

## Scope of Work Template

SOLICITATION NO. XXXXXXXX

Description: Eastern Crescent Food Retail  
Market Analysis, Site Selection and Recruitment Strategy Services

### 1.0 PARTNERSHIP

The City of Austin's Economic Development Department ("EDD") and Travis County's Economic Development & Strategic Investments ("Travis County EDSI") (collectively, the "Partners") have expressed a need to better understand the food retail landscape of the geographic area known as the Eastern Crescent. This Scope of Work reflects their joint interest in understanding and addressing this need, and the Partners intend to co-conduct this study.

### 2.0 PURPOSE

The Partners seek to hire a consultant team to craft a healthy food retail recruitment/expansion strategy that will provide policy recommendations on incentives and resources to attract and/or expand healthy food retail and grocery store formats into areas of Travis County that currently lack access; attract and/or expand food production industries important to the overall food sector in Austin-Travis County; and, make recommendations on the appropriateness of City-owned sites as locations for the development of healthy food retail formats (including specifically a grocery store) and other business types that provide healthy food to fill gaps in the food retail market. Addressing the prevalence of food insecurity for residents requires a holistic strategy that responds to its primary root causes: poor access to nutritious food options and limited household purchasing power affecting the ability of households to afford nutritious food. Thus, the Partners seek to engage a consultant team to provide a retail recruitment/expansion strategy that fills areas with little to no healthy food retail options in a manner that increases the availability of commonly needed food, products and services that also include nutritious food, commodities that are affordable to households with limited purchasing power, provides job opportunities that pay a living wage for Austin's food sector, potentially leverages underutilized City assets, and ensures the stability and security of the community that it is intended to benefit.

The Partners strive to bring economic opportunity both to portions of the community that have been historically underserved with quality jobs and goods as well as to individuals who are under- or unemployed, all with an eye towards sustainability and health equity. Expanding job and retail opportunities in the regional food economy has been identified as a key strategy over the last five years. The City of Austin Office of Sustainability and Austin Public Health share this mission with the Economic Development Department in utilizing the food sector to increase resiliency in Austin's economy, environment, and quality of life for its residents. As a result, the Partners are collaborating with the City Office of Sustainability and Austin Public Health to jointly address both food access and food insecurity through a comprehensive healthy food retail and industry economic development strategy that increases economic opportunities in ways that maintain the stability of our community.

This scope of work is the culmination of a number of initiatives that address a shared, central goal of the City and County: providing access to opportunity for residents to achieve new levels of success or a higher quality of life. The table below summarizes the City Council Resolutions and staff actions that serve as the basis for this study.

Resolution	Date	Directive
20120802-072	8/2/2012	Conduct and economic impact analysis of urban agriculture and the local food sector and make recommendations on how to promote the local food sector as part of Austin's targeted industry strategy
20130411-038	4/11/2013	Work with the Sustainable Food Policy Board to identify and prioritize the recommendations of the Economic Impact Report (20120802-072), implement recommendations that do not require budget amendments, and identify short and long term future budget priorities.
20140807-106	8/7/2014	Development of goals and vision for the reuse of the City owned property and assess feasible options for attaining that vision and goals.
20141106-063	11/6/2014	Designate CT 48453002431 as a City of Austin Economic Development Zone to encourage business growth in that region that addresses both food access and job development
20141211-129	12/11/2014	Implement the recommendations from the vision planning process that includes further exploration of reuse that addresses food security, workforce development and/or recreation.
20150507-027	5/7/2015	Development of an interdepartmental working group to evaluate equity impact of policy and programs City-wide; Development of an equity assessment tool for deployment during budget process.
20160303-020	3/3/2016	Develop recommendations and a long term plan to address food access and SNAP enrollment
20170302-034	3/2/2017	Develop an economic development incentive program that would help improve health outcomes including but not limited to increased access to healthy food
20180809-013	8/9/2018	Adopt the Economic Development Guiding Principles and Chapter 380 Policy and conduct a comprehensive review of both no later than five years after their adoption.
20180809-014	8/9/2018	Adopt the Business Expansion Program pursuant to Texas Local Government Code Chapter 380.
20180809-015	8/9/2018	Develop the Location Enhancement Program for Economic Development under Chapter 380 of the Local Government Code and return to City Council for consideration of approval.

