

# AGENDA

ALLIANCE  
FOR  
INVESTMENT



## Board Members:

James Botts • Meagan Carr • Rick DeVries • Santiago Gomez • Kristian Grant • Tansy Harris • Dave Hill • Rachel Hood  
Landon Jones • Ryan Kilpatrick • Nick Koster • Ning Liu • Ted Lott • Mark Miller • Nick Monoyios • Traci Montgomery • Kirt Ojala  
Kevin Patterson • Sarah Rainero • Dave Riley • Mark Roys • Art Sebastian • Phil Skaggs • Lori Staggs • Jay Steffen • Tom Tilma  
Roberto Torres • Brianna Vasquez de Pereira • Rick Winn • Kara Wood

---

October 10, 2016

3:30p – 5:00p

29 Pearl Street, NW Suite #1

- |    |  |                  |                      |
|----|--|------------------|----------------------|
| 1. | Call to Order  |                  |                      |
| 2. | Approval of September Minutes<br>(enclosure)   | <i>Motion</i>    | <i>Monoyios</i>      |
| 3. | Incentive Program and Evaluation Discussion<br>(enclosure)   | <i>Info Item</i> | <i>Full Alliance</i> |
| 4. | Alliance for Livability Project Update <ul style="list-style-type: none"><li>• DASH and Silverline</li><li>• Accessibility Audit</li><li>• Bikeshare Feasibility RFP</li></ul> | <i>Info Item</i> | <i>Kirk</i>          |
| 5. | Streetcar Discussion   | <i>Info Item</i> | <i>Monoyios</i>      |
| 6. | Open Alliance Discussion   | <i>Info Item</i> | <i>Full Alliance</i> |
| 7. | Public Comment   |                  |                      |
| 8. | Adjournment  |                  |                      |





# Alliance for Investment

September 13<sup>th</sup>, 2016

1. Call to order: Monoyios called the meeting to order at 3:33pm
2. Members Present: James Botts, Meagan Carr, Rick DeVries, Santiago Gomez, Dave Hill, Mark Miller, Nick Monoyios, Kirt Ojala, Lori Staggs, Jay Steffen, Tom Tilma, Roberto Torres, Kara Wood

Members Absent: Kristian Grant, Tansy Harris, Rachel Hood, Landon Jones, Ryan Kilpatrick, Nick Koster, Ning Liu, Ted Lott, Traci Montgomery, Kevin Patterson, Sarah Rainero, Dave Riley, Mark Roys, Art Sebastian, Phil Skaggs, Brianna Vasquez de Pereira, Rick Winn

Others Present: Tim Kelly, Jennie Kovalcik, Ben Rambadt

3. Approval of August Meeting Minutes:  
*Motion: Moved to approve August 9<sup>th</sup>, 2016 minutes as presented. Motion carried unanimously.*
4. Incentive Program & Evaluation Discussion:  
Kelly said revisions were made to the incentive programming after last month's discussions and review. Kelly highlighted some major changes to the draft. Kelly said the program previously looked at a funding amount of \$50,000; now the program will be tied to the overall project cost to allow more funds to be contributed to each project. Kelly said another revision included evaluating projects based on which goals are met, and creating a way to vet which projects to take based on their overall capacity to meet GR Forward incentives and goals. Kelly added the need to have a discussion on how to evaluate each project. Kelly said other changes were administrative. Kelly said the revisions are open for questions and comments. Hill asked if there is a mechanism to ensure goals and objectives are completed within the scope of the project; is the money granted through this program going to be used strictly for GR Forward strategies and not in other places. Kelly said the program is all based on a reimbursement system, meaning the project has to be competed and designated an eligible project before receiving funds. Monoyios asked if developers have to demonstrate line items designated to reaching certain goals in order to be eligible. Kelly responded yes, most projects seek funding before

