



**CITY OF GREELEY
Purchasing**

**Request for Qualifications
RFQ #F22-09-077-1**

**Culture, Parks, and Recreation Department Comprehensive Master Plan
for**

**City of Greeley, Colorado
Culture, Parks, and Recreation Department**

REQUEST FOR QUALIFICATIONSS (RFQ)
RFQ #F22-09-077-1

Procurement Contact: Shantelle Griego
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Proposals must be received no later than:

February 1, 2023, before 2:00 p.m. local time

Proposals received after this date and time will not be considered for award.

Email your RFQ Response to purchasing@greeleygov.com. Submit your RFQ response to this email only –please do not email to multiple people. Only emails sent to purchasing@greeleygov.com will be considered as responsive to the Request for Qualifications. Emails sent to other City emails may be considered as non-responsive and may not be reviewed.

Proposals shall be submitted in a single Microsoft Word or PDF file under 20MB.

The RFQ number and Project name must be noted in the subject line, otherwise the proposal may be considered as non-responsive to the RFQ.

Electronic submittals will be held, un-opened, until the time and date noted in the RFQ documents or posted addenda.

Schedule of Events (subject to change)	All times are given in local Colorado time
RFQ Issued	December 1, 2022
Virtual Pre-Proposal Conference will be held	December 9, 2022, at 10:00AM via Microsoft Teams, see page 3
Inquiry Deadline	December 13, 2022, before 2:00PM
Final Addendum Issued	December 19, 2022
Proposal Due Date and Time	February 1, 2023, before 2:00PM
Interviews (tentative)	Week of February 13, 2022
Notice of Award (tentative)	Week of February 20, 2022

Microsoft Teams meeting

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SECTION I. BACKGROUND, OVERVIEW, GOALS AND PROJECT TEAM SCTRUCTURE

A. Background

GREELEY, COLORADO

Greeley, Colorado is located 49 miles northeast of Denver with a population of approximately 111,000 residents. Over 49.8 square miles in size, Greeley is home to the University of Northern Colorado, Aims Community College and several Fortune 500 companies, as well as a rich complement of successful small and mid-size local businesses. As the county seat for Weld County, Greeley is an education, trade, transportation and marketing hub and one of the most productive agricultural counties in the United States. Its diverse population comprised of approximately 40% Hispanic residents and an immigrant population contributes to its rich heritage. Greeley is well-recognized for its extensive culture, parks and recreation system, cultural assets and creative community and is also one of the fastest growing communities in northern Colorado with expected population growth to reach 135,532 within the next ten years.

Greeley's 2019 median household income was \$61,492, compared to the national median household income of \$65,712 and Greeley's average household size is 2.74 persons/household. Greeley is a younger community than the surrounding county and state at a median age of 31.5 years, as compared to Weld County at 34.4 years and the State of Colorado at 36.7 year of age.

The Department of Culture, Parks and Recreation (CPRD) seeks to develop a compelling ten-year plan to elevate Greeley's culture, parks and recreation system into a world-class system. Currently the department operates and maintains over 2,000 acres of natural areas, 42 parks and five recreation facilities along with equitable and accessible athletics, after school and summer camp programming to thousands of youths and seniors every year. The city's population is expected to reach 135,532 in ten years. (2032). There is an opportunity now to assess, preserve and cultivate what Greeley residents love about their culture, parks and recreation offerings while also ensuring the department is positioned and prepared for major growth in the next ten years. Greeley's culture, parks and recreation system could become a model for how a city builds upon its assets and legacy and invests in creating a socially, ecologically and financially resilient community through public health, equity and nature. The Master Plan shall build upon previous plans and current planning efforts underway.