Similarly, Travis County Commissioners Court has identified the following County-wide goals that are furthered directly by this study:

- Promote the well-being of our residents through social, economic, and health and safety initiatives
- Preserve and protect our environment and natural resources through responsible land stewardship
- Empower the public through civic engagement and collaboration

Additionally, Travis County EDSI is in the process of finalizing a Comprehensive Economic Development Strategy that includes under Goal 1, Business Development: Helping businesses to start, stay, and grow in Travis County,

- 1.2.4. Fund and manage a competitive investment program that provides support and potentially seed funding for small businesses.
- 1.4.1. Revise the County's incentive policy to effectively achieve local hiring, increase availability of middle skills jobs, and drive investment into high-need areas using tools beyond tax abatement and rebate.
- 1.4.3 Continue the development and implementation of the Travis County Food and Farming Initiative. Key initiatives include the RFP for Walnut Creek Farm and the RFP in partnership with the City of Austin for the Feasibility Study of Healthy Food Retail Incentives.

Under Goal 3, Place-Marking: Developing healthy communities of opportunity, the strategy includes

- 3.1.2 Create a countywide asset map. Assets here include access to parks and open space, housing, healthy food, transportation, and healthcare. This asset map will serve as the base for more nuanced place-based mapping efforts.

- 3.1.3. Work with underserved communities to create a structure for prioritizing economic development projects and for moving these projects forward, beginning with a community-led asset mapping process that will add detail to the countywide maps.
- 3.1.4. Cultivate impact investment partnerships and tools that are available to support community development in Travis County.

The accomplishment of this scope and its implementation will help to fill unmet healthy food access retail opportunities, and thereby lower food insecurity in a manner that creates jobs and economic opportunity in the Food Sector, a targeted industry sector of Austin's economy.

### 3.0 PROJECT BACKGROUND

In the case of healthy food access, a 2015 study<sup>1</sup> clearly documents that the incidence of food insecurity<sup>2</sup> strongly correlates not only with unemployment and poverty but also a lack of proximate access to major grocery stores selling affordable nutritious food<sup>3</sup>. Addressing the prevalence of food insecurity for residents requires a holistic strategy that responds to its two main root causes: 1) lack of access and 2) lack of income. Geographically, the highest concentration of food insecurity is located in census tracts that stem from I-35 to Austin's North- and Southeastern suburbs to the Bastrop County line, forming the area known as the 'Eastern Crescent'<sup>4</sup>. This scope of work is therefore two-fold: It requires addressing both causes into a holistic strategy that focuses the analysis on the Eastern Crescent and makes recommendations that are generalizable for the City and County as a whole:

- Lack of Access: The Consultant team will undertake a market analysis and develop a strategy to fill the gaps in areas of Travis County lacking healthy food access through the recruitment of new or expansion of existing food-related retail formats, including but not limited to full or limited service grocery stores. A prime healthy food retail format is commonly construed as a full service grocer with a strong enough operational footprint to source low cost healthy food. However smaller and unconventional retail formats can also fill those retail opportunities. The retail opportunity analysis will take into account the Food Environment Analysis, an inventory of existing food retailers and their availability of healthy food options currently underway by the City of Austin Office of Sustainability. The Eastern Crescent consists of numerous census tracts with more than 20% of individuals living below the Federal poverty level. In order to achieve the goal of improving food access, a prime healthy food retail format will have prices that are affordable for low income individuals across all product categories (for example: produce, dairy, meats/proteins, grains and staple goods, etc.) and for multiple products within each category, as well as accept Supplemental Nutrition Assistance Program (SNAP) and Women, Infants, and Children (WIC) assistance programs.
- Use of City Resources: Through a number of resolutions over the past five years, City Council has directed staff to explore the redevelopment of underutilized City-owned property to bring about a number of important community benefits, including greater proximity to healthy food retail. The City of Austin has identified ten parcels of property that could potentially be repositioned through some type of disposition process to meet that end. The City seeks the consultant team to perform an initial evaluation of the ten