the end of construction. DeVries asked why higher learning facilities are not eligible. Kelly said that is a rule set in place by the DDA Board; however, they can always waive this rule if they choose. Wood asked for clarification on requirements and eligibility regarding number 4 (four) (building or project shall not have received previous funding from DDA). Kelly said this section will be changed, as funds are tied to the project and not the building. Kelly added the approval process will also change to a standing monthly review system. Gomez asked if there is a specific maximum dollar amount available. Kelly said as it is written, there is not. Kelly added development and support considerations for eligible projects will not surpass or become giant sums of money. Monoyios said based on multiple conversations, the \$50,000 ceiling was eliminated because projects that exceed this amount could benefit greatly. Tilma asked if private projects are eligible as well. Kelly said yes, public and private projects are both eligible. Tilma asked why public project incentives that are covered in this programming are not in the overall DDA budget. Kelly said there are some public projects that the City of Grand Rapids or DDA might not be aware of, like Grand Rapids Public Schools, but may still want to fund; therefore, funds cannot always be budgeted ahead of time. Tilma asked why funds are available to developers for these projects, instead of developers helping to subsidize the work of DGRI and the DDA. Kelly responded we are able to participate on improvements that benefit and affect the public, which helps the developer but also helps the public. Kelly continued DDA funds are written to benefit the public and generate public value for the community. Tilma asked if developers still need encouragement in this way, or is it independent of the investment program we offer. Kelly said although we recognize there is more development downtown, programming like this leverages DGRI and DDA goals. Tilma said if that is the case, why not add a line item to the DDA budget. Kelly said that is an option, but this is one way to directly reach our goals. Monoyios said projects that warrant incentives should be a moving target, and maybe the need for this programming thins and is not needed overtime. Monoyios said this helps us transition into discussing how to evaluate these projects moving forward. Botts asked if survey weighted voting is an option. Kelly said an example of a system DGRI has in place was created by Kim Van Driel, the Special Events Manager. Kelly continued, Van Driel receives special event sponsorship requests and that application is scored based on needs and priorities. Monoyios said once criteria are decided, a survey will be sent out to members to score items by importance. DeVries asked if any items stick out based on previous surveys and comments received through past developments. Kelly said public space and public housing are a few priorities, but the challenge is whether or not the needle can moved on those particular projects with this program. Monoyios said public input can be used as criteria to weight items. Gomez asked, even if certain project aspects are weighted more, how will that be advertised to the public; how will the public, future owners, or future workers know that these funds are available and valuable. Kelly responded from a marketing side, it is important to stress what we are trying to accomplish. Kelly said because goals are based on GR Forward, the criterion is already captured; however, the group can brainstorm priorities. Tilma asked how the Alliance will decipher which developers need help from us through these incentive programs. Miller responded that there are gaps in the wealth and scope of each project, and the incentive program allows us to amplify what is accomplished. Miller added the first items to be removed from a budget for a developer are items like these amenities. Miller said the simplicity of this document encourages our goals while allowing room for latitude. Miller continued, this program allows gaps to be filled where they exist, even as demand changes and downtown evolves.

Monoyios asked the Alliance to consider how cost effectiveness could be demonstrated to the DDA Board. Kelly said we will consider questions posed in this conversation and a survey will be sent out to the group before our next meeting.

5. Calder Plaza Concept Review:

Kelly said the Calder Plaza Steering Committee created stakeholder focus groups and conducted two (2) surveys. Kelly said the survey results indicated an interest in activation, access, design, and amenities. Kelly added the results show the public would like to see more vegetation, circulation, economic activity, temporary markets, music, furniture, shade and water; while not obstructing the view of the Calder itself. Kelly continued, the consultant team helped create three (3) designs that were presented to the public at last week's City Commission meeting. Kelly added that not simply one of these concepts will be chosen, but rather parts from each will become the final preferred choice. Kelly presented the Calder Plaza project overview, noting that the concepts are being evaluated until October. Kelly said the more feedback on this project, the better, adding that presentations with interested parties are possible. Kelly said workshops will be conducted at the end of the month, and invited anyone interested to join either session. Torres asked if the new design concepts will negatively impact or limit the growth of cultural events, such as the Hispanic Festival. Kelly responded the event capacity is an aspect that will not be lost, noting that the analysis has a capacity count for each design. Kelly said following up with individuals or groups who utilize the space for events is important, stating access is essential moving forward with any concept. Torres requested to schedule a meeting with Kelly. Wood asked if the constructability of each concept was evaluated. Kelly said costs and effectiveness will be part of further discussions. DeVries suggested looking at storm water capture; Kelly noted this. Kelly asked the group if they thought concepts were over-programming the center of the plaza instead of focusing on what is happening adjacent to it. Steffen said adding lighting aspects around and within the plaza, especially to the actual Calder art piece, would be a way to tie design together. Steffen also suggested creating shelter from the wind and encouraging winter activities. Steffen asked if the connection across Monroe to the convention center allowed access inside or if stairs/elevators had to be added. Kelly said it is possible to connect to the inside of the convention center, adding that this could be discussed in future sessions. Kelly said a twenty (20) minute tape of the last City Commission meeting featuring the design concepts is available on DGRI's media pages.