The Plan shall be guided by the National Recreation and Parks Association's three pillars: conservation, social equity and health & wellness. The Plan shall also align with the City Council Vision 2037 priorities to include:

- Community Vitality
- Housing For All
- Quality of Life
- Safe and Secure Communities
- Sustainable Infrastructure and Mobility
- Business Growth
- High Performance Government

QUALITY OF LIFE

Greeley is not only a destination city but also a community where residents enjoy the arts, social engagement, outdoor pursuits, beautiful vistas, and natural areas. Parks, trails, and recreational facilities are close to home. Annual festivals, museums, and celebrations reflect our rich cultural heritage and also welcome new traditions. Educational opportunities for lifelong learning are abundant. Innovative entertainment districts, appealing regional shopping, and foods from around the world ensure that everyone can enjoy a high quality of life. Greeley has something for everyone.

- Maintain and strengthen community partnerships that foster distinctive community events and celebrations unique to Greeley's present and emerging populations and groups
- Develop standards for the landscape maintenance of City owned and/or managed property
- Identify, expand, develop and promote signature community destinations
- Execute the developed and approved strategy to preserve, acquire, and maintain City open space and natural areas.
- Expand programming, services, and facilities to support and enrich youth development community-wide

The selected team must understand the history, dynamics and trajectory of Greeley and how the Department of Culture, Parks & Recreation (CPRD) is a key player in facilitating the dreams of its citizens, no matter their race, gender, income or abilities. A unified vision will guide the Department on key steps it must take to successfully serve the diverse communities of Greeley for the next ten years.

Currently, CPRD utilizes several planning documents to guide its development and service goals. These include the Greeley 2060 Imagine Greeley Comprehensive Plan (2018), Get Outdoors Greeley strategic plan (2021), the Parks, Trails and Open Lands Master Plan (2016), Bicycle Master Plan (2014), Greeley Trails Master Plan (2001), Island Grove Master Plan (2016), Art Master Plan (2009), Youth Needs Assessment (2014) and several others, which may be found on the City of Greeley website. However, some plans are becoming outdated, may not have been comprehensive, and may fall short of providing comprehensive guidance for future park and trail development, recreation, cultural programs and special events. At a period of robust community growth, it is timely and important to assess community needs and desires to update the City's existing parks, recreation, natural areas and cultural facilities to best serve the community and plan for its current and future residents.

The 2016 Parks, Trails and Open Lands (PTOL) Master Plan outlined many components and operational standards - primarily for parks and natural areas. An updated Master Plan will supplement the PTOL recommendations and update to today's community and residents.

CULTURE, PARKS and RECREATION DEPARTMENT

The Culture, Parks and Recreation Department (CPRD) is comprised of 5 Divisions:

Parks: includes Grounds Maintenance for Parks, Public Buildings and Medians, Forestry, Linn Grove Cemetery and Island Grove Regional Park.

Recreation: includes the Family FunPlex, Greeley Recreation Center, Rodarte Community Center, Anna Gimmestad Community Center, the Greeley Ice Haus, the Active Adult Center, and 2 outdoor pools.

Golf: includes two 18-hole public golf courses each with a clubhouse, driving range, practice putting and chipping greens, restaurants and pro shops.

Natural Areas & Trails: includes 2,000 acres of natural areas, and 30 miles of trails which includes the Poudre River Trail Corridor.

Cultural Affairs: includes the Union Colony Civic Center (UCCC) with two theaters which seat 1698 and 214, the Tointon Art Gallery, the Greeley History Museum, the Meeker House, White-Plumb Farm Learning Center, and the Centennial Village Living History Museum/campus. In addition, this division supports many special events including the year-round Farmers' Market, Arts Picnic, and Festival of Trees, Neighborhood Nights as well as the City's extensive Public Art Program.

Notably, Greeley's parks are consistently listed as one of the best reasons to live in Greeley. Located within the city's 42 parks, (which includes one regional park, Island Grove, three community parks, 31 neighborhood parks), Greeley offers two spray grounds, two dog parks, three skateparks, 14 tennis courts, and six athletic complexes. The Parks team manages over 608 acres of parkland. Also included in the Parks Division is the historic 65-acre Linn Grove Cemetery, an active cemetery which has averaged 133 burials per year.

