighborhood-serving uses • Affordable housing market analysis and feasibility assessment • Public infrastructure recommendations • Transit-oriented development opportunities • Small business and commercial redevelopment strategies • Parks, greenspace, and trail recommendations	• Market Conditions Report • Comparable Development Analysis • Equitable Development Highest and Best Use Study • Development Pro Forma Models • "But For" Analysis Documentation • Affordable Housing Feasibility Assessment

3.3.F : Category F — GIS Mapping & Spatial Analysis

Category F | GIS Mapping,Spatial Analysis and Performance Inducators	
Geographic information systems (GIS) analysis and cartographic production supporting TAD plan development, boundary definition, existing conditions documentation, and public communication. Vendors in this category provide the spatial intelligence underlying all other planning and financial work.	
Representative Tasks	**Key Deliverables**
• TAD boundary mapping and legal description support • Existing conditions spatial analysis including land use, parcel data, infrastructure, and demographics • Development pipeline mapping and tracking • Equity and vulnerability mapping including displacement risk, food access, and transit connectivity • Visualization of proposed land use frameworks and development scenarios • Parcel-level assessed value analysis supporting increment modeling • Production of GIS-compatible deliverables for Invest Atlanta internal use • Establish specific performance indicators as targets to measure success of the TAD investments and address the issues highlighted in the City Auditor's TAD Audi	• TAD, NRI and NSA Boundary Maps and Legal Descriptions • Existing Conditions GIS Data and Maps • Development Pipeline Map • Equity and Vulnerability Analysis Maps • Land Use Framework Maps • GIS Data Packages (shapefile, geodatabase, or KMZ formats) • Establish specific performance indicators over the life of the TAD with clear milestones

3.4 Task Order Process

Qualification in the Vendor Pool does not guarantee the award of work. Task orders will be issued on an as-needed basis as specific TAD scopes of work are identified. Invest Atlanta reserves the right to use one of the following approaches for each task order assignment:

- **Direct Assignment**:

  For straightforward or time-sensitive scopes, Invest Atlanta may assign a task order directly to a pre-qualified vendor based on best fit for the specific district, scope type, and required disciplines.
- **Mini-Competition**:

  For complex or high-value scopes, Invest Atlanta may issue a task order RFP to a subset of qualified vendors within the relevant category and select based on technical approach, team, and fee.
- **Multi-Vendor Teams**

  Where a scope requires expertise across multiple categories, Invest Atlanta may coordinate a team drawn from multiple Pool vendors or may assign a lead vendor responsible for subcontracting.

Task order assignments will consider vendor capacity, current workload, TAD-specific expertise, and diversity and inclusion factors consistent with Invest Atlanta's procurement policies. Pool membership does not create an exclusive or preferential right to any specific engagement.

3.5 General Requirements Across All Categories

Regardless of service category, all vendors admitted to the Vendor Pool are expected to:

- Maintain familiarity with the Georgia Redevelopment Powers Law (O.C.G.A. § 36-44) and its application to Atlanta TAD administration
- Demonstrate understanding of Invest Atlanta's role, governance structure, and Board reporting requirements
- Coordinate effectively with Invest Atlanta staff, other Pool vendors, City departments, and external stakeholders
- Produce deliverables that are clear, professionally formatted, and suitable for Board presentation and public release
- Comply with all applicable Invest Atlanta procurement, contracting, and insurance requirements
- Maintain responsiveness and capacity to meet task order timelines, which may include expedited schedules for time-sensitive district needs
- All Respondents shall have an active business license or if a joint venture, each entity must be registered to do
- must be in good standing with the Secretary of State and have no recent bankruptcies, legal action, or judgements business in the State of Georgia. Each firm must possess a valid Federal Taxpayer ID (TIN) or Employee
- Identification number (EIN). Respondents will be required to provide a W9 prior to contract execution.
- Vendors against them would hinder their ability to fulfill the contract.
- Insurance: If selected, Respondent shall provide and maintain in full force and effect insurance, at its expense, the minimum insurance coverages which will be required at Contract, which shall protect Invest Atlanta, its respective agents, employees, officers, legal representatives, permitted successors and assigns, and related indemnified parties from all claims, liabilities, damages or loss to persons or property caused by, resulting from, arising out of or in connection with the acts or omissions of Consultant (or anyone acting on its behalf) under this Agreement, including without limitation, claims subject to the indemnification obligations hereunder. If selected, Respondent may be required to maintain additional coverage depending on contract/agreement specific scope of services.

