



REQUEST FOR PROPOSAL

City of Dublin, Ohio Planning Department

Dublin Housing Study

The City of Dublin, Ohio is requesting proposals from firms to provide professional services to help develop a localized housing strategy that includes possible investment and policy recommendations to support: analysis of existing conditions, additional housing needs including various housing types and price points, build out scenarios based on existing zoning regulations, potential zoning processes that provide additional housing options, potential areas for future residential development, and community and stakeholder engagement. The primary goal is to further the objectives of several regional housing analyses including Insight 2050 and the Mid-Ohio Regional Planning Commission (MORPC) Regional Housing Strategy. Housing has also been discussed in more localized studies including the Historic District Task Force recommendations and the Dublin 2035 Framework Plan. Following the completion of the MORPC Regional Housing Strategy, Dublin's City Council directed staff to conduct their own assessment of housing variety and attainability within the City, as well as define strategies for implementation and metrics to measure success.

The City of Dublin is in the northwest corner of the Regional Housing Strategy study area, outside of Columbus, and plays a significant part in providing needed area jobs, services, and amenities; however, most workers (over 25,000 net commuters based on 2020 data, TEconomy Partners) commute into Dublin for their work activities each day. Dublin is known as a prime location for corporate headquarters, universities, and technology firms, and the City would like to gain a better understanding about its potential role in meeting the housing needs of the Central Ohio regional area.

The City of Dublin Planning Director is hereby requesting a proposal from multi-disciplined, professional housing strategy/land planning consulting firms. The selected firm will provide the professional services for this project in accordance with the attached Project Description and Scope of Services. For more information about the City of Dublin proposers are encouraged to visit the City's website at <http://www.dublinohiousa.gov> to learn about the City's goals and objectives.

1.0 PROJECT DESCRIPTION

Dublin is known as a high-quality, single-family residential suburb with primarily large lots and an abundance of parks and open space that includes 1,136 acres of undeveloped parkland, 60 developed parks and 100 miles of bike paths. We are also known for corporate headquarters, research, and technology companies. More recently, Dublin has integrated a more urban mix of residential

development, retail, restaurant, office, and services uses creating a unique “urban core” for the City within the Bridge Street District. With 80 percent of future housing needs projected to be one and two person households with no children, the Bridge Street District is targeted to fulfill this future need. The Bridge Street District provides one to three bedrooms including condominium units that focus on empty nesters and young professionals.

Other areas of the City that provide varied housing options including the Historic District that provides two-dwelling housing and live work units that typically appeal to young professionals. Housing more suited for our aging residents include residential developments with housing dedicated to dense patio homes that contain less square footage than a typical suburban house and have less maintenance needs of outdoor space. We also have a unique residential care communities that provides a range of housing types and associated care options that allow older adults to transition from independent living units to a full care housing facility all within the same community. These housing projects have assisted the City in providing additional housing options for our residents and we strive to continue this objective through this Housing Study.

Continuing to explore housing with our community has been a strong desire of City Council. City Council members have expressed interest in understanding these needs in greater detail, as well as various other studies that have been adopted in the recent years. The Dublin Community Plan, adopted area plans, and the beginnings of the Dublin 2035 Framework have identified the need and/or desire to have a wider variety of housing to support a well-balanced city. This housing analysis will include all land within the City of Dublin’s jurisdiction and extend a determined distance beyond City boundaries to reflect on how surrounding communities assist in our housing needs especially as it relates to our workforce housing needs. It will also analyze how the primary school boundaries are impacted by these housing choices, including the City of Dublin and Hilliard School Districts. The City is requesting the consultant help determine the extent of this area, based on initial research and data collection.

