

**Pittsburgh Yards / Communal Kitchen**  
Request for Proposals

## **Pittsburgh Yards Kitchen Submission Extension Notice** **(issued 12/19/2018)**

The development team of Pittsburgh Yards has extended the submission date of the Pittsburgh Yards Communal Kitchen proposals to January 8th at 12 noon. It has come to our attention that there may have been confusion around the submission date, so to provide all applicants more time to provide a complete proposal the submission date has been extended.

**The proposal should be emailed to [info@pittsburghyards.com](mailto:info@pittsburghyards.com) no later than 12 noon on January 8th, 2019. Please include the “Proposal for PY Communal Kitchen” in the subject line. No proposals will be accepted after 12 noon. A revised timeline will be posted on the Pittsburgh Yards website no later than January 9th, 2019.**

### **Addendum**

**Q&A that was asked during the Q&A information call held on December 14th, 2018.**

- 1) Are there any page requirements for sections (d) or (j) under the Proposal Requirements sections for the Request for Proposals (RFP)?
  - a) For (d) - No, but please be thoughtful and reasonable. The development team is looking for clarity of your (or your team members’) experience; a single written page, media coverage or Social media links that we can view online would also be helpful.
  - b) For (j) - No, but media coverage or Social media links that we can view online are helpful.
  
- 2) I am concerned over Fulton County's lack of support for community kitchens and what you have been able to do in terms of allowing food prep and then sales?
  - a) The selected operator will need to take the lead on ensuring that their business plan and operations comply with public regulations. The development team will be supportive, but this will be the kitchen operator's responsibility.

**This RFP (Request for Proposals) was created to assist the Pittsburgh Yards™ development team in finding an operator to lease the 1,300+ square foot commercial kitchen. The kitchen can be used as an operator’s primary production space as well as act as a “by the hour/day” rental kitchen space for community food entrepreneurs and local food-related businesses.**

**Community access and economic opportunity for local residents is a crucial aspect of the entire vision of Pittsburgh Yards. Finding an operator that will make it part of their business to not only grow and scale their company but also to take steps such as hiring locally and supporting the growth of other local companies is ideal for this opportunity.**

**It should be acknowledged that this is a relatively new concept for Southwest Atlanta, although there are other examples of shared use kitchens around the city and the country. It is our hope that with the right operating partner, with a community-vetted business plan, and with the support of the Pittsburgh Yards development team, the Communal Kitchen at Pittsburgh Yards becomes an amazing culinary platform for local wealth building.**

#### **General Information on Pittsburgh Yards:**

##### **> Pittsburgh Yards Redevelopment Project Description**

The transformation of Pittsburgh Yards is an unprecedented opportunity to spur a more equitable distribution of income, wealth, jobs, and entrepreneurial opportunities for residents in Neighborhood Planning Unit V and other southwest Atlanta neighborhoods.

Located near many of the city's major redevelopment projects, including the Atlanta BeltLine, the former Turner Field and State Farmers Market, Hartsfield-Jackson International Airport and Fort McPherson, this 31-acre site is part of an area that is in the midst of significant - and promising - transition.

Once complete, the hope is that Pittsburgh Yards will be a vibrant space where existing neighborhood residents can primarily work and create, but also shop and play.

##### **> Pittsburgh Yards Vision**

- Catalyze living-wage employment, long-term career and entrepreneurship opportunities for local residents, including parents with young children, young adults and those in need for second chances.
- Use design, streetscape, and landscaping techniques to encourage community engagement and innovation.

- Incorporate sustainable design principles and best practices for energy and water efficiency.
- Cultivate local neighborhood benefits, such as access to the Atlanta BeltLine, healthy foods, green space, community gathering space, and arts and culture.
- To provide a new standard, or benchmark, of future redevelopment in Southwest Atlanta.

More information about the overall project can be found at [www.pittsburghyards.com](http://www.pittsburghyards.com).

## **General Information on the proposal submission:**

### **> Kitchen Vision**

The communal kitchen at Pittsburgh Yards is seen as a Culinary Platform to allow a food operator and community food entrepreneurs an affordable opportunity to have shared access to the hundreds of potential workers coming to Pittsburgh Yards; the thousands of visitors that will travel the future Beltline; and over 14,000 residents of Neighborhood Planning Unit V (which includes the neighborhoods of Adair Park, Capitol Gateway, Mechanicsville, Peoplestown, Pittsburgh, and Summerhill) and the adjacent community of Capitol View Manor.