It is also agreed and understood Respondent will be responsible for paying any deductible or retention under its policies and will remain solely and fully liable for the full amount of any claim, damage, liability, loss, or expense for which it is otherwise liable hereunder regardless of any failure or deficiency of insurance coverage or compensation. Respondent shall have at minimum: general liability, automobile liability, Workers compensation (in accordance with state statute), and umbrella/excess liability.

SECTION IV
TECHNICAL REQUIREMENTS

The technical requirements below provide a framework of the minimum standards that must be upheld for firms providing TAD Redevelopment Consulting Services. Firms are encouraged to carefully review all requirements and tailor their proposals accordingly while ensuring compliance with applicable laws and regulations.

4.1 Mandatory Requirements

To be considered responsive, responsible, and eligible for award or for selection as a qualified contractor, **Respondents must answer all questions in this section in the affirmative (with a "Yes") to pass and must be submitted as a part of your response**. The following two requirements are pass/fail in nature. Invest Atlanta will evaluate each submittal against these requirements prior to scoring. Submittals that do not satisfy both mandatory requirements will be deemed non-responsive and will not advance to scored evaluation.

Note: Insurance coverage,the E-verify and SAVE affidavits, and certification statement are required of all vendors at the contracting stage and are addressed in Section 8 (Terms, Conditions & Legal Requirements). They are not pass/fail disqualifiers at the submittal evaluation stage.

1. Vendors must be in good standing with the City of Atlanta in order to do business under this contract. **Does the Respondent, as a whole or in part, agree that it does not have any delinquent loan payments with the City of Atlanta?**
2. Vendors must hold all required local, state, and federal business licenses to operate. **Does the Respondent agree that holds all required licenses to legally operate and do business in the State of Ga?**
3. Vendors must demonstrate a track record of stable operations to be considered for award. Respondents must be in business providing the proposed services for a minimum of 5 years. **Does the Respondent comply with this requirement?**

4.2 Mandatory Scored Requirements

The Respondent's technical proposal shall be structured in alignment with the framework provided below. To be considered responsive, responsible, and eligible for an award or for selection as a qualified contractor, you must answer all questions in this section. ***Respondents shall provide responses on Attachment A Requirements Worksheet, Mandatory Scored Response Tab, in addition to the Cover letter and Additional Requirements and Forms.***

Req. #	Scored Requirement	Points Available	Scoring Basis
SR-01	**Qualifications of Proposed Project Team** • – Credentials, experience, and seniority of key personnel assigned to task orders • – Demonstrated history of key personnel working together on comparable TAD/TIF engagements • – Depth of bench — capacity to staff multiple concurrent task orders if needed • – Relevant licenses, certifications, or advanced degrees held by team members • – Clarity of roles and responsibilities within the proposed team structure	**25**	• Resumes of key personnel • Organizational chart • Staff allocation narrative
SR-02	**Relevant TAD/TIF Project Experience** • – Number and complexity of completed TAD/TIF or equivalent redevelopment financing engagements • – Direct experience with Georgia TAD law and multi-jurisdictional adoption processes • – Experience with Atlanta-specific TADs or Invest Atlanta-administered programs • – Quality and relevance of submitted sample work products • – Range of district types, scales, and community contexts served	**25**	• Project list depth and relevance • Sample work product quality • Georgia-specific TAD experience
SR-03	**Technical Approach & Methodology** • – Clarity and specificity of proposed methodology for the applied service category • – Demonstrated understanding of TAD redevelopment plan requirements under O.C.G.A. § 36-44 • – Approach to quality control and internal review of deliverables • – Ability to adapt approach to the distinct context of each of Atlanta's TADs • – Proposed tools, software, and analytical frameworks	**20**	• Methodology narrative • Sample process documents or templates • Tools and software description