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<sup>1</sup> Food Insecurity in the city of Austin: A Geospatial Analysis, Sarah Stein-Lobovits, Fall 2015. Found at the link: [http://austintexas.gov/sites/default/files/files/Final\\_Project\\_SteinLobovitsS\\_UrbanGIS.pdf](http://austintexas.gov/sites/default/files/files/Final_Project_SteinLobovitsS_UrbanGIS.pdf)

<sup>2</sup> Food insecurity is commonly accepted as "when all people at all times have access to sufficient, safe and nutritious food to maintain a healthy and active life. [cite]"

<sup>3</sup> The City of Austin staff response to City Council Resolution 20160303-020 (<https://nlct.files.wordpress.com/2016/07/07272016-report-food-access-recommendations.pdf>)

<sup>4</sup> Insert Study area map

parcels of property listed below to discern a short list of properties that could likely be repositioned successfully for a healthy food retail format and, in particular, respond to community concerns related to the viability/ appropriateness of a grocery store. The consultant team would perform a more detailed site evaluation of no more than four (4) of the most likely candidate sites. For those sites that show promise of filling a void in the healthy food retail market and poses the physical attributes for a food retail location, the consultant team will provide recommendations to the City on how to best position those properties to attract a healthy food retailer, public financing incentives and other potential mechanisms allowable under Texas law to attract a retailer.

- Lack of Income: The Partners seek not only to attract the appropriate retail format in suitable locations to address food access but to do so in a way that provides job opportunities and career paths for the underemployed within the region's growing food sector industry, one of the City's primary targeted industries and a focus area for Travis County<sup>5</sup>. More specifically, a successful healthy food retail strategy will promote the expansion of retail formats that link upstream food production with downstream processing, packaging, wholesale and retail sale and the culinary arts. This can be done in a number of ways, such as:
  - Offering a livable wage to low income residents;
  - Offering health care coverage;
  - Training employees with labor-market demanded skills;
  - Reserving prime shelf space for locally made and manufactured consumer packaged goods;
  - Selling locally-sourced nutritious food at prices affordable to a range of consumers;
  - Sourcing products grown and manufactured locally; and
  - Offering opportunities for local farmers to sell their products in local markets.

These are a few examples of how a food retailer can strengthen the upstream and downstream linkages in Austin-Travis County's food sector industry while seizing opportunities in the healthy food market.

The expected outcome of this scope is the development of a targeted, strategic program to encourage investment in traditional and alternative food retail formats that will increase access to healthy food at low-cost price points, increase job opportunities in the food sector, potentially leverage underutilized publicly-owned land, and strengthen social capital. The contracted team will do so by analyzing national and State best practices, conducting a market assessment while taking into account the results of the Food Environment Analysis, analyzing the appropriateness of City owned parcels as potential retail sites and developing recommendations specific to those sites. Based on the lessons learned from analyzing the viability of these sites for healthy food retail, best practice applicable to Texas home rule municipalities and County governments, and current Austin-Travis County based efforts, the Consultant team will recommend incentives that can facilitate this recruitment/expansion on the publicly-owned sites as well as public-private partnerships that encourage healthy food retail on privately owned land so as to capitalize on near term market opportunities and position the Partners to do so into the future.

#### 4.0 CONSULTANT TEAM EXPERTISE

- 4.1 Expertise in analysis of retail market data utilizing public and proprietary real estate, psychographic and demographic data sources to quantify gaps based on existing and forecast supply and demand in the healthy food retail market for customized trade areas;

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<sup>5</sup> Economic Impact of Austin's Food Sector (2013):

[http://www.austintexas.gov/sites/default/files/files/Redevelopment/Economic\\_Development/TXP\\_Austin\\_Food\\_Sector\\_Report\\_03282013\\_FINALv1.pdf](http://www.austintexas.gov/sites/default/files/files/Redevelopment/Economic_Development/TXP_Austin_Food_Sector_Report_03282013_FINALv1.pdf)