In terms of specific direction from City Council, a recent work session of City Council focused on the topic of this City of Dublin Housing Study and the expectations moving forward. Council Members discussed the following expectations:

- Use an iterative process that includes providing data that assesses the needs of our community, information regarding best practices, and a complete understanding of how to provide a variety of housing types that benefits our community, supports our economic goals, and provides quality development that our community requires.
- Identify the demographics of current housing types provided in the city and who is at the greatest need for additional housing types (empty nesters, young professionals, etc.);
- Identify what affordable or attainable housing means for community;
- Identify additional housing locations that provide for additional housing needs and continue to meet our Economic Development goals;
- Ensure all data is specific to our community and associated needs so that we may make informed decisions on our future;
- Identify common concerns of residents related to new residential development and potential strategies to address these concerns;
- Utilize available data and variables to help identify comprehensive policy strategies;

- Analyze various types of land use development including residential, office, commercial, retail and industrial uses and provide a cost/benefit analysis of how those uses impact our community as a whole.
- Provide an analysis that estimates a “saturation” point of residential development based on our current zoning regulations and potential future land use recommendation including the Community Plan and Special Area Plans;
- Analyze how development standards affect attainable housing costs and how the need for attainable housing is balanced with the community’s expectations for quality design;
- Provide significant analysis of how residential and non-residential land uses impact our tax base;
- Compile interactive data that compares different modeling scenarios and an evaluation of the results of each scenario;
- Identify best practices and trends for housing in successful communities around the nation;
- Provide milestone check-ins with Council;
- Provide expert testimony to City Council that can help our local officials understand the needs and strategies emerging nationwide;

In the process of finalizing project scope, all of these comments should be addressed as well as additional tasks to help provide the most comprehensive housing analysis and recommendations for the City of Dublin.

2.0 SCOPE OF WORK

The City of Dublin Planning Division will act as the lead on the Dublin Housing Study on behalf of the City and will be the primary contact and coordinate all responsibilities assigned to the City.

The scope of work includes the following:

A. Existing Conditions

Over the years, many studies have been conducted in the Central Ohio region and found the need for housing will continue to grow in the next several decades and will include not only the need for more housing but more housing diversity. Studies have concluded the Central Ohio region lacks sufficient housing to meet the market demands of our growing population. The City of Dublin has actively participated in these regional studies including Insight 2050 and the MORPC Regional Housing Study. The City is interested in understanding the unique needs of Dublin and how the city can contribute to the regional community. Please state if/how your team could support this work.

1. Review and synthesize (where necessary) prior studies of the all counties impacting the City of Dublin, including Franklin County, Union County and Delaware County and all other applicable studies within the area. Prior work includes, but is not limited to, studies by regional planning commissions such as Mid-Ohio Regional Planning Commission, the Logan, Union and Champaign Regional Planning Commission, individual counties including Franklin County, Union County, Delaware Counties, suburban communities such as the City of Marysville and Urbana, and other non-profit organizations such as the Affordable Housing Alliance of Central Ohio and the Building Industry Association of Central Ohio. This will be a high-level review, resulting in a summary report.
2. Identify data gaps necessary to develop recommendations. This may include an analysis of our existing housing stock, type of housing needed, saturation of our housing market under current zoning regulations, quality of housing stock, location of housing compared to employment; location

of housing compared to mobility options, identify potential areas for future residential development, demographics of the most in need of housing, and other considerations for a local community.

3. Identify impediments to housing development, including permitting and zoning policy analysis as well as interviews/focus groups with developers to better understand impediments to housing needs.
4. Review and analyze current availability of public and private dollars to assist with housing needs.
5. Compile a stand-alone report of existing conditions and projected needed housing by demographic or cultural sectors of our population through the year 2050 (summarizing tasks A1 through A4).

B. Investment Strategies & Policies

With an informed understanding of existing conditions in housing stock and the housing market, the City can take an inclusive and innovative approach to addressing any unmet needs. This task will explore different and measurable ways to address the City's housing needs. In some cases, best practices from around the country may serve as replicable templates. In others, a new approach may be needed. This task will identify locations where investment strategies and policies have been most effective and summarize the steps to implementation. A local assessment will determine where opportunities may exist to strengthen existing strategies. The City of Dublin will rely on the consultant team's expertise for this task.