Req. #	Scored Requirement	Points Available	Scoring Basis
SR-04	**Community and Stakeholder Engagement & Equity Approach** • – Demonstrated commitment to inclusive, culturally competent community engagement • – Experience conducting engagement in historically underserved or low-income communities • – Approach to anti-displacement risk identification and mitigation • – Track record integrating community input into technical planning and financial deliverables • – Multilingual or accessibility accommodations in engagement practice	20	• Engagement methodology narrative • Examples of prior community engagement work • Equity framework description
SR-05	**Financial Modeling Capability** • – Demonstrated ability to produce multi-scenario tax increment projection models • – Experience with bond feasibility analysis and developer reimbursement structures • – Proficiency with Excel-based financial modeling compatible with Invest Atlanta's internal systems • – Understanding of the "but for" analysis standard and subsidy justification methodology	10	• Sample financial model (redacted) • Description of modeling approach • Relevant project examples
	TOTAL POSSIBLE POINTS	**100**	

4.3 Additional Requirements & Forms

A. Certification Statement

The following shall be repeated in the Respondent's Response and signed by an individual authorized to bind the Respondent. Failure to include and provide an original signature of the certification statement may result in rejection of Response.

"I agree to abide by the conditions of this RFQC and certify that all the information provided in this Response is true and correct, that I am authorized to sign this Response for the Respondent, and that the Respondent is in compliance with all requirements of the RFQC."

Authorized Signature: ______________________________

Name:
Title:

B. E-Verify Affidavit & SAVE Affidavit

Provide notarized proof of compliance with Illegal Immigration Reform and Enforcement Act,

O.C.G.A. §13-10-90, et seq. (Appendix A) E-Verify. Respondents must comply with the Illegal Immigration Reform and Enforcement Act, O.C.G.A. §13-10-90, et seq. All services physically performed within the State of Georgia must be accompanied by proof of your registration with the E-Verify Program, as well as verification of your continuing and future participation in the E- Verify program established by the United States Department of Homeland Security. A completed E-Verify Contractor Affidavit must be submitted to Invest Atlanta (Appendix A-1). To the extent there are subcontractors working on this contract, you are responsible for obtaining a fully signed and notarized subcontractor affidavit from those firms with whom you have entered into sub- contracts (Appendix A-2). In turn, should there be second-tier subcontractors on this project, you must require the subcontractors to obtain E-Verify Affidavits from those second tier.

C. Diversity, Equity Inclusion Policy

At Invest Atlanta, economic prosperity and competitiveness in Atlanta start with equality to opportunity and pathways to wealth creation. It is more than a goal; it is a guiding principle that drives us. We advance our work through this lens to ensure that all Atlantans are positioned to benefit from economic investments in our city, regardless of their zip code.

Invest Atlanta encourages all Respondents to promote opportunities for diverse businesses, including Minority Business Enterprises ("MBE"), Female Business Enterprises ("FBE"), and Small Business Enterprises ("SBE") to compete for business as subcontractors and/or suppliers.

However, nothing herein should indicate that an MBE, FBE, or SBE may not apply and be selected independently, as MBEs, FBEs, and SBEs that meet the qualifications of this ITB are encouraged to submit their qualifications for consideration. For an MBE, FBE, or SBE to participate on the contract, MBE, FBE, or SBE must be certified as an MBE or FBE and be registered with the City's Office of Contract Compliance M/FBE Register. SBEs must be registered with the City and are defined as businesses not 2.5 million in gross sales during the recent calendar or fiscal year.