- 4.2 Ability to delineate trade areas for various types of retail formats that takes into account existing healthy food retail inventory (Food Environment Analysis) that will be provided by the City;
- 4.3 In-depth understanding of food retail business operations over a wide array of real estate platforms, including full service grocery, specialty market, corner store, farm stand, mobile market, etc.;
- 4.4 Knowledge about upstream and downstream linkages in the food sector and, especially, the food sector farm to table linkages in Austin;
- 4.5 Expertise in site selection for grocery retailers of a wide range of formats (such as healthy corner store, farm stand, mobile market, full-service grocery stores of various scales, food cooperatives, and others) and ability to assess the suitability of specific sites for food retail formats;
- 4.5 Knowledge of challenges and keys to success for alternative food retail formats including mobile markets, healthy corner stores, mobile farm stands, and farm stands;
- 4.6 Expertise in discerning potential customer profiles and matching those customer profiles with those of specific food retail formats, including customers of lower incomes;
- 4.7 Knowledge and keen sensitivity to history of racial and socioeconomic disparities in food retail planning, siting, and incent in Eastern Crescent;
- 4.8 Ability in quantifying retail leakage and surplus and the ability to draft strategies that the City and its economic development partners can implement that fill unmet healthy food retail opportunities;
- 4.9 Expertise in social determinants of health and the ways in which food access impacts and is impacted by housing, education, economic stability, and transit mobility;
- 4.10 Ability to communicate with a wide array of stakeholders complex data, including spatial analysis, to illustrate the data and consequent recommendations;
- 4.11 Expertise in geospatial, financial and statistical analysis relative to using data to inform recommendations; and
- 4.12 Knowledge of national examples of healthy food retail with complementary, co-located social services, including but not limited to health care facilities, educational facilities, Community Development Financial Institutions (CDFIs), child care facilities, and other public facilities.
- 4.13 Understanding of the differences in authorities, infrastructure availability, and residential densities between the City of Austin's corporate limits and extraterritorial jurisdiction and unincorporated Travis County.

## 5.0 SCOPE OF WORK

The scope of work below outlines the Partner's suggested approach to this assignment. However the consultant team respondent is encouraged to suggest what it believes to be more effective in terms of achieving the goals of this solicitation. The consultant team, in its response, should make clear the estimated contract amount, timeline and anticipated deliverables for each major component of the scope of work. To better understand use of resources suggested by the respondent, responses to this solicitation should include the anticipated hours by team member by component.

### 5.1 Background and Refinement

The Consultant and the Partners will refine the scope of work and adjust the schedule of deliverables based on the review of relevant background material and conversations with the City's project manager, in partnership with the Partners, over the delivery of this scope of work.

- Review relevant background materials;
- Meet with key EDD, Office of Sustainability, Travis County EDSI, and Austin Public Health staff to outline scope objectives;
- Conduct an in-person tour of key geography relevant to the scope of the study;
- Develop and achieve agreement on a stakeholder engagement strategy consisting of key leader interviews, up to five (5) focus groups, survey, website, social media and other key input and feedback formats. This should include interviews with select existing food retailers about barriers and opportunities of healthy food retail product lines. Consultants must include the following organizations in their engagement strategy:
  - Go Austin!/¡Vamos Austin!
  - Del Valle Independent School District
  - City of Austin Equity Office
  - Manor Independent School District
- Solidify deliverables, time table, payment/invoicing and contract compliance requirements.

#### Suggested Deliverables:

- Detailed scope of work with time table for deliverables, key decision points, presentations and meetings;
- Community engagement strategy; and
- Finalize deliverable, payment schedule and contract requirements

## 5.2 Healthy Food Retail Opportunity Analysis

The first phase of the study will be to discern opportunities for healthy food retail in the Eastern Crescent, using food retail industry specific site location metrics for full service groceries and smaller-scale formats (such as corner stores, cooperatives, farm stands, and mobile markets) to determine where there may be opportunities for new food-based retail platforms or the expansion of product lines in existing stores now or in the near future.