1. Research national policy and practices to housing needs. This includes identifying up to five (5) regions similar to the City of Dublin's housing market and economy to study as a best practice and preparing a summary of each.
2. Research local and regional strategies around funding and regulations that address housing needs, either currently in place or under consideration. This would supplement any findings from task A2.
3. Identify innovative and scalable investment strategies that could help start to address housing needs and demands.

C. Recommendations

To help address our issues, the City of Dublin will require a comprehensive and multi-pronged approach to addressing the needs of our community. While new housing may be necessary to accommodate growth, retrofitting and rehabilitating existing homes will be needed to serve current residents. In this task, specific recommendations addressing policy and regulations, finance, and cooperation will be proposed and prioritized with necessary steps to guide our community to meet the needs of the region. These recommendations should align with other regional studies such as Insight 2050 and the MORPC Regional Housing Strategy. The City of Dublin will rely heavily on consultant expertise for this task.

1. Develop a housing needs portfolio.
2. Develop recommendations for regulatory policies for local governments.
3. Develop housing priorities, including the development of new homes, rehabilitation of existing properties, and maintenance and retrofitting of homes and areas for future growth, and regulatory modifications that may assist in our housing needs. All of these recommendations will focus on the which segments of our populations are impacted by the lack of housing and housing variety, including millennial and the older adult population that may desire different types of housing lacking in Dublin, various cultural populations that may desire a different type of housing, our workforce population and other segments who may wish to reside in the City of Dublin but lack the options necessary to do so.

D. Tracking Progress

Measurable indicators provide a quantifiable and objective approach to evaluation. The tasks outlined will establish indicators, benchmark baseline conditions, and set targets for each indicator to help the track its progress toward its stated goal of fostering a housing market where every household can obtain and/or maintain housing that meets their needs throughout their lifespan. The City of Dublin can lead this effort and will work with your team to support this work.

E. Community Engagement

Public engagement is an essential part of the City of Dublin Housing Study and will be a significant part of our objectives for the study. Providing multiple opportunities for public engagement, a range of engagement strategies, one-on-one meeting with local officials and/or board and commissions, as well as other stakeholders will be expected. The consultant team will be expected to facilitate key meetings at the major milestones of the project, including a kick-off meeting, initial interviews, a mid-point check-in and a final recommendations of the study. The City of Dublin will supplement meetings and/or updates between milestone meetings with the support of the consultants.

F. Final Report

A visually appealing Final Report to summarize all findings and deliverables, along with an executive summary that can be shared with non-technical audiences shall be provided. The consultant team will lead this task with support and review by The City of Dublin.

3.0 PROPOSAL SUBMITTALS

The proposal must address the following items in the following order. Failure of the proposal to respond to a specific requirement may be a basis for elimination from consideration during the comparative evaluation. The City of Dublin reserves the right to accept or reject any or all proposals.

Each consultant shall submit a formal proposal not to three bound copies or PDF format file and shall contain the following sections:

- Cover Letter
- Organization, Personnel, Experience & Project Management
 - a. Consultant's Personnel Profile and Corporate Qualifications
 - b. Project Team Availability and Capacity
 - c. Project organization chart showing key personnel, their relationships and affiliations
- Role of City of Dublin
- Consultant's Methodology/Work Plan
- List and Description of Deliverables
- Project Schedule
- Budget or Cost Proposal

A. Cover Letter

The cover letter shall be signed by a representative authorized to legally bind the firm, and include:

- Name, telephone number, and e-mail address of a contact person with authority to answer questions regarding the proposal (ideally the day-to-day project manager for this work).

- Name, address, and phone number of a contact person to be notified regarding contractual issues.
- Identification of the firm as a corporation or other legal entity.

The letter shall state that the proposer:

- Has sole and complete responsibility for delivery of the required services.
- Is presently not debarred, suspended, proposed for debarment, and declared ineligible or involuntarily excluded from covered transactions by any federal department or state agencies.

B. Organization, Personnel, Experience and Project

Consultant's Personnel and Corporate Profile

Specific background information on key individuals who are anticipated to be assigned to the project should be included, most notably the project manager. The background information on these individuals would emphasize their experience relative to project requirements. A statement concerning the recent related experience of persons from your team who will be actively engaged in the proposed effort should also be included. Attach resumes of the project manager and other key personnel to the proposal. A general resume is not a satisfactory substitute for this information.