6. Open Alliance Discussion:

None

7. Public Comment:

Ben Rambadt introduced himself to the Alliance as a downtown workforce member and first time meeting attendee.

8. Next Meeting:

October 11, 2016

9. Adjournment:

Monoyios adjourned the meeting at 4:34pm

Minutes taken by:  
Jennie Kovalcik  
Administrative Assistant  
Downtown Grand Rapids Inc.

# DRAFT DOWNTOWN ENHANCEMENT PROGRAM GUIDELINES (10.10.16)

## I. Program Purpose

To provide financial assistance to enhance projects in Downtown Grand Rapids, that further the community goals established in GR Forward and the organizational goals of Downtown Grand Rapids Inc. (DGRI)

## II. Available Funding

Approved projects are eligible for reimbursement of up to **50 percent of project costs** for eligible activities as defined by PA 197 of the State of Michigan (attached).

## III. Project Evaluation

Any project located in the Downtown Development Authority (DDA) boundary is eligible for the Downtown Incentive Program. Submitted applications will be evaluated to determine their ability to advance of the goals of GR Forward, with a specific focus on public realm enhancements. The DDA will fund project enhancements beyond what is required by the City of Grand Rapids, including but not limited to those elements outlined below.

- Street Trees
- Street Furniture
- Pedestrian Lighting
- Planter Boxes
- Public Art
- Outdoor Dining Areas
- Enhanced Paving
- Snowmelt
- Bicycle and Multi-Modal Facilities
- Façade Lighting and Enhancements
- Accessibility Enhancements for Persons with of all Abilities
- Others as Approved by Review Committee

The approval of a particular project will be at the sole discretion of the DDA Board. On an annual basis, the DGRI Alliance for Investment will review the Program Guidelines to determine if changes are required to meet the ever evolving needs of Downtown. Note, funding can only be provided as reimbursement for eligible activities as defined by PA 197.

## I. Requirements and Eligibility

1. Projects must be located in the DDA Boundary (see attached);
2. Funds may only be used to reimburse eligible activities, as defined by PA 197;
3. Must not have commenced construction on items to be reimbursed at the time of application;
4. Project shall not have received previous funding from DDA;
5. Projects receiving funding from the DDA's Development Support Program are not eligible;
6. Non-profits and higher learning institutions are generally not eligible; however, the DDA Board may choose to support a project at their sole discretion;

# DRAFT DOWNTOWN ENHANCEMENT PROGRAM GUIDELINES (10.10.16)

7. Applicants must be up to date on City of Grand Rapids taxes prior to receiving reimbursement;
8. Funding shall be allocated on a per project basis.

## II. **Approval Process**

1. Submit application with fee to Downtown Grand Rapids Inc.
2. Staff review of application materials
3. Review of application by the DGRI Alliance for Investment Committee
4. Presentation to DDA Board – 1<sup>st</sup> Wednesday of Every Month
5. Agreement executed (following DDA Board approval)
6. Reimbursement Issued – Upon project completion



# REQUEST FOR PROPOSALS

TO CONDUCT A BIKE SHARE  
FEASIBILITY ANALYSIS &  
DEVELOP A STRATEGIC  
BUSINESS PLAN

Grand Rapids, MI





# Grand Rapids Bike Share Feasibility Study & Strategic Business Plan Request for Proposals

## General Information

The City of Grand Rapids and Downtown Grand Rapids Inc. are working collaboratively to bring a bike sharing system to Grand Rapids. This Request for Proposals represents the first formal step in the planning and eventual implementation of a comprehensive system. This process builds upon recommendations in the [GRForward Downtown & Grand River Plan for Action](#), adopted by the Grand Rapids City Commission in December of 2015 as an amendment to the City's master plan.

Downtown Grand Rapids Inc. (DGRI) is issuing this Request for Proposals in collaboration with The City of Grand Rapids' MobileGR Department (MobileGR) for the execution of a feasibility and demand analysis for a citywide bike share system, as well as the creation of a strategic business plan for the system.

