

# REQUEST FOR PROPOSALS

## DELAWARE COUNTY TRANSIT STRATEGIC PLAN



CONTRACTING AUTHORITY:

### **DELAWARE COUNTY TRANSIT BOARD**

FERZAN AHMED – CHAIR  
CHASE WAITS – VICE CHAIR  
BETH FUTRYK – SECRETARY  
JASON SANSON – TREASURER  
BEN TURNER  
SARAH HUFFMAN  
BRUCE LUECKE

### **ADMINISTRATION**

ANDY VOLENIK – EXECUTIVE DIRECTOR  
CRYSTAL JAMES – DIRECTOR OF OPERATIONS  
DENNY SCHOOLEY – DIRECTOR OF FINANCE

119 Henderson Court  
Delaware, OH  
43015

## I. General Information

### Agency Summary

Delaware County Transit (DCT) is the public transportation provider in Delaware County governed by a seven-member board appointed by the Delaware County Commissioners under Ohio Revised Code §306.01 and §306.02. DCT began as the County's transportation provider in 1998 and has been steadily growing its operations ever since; however, Delaware County continues to grow at an exponential rate. Per the Mid-Ohio Region Planning Commission (MORPC), the Central Ohio region is expected to grow from just over 2 million today to over 3 million in population by 2050.

What does this mean for Delaware County? MORPC's population growth models project that Delaware County will increase by 80% of its current population. This equates to approximately 380,000 – 400,000 residents within the County by 2050. With this rapid growth comes increased demand for improved mobility, and without a Strategic Plan to serve the increased population, DCT will fly blind into the future, which is unacceptable to our community and taxpayers.

As the County and the region grows, mobility options for the general public, workforce, and health and human services require dynamic and varied responses. The traveling public has become accustomed to having various means of mobility options at their fingertips and DCT is at the center of a transformative shift in the mobility options for the County and region.

The Strategic Plan will become DCT's "North Star", the guiding document that provides tangible goals for the agency to achieve in a 5-year period but also tangible promises to the County that DCT will not act inconsistent to the County needs, but coordinated and intentional, fiscally responsible and service-oriented.

A full description of DCT is provided in an appendix at the end of the document.

## II. Scope of Work

Delaware County Transit is seeking proposals for a Strategic Plan that with the following scope of work:

1. Review of Existing Service, Financials, and Fare Program
2. Public Engagement
3. Facility Review and Needs Assessment
4. Future Funding and Financial Analysis
5. Immediate, Medium, and Long Term Goals

### ***Review of Existing Service, Financials and Fare Program***

The vendor will be required to review current operations, financial programming and fare program. This portion will provide a groundwork for the vendor to understand DCT's operations, financial practices, and fare structure. This will be used as a juxtaposition for the final document which will highlight future operations, financials, etc.

The vendor will be required to document and denote all operational facets of DCT, the County's general population and demographic statistics, current economic points of interest, and other standard information as it relates to the current service for Delaware County.

### ***Public Engagement***

Public engagement will be critical for the success of the Strategic Plan. The successful vendor will provide a detailed public engagement program, along with a thorough schedule of public meetings, Steering Committee selection process and methodology, and understanding of transit Boards and presenting information to political officials. The successful vendor will provide written and documented experience with interfacing with Boards and Commissioner Offices. The successful vendor will have means to execute graphics, maps, and other materials for presentations.

DCT anticipates that most of the public engagement meetings will be in person, with possibilities for hybrid opportunities with certain stakeholders.

Due to the nature and style of public meetings that DCT is looking for a vendor to engage, having a local presence, either within the prime or sub teams, will be beneficial to the project.