We seek a culinary-focused operator with previous commercial kitchen management experience that can produce and execute on a comprehensive business plan that will contribute to the growth of their enterprise as well as support the development of local food producers operating in the new Pittsburgh Yards and NPU V food ecosystem.

### **> Experience Preferences**

There are a number of possible business models for successfully operating the kitchen. Below are three (3) example approaches and the experience preferences the Pittsburgh Yards development team would seek for each:

#### **Primary Operator**

The company/organization will need to have experience in successfully operating a culinary focused business with a licensed commercial kitchen for a period of at least two (2) years prior, and within the last 5 years. This could include a leased space within a shared commercial kitchen facility.

#### **Food Incubator**

The company/organization will need to have experience in successfully operating a **food focused accelerator or incubator** with a licensed commercial kitchen for a period of at least two (2) years prior, and within the last 5 years. Preferably the operator will have a track record of attracting, mentoring and supporting the growth of food-related

businesses. The operator would also have team members or a consultant relationship for planning and operating a licensed commercial kitchen.

### **Shared Production**

The company/organization will need to have experience in successfully operating a licensed commercial **shared** kitchen facility for a period of at least two (2) years prior, and within the last 5 years. Preferably the operator will have taken the kitchen through the process of obtaining its licenses and maintaining compliance. Preferably the operator will have been successful at growing their business and will be prepared to coach others in business growth.

Companies/organizations that have similar levels of experience and/or expertise, but have a different business model to propose, are encouraged to participate in this RFP process.

Companies/organizations that do not have this level of experience and/or expertise, or that possess specialized skills that represent a subset of those required by this RFP2, are encouraged to participate in potential future opportunities at Pittsburgh Yards, but will likely not be a good fit for this opportunity.

### **> Agreement Structure**

The structure of the arrangement will be a lease agreement between the company/organization (operator) and Pittsburgh Yards (owner). The operator will be a long-term tenant, and will, in turn, have the opportunity to collect fees from sub-tenants or members (kitchen users). As a tenant, the operator will share the benefits of other building tenants such as the ability to reserve classroom space, security video monitoring, shared break room, loading dock access, etc. Basic kitchen equipment will be provided by the owner in the form of tenant improvement dollars. The tenant will also have the opportunity to add other specific equipment that they may need. The operator may also choose to lease another workspace in the building.

### **> Proposal Requirements**

**Please include the following information in the form of a Microsoft Word, PDF or Google Document that includes the name of the company/organization, mailing address, primary contact people and their roles, email address and primary phone number.**

- (a) Outline past experience, both educational and professional (up to 2 pages)
- (b) Describe your current business. Please include the date of founding, how you started, successful milestones and recent growth (up to 2 pages)
- (c) Describe each of your team members (current and future), their role(s), their level of experience, any food related licenses that they hold (up to 3 pages)

- (d) Describe your experience in operating/managing a commercial kitchen. Please also describe in detail any experience in utilizing or operating a shared commercial kitchen and any shared kitchen management tools.
- (e) Current annual revenue in the form of a year to date Profit and Loss (P&L) statement and Balance Sheet (up to 1 page)
- (f) Describe your approach or vision for the Communal Kitchen at Pittsburgh Yards - sketches, schematics, illustrations, and examples are encouraged. (up to 3 pages)
- (g) Proposed 12 months operating budget for a shared use kitchen. If you intend to operate your own food business in addition to managing a shared-use kitchen, please clearly indicate in the budget the distinctions between the two. (up to 2 spreadsheet pages)
- (h) Potential funding partners or sources, such as grants or city support. (up to 1 page)
- (i) Current programming, events or training you provide. We are especially interested in understanding any programming you have provided to assist, coach and encourage food entrepreneurs. (up to 1 page)
- (j) Current news or social media coverage and current website (links or clippings are preferred.)
- (k) Concepts on how you would participate in the ongoing community engagement process of Pittsburgh Yards. Explain what additional benefits you are interested in bringing to the community beyond the support for the shared use clients/entrepreneurs. (up to 1 page)
- (l) Up to 5 customers/ financial references in the form of customer letters. Please provide any references' complete contact information. (up to 5 pages)