## Introduction

In recent years, Grand Rapids has made significant progress as a bicycle friendly community. As recently as 2009, the City of Grand Rapids had zero miles of on-street bicycle infrastructure. As of July 2016, 99 miles of bikeway facilities have been completed, with 101 more miles of infrastructure proposed for construction over the next few years. The current 99 miles of bikeway infrastructure includes 57 miles of bike lanes, 11 miles of marked shared lanes, a 1 mile cycle track, and 17 miles of shared use paths, among other routes and paths.

The City of Grand Rapids has also partnered with the Greater Grand Rapids Bicycle Coalition since 2011 to perform bicycle traffic counts in three locations with on-street cycling infrastructure. More information on these efforts can be found here <http://www.bikegrandrapids.org/programs-and-projects/bicycle-traffic-count-results/>

In addition to new bicycle infrastructure and general support and awareness for the cycling community, public transit improvements and non-motorized transportation enhancements have increased the amount of mobility options available to the citizens of Grand Rapids. However, gaps in service and access still exist for many members of the Grand Rapids community, and the addition of an equitable, reliable point to point option for non-motorized transportation is a critical component of the future comprehensive transportation network in the City.

Providing mobility infrastructure that can serve as a pedestrian accelerator for short trips, address "first and last" mile trips, and fully integrate with the current transportation network in Grand Rapids is a goal shared by citizens, advocates, City staff and policy makers, as well as community leaders.

## Bike Share in Grand Rapids

Initial research and analysis completed as part of the GRForward plan concluded that a bike share system can be supported in Downtown Grand Rapids (at a minimum). High level recommendations from the plan included studying a system of 35-40 stations located in Downtown and near neighborhoods with  $\frac{1}{4}$  to  $\frac{1}{2}$  mile station density/placement. In addition, recommendations for an innovative membership structure that provides equitable access for low-income and unbanked populations was prioritized.

Regarding organizational structure and revenue management, City of Grand Rapids ownership and independent non-profit operational management were recommended to streamline permitting, diversify funding opportunities, and ensure efficient operations.

### Project Goals

The goal of this approach is to establish a strategic business plan for the launch and implementation of a citywide bike share system in Grand Rapids in the next 12 to 24 months. This plan should be based on a high level feasibility and demand analysis to be completed as a component of the overall project.

Recommendations for an innovative funding plan, as well as an ownership and management structure, are expected as part of the project. If multiple options are presented for funding and management, a thorough analysis of the costs and benefits of different structures should be included.

At the conclusion of the project, the following goals must be met:

- A complete analysis of the demand for and feasibility of a citywide bike share system
- A recommendation for the optimal ownership and management structure for a citywide bike share system
- A strategic fundraising and business plan for a citywide bike share system that includes the following:
  - A sponsorship strategy to enhance the financial stability and sustainability of a citywide bike share system
  - A business pro-forma complete with revenues, costs, staffing recommendations and structure recommendations
  - 2, 5, and 10 year cost estimates for operating and capital expenditures

In developing the strategic business plan, existing business models from bike share systems around the world should be considered. In addition, a thorough investigation of all potential revenue sources including grants, local subsidy, user revenues, advertising, site and system sponsorship and any other potential sources of revenue should be performed.

### Scope of Work

This project will be collaboratively managed by MobileGR and DGRI, with assistance and participation from a variety of community stakeholders. The consultant will work directly with the MobileGR Manager and DGRI's Mobility Manager throughout the project.

In addition, MobileGR and DGRI will create a steering committee comprised of key community partners and stakeholders that will play an advisory role for the overall project. MobileGR and DGRI will lead the process of creating the steering committee structure and work plan in cooperation with the consultant.

The following proposed Scope of Work will serve as the basis for a project budget to be developed by the consultant and included in proposal submissions. Comments and analysis on this proposed Scope of Work are welcome, and additions, deletions, or modifications will be considered. Please include any additions, deletions or modifications in a separate section of the proposal submission.