Identify similar projects undertaken by your firm or proposed team firms a) within Ohio and b) in other states. Document each firm's actual responsibility on the project. Provide appropriate reference(s), name(s) and telephone number(s).

Project Teams Availability and Capacity

Identify the location of the office where the majority of the work is to be performed. Discuss your staff's availability and capacity in the skill necessary to accomplish the work contemplated in the work elements as outlined in your technical approach. Specifically, break the staffing down by the number of professionals, technicians, and other specialists and indicate the number of each available for assignment to this project. Provide a list of the firm's present workload relative to capacity and availability to provide the requested services.

The consultant should note that as a condition of the contract, the key personnel assigned to the project for its duration must be substantially represented in the proposal. The City of Dublin reserves the right to cancel the contract and seek damages from the consultant in the event the consultant fails to provide the key personnel substantially as represented in the proposal.

Project Organization Chart Showing Key Personnel, their Relationship and Affiliation

This section shall provide an overview of each key personnel working on the project and show their relationship to the firm and their affiliations. It shall identify the firm's/team's principal-in-charge and the day-to-day project manager together with their qualifications as well as a brief outline of the potential roles and qualifications of other key personnel. If subcontracts are utilized, the position in the project team and identity of the sub-contractor shall be stated.

C. Role of the City of Dublin

This section shall indicate how the consultant will consider integrating the City of Dublin staff and services into the project. The City of Dublin will be significantly involved in this project and will aid in many of the tasks as described in Scope of Work.

D. Consultant's Methodology/Work Plan

This section shall indicate the consultant's understanding of the project scope of work, a definition of the scope of the project (including a discussion of the tasks to be performed to accomplish the scope of work), a definition of the final product, and the consultant's approach to the project (including the estimated time of completion for key tasks, phase deliverables, the management organizational chart, and identification of roles in the project).

The consultant's proposal shall contain a step-by-step explanation and description of the methodology to be employed and how the methodology addresses the City of Dublin's scope of work. The consultant's proposal shall further contain a detailed level of effort. In addition, please explain any asset of your method that is unique or innovative.

Also, administrative information, such as the consultant's status reporting procedures and the consultant's approach to effective communication with the City of Dublin personnel and sub-consultants shall be included.

E. List and Description of Deliverable

The consultant's proposal shall list and describe the deliverables for each identified task that are part of the various steps of the methodology. All materials created and submitted throughout the lifetime of the projects related to the contract shall become the property of The City of Dublin. All materials received shall be considered public information and shall be open to public inspection.

F. Project Schedule

Included as part of the proposal, the proposer shall provide a schedule identifying all tasks and sub-tasks, all deliverables, and time in the scope of work. Project is expected to begin no later than September 1, 2021. The project should be completed by June 1, 2022. If the consultant believes this will adversely affect the quality of the project, the consultant should explain why.

Proposed Timeline (provided interviews are not necessary to select the consultant)

RPF Questions due to Tammy Noble by **Monday, August 2, 2021**

RPF Answers provided back by **Friday, August 6, 2021**

Proposals due on **Monday, August 16, 2021**

Selection and initial scope meeting the week of **September 17, 2021**

Target to begin work on **October 4, 2021**

G. Cost Proposal

This section shall provide a full description and breakdown of the expected cost for the project. The proposal shall present a breakdown of hours and expenses by task, the hourly billing rates for team members, and all non-labor expenses expected to be reimbursed. This includes all direct labor costs by person or position, overhead costs, non-salary direct costs including any travel time, equipment costs, per diem, printing costs, any fees, subcontractor costs, conversion of data and delivery to City of Dublin incurred by the vendor/consultant. Total cost shall be indicated, as well as an estimated cost per task based on the tasks identified in the work plan.

If the price proposal is not received when due or if the proposal does not include any of the requested information, that proposal may be dropped from further consideration.