Island Grove Regional Park is a 145-acre regional park managed within the Parks Division. The property includes three buildings owned by Weld County but managed by City of Greeley staff and one building co-owned by the City of Greeley and Weld County. This includes a large Events Center which has a capacity of 8,280 and hosts approximately 250-300 events per year, a 9,000-sf pavilion, Pro-Rodeo Arena and Grandstand, and five other buildings that may be reserved for use. The park hosts multiple community events including the Greeley Independence Stampede, Blues Jam and Weld County Fair, as well as hundreds of private parties and events. In addition, Island Grove is home to the Centennial Village Living History Museum, sports fields, splashpad, a fully inclusive accessible playground, and a Poudre River Trailhead. Island Grove also houses the Colorado State Extension Office and the Greeley Independence Stampede offices year-round.

The Parks Division is also responsible for maintaining 22 acres of land at 23 public grounds sites, which include areas such as City Hall, Police Headquarters, 6 Fire Station sites, and downtown plazas. In addition, Parks and Forestry crews currently maintain 36 right-of-way parkways and/or street medians and planting beds representing 20.31 acres of public property with 13,000+ trees. The City has 158.95 designated acres of athletic fields (included in park

acreage above), including a total of 17 developed baseball/softball fields and approximately 62 acres of designated football/soccer fields.

In addition to the maintenance and management of parks, museums, open space and other physical properties, CPRD manages multiple programs and special events.

Currently, the Recreation Division provides a variety of offerings including adult and youth sports, classes and camps, learn to skate programs, swim lessons, as well as active adult classes. The City offers both an annual pass and daily entry pass to the recreation centers. Also available are corporate and business membership options. The City offers a Youth Assistance scholarship for recreation services to allow low-income youth the opportunity to participate. In addition, two of the community centers host youth enrichment afterschool and summer programs as well as Play on the Way, a mobile recreation program. Two recreation centers, the Family Funplex and the Greeley Recreation Center include indoor aquatic facilities, and in addition there are two outdoor aquatic facilities at Centennial Park and Discovery Bay.

The City of Greeley Adaptive and Inclusive Recreation (AIR) program is offered for persons of all ages and abilities. Some of the AIR programs include the AIR Swim Team, Unified Sports Leagues, ice skating/sledding as well as sports clinics and crafts. The AIR program is led by a Certified Therapeutic Specialist.

The Cultural Affairs Division manages a Public Art Program which includes site specific "One-Percent for Art" acquisitions as well as ongoing installations such as Uptown Trees. The Division also manages the Tointon Art Gallery and works with other organizations such as the Downtown Development Authority on specific projects and mural works. Several community wide special events are also managed by the Cultural Division including Arts Picnic, Farmers' Market, Neighborhood Nights, several history-related events at the Centennial Village including Potato Day, rotating exhibits at the Greeley Museum, the Museum at Twilight series, and other events, as well as virtual tours on the City website. The UCCC hosts nationally recognized performances such as Shen Yun, Weird Al Yankovich and Amy Grant as well as local university, primary school, and private dance school performances and is home to the longest continually operating orchestra west of the Mississippi River (established in 1911), the Greeley Philharmonic Orchestra.

The Natural Areas & Trails (NAT) division manages over 2,000 acres of natural areas within the City. NAT also manages all of the City's 30 miles of off-street trail system, which includes ten miles of the regional Poudre River Trail Corridor, along with soft-surface and single-track nature trails. The City's natural areas not only provide many opportunities for the community to connect to nature, but the areas provide significant wildlife habitat, stormwater management, and economic benefit to the community.