### *Proposed Scope of Work:*

1. Kick-off meeting with MobileGR and DGRI
2. Data Collection and Background Research
  - a. MobileGR and DGRI will share information, previous studies and plans, as well as any relevant and available data with the consultant in order to expedite the overall process. This information will assist in orienting the consultant to the overall goals of the project and the history of this and related efforts, as well as understanding the feasibility of the project. The consultant is expected to draw from provided materials, their own research and experiences, as well as those experiences in peer cities across the country.
  - b. The consultant will make a recommendation on the preferred form of a bike sharing operator in the Grand Rapids context. This will be created through analysis of comparable bike share systems in the 5 most relevant (most similar to a potential system for Grand Rapids) peer cities across the country and the world. Comparable seasonal weather and general climate conditions should be considered when selecting peer cities. This section should include the following sub topics:
    - i. General description of each peer system including geographic reach, number of stations, number of bikes, projected system expansions and timetables, membership and daily pass use numbers and annual trip statistics including times and dates of operation.
    - ii. Description of capital costs for each system, phasing of implementation and operating expense and revenues.
    - iii. Description of management structure, staffing and governance of each peer bike sharing system.
  - c. This section will conclude with a recommendation for a preferred governance system for bike sharing management in Grand Rapids along with 1 additional top variant or alternative. Costs, benefits, and potential risks for each governance system shall be described in sufficient detail for steering committee review and analysis.
3. Strategic Business Plan
  - a. The Strategic Business Plan should include at least the following:
    - i. Brief introduction on the state of cycling in Grand Rapids, including demographic information, bikeway and roadway information and a summary of efforts to promote cycling in and around the city.
    - ii. Brief introduction to the concept of bike share and a survey of financial documents from peer systems across the country.
    - iii. Market Analysis
      1. Market information for phased implementation
        - a. Demographics from target areas
        - b. Income information
        - c. Travel mode information

- iv. Proposed Management Structure and Organization
  - 1. Board of Directors - suggested composition (depending on recommended form)
  - 2. Staffing structure
  - 3. Management
  - 4. Fundraising/development
  - 5. Operations
    - a. The costs, benefits, and demand for year-round versus seasonal operations should be considered in this section.
- v. Outreach and Marketing Plan
  - 1. Community outreach and input plan
    - a. This must include a basic strategy for both utilizing neighborhood and community input to inform feasibility and to educate various audiences on the concept and goals of bike share in Grand Rapids.
      - i. This strategy is expected to put significant emphasis on inclusionary and equitably focused outreach that will succeed in engaging a diverse set residents and neighborhoods in Grand Rapids.
- vi. Develop, price and create custom sponsorship model and pricing information
  - 1. This section should contain an extensive examination of different types of sponsorship opportunities at different cost levels including:
    - a. System Naming Rights
    - b. Bike Kiosk Signage - determine revenue potential per station
    - c. Bicycle advertising and sponsorship placement on bicycles themselves
    - d. On system website, social media and mobile app-potential revenues
    - e. Member swipe cards or receipts
    - f. On maintenance vehicles
    - g. On staff uniforms
  - 2. Non-standard revenue streams
    - a. During the launch campaign
    - b. Media partnerships
    - c. Partnership with bike station facilities
    - d. Investment from public private partnerships
  - 3. Proposed cost levels for sponsorships and related revenue opportunities should be relevant and appropriate with regard to market conditions in Grand Rapids.
    - a. This section should include innovative opportunities for small scale sponsorships, as well.
- vii. Pro-Forma and Cash Flow Model - this section should provide a clear understanding of the up-front and ongoing costs associated with implementing and running a bike share system in Grand Rapids.

1. Capital Funding Model
  - a. Public
    - i. Federal
    - ii. City/Bond
    - iii. State Grants
  - b. Private Fundraising
    - i. Foundations
    - ii. Private/Institutional partners
    - iii. Cash
    - iv. In kind sponsorship
  - c. Operating Income Model
    - i. Rider/Subscription Revenues
      1. This section should include innovative pricing models that take into account revenue limitations related to annual memberships, as well as visitor versus resident revenue/use potential.
    - ii. Sponsorship revenues
  - d. Cash flow analysis
    - i. Staffing
    - ii. Parts
    - iii. Service, parts and tech support
    - iv. System redistribution and management
    - v. Capital replacement costs
  - e. Two, five, and ten-year cost/revenue projections
- viii. Equity Plan
  1. Create a plan for facilitating use by all socio-economic levels of residents, with special emphasis on unbanked populations, seniors, and residents with limited access to transportation, both public and private.
- ix. Local Policy and Infrastructure Analysis
  1. This section should include a high-level analysis of ordinances, codes, and regulations at the local level that may need to be amended or adjusted in order to implement the recommended system, i.e. regulations related to signage and advertising on both public and private property, regulations related to encroachment and the public right-of-way that could affect station siting, etc.
  2. This section should include a brief assessment of public power options to consider (street lighting, traffic signals, etc.) for station infrastructure as an alternative to solar power due to potential limitations and increased capital costs.

