



**City of New Albany
Request for Proposal
Management Consulting Services**

Purpose of Request

The purpose of this Request for Proposal (RFP) Announcement is to solicit proposals from qualified management consulting firms to review organizational structure, identify functional overlap and gaps, and make appropriate recommendations for the City of New Albany to consider staffing needs for short and mid-range planning.

The City of New Albany

THE COMMUNITY

New Albany is a strategically-planned community with a commitment to lifelong learning, health and wellness, environmental sustainability, and the arts. These community pillars inspire our daily decision-making and help to provide our residents and businesses with a quality of life that is among the best in the nation.

LOCATION

New Albany covers more than seventeen square miles in the northeastern quadrant of Franklin County and the western portion of Licking County in central Ohio. Nestled in a pristine country setting, its residents and business partners are only ten miles from the Port Columbus International Airport and fifteen miles from downtown Columbus, Ohio's capitol city and the 14th largest metro area in the United States. There are twenty-six colleges and universities in the central Ohio region, including The Ohio State University featuring the nation's largest campus, the Wexner Center for the Arts, and the Wexner Medical Center.

STYLE OF GOVERNMENT

The city operates under a Council-Manager form of government, combining the professional management of an appointed city manager with the leadership of elected officials. The city council performs the legislative functions of government and consists of seven members, one of whom is directly elected to serve as mayor. Council members are elected by residents to four-year terms. Council and mayoral elections are held in November of odd-numbered years and are non-partisan. Council members appoint the city manager and the clerk of council, who serve at Council's pleasure.

City Council members have been granted certain powers by the Ohio Constitution, the laws of the State of Ohio and the New Albany Charter. Council exercises those powers by or through the adoption of ordinances and resolutions. Among other things, the Charter gives city council the authority to create and abolish departments, commissions, boards and committees; audit city accounts and records; conduct inquiries and investigations; levy taxes; enforce city laws and regulations; adopt a budget; appropriate funds; and adopt

building and zoning regulations. In addition to the powers, rights and duties of a council member, the mayor presides over council meetings and Mayor's Court, and performs ceremonial duties.

The city manager is the city's chief executive officer. The city manager appoints and removes the director of law and the director of finance, subject to the consent and approval of city council. All other department heads are appointed by and serve at the pleasure of the city manager. Departments include Community Development, Public Service, Police, Administration and Finance.

The city has experienced significant growth in the external community and internally with employment over the last five (5) years which has led to a corresponding increase in staff; staff size has grown from less than 100 positions five years ago to 140 positions in 2024. While turnover is less than 10% on average, the city is constantly recruiting and hiring for vacancies. Department directors and the city manager are longtime employees and at least three (3) are eligible for retirement within five (5) years. The city has completed classification and compensation studies twice in the last 5 years.

RESIDENTIAL LIFE

Superlative design is part of New Albany's DNA. Famous designers and architects, as well as central Ohio's own Jack Nicklaus, all played an integral part in the creation of New Albany's unique landscape, stunning neighborhoods, and golf courses. Their final product combines the peace of the country with modern life conveniences and connects each neighborhood with signature white horse fences, a 55 miles leisure trail system, and 1,800 acres of greenspace so that virtually all 12,000 residents are within one-quarter of a mile or less from a neighborhood park.

COMMERCIAL DEVELOPMENT

Much of New Albany's economic vitality can be attributed to the 9,000 acre New Albany International Business Park. Established in 1998, the park is home to nearly 25,000 employees in 33 million square feet of development. The business park has attracted and retained companies representing six major industry clusters: Corporate Office and R&D, Personal Care and Beauty, Information Technology and Mission Critical, Health and Life Sciences, High-Tech Manufacturing and Logistics, and the Semiconductor Industry. Over 40 of the companies within the business park are economic base employers including Abercrombie & Fitch, AEP, American Regents, Amgen, Axiom Plastics, Meta, Google and Amazon. Over \$37 billion has been privately invested in the business park since 2012.

The Semiconductor Industry cluster was developed in January 2022 following the announcement of Intel's commitment to invest \$27 billion for the construction of a 3.5 million square foot campus that will include two state-of-the-art semiconductor fabrication plants. The site will accommodate 3 more phases of investment. Phase 1 will create 3,000 direct jobs and over 7,000 construction jobs in New Albany.

EDUCATION & LIFELONG LEARNING

The 200-acre New Albany Plain Local School learning campus makes it possible to synergize all school activities and grade levels in one place. The school campus is the largest single use in the Village Center, the community's geographic and social core. School district staff benchmark against the nation's highest performing schools to foster a spirit of continual learning and innovation. The school district's goal is to become one of the leading districts in the nation and to develop high achieving, ethical, self-directed and intellectually curious citizens of the world.