- **City of Atlanta – Office of Contract Compliance (MBE/FBE):**
  Jason Ingram
  68 Mitchell St. SW, Suite 5100,Atlanta, Georgia 30303 Tel:
  404.330.6010
  Fax: 404.658.7359
  email: jingram@AtlantaGa.Gov
- **Small Disadvantaged Business (SDB)** certification by the U.S. Small Business Administration provided they reflect certification because of minority or women-owned status.

If joint responses are permitted within this RFQC, a firm selected by the Respondent to jointly respond to this RFQC can only satisfy one of three categories. The same firm may not, for example, be listed for participation as an MBE organization and a SBE organization even if the level of participation exceeds each category's goal. All firms must be registered or certified prior to the submittal of the Response. A Respondent is at risk that there may be an issue of time to certify or register if it intends to use a firm that is not certified or registered at the time the Response is submitted. Invest Atlanta is an Equal- Opportunity Employer.

SECTION V
Cost Requirements

REMOVED

SECTION VI
Evaluation Criteria and Selection Process

6.1 Selection Criteria

The Selection Committee comprised of Invest Atlanta staff will review qualifications in accordance with the evaluation criteria set forth herein and IA overall objectives and policies. Quotes that are submitted in a timely manner and comply with the mandatory requirements of the RFQC will be evaluated in accordance with the terms of the RFQC. Any contract/purchase order resulting from this RFQC will not necessarily be awarded to the vendor with the lowest price. Instead, a contract/purchase order shall be awarded/issued to the vendor whose proposal best fits the needs and objectives of Invest Atlanta.

Evaluation Process	Weight of Eval. Process	Evaluation Criteria	Weights of Eval. Criteria
Technical	100 pts	*Company and Team Qualifications*	25 pts
		Relevant TAD/TIF Experience	25 pts
		Technical Approach & Methodology	20 pts
		Community Engagement & Equity Approach	20 pts
		Financial Modeling Capability	10 pts

When evaluating proposals, IA reserves the right to:

(1) Waive technicalities or irregularities in Responses at its discretion;
(2) Accept or reject any or all Responses received as a result of this RFQC;
(3) Obtain information concerning any and all Respondents from any source;
(4) Schedule an oral interview before the Review Committee from any or all Respondents or Respondents identified within a Competitive Range;
(5) Select for contract negotiation or award, a Response other than that with the highest score if, in the judgment of IA, it shall serve the public's best interests; and
(6) Negotiate with the successful Respondent with respect to any additional terms and conditions of the contract.

IA may rely on all representations therein for 120 days from the date established for receipt of proposals.

6.2 Technical Evaluation

As specified with each requirement listed in Section 4: Technical Requirements- Mandatory Requirements, the Respondent must answer all questions in this section in the affirmative (with a "Yes") to pass and must be submitted as a part of your response. To be considered responsive and eligible for an award, all mandatory requirements identified must be met.

Submittals that satisfy all Mandatory Requirements in Section 4.2 will advance to scored evaluation. Each qualifying submittal will be evaluated by an Invest Atlanta evaluation committee using the criteria and point values defined in this section. Scoring is conducted independently for each service category for which a respondent applies.

The evaluation committee will consist of a minimum of three (3) reviewers. Individual scores will be averaged to produce a final composite score for each criterion. Invest Atlanta reserves the right to conduct clarification interviews or request supplemental information prior to finalizing scores.

6.2.a Minimum Qualifying Score

Respondents must achieve an overall composite score of 70 points or higher (out of 100) to be admitted to the Vendor Pool for any service category. Respondents scoring below 70 in a given category will not be admitted for that category but may still qualify for other categories where they meet the threshold.