#### 4. Marketing and Outreach Plan

The consulting team is asked to prepare a plan for approaching potential sponsors and building consensus and support for the idea of bike share in Grand Rapids. The goal is to create customized sponsorship packages for the bike share program that are designed to meet the financial goals of the program, as well as engage the corporate community in this new initiative. Based off the research and analysis identified in item #1, coupled with a survey of the funding landscape in the region and across the nation, packages will be developed with attractive benefits and aggressive, but realistic, pricing tiers. The consultant team will be asked to:

- a. Develop a detailed roster of benefits that can be offered to prospective funders through sponsorship packages. These benefits will include branding and visibility benefits, community engagement opportunities and employee discount opportunities which are an added benefit for sponsor's staff and an opportunity to engage a broader audience of participants in the bike share program.
- b. Produce background information that tells the story of the bike share program in a concise and compelling manner and that is attractive to corporate funders and can be retooled for foundation and government applications.
- c. Identify a costing structure that includes price points for sponsorship levels, specific benefits to be offered at each level and the number of sponsorships to be sold at each level. The combined total of this structure will equal the dollars needed to be raised to successfully implement the bike share program.
- d. Brainstorm unique and compelling branding and visibility opportunities and "stunts" that can be presented to targeted prospects to sweeten the sponsorship deal and that can create impactful and truly unique corporate awareness, branding and visibility opportunities.
- e. Aggregate bullets A-E into a comprehensive sponsorship deck that can be presented and delivered to prospective clients and that serves as a leave-behind document. The sponsorship deck will be delivered in the form of a PowerPoint presentation that can be customized depending on the prospect. Key components of the deck will include: overview on the bike share program including background, vision and funding structure, value proposition for the prospect, benefits of support/sponsorship and investment level.
- f. The Consultant will craft an execution strategy using the provided materials and techniques that details the best approaches for identifying prospects, conducting outreach and following up, and that contains a list of 10-15 vetted and qualified funding prospects for immediate outreach. Through an evaluation of event and program sponsors that have complementary missions and/or audiences, as well as our experience and relationships with regional and national corporate funders, the team will provide a short, qualified list of hot prospects for immediate outreach and engagement.
- g. Community Outreach – The consultant will work with MobileGR and DGRI to collaboratively create a community outreach plan designed to educate residents and critical stakeholders about the project, and solicit preliminary feedback on high-level recommendations for system operations (general station locations, etc.).

## Final Work Products

1. Short briefing paper containing comparables from peer city bike sharing systems.
2. Short report outlining the potential demand and feasibility of a bike share system in Grand Rapids.
3. Memo recommending a preferred management structure for bike sharing operations in Grand Rapids based on findings from briefing paper.
4. Strategic business plan following above outline, including Pro-Forma and Cash-Flow model.
5. Customized sponsorship package and program to share with prospective funders and sponsors as described above.

## Submission Requirements

Proposals submitted shall be limited to 10 pages (front and back), not including resumes of key staff.

- a. Qualifications
  - i. Respondent shall have experience in successful business plan development. It is highly recommended that this experience include development of business plans for transportation infrastructure, and more specifically some experience in the consulting team in the field of methodology for planning, designing, funding, and construction. Respondents should list and describe that experience.
  - ii. Respondents having experience in previous bike sharing systems is a plus. However, if the Respondent intends to bid for a future phase of the bike sharing system in Grand Rapids, such as becoming an owner, operator, or supplier to the bike sharing system, the Respondent or Respondent sub-consultant must clearly state their interest in future phases in the Proposal.
  - iii. Respondents having experience in addressing federal, state, and/or local regulations is a plus and Respondents should list and describe that experience.
  - iv. Provide description of three representative projects demonstrating the team's ability to successfully complete projects of similar scope. Include references for each project including the names and contact information for persons directly familiar with your team's work.
  - v. Respondent must identify if each project has been funded and/or constructed. Continued involvement in a project is a plus.
- b. Resumes of Key Staff - Please keep resumes to 1 page per person
- c. Proposed Work Program
  - i. Describe in detail how the Respondent will achieve the Scope of Work and produce the Final Work Product outlined in the Scope of Work.
  - ii. The proposed work program must also show organizational chart with names of staff and hours devoted to the project.
  - iii. Please provide a breakdown chart that allocates the time to complete each task in the Scope of Work. Points will be awarded for the ability to complete sections ahead of the overall project deadline.
- d. Proposed Fee and Schedule

- i. The fee will be broken down by staff member, hours, and rate for each task and subtask of the Scope of Work. Direct costs must also be clearly identified.