- Review City research and reports related to healthy food access, food insecurity and supply inventory;
- Analyze current supply and demand of healthy food-related retail based on existing supply inventory and current consumer demand and land use patterns;
- Forecast supply and demand of healthy food-related retail based on existing supply inventory and forecast consumer demand and land use patterns; include any known land purchases that large format grocery retailers have made for potential future expansion as a consideration in this analysis.
- Delineate and analyze the trade area for food based retail product based on consumer buying patterns and other data;
- Quantify consumer demand and, by determining competitive supply, quantify the amount of consumer expenditure "leakage" out of the trade area and associated capture rate of reclaimable demand;
- Identify specific opportunities for existing retailers to address all or a portion of retail opportunities; and,
- Identify and profile prospective tenants with a high likelihood to be successful in the targeted areas;
- Identify and profile future population centers in Eastern Crescent with low likelihood to host viable large format food retail and explain what metrics must be met for these population centers to become viable options for a large format grocery store (i.e., population density needed, number of households, etc.);
- Identify and profile future population centers in Eastern Crescent with low likelihood to host viable large format food retail and explain what metrics must be met for these population centers to become viable

options for smaller-scale retail food formats (such as corner stores, cooperatives, farm stands, and mobile markets);

- Identify goals based on food security data and assign realistic timeline; and
- Identify appropriate measurements of program effectiveness, accountability measures and benchmarks.

Suggested Deliverables:

- White paper or working memorandum detailing the methodology and results of the analysis;
- Geospatial and market demand analysis illustrating healthy food retail opportunities including shape files;
- Presentation in PowerPoint format summarizing the analysis;
- List of recommendations and options on how best to attract healthy food retail to underserved communities and to improve the quality of foods that are sold at existing retail locations given the consultant team's analysis; and
- White paper outlining program evaluation methodology predicated on readily available data.

### 5.3 Site Analysis

The City has identified 10 sites that the consultant team will analyze for suitability of healthy food retail options (see Attached Map)<sup>6</sup>. The City owns these sites and thus has the opportunity to redevelop these properties in a socially responsible manner. The sites, however, face different physical, market and timing constraints that may make them ill-suited for food-related retail. The Contractor shall:

- Perform an initial site suitability analysis for specific food retail formats based on developer site selection criteria for 10 parcels of City-owned property to arrive at those properties that present initial promise of being suitable sites for healthy food retailer, including a grocery store; The evaluation would include site assessment in terms of land use, infrastructure capacity, access and land use regulations, analysis of demographic trends surrounding each site, and the site's potential food retail trade area based on that site's suitable food retail format;
- Provide a detailed feasibility analysis and strategy on no more than four (4) of the potentially suitable properties; Craft recommendations on what if any healthy food retail formats and retailers would likely be successful on the site and, if appropriate, how the City could best position that property to support that use; and,
- Develop appropriate collateral material for the recruitment of a suitable food retailer for each site, if any, as appropriate in formats easily adapted to web and print media.

Suggested Deliverables:

- White paper or working memorandum detailing the methodology and results of the preliminary analysis for the ten sites including an assessment of site suitability for various healthy food retail formats;
- For each of the potential sites a white paper providing more detailed analysis, feasibility and strategy of the repositioning of the property for the appropriate retail formats;
- Presentation in PowerPoint format summarizing the analysis; and
- Development of appropriate collateral material for the recruitment of a suitable food retailer for each site, if any, as appropriate in formats easily adapted to web and print media.

### 5.4 Food Sector Industry Development

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<sup>6</sup> City-owned sites: 1) 5400 E. William Cannon (former Williamson Creek Wastewater Treatment Plant); 2) Colony Park Sustainable Community (208 acres approximately at the north west corner of Loyola Lane and Decker Lane); 3) 10108 FM 812; 4) 6909 Ryan Drive, 5) 906 E. Saint Johns/7211 N I-35, 6) 10900 FM 2222, 7) 8001 Johnny Morris, 8) 4800 Bolm Road, 9) 2201 Grove Boulevard, 10) Site to be determined at a later time.