Each scored requirement will be evaluated using the following rating scale. Evaluators will assign a percentage score within the applicable rating band, which is then multiplied by the available points for that criterion to produce a weighted score.

Rating	Score Range	Description
Exceptional	**90–100%**	Exceeds all requirements; demonstrates exceptional depth, direct Georgia TAD experience, and a compelling approach. Evaluators have high confidence in the firm's ability to deliver.
Acceptable	**70–89%**	Meets all requirements; demonstrates solid relevant experience and a sound approach. Minor gaps are present but do not materially reduce confidence.
Marginal	**50–69%**	Partially meets requirements; response is incomplete, general, or limited in relevant experience. Significant questions remain about the firm's ability to deliver.
Unacceptable	**0–49%**	Does not meet requirements; response is missing, non-responsive, or demonstrates insufficient experience or capability for the category.

Invest Atlanta reserves the right to admit fewer vendors than apply if insufficient respondents meet the 70-point threshold, and to re-solicit or expand the pool at any time.

While the scoring criteria and point values in Section 4.3.1 apply uniformly across all service categories, evaluators will apply the following category-specific interpretive guidance when assessing responses:

Category A — Redevelopment Plan Development

SR-01 and SR-03 carry the greatest interpretive weight. Evaluators will look specifically for experience authoring complete TAD or TIF redevelopment plan documents — not merely contributing to plans — and a methodology that demonstrates mastery of the full plan lifecycle from conditions assessment through multi-jurisdictional adoption.

Category B — Financial Modeling & Tax Increment Analysis

SR-05 (Financial Modeling Capability) should be treated as the primary differentiator for this category. Evaluators are encouraged to request supplemental sample models if submittals do not include one. Respondents applying only for Category B who do not perform community engagement should address SR-04 in the context of translating financial analysis for community-facing use.

Category C — Community Engagement & Equity Planning

SR-04 (Community Engagement & Equity Approach) carries the greatest interpretive weight for this category. Evaluators should assess the depth and authenticity of the respondent's equity framework, not merely the mechanics of outreach. Experience in Atlanta neighborhoods — particularly in TAD-adjacent communities — is a significant differentiator.

Category D — Legal & Regulatory Compliance

SR-01 must specifically include experience with Georgia redevelopment law, municipal bond counsel work, and intergovernmental agreement drafting. General municipal law experience is not sufficient. SR-02 should reflect licensed attorneys as key personnel. SR-03 should address the respondent's approach to maintaining compliance across concurrent TAD engagements.

Category E — Market Analysis & Real Estate Feasibility

SR-01 should include experience with the 'but for' analysis standard in a TIF or TAD context. Evaluators should look for evidence that respondents understand the distinction between market-rate feasible development and development that requires public subsidy — a critical distinction in TAD investment decisions.

Category F — GIS Mapping, Spatial Analysis & Performance Indicators

SR-03 should address specific GIS platforms and data sources the respondent uses, including familiarity with City of Atlanta, Fulton County, and Georgia DOR parcel and assessment datasets. Evaluators should assess the clarity and professional quality of submitted map samples as a direct indicator of deliverable quality.

6.3 Cost Evaluation and Score

REMOVED

6.4 Overall Combined Score (Average technical Score)

The Respondent's Overall Combined Score consists of the summation of the average technical scores per technical criteria by the selection/evaluation committee. Respondents will be ranked based on their Overall Combined Score. A Competitive Range may be determined by identifying any natural groupings or breaks within the pool of Respondents.

After evaluating all proposals in accordance with this section, IA may determine that the number of most highly rated proposals that might otherwise be included in the competitive range exceeds the number at which an efficient competition can be conducted. Therefore, IA may limit the number of proposals in the competitive range to the greatest number that will permit efficient competition among the most highly rated proposals.

SECTION VI
General Terms and Conditions

All qualifications and supporting materials as well as correspondence relating to this RFQC become property of Invest Atlanta when received. Any proprietary information contained in the Response should be so indicated. However, a general indication that the entire contents, or a major portion, of the proposal is proprietary will not be honored.