The Golf Division manages two 18-hole public golf courses. Each golf course has an estimated 110 irrigated acres. The older of the courses, Highland Hills Golf Course opened with 9 holes in 1961, growing to 18 holes in 1970. Highland Hills is a park style golf course with just under 900 trees on site. The newer golf course, Boomerang Links, was open for play in 1991. As the name implies, Boomerang is a links style golf course with many sand bunkers and large putting services. Boomerang Links just completed reconstruction of 3 holes on the back nine. The golf

courses have a history of hosting local US Open qualifiers, Men's & Women's State Stroke Play Championships, both Boy's & Girl's State High School Championships and many regional championships.

B. Overview

The City of Greeley is requesting proposals from firms to provide professional services for the development of a comprehensive culture, parks and recreation master plan. The Culture, Parks & Recreation Department (CPRD) seeks to develop a new comprehensive culture, parks and recreation master plan to guide the development and enhancement of our extensive culture, parks, and recreation system. The City is seeking a highly qualified and creative consultant team to assist CPRD in the development of the master plan that provides a framework of principles that guide recommendations on policy, management, resource allocation, partnerships, financing and sustainability as it relates to the culture, parks, and recreation system. The Master Plan will assist CPRD in equitably allocating services and resources to meet identified deficiencies in the system.

Through the process, the project team will engage with the community to gather their input on the department's direction and focus. The Master Plan will identify data-driven metrics, strategies, and initiatives through engagement with staff and the community that will contribute to the department's future focus and priorities, allowing for alignment of department resources providing positive results for the community. The metrics will allow the staff and community to track and understand the department's progress in achieving our goals. These agreed upon priorities allow the department to prioritize future work planning and financial decisions ensuring strategic alignment between processes. The final Master Plan will be written to the Best Management Practices and standards as identified by the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA).

The City of Greeley seeks professional services to identify the cultural, recreational, parks, trails and open space needs for current residents as well as responding to future growth and demographic changes over the next ten years; and, to develop recommendations and strategies to meet community expectations and needs. The Master Plan process must include inclusive community engagement as well as identification of barriers to participation by residents in city facilities and programs, such as physical, financial, communication, access, and/or social barriers. Areas which need to be considered are parks, recreation, trails, natural areas, and cultural facilities as well as programs, classes, and other group activities. The plan should include best practices and trends for the management of parks, natural areas and forestry management. CPRD is also seeking recommendations for revenue and partnership strategies to support sustainable and successful programs and projects.

C. Master Plan Goals and Objectives

The City of Greeley is seeking a consultant or consultant team to lead a collaborative effort with Greeley Culture, Parks & Recreation (CPRD) staff to prepare a department Master Plan with the following key outcomes in mind:

- Engage stakeholders in the planning process to build consensus and support for the effective development and implementation of a comprehensive master plan;
 - Conduct research, analysis and a needs assessment process to analyze community culture, parks, and recreation needs and interests and identify the gaps to be addressed to meet those needs and interests;
 - Assess the future vision of the department and determine the strategic priorities to achieve that vision;
 - Foster an awareness of the department's presence and impact on the community;
 - Develop a "living document," which reflects the outcomes of the process and provides clear direction on actions to be taken to address strategy and provides a foundation for the development of all other planning and operating documents (e.g., budget, capital, community dashboards, facility, and marketing plans); and,
 - Ensure the most effective use of the department's resources by focusing decision making and spending on strategic priorities and identifying long-range financial sustainability.
1. Review and refine CPRD's and the City's ongoing and existing plans and studies to ensure the department is focused on the community's priorities, utilizing the most recent data to inform decision-making. The Master Plan will include:
 - a. Thorough review of all research and information used in ongoing planning efforts and the previous plans to understand and recommend updates and refinements that are needed;
 - b. Review the latest assumptions and forecasts regarding programs and services, finance and budget, and facilities and infrastructure; and
 - c. Ensure that financial sustainability is achieved, and implementation priorities are outlined to ensure a vibrant and sustainable future for CPRD within the community.
 2. Integrate all relevant plans and analyses completed, including those done to inform capital decisions, programs and operations. – The Master Plan will:
 - a. Create integrated implementation strategies to achieve the desired outcomes from all related planning processes and allow for interim incorporation of desired outcomes from future planning efforts;
 - b. Incorporate updated background information as appropriate to inform future departmental policies and priorities; and
 - c. Include information and strategies from related city-wide policies and initiatives and other city departments' planning processes to ensure strategic alignment across the city.
 3. Continue to refine the departmental decision-making process and how to balance affordability, sustainability and program quality - The Master Plan will:
 - a. Confirm the direction of the department through a robust public engagement process, including communities and populations not easily reached by traditional outreach tools; and
 - b. Engage departmental and city leadership to ensure Master Plan goals, strategies and initiatives identified continue the progress of the previous plans.