Delaware County Transit  
 Strategic Plan  
 Request for Proposals

DCT anticipates the following amount of public engagement:

Month	Style of Meeting	Number of Meetings (not to exceed)
May	Open House Style	3
	Steering Committee	1
	Board	1
June	Open House Style	4
	Steering Committee	1
	Board	1
July	Open House Style	3
	Steering Committee	1
	Board	1
August	Open House Style	—
	Steering Committee	1
	Board/Commissioners	2
September	Open House Style	—
	Steering Committee	1
	Board	1
October	Board	1
November	Board/Commissioners	2
December	Board	1
	Total Meetings (not to exceed)	25

The successful vendor will act as an arm of DCT during public meetings, providing subject matter experts that have worked within communities similar to Delaware County.

### ***Facility Review and Needs Assessment***

DCT is nearing operational capacity at its current operational and administrative headquarters. The successful vendor will provide an analysis of the current facility and provide a “needs assessment” for any potential facility expansion or site development.

The successful vendor will provide a high-level report that provides a breakdown of DCT’s current facility, a high-level assessment of potential areas of focus for future site development, and a facility plan that is in symmetry with any operational improvements as suggested in the final report. The facilities analysis shall include guidance for studying the transition to renewable resources for the vehicle fleet (electric, hydrogen, etc.).

### ***Future Funding and Financial Analysis***

The successful vendor will be able to provide a financial analysis of the current operating model, and what financials will need to be improved upon in order to meet future demand, as provided by the Public Engagement portion.

The successful vendor will provide a realistic plan for the funding of Delaware County Transit as it looks to deliver on the service as requested by the public within the Public Engagement process in accordance with Ohio Revised Code.

The future funding and financial analysis plan will be fiscally responsible and realistic in the agency’s ability to deliver on funding current and future service.

### ***Immediate, Mid-Term and Long-Term Goals***

The successful vendor will provide a summary of goals and deliver these in “Immediate” (0 – 1 years) “Mid-Term” (2-4 years) and “Long Term” (5+ years) goals for the agency.

These goals will be a summarization and synthesis of the Public Engagement, Facility Needs, and Future Funding sections.

Further, this portion of the Strategic Plan will provide the community high-level and yet measurable commitments as provided by the Public Engagement portion. These goals will take into account the funding models as provided in the previous portion of the Strategic plan, highlighting the agency’s goal to maintain fiscal responsibility.

This portion of the Strategic Plan will provide the community a “promise” that the “North Star” of DCT is aligned with County needs, County partnerships, and the overall vision of the County as provided by area leaders and stakeholders.

The successful vendor will need to demonstrate the ability to synthesize and summarize all of this information into DCT's Strategic Plan.

### III. Project Details

It is anticipated that a rough draft will be completed no later than DCT's November Board meeting (November 15<sup>th</sup>, 2023) with final adoption of the Strategic Plan to occur on December 20<sup>th</sup>, 2023.

The compiled research and information from the various sections within the scope of work will provide a strategy that:

- Defines short term, mid-term, and long-term goals objectives, and strategies;
- Provides details and information from each section within the scope of work;
- Provides realistic funding models for the future of DCT

#### Proposal Process and Timeline:

- The proposal period will last 30 calendar days starting at 8:00am on March 6<sup>th</sup>, 2023 and closing at 4:30pm on April 4<sup>th</sup>, 2023. No proposals will be accepted after April 4<sup>th</sup>, 2023.
- Deliver proposal to Andy Volenik, Executive Director of Delaware County Transit at 119 Henderson Court, Delaware OH 43015.
- Depending on the scoring and nature of the proposals, DCT holds the right to entertain interviews with the project team for further scoring and evaluation. If necessary, interviews will be scheduled the week of April 10<sup>th</sup> – April 14<sup>th</sup>, 2023.
- During the open bid period, one round of questions will be provided. Questions will need to be in writing and sent by 4:30 pm, March 24<sup>th</sup>, 2023. Questions will be answered the week of March 27<sup>th</sup>, 2023.
- Please send all questions to Andy Volenik, Executive Director, via email at [andyvolenik@delcotransit.com](mailto:andyvolenik@delcotransit.com) with the subject heading of "RFP / DCT Strategic Plan".
- Delaware County Transit requests that respondents to the RFP do not contact Board, Board of Commissioners, or Delaware County Staff during the proposal process and evaluation period.