A. All applicable State of Georgia and Federal laws, City and County ordinances, licenses and regulations of all agencies having jurisdiction shall apply to the Respondent(s) and the scope of services. The engagement letter with the Respondent(s), and all questions concerning the execution, validity or invalidity, capability of the parties , andt he performance of the services, shall be interpreted in all respects in accordance with the laws of the State of Georgia.

B. Professionals requiring special licenses must be licensed in the State of Georgia and shall be responsible for those portions of the work as may be required by law.

C. No Response shall be accepted from, and no contract will be awarded to, any person, firm, or corporation that (i) is in arrears to Invest Atlanta or the City with respect to any debt, (ii) is in default with respect to any obligation to Invest Atlanta or the City, or (iii) is deemed irresponsible or unreliable by Invest Atlanta. If requested, the Respondent shall be required to submit satisfactory evidence that they have the necessary financial resources to provide the proposed services.

D. From the date Invest Atlanta receives a Respondent's proposal through the date a contract is awarded to a Respondent, no Respondent may make substitutions, deletions, additions, or other changes in the configuration of Respondent's proposal or members of Respondent's team.

Attachments

1. Attachment A Requirements Worksheet
2. Attachment B Neighborhood Reinvestment Initiatives Key Elements
3. Exhibit A – Respondent Submission Checklist

Attachment A
Requirements Worksheet

Attachment B
Neighborhood Reinvestment Initiatives Key Elements

INTRODUCTION

Invest Atlanta ("IA"), on behalf of the City of Atlanta, is requesting statements of qualifications ("SOQs") from multidisciplinary consulting teams to provide redevelopment planning services for multiple Tax Allocation Districts ("TADs") as part of the Atlanta Neighborhood Reinvestment Initiative ("NRI").

As mentioned in Section 1 Introduction Invest Atlanta intends to establish a pool of highly qualified firms capable of preparing comprehensive redevelopment plans, redevelopment plan amendments, strategic implementation strategies, and related planning and community engagement services that advance equitable redevelopment objectives throughout Atlanta.

The selected firms will support redevelopment planning efforts focused on historically underserved and disinvested communities and will help advance the goals of the Neighborhood Reinvestment Initiative, including but not limited to:

- Affordable housing production and preservation
- Equitable economic development
- Small business and commercial corridor revitalization
- Public infrastructure investment
- Transit-oriented development
- Parks, trails, and greenspace expansion
- Anti-displacement and wealth-building strategies
- Community health, education, wellness, and food access
- Long-term neighborhood stabilization and resilience

More specifically, Invest Atlanta is seeking qualified consultants to comprehensively update seven (7) TAD Redevelopment Plans, in collaboration with the TAD Advisory Committees (TADACs) and community stakeholders, to align future investment priorities with the goals and outcomes of the Neighborhood Reinvestment Initiative (NRI). Consultants will also work with Invest Atlanta and the TADACs to develop corresponding three-year Investment Plans that identify targeted projects, funding priorities, and anticipated community impacts.

Updated Redevelopment Plans and new Investment Plans will ensure that TAD investments advance NRI's three pillars of community transformation: displacement prevention, neighborhood stabilization, and wealth creation. Projects seeking TAD funding must demonstrate how they support specific NRI outcome metrics, how progress will be measured, and how results will be reported to the community and City Council. Investment strategies within each TAD should collectively reflect a balanced and measurable commitment across all three NRI focus areas.

Invest Atlanta anticipates awarding contracts to multiple qualified consulting teams through this RFQC process.

2. BACKGROUND

Invest Atlanta administers Atlanta’s Tax Allocation District program, one of the City’s primary tools for advancing redevelopment and equitable economic growth.

The Neighborhood Reinvestment Initiative seeks to leverage future tax increment revenues generated through Atlanta’s TADs to support transformative public and private investments that improve quality of life and expand opportunity in historically underserved communities.