New Albany is also located near the most prestigious private schools in central Ohio, as well as a multitude of colleges and universities including The Ohio State University. With many of central Ohio's brightest strategic thinkers and entrepreneurs calling New Albany home, it should be no surprise that the local library has the highest circulation in central Ohio.

RESPONSIVE CITY SERVICES

New Albany combines a sophisticated approach to sustainable development with a friendly atmosphere where our 139+ city employees understand the importance of being personally engaged with our residents and business partners.

Day-to-day city operations are the responsibility of the city manager, who oversees directors in the following city departments: Administrative Services, Community Development, Finance, Police, and Public Service. With all departments working as a coordinated team, New Albany has earned its reputation for providing a high level of municipal services efficiently. Departments effectively communicate to expedite projects, resolve conflicts, and enhance the community's quality of life.

New Albany's commitment to sustainable development is evident in virtually everything we do. Our community infrastructure includes over 100 miles of sidewalks and leisure trails that connect our neighborhoods to our business park and our historic Village Center; our community development department offers a green building incentive program that includes building permit discounts and other benefits for applicable projects; 75% of our public service department fleet runs on bio-diesel fuel; we've integrated permeable brick streets into our stormwater management system to improve water quality; and we recently installed a solar power grid that provides 50% of the annual power supply for the public service complex.

Fire and recreation services are not provided by the city. The Plain Township Fire Department, Monroe Township Fire Department, and the West Licking Joint Fire District provide fire and emergency medical services to the community, while the New Albany Joint Parks District offers sports and recreational programming for all age groups.

FINANCIAL

New Albany's current bond rating is Aaa by Moody's and AAA by Standard & Poor's.

Scope of Services

The City is seeking a firm that can review its organizational structure and understand its unique culture, growth cycle, and potential or future operations to make staffing and organizational structure recommendations that will enable the city to address community needs and maintain community standards into the next five (5) to seven (7) years. The City is particularly interested in a firm that can offer creative, innovative approaches, with a proven track record of providing solutions for communities experiencing rapid growth. The selected firm will review and evaluate the current structure to create recommendations to the City Council for consideration. The selected firm shall provide consulting services, including, but not limited to, the following:

Executive Leadership

1. Perform an audit of executive leadership including structure, strengths, weaknesses, etc.
2. Determine Council priorities and assess the resources needed to achieve Council priorities now and up to 7 years into the future.
3. Audit senior staff functional responsibilities and workload, the needs of each department to meet demands, and gaps in management of the functions or operations within each department.

Organizational Structure

1. Audit the current structure, functions and operations to determine the presence of gaps in city staffing that are impacting service delivery to the community.

2. Assess whether staffing is adequate and make recommendations of staffing levels where appropriate.
3. Recommend an organizational structure and resources needed to achieve success

Functional Overlap and Gaps

1. Identify potential areas of growth in operations based on Council aspirations and goals; provide scenarios of staffing requirements to implement and maintain additional operations.
2. Identify redundancies and gaps in the current use of consultants in support of city operations
3. Recommend best practices for the city to utilize consultant services in support of in-house staff
4. Identify the gaps in talent and resources needed to be successful over the next five (5) to seven (7) years.

Time Schedule

The city will use the following timetable, which should result in the selection of a successful firm by September 16, 2024.

Issue RFP/Announcement	July 3, 2024
Deadline for submittal of proposals/applications by 5 p.m.	July 22, 2024
Applicants notified of city’s intent to move forward with the interview process	August 6, 2024
Anticipated contract/employment commencement	September 16, 2024

Instruction to Firms Responding to the RFP

1. All proposals must be received by July 22, 2024 5 p.m. EDT. Please submit one original, three (3) copies and one electronic copy on a flash drive via mail or delivered in person. No fax, email, or telephone proposals will be accepted.
2. All proposals must be sent to:

Lindsay Rasey,
 HR, City of New Albany
 99 West Main Street
 P.O. Box 188
 New Albany, Ohio 43054

Phone: (614) 939-2251

3. The city manager or his representative will notify all respondents of their status throughout the selection process.
4. All proposals must include the following:

PROPOSER'S MINIMUM QUALIFICATIONS

- a. Overall capabilities, qualifications, training and areas of expertise for all involved team members.
 - b. The proposer shall have completed projects of similar size and scope for communities of similar size and complexity to the city.
 - c. The proposer must be legally authorized to do business in the State of Ohio and shall meet all licensing and other requirements imposed by State and Federal laws and regulations.
 - d. The proposer shall have experienced management staff, possessing comprehensive knowledge of management practices, principles, and best practices pertaining to public employers in Ohio.
 - e. The proposer shall have experience working with advisory committees.
 - f. The proposer shall possess knowledge of applicable laws, regulations and codes and shall be familiar with local conditions and trends relating to public employment in Ohio.
5. All inquiries regarding this RFP must be submitted by e-mail to lrasey@newalbanyohio.org or by letter with confirmation by 5:00 P.M. no later than July 15, 2024.