## Due Date and Timeline

The proposal and five (5) complete copies along with one (1) electronic copy in Adobe on a flash drive must be received at the DCT Office at 119 Henderson Court Delaware OH 43015 to Andy Volenik by April 4<sup>th</sup>, 2023 4:30pm. Proposals will not be accepted after this time.

Proposals will be addressed as follows:

**ANDY VOLENIK**  
**DELAWARE COUNTY TRANSIT**  
**119 HENDERSON CT.**  
**DELAWARE, OHIO 43015**  
**RFP / DCT STRATEGIC PLAN**

Each response will be submitted in a sealed envelope and the envelope will be marked with the title of the proposal. If submitted by mail, this envelope will be enclosed in another envelope addressed to the Executive Director at the address specified above. If submitted other than by mail, it will be hand delivered to the address above. Proposals submitted by mail must be received by the time specified herein.

<b><i>Action Item</i></b>	<b><i>Date/Date Range</i></b>
Proposal Period Opens	March 6 <sup>th</sup> , 2023
Question Period Closes	March 27 <sup>th</sup> , 2023
Proposal Period Closes	April 4 <sup>th</sup> , 2023, EOB
Proposals Evaluated/Potential Interviews	April 5 <sup>th</sup> – 14 <sup>th</sup> , 2023
Successful Vendor Selection	April 17 <sup>th</sup> – April 21 <sup>st</sup> , 2023

## IV. Response Form and Content

A. Title Page: Indicate the proposal subject, name of firm, local address, telephone number, name of primary contact person, and date of submittal.

B. Introduction: Briefly introduce your firm, indicating whether the firm is local, regional, national or international. Provide a profile of the firm, including, but not limited to, the approximate number of professional staff employed, how long your firm has been in business and how long the firm has been performing work of the nature sought by the RFP. Indicate the name of the person(s) who will be authorized to make representation for and to bind the firm, their titles, and telephone numbers.

C. Information Included in Response:

1. Briefly state your understanding of the work to be performed. Include, but do not limit your statement to, the specific items requested in the Scope of Work and Project Goals and Details sections.
2. Describe your proposed strategy and approach to complete the project, including a general statement of the philosophy of the firm and how the firm will tailor the process for DCT. Indicate any additional information for consideration of your firm's qualifications for conducting this project. If your firm is teaming with another firm, please include all team members and their roles in the project.
3. Provide a list of the respondents (at least 1) successful similar projects during the past thirty-six (36) months, as determined by the population of the county and/or municipality.
4. Provide contact names, telephone numbers and email addresses of past client with similar projects (3 references). DCT reserves the right to contact any additional individuals or firms to obtain information about the respondent. If the firm has done no similar projects, details should be provided as to how the firm would proceed with this particular project.
5. Indicate the names, titles, experience, and resume(s) of the person(s) who will be specifically assigned to this project and describe their roles. A response to this requirement should include all contact information such as telephone number, email address and web address.
6. Provide a detailed description of how the project is to be conducted.

7. Provide a schedule for the project with a detailed understating of public engagement, public meetings, and other meetings with stakeholders, the Board, etc.
8. Discuss the general nature and extent of benefits Delaware County is reasonably likely to experience as a result of these services.
9. Provide a separate document in a sealed envelope disclosing the bid pricing. Provide one (1) per proposal packet. The bid pricing sheet will provide the rates of team members, and/or itemized costs of the proposal. It is the responsibility of the vendors to provide details of the bid proposal.
10. As a recipient of federal funds, Delaware County Transit is required to ensure that vendors are aware that per the U.S. Department of Transportation (DOT), 49 CFR Part 26. Delaware County Transit can and will monitor Disenfranchised Business Enterprise use within proposals. Vendors will need to highlight DBEs to be used within their proposal and the manner in which the DBEs are to be utilized.
11. Completed copies of the following documents are required by this RFP:
  - Fully executed and notarized Non-Collusion Affidavit (Appendix C)
  - If the offeror is a corporation, a notarized and fully executed affidavit indicating that the person who signs the proposal is authorized to sign on behalf of the corporation and bind the corporation (Appendix D)