The redevelopment planning process is expected to align with/consider/include the following, but not limited to:

- The City of Atlanta Comprehensive Development Plan
- Atlanta City Design
- Housing affordability and anti-displacement initiatives
- Transit and mobility investments
- Economic mobility and workforce development goals
- Environmental sustainability and resilience objectives
- Existing neighborhood and corridor plans
- Community-driven redevelopment priorities

Planning efforts must emphasize authentic community engagement, measurable implementation strategies, and actionable redevelopment programs capable of guiding future public investment decisions.

3. TAD REDEVELOPMENT PLAN UPDATES

Invest Atlanta anticipates redevelopment planning services for the following TADs:

- Eastside TAD
- Westside TAD
- Perry Bolton TAD
- Campbellton TAD
- Metropolitan Parkway TAD
- Hollowell / ML King TAD
- Stadium Neighborhoods TAD

Invest Atlanta reserves the right to modify the scope, sequencing, or grouping of redevelopment plans as necessary.

4. FURTHER DETAIL ON SCOPE OF SERVICES

Selected firms may be asked to perform some or all of the following services:

A. Existing Conditions Analysis

- Demographic and socioeconomic analysis
- Market analysis and redevelopment trends
- Housing conditions and affordability analysis
- Commercial corridor and retail analysis
- Transportation and mobility assessment

- Infrastructure and public facilities analysis
- Environmental and resiliency considerations
- Public health and food access analysis
- Equity and displacement risk analysis

B. Community Engagement

- Stakeholder interviews
- Public meetings and workshops
- Focus groups and listening sessions
- Engagement with NPUs, neighborhood organizations, business owners, and community development organizations
- Multilingual and culturally competent engagement strategies
- Digital engagement and survey tools

C. Redevelopment Planning

- Visioning and redevelopment framework development
- Identification of catalytic redevelopment opportunities
- Strategic investment priorities
- Land use and redevelopment recommendations
- Affordable housing strategies
- Small business and commercial redevelopment strategies
- Public infrastructure recommendations
- Transit-oriented development opportunities
- Parks, greenspace, and trail recommendations
- Anti-displacement and wealth-building strategies

D. Financial and Implementation Strategies

- TAD revenue projections and financing strategies
- Capital investment prioritization
- Public-private partnership opportunities
- Phasing and implementation plans
- Identification of potential funding sources
- Metrics and performance indicators

E. Redevelopment Plan Documentation

- Preparation of redevelopment plans and amendments consistent with Georgia Redevelopment Powers Law
- Maps, exhibits, and supporting documentation
- Presentation materials for Invest Atlanta Board, Atlanta City Council, Atlanta Public Schools, Fulton County, and community stakeholders

5. CONSULTANT TEAM REQUIREMENTS

Consultant teams should demonstrate expertise in the following areas:

- Urban planning and redevelopment
- Economic development
- Housing and anti-displacement policy
- TAD/TIF financing
- Community engagement and facilitation
- Real estate market analysis
- GIS and mapping
- Transportation and infrastructure planning
- Urban design and placemaking
- Public finance
- Equity analysis
- Environmental planning and resilience

Teams are strongly encouraged to include:

- Atlanta-based firms
- Minority-owned businesses
- Women-owned businesses
- Small and emerging firms
- Community engagement specialists with demonstrated local experience

6. MINIMUM QUALIFICATIONS

Respondents must demonstrate:

- Experience preparing redevelopment plans, corridor plans, small area plans, or similar strategic planning efforts
- Experience with equitable redevelopment initiatives
- Experience managing large, multi-stakeholder public planning processes
- Experience working with redevelopment finance tools including TADs/TIFs
- Experience delivering actionable implementation strategies
- Capacity to manage multiple concurrent planning efforts

Exhibit A
Respondent Submission Checklist