4. Begin with the end in mind as it is related to data and being a data-driven organization
 - The Master Plan will:
 - a. Identify goals, strategies and initiatives with clearly defined metrics;
 - b. Identify the specific data to be gathered to maximize efficiency in measuring the predefined metrics; and
 - c. Create flexibility in data collection methods to accommodate current and future systems.
5. The Master Plan will continue to serve as a guiding document that all department staff rely on and revisit often in their everyday work - The Master Plan will:
 - a. Fully involve staff throughout the planning process to ensure their participation and support;
 - b. Engage staff in the decision-making process through their involvement in the Management TAG and Working TAG; and
 - c. Include an implementation plan to ensure the Master Plan guides the regular and strategic work of the department.

D. Project Team Structure

The complexity of this project will require that the team, project partners, and other contracted services be well-coordinated and highly functioning in order to think creatively, develop a logical approach, and create an inspirational process for the 2023 Greeley Culture, Parks & Recreation Master Plan. The following roles and teams of CPRD staff will help organize participation and facilitate buy-in:

1. CPRD Project Manager: The CPRD project manager will oversee spending, approve all standard changes, and seek review and approval on complex changes regarding major scope, schedule or budget considerations as well as political implications.
2. Core Project Team: Made up of the project manager, executive sponsor, deputy project manager, and the C&E public engagement coordinator. The core team will:
 - a. Lead project successfully to meet identified objectives and desired outcomes
 - b. Ensure clear communications to all team members
 - c. Provide guidance and oversight to other project teams
 - d. Develop consensus to make non-substantive decisions and to make recommendations to City Council and Parks and Recreation Advisory Board (PRAB) and other boards and commissions as necessary on substantive decision points
3. Management Technical Advisory Group (Management TAG): This team will provide the strategic guidance for the master plan through:
 - a. Review of progress reports and data gathering
 - b. Review of major milestone documents prior to release to PRAB and the public

- c. Providing the project manager with strategic advice on process direction and approach
 - d. Developing and providing recommendations to decision makers
 - e. Serving as subject matter experts
 - f. Serving as an additional liaison for communication between the master planning process and their workgroups
4. Working Technical Advisory Group (Working TAG): This interdisciplinary team is intended to have representation from most workgroups in the City of Greeley and to:
- a. Be the core group working on the day-to-day aspects of the master plan
 - b. Review deliverables produced by consultant or other staff
 - c. Attend public participations events, as appropriate
 - d. Act as liaisons for respective workgroups throughout master plan process
 - e. Anticipate limited or occasional needs to prepare deliverables
 - f. Actively participate in each opportunity by considering systems-thinking as well as workgroup perspectives
 - g. Serve as ambassador/champion for the master plan from a department-wide view

Other project teams may be set up throughout the process to organize staff involvement around such elements as inclusive public engagement, racial equity and/or technical topics.

The Master Plan will be developed in collaboration with the community, staff, PRAB, and CPRD boards and commissions. PRAB and other CPRD boards and commissions will be engaged through regular updates and discussion at critical points throughout the project. Participation at PRAB meetings is anticipated at least once per quarter for the duration of the project.