### Registration

All interested consultants are encouraged to send an email to DGRI Mobility Manager Bill Kirk ([bkirk@downtowngr.org](mailto:bkirk@downtowngr.org)) registering their intent to respond to this RFP. All firms expressing interest will be added to an email distribution list and will be notified if additional information related to the RFP becomes available. Firms failing to register in this manner may not receive all information relevant to the preparation of their proposals. In addition, all interested consultants are encouraged to register with the City of Grand Rapids Vendor Self Service System: <http://grcity.us/fiscal-services/Purchasing-Department/Pages/Supplier-Registration-Instructions.aspx>

### Question Period

Any questions regarding the proposal may be submitted by email to DGRI Mobility Manager Bill Kirk ([bkirk@downtowngr.org](mailto:bkirk@downtowngr.org)). Questions must be submitted by Monday, October 10, 2016. Responses will be sent to all registered participants no later than Friday, October 14, 2016.

### Project Schedule

The following is a proposed project schedule. All dates are subject to change:

- September 30, 2016: RFP Issued
- October 20, 2016: Proposals Due to Downtown Grand Rapids Inc. by 12:00pm
- October 27, 2016: Proposals Reviewed with Project Team
- November 9, 2016: Recommend Consultant Contract to Downtown Development Authority Board
- December 2016: Project Kick-Off with Consultant and Project Team
- February 28, 2017: Final Materials Delivered

### Project Management, Evaluation Criteria and Selection Process

1. MobileGR and DGRI will coordinate the project, and specifically some elements of the public involvement work.
2. MobileGR and DGRI will accomplish project evaluation and award in accordance with this RFP and with guidance from a project steering committee consisting of representatives from the City of Grand Rapids, DGRI and a team of reviewers selected by MobileGR and DGRI. If a contract is awarded, it will post notification of such an award for public review on the MobileGR and DGRI websites.
3. Upon passing of the deadline for receiving RFPs, MobileGR and DGRI will open and evaluate the proposals with the assistance of the project steering committee.
4. Proposals from Respondents will be judged on an evaluation of the following criteria:
  - a. Team's overall qualifications
    - i. Previous experience with business plan development
    - ii. Previous experience in research and management consulting



- iii. Previous experience with bike sharing systems
  - iv. Previous experience with creative marketing, sponsorship, and outreach plan development
  - v. Diversity of the team's skills
- b. Proposed Working Relationship
  - i. Team structure
  - ii. Communications strategy with MobileGR, DGRI, project Steering Committee, and with the public
  - iii. Ability to deliver on schedule
- c. Innovation
  - i. Level of innovation in working method, in the vision of proposed business and outreach plans
  - ii. Incorporation of equity and inclusion into working methods or final product
  - iii. Fee
    - 1. Overall Fee Proposed

After review of the proposals, MobileGR, DGRI and the steering committee will select a short-list of Respondents for team interviews. After final selection, a Notice to Proceed will be issued with a proposed project completion date to be agreed upon by the consultant and MobileGR and DGRI.

**7-8 MINUTE SERVICE  
EVERY WEEKDAY**



**6:30AM - 10:00PM**



**6:30AM - 8:00AM &  
8:30PM - 10:00PM ONLY**  
NO SERVICE SOUTH OF OAKES



**8:00AM - 8:30PM ONLY**  
SERVICE TO LOGAN ST. & IONIA AVE.



**WEEKDAYS**



**5:50AM - 9:00AM &  
3:40PM - 6:10PM**  
10 MINUTE SERVICE

**9:00AM - 3:40PM**  
20 MINUTE SERVICE

**6:10PM - 12:00AM**  
30 MINUTE SERVICE

 DASH NORTH  
 DASH WEST  
 PARKING LOTS