



REQUEST FOR PROFESSIONAL SERVICES

STRATEGIC GROWTH PLAN AND FISCAL ANALYSIS

CITY OF CIRCLEVILLE, OHIO

OCTOBER 18, 2021

PROPOSAL DEADLINE:

Friday, November 5, 2021

Responses are to be submitted no later than 4:00PM EST

City of Circleville
ATTN: Linda Chancey, Council Clerk
127 S. Court St.
Circleville, OH 43113
lchancey@circlevilleoh.gov

REQUEST FOR PLANNING AND FISCAL ANALYSIS SERVICES FOR THE CITY OF CIRCLEVILLE, OHIO

SECTION 1: BACKGROUND AND RATIONALE:

INTRODUCTION: THE CITY OF CIRCLEVILLE

The City of Circleville (“City”) is the county seat of Pickaway County, Ohio, located just south of the Columbus Metropolitan Area. The City has a population of 14,050 residents and has a rich tradition of agriculture and manufacturing. It is best-known throughout Ohio and the United States for hosting the annual *Circleville Pumpkin Show*, an event that has been held since 1903 attracting approximately 400,000 visitors to the city every October.

The City was founded in 1810 and is located along the Scioto River. Since its founding, Circleville has been a hub for manufacturing and industry. Currently, some of the largest area employers include manufacturing facilities such as: DuPont, Sofidel America, PPG, Georgia Pacific and others located just south of the City. Circleville is also home to large employers such as OhioHealth Berger Hospital, Health Care Logistics Corporate Headquarters, and FORJAK Industrial.

In the late 1990’s and early 2000’s, Circleville faced significant economic hardships as it experienced the downsizing and ultimate closings of several large manufacturers, including its Thomson RCA facility that at one point employed over 1,000 people. Additionally, hundreds of jobs were cut from downsizing that occurred in other facilities such as the GE Circleville Lamp Facility and Smurfit-Stone facility. Within a very short period of time the City lost over 2,500 jobs, which resulted in significant challenges for the City and its income demographics.

Demographic trends that encapsulate the challenges faced in Circleville include median household income, rate of citizens in poverty, and owner-occupied housing rate. The median household income of residents is \$42,103, which is 25% lower than the state median income. Additionally, 22% of Circleville residents are in poverty. Finally, the rate of owner-occupied housing is only 55%.

In response to these challenges, community leaders have come together in creative and collaborative ways throughout the last decade. The City of Circleville has been a leader in Pickaway County’s economic development efforts but has had limited direct benefit from economic growth in the areas that surround the City.

Today, the City desires to be well positioned for strategic growth that is to occur in the greater Columbus region, including the million new residents projected by the Mid-Ohio Regional Planning Commission by 2050.

RATIONALE AND IMPETUS

Although the crisis of the early 2000’s is in the community’s rearview mirror, significant challenges exist for the post-industrial community. While the City has benefited from notable success in attracting employers to the area, few of those employers are located within the City’s limits and the City itself collects very little revenue from those employers. The City is positioned with ample capacities in its municipal water and sewer facilities, but much of the infrastructure requires Circleville – Strategic Growth Plan and Fiscal Analysis and Fiscal Analysis

upgrades and maintenance. It also benefits from many pre-annexation agreements with adjacent un-incorporated ground and has great proximity to other regional amenities such as highway infrastructure, airports, and rail.

While the City has experienced some growth in retail and service sectors, its tax structure still reflects policies that were beneficial to a community with large employment centers and high earners. However, today a considerable number of its residents' highest earners commute north to the Columbus Metropolitan Area to work, and thus do not pay City income taxes, while many of its incumbent taxpayers remain in the service and retail industries.

While City leaders recognize there is a need and opportunity for growth, under existing conditions there is significant costs to growth. The City is seeking a qualified service provider to provide a *Strategic Growth Plan and Fiscal Analysis* that will help realize the items outlined in **SECTION 2**. Opportunity and boundless potential exist for a community like Circleville when leaders commit to collaborative implementation and set a vision for the coming decades.

PREVIOUS PLANNING EFFORTS

The City has utilized the [*Circleville Comprehensive Plan*](#) that was originally prepared and implemented in 1970 and then later updated by Edsall & Associates. Edsall & Associates also completed [*Circleville Land Use Plan*](#) in 2006 that was adopted by the City in 2008.

The [*Circleville Comprehensive Plan*](#) and the [*Circleville Land Use Plan*](#) still serve as a framework for city leaders and provides much utility for throughfare, land-use, and many other aspects of community growth and planning. However, these plans do not consider many of the fundamental changes that have occurred within the life of the community or throughout the Columbus Region since their latest updates.

While the utility and value of the [*Circleville Comprehensive Plan*](#) and the [*Circleville Land Use Plan*](#) are recognized by community leaders and policymakers, they do not thoroughly address or include revenue challenges, benchmarking, strategic growth strategies, or incorporate aspects of fiscal analysis that the City now desires. The City is not seeking an update of the existing plans, rather the opportunity to cast a new vision by seeking qualified services to draft and implement a *Strategic Growth Plan and Fiscal Analysis*.