The Partners seek to craft a food retail attraction/expansion strategy that provides an incentive structure to encourage socially beneficial investment in both the real estate aspect of a food retailer (filling an unmet community-identified need, providing healthy and affordable food choices in an area lacking those choices, sourcing food in a manner that supports Austin-Travis County's food sector) as well as business operations (offering jobs that pay a livable wage, providing training opportunities for skills demanded in the labor market, sourcing and/or supplying products that support Austin-Travis County's food sector). Actions for this task include but are not limited to:

- Assess upstream and downstream linkages (or voids) between retailers and their sources of production/packaging/manufacturing and identify ways to strengthen those linkages locally;
- Assess barriers and opportunities to improve or create ways that healthy food retailers can better source locally produced, packaged and/or processed food;
- Engage workforce development and job training contractors and institutions to identify specific recommendations to create job training and career path networks for the underemployed in the Eastern Crescent within Austin's food sector industry and, in particular, how to connect these networks with food retail in the Eastern Crescent; and,
- Review of existing City of Austin and Travis County business expansion/attraction and location based incentive programs and make recommendations on developing more effective incentive programs, particularly those that can best leverage state, federal or private sources of capital or credit enhancements.

#### Suggested Deliverables:

- White paper or working memoranda on the assessment of linkages and removal of barriers that better tie access of healthy food options to locally sourced production, packaging and distribution;
- White paper analyzing work force and job training opportunities for the underemployed and hard to employ in the Eastern Crescent to the food sector industry;
- Recommended revisions to City of Austin incentive policies and creation of new policies; and
- Best practices and programs that Travis County has the legal authority to implement.

## 5.5 Community Engagement

Community engagement is a critical component of this research, and should be valued highly by the Consultant. Whereas much of the research into food access and the food economy overlooks the expressed concerns of community members, this study must prioritize it. A stakeholder process provides not just important feedback from residents and community members not found in market analysis, but also helps inform practicalities for the Partners to address the study's findings. Additionally, engaging with community groups meaningfully helps level-set expectations about what Partners can do as well as provide long term vision that should guide policy makers in addressing healthy food access and food systems development. The process should engage a reflective group of organizations, residents, and leaders in communities in the area of focus. It should incorporate the following:

- Engagement of a steering community of stakeholders, either under the auspice of an existing group or creation of a new group;
- Up to five (5) bilingual focus groups of key stakeholders for the development of the strategy;
- Development of process communication platforms through social media and website;
- Up to three (3) community forums that are structured to educate the community about the role of this study and to obtain critical information from the community;
- The creation and distribution of bilingual surveys, English and Spanish at a minimum, to obtain details about the needs of community members' healthy food retail habits as deemed appropriate by the consultant team and Partners; and
- Presentations and forums with existing governmental entities, such as the Austin-Travis County Food Policy Board and others, on obtaining feedback on the resultant strategies.



Deliverables:

- Stakeholder engagement process
- Surveys and other instruments deemed important to the process
- PowerPoint presentations, boards, and other materials needed for community meetings
- Summary of meetings
- Document summarizing the results of the stakeholder engagement process

## 5.6 Food Retail Recruitment/Expansion Strategy

Based on the work of 5.1 - 5.5, the Consultant team and stakeholders will develop recommendations for a food retail recruitment and expansion strategy, drawing from national and state best practices to address the local context of the Eastern Crescent. The Consultant Team should be well versed in state and nationally available incentive tools to implement the strategies. The Consultant Team should:

- Conduct a review of national and state best practices for healthy food retail recruitment and expansion strategies with particular emphasis on effective criteria and application of incentives that reduce food insecurity;
- Recommend strategies to facilitate the expansion or recruitment of retailers that will reduce food insecurity and/or provide job opportunities in the Eastern Crescent, including specific recommendations on changes to the existing incentive policies or the creation of new policies that facilitate the expansion or retention of food retailers;
- Identify previous policy and program efforts from the Partners to address inequitable food access in the Eastern Crescent and develop recommended improvements to efforts;
- Develop recommended incentive criteria and impact evaluation metrics that will enable the Partners to address food insecurity throughout the area now and in the future; and
- Consolidate the findings of the other tasks into a comprehensive set of recommendations for this new program.