**Scoring Summary**

<b>Scoring Section</b>	<b>Summary</b>	<b>Points</b>
Project Team and Project Team Experience	Team PM resume and experience, primary team members and subs, indicating experience in Strategic Plans in transit.	25
Contract Price	Provide a document that includes rates of PM and others, estimation of hours for completion of work, and a concise total price for completing the Strategic Plan.	25
Technical Approach	Document indicating specifics on how scope of work will be completed along with a schedule of the project.	25
Experience	3 references to similar projects detailing respondent's role in executing Strategic Plan.	15
DBE Vendors and Explanation of Use of Vendors	Proposals will need to offer documentation of DBE/s, the team members to be used, and for which portions of the projects DBE/s will be utilized.	10

## V. Submission of Responses

A. Acceptance/Rejection/Modification to Responses:

Delaware County Transit reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive informalities or irregularities in a proposal or in the proposal process.

B. Economy of Preparation:

Proposals should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to fulfill the requirements of the project.

C. Cost of Preparation:

Delaware County Transit will not be liable for any costs incurred by a respondent in preparing or submitting a proposal.

D. Ownership:

Submitted materials become the property of Delaware County Transit and will not be returned.

E. Public Records:

Submitted responses and any agreement or other documents become public records under the public records law and applicable policy and are subject to review and copying by any person making an appropriate request for public records.

## VI. Withdrawal from Consideration

A respondent may withdraw its proposal at any time prior to the submission deadline by submitting a written request for withdrawal to: Andy Volenik, Executive Director, 119 Henderson Ct., Delaware, OH 43015. The request for withdrawal will be signed by the respondent or an authorized agent. Modifications offered in any manner, oral or written, will not be considered after the deadline.

## VII. Selection Process

- A. *Evaluation:*
1. A selection committee will review all proposals and evaluate them based upon the requirements given in this Request for Proposal including, but not limited to, the following criteria:
    - a. Responsiveness of the proposal.
    - b. Ability, capacity and skill of the respondent to perform the services.
    - c. Responses of the respondent's references.
    - d. Methodology for conducting the public outreach portion of the Strategic Plan.
    - e. Experience of the respondent and individual members of the respondent's professional staff in performing similar services for similar sized counties / municipalities.
    - f. The sufficiency of financial resources and ability of the respondent in performing the contract.
    - g. The degrees of participation by qualified minorities within the firm and/or sub-contracts with minority or women-owned business enterprises.
    - h. The firm's capability to meet the specifications set forth in the Scope of Work and Project Goals and Details sections.
    - i. The qualifications of the professional staff proposed for the project.
    - j. Cost to provide the service requested.
    - k. Other information may be required or secured.
  2. A committee composed of County staff will conduct a preliminary evaluation process of all proposals on the basis of information provided and other evaluation criteria as set forth in this Request for Proposals.
  3. The selection committee will first review each proposal for compliance with the minimum qualifications and mandatory requirements for the Request for Proposals. Failure to comply with any mandatory requirements may disqualify a proposal. They may request one or more respondents to interview by telephone or in person.
  4. The selection committee may require selected firms to be available to engage in a conference telephone call or attend a Board meeting, or both, to respond to questions from the selection committee or Board of Commissioners.

## **VIII. Conditions of Responses**

- A. Completeness:*  
All information required by the Request for Proposals must be supplied to constitute a legitimate proposal.
- B. Request for Proposals Clarification Request:*  
During the period of evaluation, the County will have the right to request clarification from the respondents. If any such respondent fails to respond to such a request within five (5) business days from the date of the request, the County will have the right to reject the proposal.
- C. Oral Presentations:*  
After all responses have been evaluated, the evaluation team or designee may require representatives of one or more of the respondents to appear and present before the Delaware County Transit Board or designated committee, at the respondents' expense, for the purpose of making a final evaluation and award.
- D. Award Presentation:*  
Subject to agreement negotiation, DCT will either select one of the proposals or reject all proposals within 30 calendar days from the date of April 17<sup>th</sup>, 2023 – April 21<sup>st</sup>, 2023.
- E. Completion of Project:*  
It is DCT's goal to have this project completed by December 20<sup>th</sup>, 2023.
- F. Contract Development:*  
If DCT selects a firm, the Executive Director and/or designee will conduct contract discussions and negotiations with the apparent successful respondent.