KEY STAKEHOLDERS

The City has many key stakeholders who are valued and engaged, including adjacent or interrelated local governments, non-profit community organizations, local industry, small businesses, and most of all the residents of Circleville. Below is a list of key stakeholders who the City views as partners in its effort to complete a *Strategic Growth Plan and Fiscal Analysis*:

Circleville City Schools
Circleville Downtown Business Association
Circleville Township

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Logan Elm School District
Ohio Christian University
PICCA - Pickaway County Community Action
Pickaway Chamber of Commerce
Pickaway County
Pickaway County Community Foundation
Pickaway County Visitors Bureau
Pickaway Progress Partnership (P3)
Pickaway WORKS
Up Town Circleville
Washington Township
Wayne Township

And others.

SCOPE OF SERVICES:

OBJECTIVES AND METHODOLOGY

The City is seeking qualifications for professional services to:

Identify opportunities & strategies for revenue positive growth through the following methods and analysis:

- *Review of economic activity in the City and surrounding area.*
- *Describe current demographic, growth, and revenue trajectory in the absence of a new strategic plan.*
- *Provide benchmarking of similar communities and provide a snapshot review of demographics.*
- *Provide comparative analysis of aspirational communities that have undergone transformational, sustainable growth.*
- *Review current public policies related to taxation and municipal tax revenue.*
- *Provide financial analysis of current municipal revenue.*
- *Review strengths and opportunities of current revenue sources.*
- *Review current status of municipal services, amenities, and utility & road infrastructure and their capacity for growth.*
- *Review current zoning and land-use policies, as well as permitting and approval processes, and quantify impacts to desirable outcomes.*

At the core of these methods, the qualified service provider must provide objective data to support their findings.

The City's objective is to solicit qualifications for consultative services from qualified interdisciplinary planning firms or teams who have experience in city planning, community and urban design, land use planning, natural resource mapping, citizen participation and visioning, demographic and fiscal analysis, growth scenario development and analysis, and quality

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presentation graphics. Following review and evaluation of all provided qualifications, it would be the City's intent to award a contract to the firm or team that can best deliver a *Strategic Growth Plan and Fiscal Analysis* through fiscal & trend analysis and visioning process.

DESIRED OUTCOME

As a result of the methodology and objectives forementioned, the City of Circleville and its stakeholders seek from a qualified service provider a *Strategic Growth Plan and Fiscal Analysis* that will be utilized for policymakers and community leaders to help make informed, strategic, decisions that will lead to prosperity and *revenue positive growth* for the community. The *Strategic Growth Plan and Fiscal Analysis* should also engage with community stakeholders and as a result provide materials that are accessible and consumable by the public.

Within the provided *Strategic Growth Plan and Fiscal Analysis* a successful consultant will include, but not be limited to, the following:

- 1) **Introduction** – to community values, vision for the future Circleville, community history, community partners, purpose, and process of the plan.
- 2) **Overview of Existing Conditions** – of demographics, trends, economic outlook, utility infrastructure capacity & condition, etc.
- 3) **Comprehensive Trend Analysis and Benchmarking** – the plan should use data from existing conditions to expressly describe the current trajectory of the City and provide relative comparisons.
 - Are there Ohio or American cities that should be aspirational examples for the City?
 - Are there cautionary examples that highlight the value of planning, preparedness, and collaboration?
- 4) **Goals and Vision** – Establish a vision and set concrete goals for growth, including:
 - Demographic Indicators – population growth, income, age, home ownership, poverty, etc.
 - Revenue – to support services, safety, amenities, etc.
 - Business development – Desired employment sectors, locations, etc.

The *Strategic Growth Plan and Fiscal Analysis* should provide a current baseline description, as well as provide relevant, data driven, recommendations to promote *revenue positive growth* that reflect and align with the goals and vision that will be established in **Goals and Vision** (“4”). The *Strategic Growth Plan and Fiscal Analysis* should include, but not be limited to, such for the following subjects:

- I. **Quality of Life, Community Character, and Amenities** – for sustainable services, urban design, place making, public art, heritage, historic preservation, streetscape, etc.
 - Transportation – road network, connectivity, streets, trails, corridors, gateways, pedestrian travel.
 - Land-use- urban, suburban areas, rural, employment area, opportunities for revitalization.
 - Community facilities – parks, amenities, recreation, safety, public health, food systems, poverty alleviation.
- II. **Economic Development Factors**- that impact growth in the community.

- Infrastructure – utility capacity to accommodate growth, electric utilities, municipal water & sanitary sewer, road & transportation, fiber & connectivity, etc.
 - Competitive Advantages – natural resources, location, workforce, etc.
 - Growth Opportunities for Industry and Service Sectors – that should be of strategic opportunity. Service, hospitality, light manufacturing, commercial, residential, etc.
- III. Housing and Population Growth** – impacts, opportunities, preparedness.
- Demonstrate correlation between residential growth and available amenities.
 - Demonstrate correlation between residential growth and workforce availability.
 - Attainable and sustainable growth goals that address lack of amenities and workforce concerns.
- IV. Fiscal Analysis and Taxation Policy Review** – Detailed review of municipal taxation, revenue sources.
- Fiscal Analysis and review of current taxation policies for policymaker consumption.
 - Recommendations to create sustainable taxation policies that result in diverse municipal revenue sources without disincentivizing growth and investment to the community.
- V. Zoning and Permitting** – review current processes and impacts and provide recommendations aligned within the study.
- VI. Implementation** – of planning that will achieve goals expressed in item 4. The team selected by the City to provide a *Strategic Growth Plan and Fiscal Analysis* will also be available to assist the City in implementation of the plan.