**The proposal should be emailed to [info@pittsburghyards.com](mailto:info@pittsburghyards.com) no later than 12 noon on December 21st, 2018. Please include the "Proposal for PY Communal Kitchen" in the subject line. No proposals will be accepted after 12 noon.**

**Proposal Criteria**

- Experience - this includes track record, past and present experience of you and your team
- Impact - this includes the positive impact of your business and other kitchen users in NPU V
- Business Model - the focus will be on viability and likely opportunity for growth
- Financial Strength - current profitability and/or potential funding partners

**Proposal Timeline**

<b>Request for Proposals</b>	12/7/18	12/21/18
<b>Internal High-Level Proposal Review and Evaluation</b>	12/21/18	01/6/18
<b>Selection Process and Services Agreement Conversations - Interviews / Q &amp; A, support conversations, reference calls, and internal* selection review.</b>	01/7/19	01/21/19

<b>Company / Organization Selection and Announcement</b>	<b>01/24/19</b>	<b>02/15/19</b>
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\* Up to 3 community members from our Jobs and Entrepreneurial working groups, along with up to 2 service provider partners (such as Center for Working Families, A.C.E and Emmaus House) may be included as part of the internal selection review team.

## **Appendix:**

### **> Community Recommendations and Suggestions**

There have been a number of community conversations about the Communal Kitchen; below are some of the suggestions and ideas that the community has shared:

- **Micro Kitchens**
  - Micro Kitchens - build out the single space to house multiple “micro-kitchens” that could host multiple chefs, cooks, and caterers. Similar to We Suki Suki in East Atlanta Village.
    - An additional build-out of the Micro kitchen could have a “shared equipment space” where sections are split out into a shared oven, shared dishwasher, shared stove areas.
- **Catering Kitchen**
  - Used for a single vendor or multiple vendors
  - Benefit: Caterers need helping hands and create local jobs
- **Split Kitchen**
  - One side for a single vendor, the other for use (rent) by the local entrepreneurs.
  - Benefit: One steady anchor tenant, and access by small food professionals along with possible programming.
- **Solo Kitchen**
  - A kitchen for a single vendor or company
  - Benefit: One steady anchor tenant along with possible programming.

### **> Q&A**

**How large is the kitchen?** Approximately 1,347 square feet.

**Are there any Tenant Improvement dollars being provided by the building owner?** Yes for both buildout and basic kitchen equipment, this is to be negotiated with the selected company and will be based on their planned programming and production requirements.

**Are there loading docks accessible to the kitchen space?** Yes, one truck accessible dock within approximately 20 ft from the primary kitchen space.

**Is there a fixed floor plan that has been applied to the kitchen?** No, the selected company would be allowed to configure the space as defined by their business plan. The schematic below is only an example layout used for planning purposes.

**Are there any set requirements for community use of the kitchen space?** No, but this is an important aspect of the project and a description of your approach or vision for the Communal Kitchen (see item (b) from Proposal Requirements above) should include this information.

**Will the ideas and financial information I share be kept confidential?** Yes. All members of the internal review team will agree to a confidentiality agreement. No financial information will be shared beyond the Pittsburgh Yards development team and the Casey Foundation.

**Are there other questions or requests that community members have shared that might be helpful in developing my proposal?**

- Who will literally manage the kitchen?
- Will the manager be willing to host classes to help community members learn cooking protocols or complete certifications?
- What are examples of fundraising or business partners you have built in the past?
- If they're going to hire within the building or campus, can the development team mandate (encourage) the same process of hiring within the community?
- Give the community first right of refusal (notice or access) to announcements of new hire opportunities.
- Consider rent waivers, that allows the business to work with the community and possibly decrease their rent.

**Will there be a chance to ask clarifying questions prior to the proposal deadline?** Yes, there will be an open Q&A conference call on December 14th from 12:30 to 1 p.m. The dial-in number is 404-666-5342 (No PIN needed). The call may be recorded so that those that miss the call may be able to listen to all questions and responses.

### > **Additional Resources**

Again, more information about the overall project can be found and should be reviewed at [www.pittsburghyards.com](http://www.pittsburghyards.com).