Suggested Deliverables:

- Report synthesizing the analysis, including both site-specific and county-wide strategies;
- Presentation in PowerPoint format to staff, City Management, County Management and potentially to City Council and Commissioners Court; and
- Program framework for incentives, incorporating the City's Chapter 380 Program framework and the County's more limited incentives authorities.

## 6.0 TECHNICAL SPECIFICATIONS

### 6.1 Healthy Food Retail Inventory from the City

The Healthy Food Retail Initiatives, which include healthy corner stores, community and school farm stands, and mobile markets, support increasing healthy food offerings in small and alternative retail outlets in areas within the City that have high rates of food insecurity and chronic disease risk factors. In Fiscal Year 2017, Austin City Council allocated on-going funding to expand the Healthy Food Retail initiatives, branded 'Fresh for Less,' in an effort to increase healthy food access in these areas specifically. One of the near-term deliverables will be a Food Environment Analysis, which will include a detailed analysis of healthy food availability in Travis County. The market assessment performed under this scope of work will incorporate this information for the development of an overall food retailer recruitment/ expansion strategy.

### 6.2 Past reports resulting from prior initiatives

The Partners will provide the contracted Consultant Team with background reports relevant to the work, including:

- The Economic Impact of Austin's Food Sector (Spring 2013); TXP, inc.
- 2016 Target Market Assessment (City of Austin Economic Development Department)
- Final Report: Disposition of the former Williamson Creek Wastewater Treatment Plant (City of Austin December 4, 2013);
- Food Environment Analysis final report
- 2018 Travis County Poverty brief
- Comprehensive Housing Market Study from Travis County Housing Finance Corporation/Housing Authority of Travis County
- GIS Food Insecurity Report
- 2016 Food for All Report (prepared by the Lyndon B. Johnson School of Public Affairs, Policy Research Project, for the City of Austin's Office of Sustainability)
- Central Texas Foodshed Assessment (Sustainable Food Center)
- The Price of Access: Capitalization of Neighborhood Contextual Factors
- City Staff response to City Council Resolution 20160303-020 Austin Healthy Food Access Initiative (July 27, 2016)
- Chapter 380 Guiding Principles and Chapter 380 Policy Framework
- Colony Park Sustainable Community Initiative
- Fresh for Less Program Evaluation (UT School of Public Health)

- 6.3 GIS shape file data layers that are publicly available from the City and County
- 6.4 Physical description and existing conditions of the specified City-owned property
- 6.5 Written deliverables shall be in .doc and .pdf formats as well as any of the accompanying GIS files (shape files, map packages, layer packages, etc.)
- 6.6 Chapter 380 Economic Development Incentive Policy
- 6.7 Chapter 381 Economic Development Incentive Policy for Travis County

## 7.0 EVALUATION CRITERIA

The respondent shall provide all required information with the RFP response in the format specified in order for the Partners to evaluate each qualification submittal during the selection process. The Partners will select respondents based on the following criteria: **PURCHASING QUESTION – can cost be a consideration?**

- (a) [40 percent] Overall qualifications, experience, and reputation of the firm to provide the services sought in this RFP, including:
  - (i) Overall quality, completeness, and appropriateness of proposal
  - (ii) Experience, reputation, and demonstrated competence with comparable design and planning projects
  - (iii) Experience with government entity clients
  - (iv) Availability to respond to the needs of the Partners in a timely manner
  - (v) Levels of conflict of interest between the respondent and the Partners
- (b) [30 percent] Experience and qualifications of the respondent, its staff, and sub-consultants proposed for planning, design, market analysis, and economic development services
- (c) [10 percent] Satisfactory client references; and
- (d) [20 percent] Interview performance.

## 8.0 PROJECT SCHEDULE

The following graphic highlights the most recently projected timeline for the Scope of Work, Request for Proposals bidding, and the Interlocal Agreement based on City of Austin and Travis County internal process timelines. [County will provide additional language]

Of note is the hiring of a full-time employee as a Business Process Consultant that will focus on food accessibility, retail attraction, program and support method delivery, and industry development. The above stated study should be underway as early as March 2019 to assist this consultant in the development and execution of a program of work to accomplish movement in areas associated with economic opportunity, affordability and healthy outcomes.