DELIVERABLE DOCUMENTS AND TAKE-AWAYS

Following the review, fiscal analysis, findings, and recommendation of the *Strategic Growth Plan and Fiscal Analysis and Fiscal Analysis* the qualified service provider should provide a variety of materials, documents, tools and graphics that will be accessible to both policymakers and the general public.

PUBLIC OUTREACH

As a part of the *Strategic Growth Plan and Fiscal Analysis*, the qualified service provider should seek public input and stakeholder engagement where appropriate within their process. Public confidence, stakeholder participation, and thoroughness of service provider are key factors for success.

SECTION 3: RESPONSE INSTRUCTIONS:

QUALIFICATION REQUIREMENTS

The City is seeking responses to *REQUEST FOR PROFESSIONAL SERVICES* (“RFQ”) only from professional service providers who have demonstrated knowledge and experience in providing interdisciplinary planning and fiscal analysis for comparative municipalities.

Qualified service providers will only be considered if they can demonstrate *relevant, satisfactory, experience* in addressing desired outcomes stated under **Desired Outcomes** and demonstrate ability to utilize methodology outlined under **Objectives and Methodology** under **Section 2: Scope and Services** of RFQ.

SUMMARY OF SUBMITTAL REQUIREMENTS

Submittals should include the following items, along with other material to demonstrate Consultant's expertise and capability:

1. A brief written description of the service providers approach to the project.
2. The expertise of the team assembled by service provider to carry out the work.
3. A list of comparable projects undertaken by service provider and/or team members.

RECOMMENDED FORMAT FOR RESPONSES

Professional service providers intending to respond to this RFQ should utilize the following recommended format for responses:

- 1) Description of Approach and Overview of Qualifications** – up to 10 pages of introduction to firm's process, typical approach, public engagement, qualifications, and ability to meet **Scope of Services**.
- 2) Team Experience and Expertise** – Up to 10 pages of description of qualifications, multi-disciplinary nature of team assembled for this project, specific evidence of relevant experience in: city planning, community and urban design, land use planning, natural resource mapping, citizen participation and visioning, demographic and fiscal analysis, growth scenario development and analysis, and quality presentation graphics.
- 3) Comparable Project Summary** – Provide a brief summary of comparable projects completed for similar or aspirational municipalities and communities. Service providers should consider providing recommendations, reviews, or other relevant evidence of success and community satisfaction from previous projects.
- 4) Estimated Timeline for Delivery** – Provide an estimated timeline to complete *Strategic Growth Plan and Fiscal Analysis* that meets requirements outlined in **Section 2: Scope of Services**.
- 5) Sample Deliverable Documents and Take-aways** - Provide sample deliverable documents and take-aways that may be final product of *Strategic Growth Plan and Fiscal Analysis*.
- 6) Cost Estimate and Pricing Structure** – Provide a high-level estimated price, including explanation/methodology/justification for price determination for work completed, i.e. hourly rate, per product rate, flat rate, etc.

EVALUATION OF RESPONSES

The City will evaluate all submittals to determine which service providers have the experience and qualifications that are most suited for this project. If warranted, the City may request personal

interviews with the highest-ranked service providers or may request one or more responses with further detail.

Detailed interviews or subsequent information/qualification requests may include but are not limited to the following:

1. Detailed description of methodology and approach.
2. Work and timeline detail.
3. Interviews/recommendations with previous municipalities that project team has worked with.
4. Data expected and samples of previous work.
5. Additional pricing detail and cost methodology.

RIGHT OF REFUSAL AND COST OF RESPONSE

The City reserves the right to reject any and/or all responses in their entirety. The City also reserves the right to cease or remove any response from consideration. The City reserves the right to award a contract or continue further evaluation of any provider in any manner deemed in the best interest of its citizens.

The City accepts no responsibility for any expenses incurred by the responders to this RFQ; including cost associated with RFQ responses and presentations. Such expenses are to be borne exclusively by the responders.

RESPONSE DEADLINE AND CONTACT INFORMATION

Responses are to be submitted no later than 4:00PM EST on Friday, November 5, 2021

The City reserves the right not to review responses submitted after the deadline.

Responses should be submitted to:

City of Circleville
ATTN: Linda Chancey, Council Clerk
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Formal questions to this RFQ may be submitted to the City anytime prior to the response deadline. The City reserves the right not to respond to questions that are not germane to this project and/or do not provide sufficient time to respond to question(s) prior to deadline.

Responses should be provided in at least six (6) paper hard copies that may be delivered to the contact above as well as an electric copy of the response.