Online shared kitchen management tool (not an endorsement)

<https://www.thefoodcorridor.com/>

Recent Media Coverage:

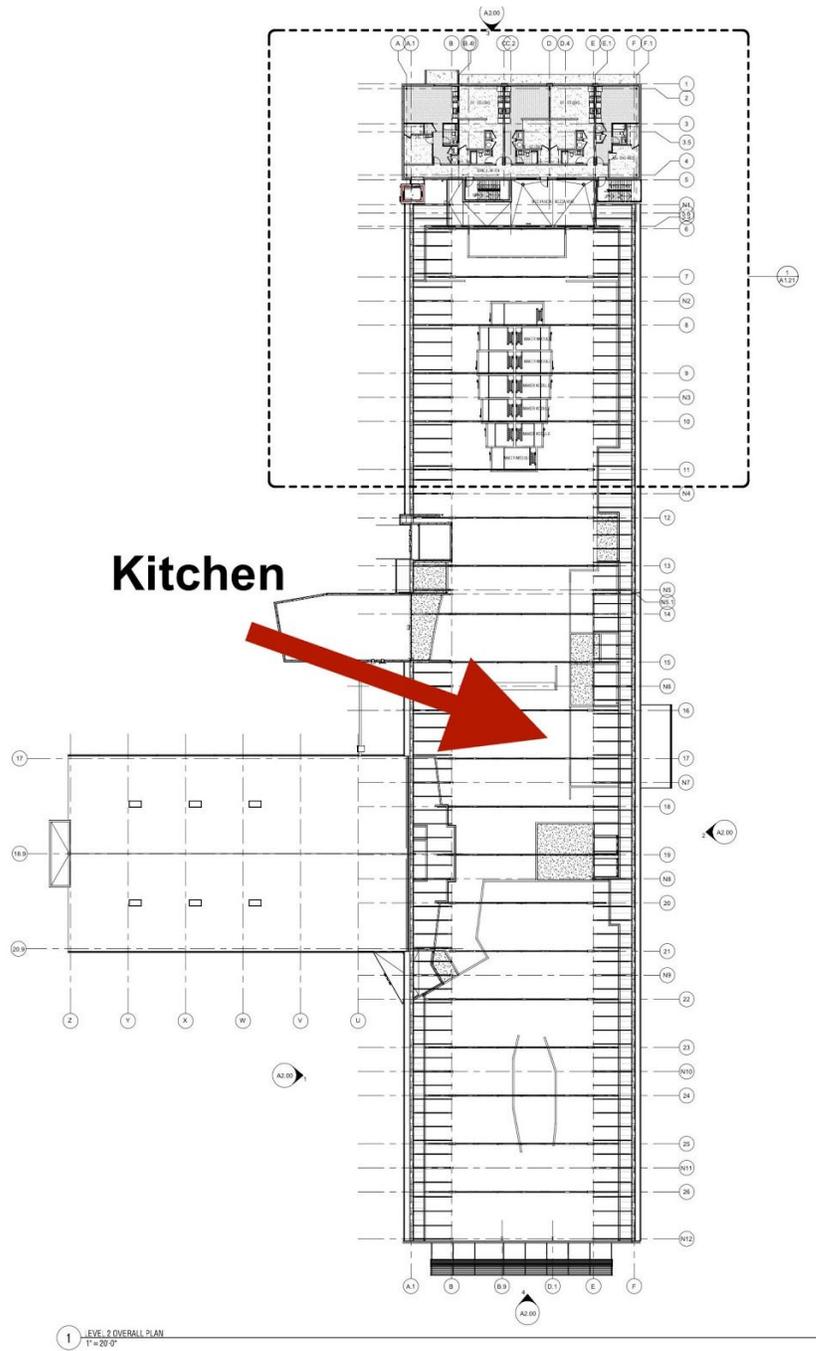
**How Pittsburgh Yards is pioneering community-led Beltline development South of downtown Atlanta, the 31-acre project aims to be an inclusive economic catalyst**

