

# Request for Qualifications

## Organizational Assessment: Local Planning Structure

Kenton County, Kentucky's 20 local governments seek qualified professional planning/organizational management consultant firms or individuals to submit Statements of Qualifications for an organizational/operational assessment/audit of its organizational structure, as well as its staffing levels and staffing distribution—legal, procedural, and operational.

Statements of Qualifications (SOQ) shall include the following.

1. Experience of the firm or individual in performing similar assessments, preferably for mid-sized jurisdictions, with citations of specific projects, names of clients or a general description if confidential), and time frames in which the project(s) was pursued. Please also include any general governmental efficiency/structure analysis projects.
2. Resumes of the professional staff that would perform the work, including relevant qualifications, degree of understanding the inner working of the planning process or in governmental agencies generally, including efficiency and structure studies, and past experience in that arena.
3. Three (3) references from jurisdictions for which the firm or individual performed similar work to include names, titles, email addresses, and telephone numbers.
4. A description of any pending legal issues facing the company/individual.

There is no guarantee that Kenton County officials will utilize the services of any consulting firm or individual responding to this Request for Qualifications (RFQ). A Request for Proposals (RFP) will be offered this summer to those vendors that officials believe meet the majority of their needs. This RFP will include more detailed information regarding the project, including: a statement of work; the period of performance; and, expected project deliverables. In order to continue in the process for consideration, a written response to this RFQ is necessary.

**Responses to this RFQ should be sent under the subject "Organizational/Operational Assessment" to [RFQ@nkapc.org](mailto:RFQ@nkapc.org) and received no later than 5 PM EDT on Friday, June 21, 2013.** The maximum file size allowed is 5MB. Though email is the preferred method, responses may also be mailed in CD format to:

Request for Qualifications  
Northern Kentucky Area Planning Commission  
2332 Royal Drive  
Fort Mitchell, Kentucky 41017-2088

If you have questions, please contact Dennis Andrew Gordon, FAICP, at [dgordon@nkapc.org](mailto:dgordon@nkapc.org) or 859.331.8980 between 8 AM and 5 PM EDT Monday through Friday.

## Background and Overview

Kenton County is one of three counties in Kentucky that are part of the eight-county Cincinnati MSA. Located directly across the Ohio River from downtown Cincinnati, Kenton County's development history follows much the same timeline and history as its neighbor to the north. Kenton County consists of a population of approximately 160,000 residents, many of whom live within the 19 incorporated cities within the county. The NKAPC staff serves as the professional planning staff to each of those jurisdictions (and the county), as well as the staff to the Kenton County Planning Commission, which is the body that makes land use decisions and is comprised of representatives from most of the participating cities and Kenton County.

The tree-top view, however, is different than in most jurisdictions due principally to the structure the 20 local governments use to fund and oversee the staff. These 20 local governments appoint members to a supervisory Board and ensure that the staff serves the needs of the local governments. That structure was created in 1961 following action by the 1960 session of the Kentucky General Assembly. The General Assembly's goals—and those of the local officials who saw the task through—were to decrease bureaucracy and conflicting development standards, to foster coordinated growth and economic prosperity, and to support local governments with those functions that impact growth and prosperity most directly.

As envisioned by the legislation, the roots of that structure are planted firmly within each of the local jurisdictions. Because a governing board with members that each represents one of the 20 jurisdictions could be unwieldy overseeing the day-to-day operations, the legislation charges the board with selecting a much smaller group to pursue that task. Kenton County knows these two groups as the Northern Kentucky Area Planning Council and Northern Kentucky Area Planning Commission respectively.

While cumbersome to explain since the smaller body's name includes the words 'planning commission,' the structure has worked to accomplish the General Assembly's goals for over 50 years. Recent events, however, suggest a need to: (1) revisit the organization's structure in an effort to increase public understanding of the area planning commissions role; (2) assure efficiency and accountability; (3) investigate whatever options may exist to streamline and realign responsibilities of Kenton County's planning framework and to guarantee a continuation of operations; and (4) review internal workflow processes and staffing level and structure to assure these same goals.

## Time Schedule/Review Process

Local officials intend to follow this process to determine which vendor's qualifications and experience appear to meet their needs.

1. If interested in participating in the selection process, vendors will submit a Statement of Qualifications by 5 PM EDT on Friday, June 21, 2013.
2. Staff will notify vendors of receipted materials no later than 5 PM EDT on Monday, June 24.
3. Local officials and staff will review the submitted Statements of Qualifications and determine vendors that will continue in the process. This review may include conference calls to solicit additional information for the decision-making process.
4. Staff will notify all vendors of their status in this review process no later than 5 PM EDT on June 28, 2013.

5. Staff will provide those vendors selected to move forward in the selection process with a more detailed RFP that includes a date and time by which proposals must be submitted.
6. Local officials and staff will review the submitted proposals and determine the vendor with which local officials and staff will attempt to negotiate a professional services agreement. This review may include conference calls to solicit additional information for the decision-making process.
7. Staff will negotiate a proposed contract which will need to be reviewed and approved by local officials; or negotiate with the next most qualified respondent; or cancel the request, at which time it may decide to restart the process.

Officials may deny any or all submitted qualifications. Those who were invited to respond to the RFP phase but not selected will be notified once an agreement is reached with the selected vendor.