APPENDIX A

Fast Facts:

Delaware County Transit currently provides two styles of On-Demand transit service. One is a “micro transit” service that provides service M – F 6am – 6pm for the City of Delaware, and the other is a more traditional model titled “Demand Response”, which follows similar guidance except it can be utilized throughout the County and for non-emergency trips to medical facilities to contiguous counties.

As of this RFP submission, DCT has 54 employees. See below for details:

<b>Staff Group</b>	<b>Number of Staff</b>
Drivers	33
Support Staff	10
Admin Staff	8

Drivers are nearly an even split of full time and part time drivers.

The following is a breakdown of the vehicles utilized for transit use:

<b>Style of Vehicle</b>	<b>Number of Vehicle</b>
LTV Buses (9 – 16 passengers)	23
Mini Vans (Supervisory)	2
30’ Gillig	1

DCT provided over 104,000 trips in 2022, the first time the agency has ever eclipsed 100,000 trips. DCT’s operating budget for 2023 is \$4,039,138

## APPENDIX B

### Development and Growth

Housing and residential growth have been a constant for the County for decades. Families are attracted to the high performing school districts found in the area. Housing stock is primarily single family with a median home value of \$338,000. The County desires to find the right balance of economic development growth to accompany the strong residential growth that has occurred, in order to continue offering stable tax rates and strong services. The County understands that by diversifying the economic base and adding different types of commercial and industrial business to the County tax rolls, the overall tax burden goes down for everyone.

Additional development has continued in the County, in part, because of the County's smart-growth strategy. The County assisted in several economic development infrastructure projects including supporting roads for Ikea in Polaris, the Tanger Outlet Mall in Berkshire Township and supported the build out of Sawmill Parkway which is a primary north-route that connects Delaware County to Columbus.

### Government and Finances

The Board of County Commissioners is the legislative body for the County's government and is a three (3) member board. The Commissioners are elected by the residents of the County to serve four-year terms. The Commissioners provide authority for taxing, budgeting, purchasing and appropriating funds for the government structure. The Board of Commissioners is supported by the County Administrator to oversee their mission and ensure the County is an excellent place to both live and work. The Board of Commissioners selects Board members for the Delaware County Transit Board who provides the overall vision of the agency. The Executive Director reports to the seven person Board and executes the vision set by the Board.

Delaware County comprises 18 townships, 4 villages and 6 cities. Townships comprise approximately 52% of the County's population while Delaware County cities include portions of Columbus, Dublin and Westerville, as well as the Cities of Delaware, Sunbury and Powell. Delaware City has the largest population of the Cities in the County with over 40,000 residents and Orange Township has the largest population of the Townships with over 30,000 residents.

The County has a history of solid financial standing along with measured growth. A combination of strong assessed value and sales from retail establishments generate a variety of tax revenue that allows the County to deliver services to the community. Delaware County has the highest possible credit ratings from both Moody's Investors Services (Aaa) and Standard & Poor's Ratings Services (AAA), making it only the second

county in Ohio and only one of 80 counties in the U.S. to earn these ratings. It had a total general revenue budget of \$128.8 million in 2022.