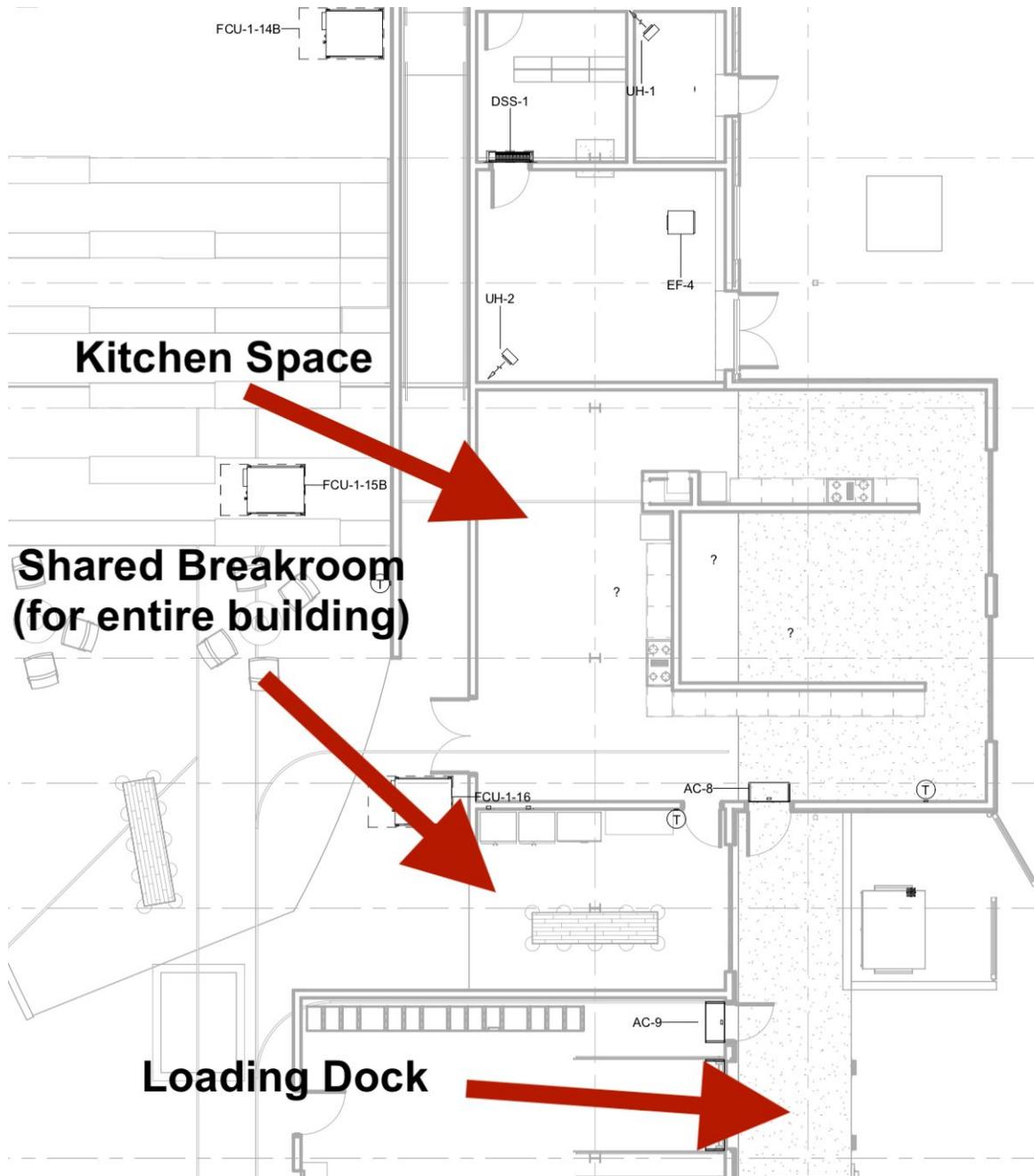
<https://atlanta.curbed.com/atlanta-development/2018/10/3/17903346/pittsburgh-yards-beltline-development-community>

**Feds to invest in Atlanta's Pittsburgh Yards project**

<https://www.ajc.com/news/local/feds-invest-atlanta-pittsburgh-yards-project/fH3HOoqvPdUdVAIG7WifOI/>

## > Schematic of Proposed Kitchen Layout





> **Concept Rendering of unfinished Communal Kitchen**  
(does not include Training and Prep space - see schematic above)