The proposer should be aware that it is the goal of the City of Dublin to process and pay properly prepared and submitted invoices within 60 days, although that is not guaranteed. Improperly prepared and submitted invoices will be returned and will consequently not be processed and paid within the 60-day goal. Proof of payment will be required for all charges included on invoices.

4.0 PROPOSAL EVALUATION CRITERIA

A. Firm and Individual Qualifications

The competence of the firm to perform the required services as indicated by its background and experience on similar projects. Consultant should list and describe no more than five (5) projects that best demonstrate their experience on similar projects and additionally provide the Estimated Cost and the Final Cost of each project.

Technical qualifications, training, education, and experience of the principals and key technical personnel who would be assigned to perform the work. Resumes shall only be included in the Proposal for those individuals who will actually be involved in the project and assisting in the performance of the work. No other resumes shall be included. Demonstration of qualifications should include:

- Name and experience of principal responsible for the work.
- Name and experience of project manager who would be responsible for leading the project for the consultant and would be the primary contact with the City during the progress of the work.
- Name and experience of professionals who would be assisting in the performance of the work.
- Name and experience of key personnel from all sub-consultants who would be assisting in the completion of this project.

B. Capacity to Perform the Work

Consultant's statement of understanding of, and approach to, the Scope of Work and other requirements relating to performance of their work. The project understanding and approach needs to cover all elements through the Final Report.

The capacity of the firm to perform the required services competently and expeditiously to meet proposed schedules as indicated by the firm's size and availability of necessary personnel, availability of sub-consultant(s), and current workload.

C. Time of Completion

The demonstrated commitment of the firm to perform the work expeditiously and without delay.

D. Compensation

All professional services will be provided on a cost plus fixed fee basis. Fees for additional items, as requested and authorized, will be established separately. The proposed fee will be based on completion of the report no later than the completion date provided in Section 4. Failure to submit fee proposal may cause the City to reject Proposal for this project.

E. References

Quality, responsiveness, timeliness, and cost of work previously performed and completed for the City or other municipalities. References should address the following:

- Completeness or thoroughness of work performed. Accuracy of previous estimates of professional fees compared to final professional fees.
- Capabilities of key technical personnel who were assigned to perform and complete the work.

- Capabilities of key technical personnel from all sub-consultants who were assigned to perform and complete the work.
- The ability of the consulting firm to meet schedules and deadlines.
- The ability of the consulting firm to control costs and meet budgets.
- Overall communication and cooperation of the consulting firm and its principals and key technical personnel with the client.

5.0 DEADLINE

Evaluation of the Proposals and ultimate selection of the consultant shall be based on the following criteria.

6.0 PROPOSAL REQUIREMENTS

Responding firms shall include in their Proposals all the information that is requested in Section 5, Proposal Review Criteria. Firms are encouraged to provide any additional information they feel will further demonstrate the firm's qualifications and abilities to acceptably complete this project but are hereby instructed to limit such additional information to that which is directly relevant to the services being requested.

The Proposal shall not exceed twenty-five (25) pages. Any superfluous information included not relevant to the services being requested only lengthens the review of a Proposal detracting from the true merits of the Proposal.

The Proposal shall also be submitted electronically, via email or USB flash drive. The submission must be compatible with Adobe Acrobat, in a single file, and be formatted to print on standard office paper sizes. No pages shall be larger than 11x17. Fax submissions will not be accepted.

All material submitted in accordance with this Request for Proposal (RFP) becomes property of the City and will not be returned.

The Proposal should be submitted to the following address no later than 2:00 PM Eastern Time Zone on August 16, 2021. Proposals received after this deadline will NOT be considered. If you have any questions regarding this RFP, please contact Tammy Noble, tnoble@dublin.oh.us or 614.410.4649. Any other contact with City personnel related to this RFP, prior to the formal selection of the consultant, is expressly prohibited without the consent of the City's Project Manager.

Proposal should submit to:

Tammy Noble, Senior Planner
City of Dublin, Planning Division
5200 Emerald Parkway
Dublin, OH 43017