Planning Commission and City Council will also be engaged through regular updates throughout the project. Presentations or information will be provided to City Council at strategic points in the process to ensure city-wide priorities are being met. At the conclusion of the planning process, the draft plan will be reviewed and recommended for adoption by PRAB. That recommendation will be considered by the Planning Commission before ultimately being adopted by City Council. At least three (3) check-ins with Planning Commission and City Council are anticipated, including the formal adoption of the final plan.

SECTION II. STATEMENT OF WORK

The work to be performed under this Contract would consist of professional services for the development of a culture, parks and recreation ten-year comprehensive master plan that will meet the Commission for Accreditation of Park and Recreation Agencies (CAPRA) requirements. CPRD anticipates completion within one year of contract execution.

CPRD shall have a master plan that provides recommendations for provision of facilities, programs and services; parkland acquisition and development; maintenance and operations; and administration and management. The plan shall be officially adopted by the policy-making body, updated periodically and linked with a capital improvement budget and a phased development program. The system master plan shall implement policies adopted in the City of Greeley comprehensive plan. The Proponent will describe update process; and describe a phased implementation program with linkage to the agency's capital improvement budget. The system master plan shall include but not be limited to agency mission, agency objectives, trends analysis, program plan, needs assessment, community inventory, and level of service standards. Critical task items include:

- Development of a Community-wide Needs Assessment to identify desired improvements, facilities, activities, and services related to culture, parks, recreation and natural areas;
- Develop a CPRD/city wide CPRD master plan with strategies for creating destination centers, connectivity, and park, recreation, culture, and natural areas expansion.
- Incorporate the PTOL strategy to preserve open space, including a long-term funding strategy for acquisition and maintenance.
- Expand youth enrichment programming to meet the needs of youth throughout the community.

The selected consultant/consultant team will work to ensure the Master Plan continues to serve as a guiding document for the department:

- Creating and implementing a robust engagement plan for both the community and staff to encourage their participation and buy-in throughout the planning process;
- Engage the Parks and Recreation Advisory Board (PRAB) and CPRD boards and commissions through regular updates and discussion at critical points throughout the project;
- Engage staff in the decision-making process through their involvement in the Management Technical Advisory Group (Management TAG) and Working Technical Advisory Group (Working TAG); and
- Master Plan development will include an implementation plan that will guide the action planning and work planning of the department in future years.

A. Scope of Services

The services requested in this RFQ are for preparing a culture, parks and recreation comprehensive master plan and Quality of Life Needs Assessment for the City of Greeley, Colorado. The consultant team will collect and analyze data and gather public input to develop a clear vision, goals, objectives and recommendations for Greeley's culture, parks, recreation facilities, programming and land acquisition for the next ten years.

The selected team will work directly with a project manager from the City of Greeley Department of Culture, Parks & Recreation. The selected consultant or consultant team shall be responsible for the following base scope of services. The consultant may propose to add additional task items or phases to the following base scope. Creativity and unique project

approaches are encouraged provided that the base scope of services is accommodated. Respondents are encouraged to provide competitive project costs and propose project schedules that represent a realistic expectation of the effort required to complete the project.

1. Project organization
 - a. Provide a Project Work Plan to be reviewed and approved by the CPRD project manager. This document shall include the project team organization, schedule of meetings, list of tasks, timeline for deliverables and other required actions for the completion of the Comprehensive Plan.
 - b. Attend and prepare for a Kick-off Meeting with key City of Greeley and CPRD staff to review the Project Work Plan and discuss the project approach, research focus and project goals and objectives.
2. Introduction
 - a. Provide a narrative summary of the history, vision and values of the City of Greeley Department of Culture, Parks & Recreation.
 - b. Tell the story of how culture, parks and recreation have contributed to the City of Greeley and the role they play in creating a high-performance organization through health, social and environmental impacts.
3. Public Engagement and Staff Engagement. This phase shall be an all-inclusive process to determine the culture, parks, recreation, natural areas & trails needs and values of the community, producing a guiding vision and themes for the plan. In conjunction with the City of Greeley Communication and Engagement Department (C&E), a variety of formats, such as web, social media, participatory workshops and charrettes and road show presentations should be utilized. Facilitating participation by underrepresented populations (children, young adults, ethnic and racial minorities, low-to-moderate income residents, and older adults) should receive attention.