### Economic Overview

Delaware County is home to some of the biggest employers in the Columbus region. JP Morgan Chase, DHL Supply Chain, and Hitachi represent some of the largest employers in the County. Several headquarters are located in the County including Greif, a Fortune 1000 packaging company and recently Vertiv moved their headquarters to Westerville. Delaware County led the state in employment growth, according to the Bureau of Labor Statistics from March of 2021 to March of 2022 at a 4.4% growth rate, just ahead of Franklin County at 3.7%. In the same time period, Delaware County sat just above the \$1,374 national average for weekly wages at \$1,378. Delaware comprises nearly 6,400 establishments and is closing in on a 90,000 person employment base. The Central Ohio region has one of the highest concentrations of higher education in the nation, with 52 college and university campuses, a total enrollment of 134,000 and 22,000 annual graduates. Delaware County is home to several institutions that support this regional talent pipeline including the Delaware Area Career Center, Columbus State Community College and Ohio Wesleyan University. While large corporate firms are vital to the economic base, the County recognizes that small businesses also are important. There are a variety of initiatives occurring in the entrepreneurship space in Delaware County to support incubators, business start-ups and funding.

Appendix C

**NON-COLLUSION AFFIDAVIT**

State of \_\_\_\_\_) County of \_\_\_\_\_) SS:

REQUEST FOR PROPOSALS (RFP) FOR DELAWARE COUNTY TRANSIT STRATEGIC PLAN

Name of Offeror: \_\_\_\_\_

The undersigned, being first duly cautioned and sworn, states that he/she is:

\_\_\_\_\_ (Position) of the above named offeror submitting a proposal; that such proposal is not made in the interest of or on behalf of an undisclosed person, partnership, company, association, organization, or corporation; that such proposal is genuine and not collusive or sham; that said offeror has not directly or indirectly induced or solicited any other offeror to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any offeror or anyone else to put in a sham proposal, or that anyone shall refrain from submitting a proposal; that said offeror has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of said offeror or any other offeror, or to fix any overhead, profit or cost element of such proposal price, or that of any other offeror, or to secure any advantage against the entity awarding the contract or anyone interested in the proposed contract; that all statements contained in such proposal are true and accurate; and further, that said offeror has not, directly or indirectly, submitted its proposal or proposal price or any break-down thereof, or the contents thereof, or divulged any information or data relative thereto, or paid and will not pay any fee in connection therewith, to any corporation, partnership, company, association, organization, proposal/bid depository, or to any member or agent thereof, or to any other individual except to such person or persons as have a partnership or other financial interest with said offeror in its general business.

Executed this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_ Signature

\_\_\_\_\_ Printed Name

\_\_\_\_\_ Title

Delaware County Transit  
Strategic Plan  
Request for Proposals

Sworn to and subscribed in my presence this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_

Notary Public

My commission expires: \_\_\_\_\_

Appendix D

**AFFIDAVIT OF AUTHORITY TO SIGN**

(To be completed and executed if the Bidder/Contractor is a Corporation)

REQUEST FOR PROPOSALS (RFP) FOR DELAWARE COUNTY TRANSIT STRATEGIC PLAN

State of \_\_\_\_\_)

County of \_\_\_\_\_) ss.:

\_\_\_\_\_, being duly cautioned and sworn, deposes and says that he/she is Secretary of

\_\_\_\_\_ a corporation organized and existing under and by virtue of the laws of the State of \_\_\_\_\_, and having its principal offices at: \_\_\_\_\_ (street), \_\_\_\_\_ (city), \_\_\_\_\_ (county), \_\_\_\_\_ (state). Affiant further says that

\_\_\_\_\_ (name of officer), \_\_\_\_\_ (title) of the

corporation is duly authorized to sign the proposal and any resulting contract for the Delaware County Transit Strategic Plan for and on behalf of said corporation and thereby bind said corporation to such documents by virtue of

\_\_\_\_\_ (state whether provision of by-laws or a resolution of Board of Directors). If by resolution, the number of such resolution is \_\_\_\_\_ and date of adoption was \_\_\_\_\_, 20\_\_\_. Executed this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_ Signature

\_\_\_\_\_ Printed Name

\_\_\_\_\_ Title

Sworn to and subscribed in my presence this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_

Notary Public

My commission expires: \_\_\_\_\_