Proposal Format & Content

1. **Profile of Firm:** This section shall include a bio of the firm. Details to include: the firm name, date established and the address of the office that would be assigned to the City of New Albany account; a brief description of the firm's history, size, growth, philosophy and culture, number of employees and number of years in business under the same name, including specific experience with the public sector. Include a discussion on the firm's financial stability, capacity and resources. List all Ohio public entities represented and a description of the services provided to each, a description of the qualifications and experience of key personnel assigned to this project, and a previous comparable project done by the individuals assigned to this project.
2. **Services:**
 - a. A complete description of the services to be provided. Include both services outlined in this written request, as well as additional recommended services, including any unique consulting services the firm will offer the City, please specify if these services are to be provided by the firm's staff or through an affiliate of the firm.
 - b. A description of the firm's approach to this project including how work will be performed, expectations of staff time and involvement, how information is shared, etc. Description of preferred working relationship between the key personnel and city staff.
 - c. Provide a work plan including an estimated timeline, information sought, and necessary steps.
 - d. Provide an example of a finished project and describe how the finished project is communicated to stakeholders.
3. **Cost/Pricing Information:** This section shall include the proposer's price for performing the services discussed in the scope of work. Include a comprehensive description indicating how the firm would price the City's account. Please present detailed information regarding the firm's proposed fee schedule for services, any variation for non-routine services, and any other applicable charges, fees, and incidentals, e.g., mileage, reproduction of documents, and travel expenses. Please provide specifics as to definitions of routine versus non-routine tasks, what is fixed as opposed to variable, and how costs are adjusted according to that classification.

Indicate whether pricing is based on consultant hours, fee for service, or a combination of two or more. Include any commissions and fees that the firm would expect to receive for services requested herein, as well as additional services that are being recommended. The City reserves the right to

review and/or audit any records of the selected firm related to commissions, fees, etc. related to the City's account. Proposals in which the costs do not reflect a reasonable relationship to the work to be conducted may be viewed as failing to comprehend the requirements of the scope of work and, therefore, cause the proposal to be rejected as being non-responsive. Additionally, before award of a contract, the successful proposer shall be required to submit the firm's most recently completed financial statements, including footnotes and auditor's opinion, or another financial instrument that would establish the firm's ability to complete the obligations of the contract resulting from this solicitation.

Criteria

1. The City of New Albany reserves the right to reject any proposals, and/or to waive minor irregularities in any proposal.
2. The City of New Albany reserves the right to interview and approve the team assigned to the project.
3. Understanding that no consultant may completely meet all requirements of the specifications, the City of New Albany reserves the sole right to determine whether a proposal substantially complies with the specifications; accept, negotiate modifications to, or reject the terms of any proposal; and waive the right to accept a part, or parts, of a proposal, unless otherwise restricted in the proposal.
4. The City of New Albany reserves the right to request clarification of information submitted and to request additional information from any proposer.
5. The City of New Albany reserves the right to negotiate an agreement to include any portion or portions of the services covered by the RFP. The City of New Albany reserves the right to reject any and all responses in total or by components.
6. The City of New Albany reserves the right to award any contract to the next most qualified firm, if the successful firm does not execute a contract within thirty (30) days after the award of the proposal.
7. The contract resulting from the acceptance of a proposal by the City of New Albany shall be in a form supplied or approved by the City of New Albany, and shall generally reflect the specifications in this RFP. The City of New Albany reserves the right to reject any proposed agreement or contract that does not conform to the specifications contained in this RFP, or which is not approved by the City's law director.
8. The City of New Albany shall not be responsible for any costs incurred by the firm or individual in preparing, submitting or presenting its response to the RFP.
9. The City is committed to full compliance with Ohio Public Records Act and as such retains the right to disclose both the name and proposals submitted by all respondents in response to a public records request. It is the responsibility of all respondents to exclude any and all proprietary information, trade secrets or other information, which if disclosed pursuant to a public records request could have a negative impact on the respondent.