Robust and meaningful public engagement and staff engagement are critical components of this Master Plan process. This plan will build on the success of the other plans, as well as other recent city master planning efforts to engage a robust cross-section of the community to shape the future of the department. Critical community groups to engage include community members, facility users and non-users, program attendees, youth and teens, older adults, people with disabilities, and non-English speakers. The consultant team will work collaboratively with C&E and CPRD staff and partners to implement a public engagement plan. Goals of public engagement include, but are not limited to:

- a. Meet the expectations of the Greeley community for transparent and inclusive engagement.
- b. Engage with the Greeley community on the future direction of the department.
- c. Improve reach to include populations not readily accessed through traditional outreach, including but not limited to seniors, youth, people with disabilities, and non-English speakers; and

- d. Ensure facilities and programs meet the needs of the entire Greeley community.

The planning process will kick-off with robust engagement following the notice to proceed issued to the successful consultant/consultant team. The consultant team will:

- Incorporate innovative and best practices (such as the International Association for Public Participation) to design a targeted and intentional engagement process;
- Work collaboratively with C&E staff to implement an inclusive process, plan and execute outreach activities, and provide facilitation services as needed;
- Support engagement with the Parks and Recreation Advisory Board (PRAB), other CPRD boards and commissions, Planning Commission and City Council, especially as needed to obtain approvals of the final plan;
- Develop graphic materials that incorporate City of Greeley graphic standards and CPRD brand guidelines;
- Work with city staff and outside contractors to strategize and implement digital engagement opportunities;
- Consider visual, hearing, mobility or language impairments in the preparation of materials and engagement activities;
- Document, evaluate and incorporate the results of the engagement process at the conclusion of each engagement window (with staff assistance); and
- Prepare recommendations for rolling out the plan as it relates to public.

Critical task items include:

- Robust and creative public engagement plan that is inclusive and reflects the diverse community of Greeley, to include elements of:
 - Content for digital and traditional engagement activities
 - Open house/community meeting/other engagement opportunities as appropriate throughout the various Phases of the project
 - Statistically valid community survey
 - Community micro-engagement events/opportunities
 - Stakeholder meetings/workshops
- Engagement summary reports after each engagement window;
- Content development and participation, as necessary, in discussions with PRAB, CPRD boards and commissions, Planning Commission and City Council.

Staff engagement is expected to be as robust as community engagement so that the plan and process are as useful for both staff and the community. Therefore, the consultant team will work collaboratively with C&E and CPRD staff and partners to implement the staff engagement plan. Staff will document and manage meetings and feedback with CPRD, C&E, and other city staff; however, the consultant will attend and support staff meetings including those with the Management TAG, Working TAG, specific workgroups and all staff.

4. Communications: Internal and external communications will be critical for the success of this project. It is expected that the consultant/consultant team will work closely with the C&E and CPRD staff to develop a clear and engaging communications strategy. This

strategy is anticipated to include content for web pages (both internal and external) and social media, as well as print and other forms of media. It will be important that all communications for this project consider inclusive, alternative language translations, literacy and clarity of vernacular utilized.

Critical task items include:

- Content for updates including, but not limited to updates for:
 - o Project webpage
 - o Monthly PRAB meetings
 - o Email/newsletter/other digital content

With input from and in alignment with the City's C&E Department, the selected proponent will lead an intentional series of community engagement and outreach activities to gather feedback, and input to assesses community needs. The community engagement strategy should identify multiple comprehensive outreach methods appropriate for reaching the community's diverse populations. The engagement strategy must be strategically structured to explore the desires, and interests of the community and prioritize those desires or future state needs including services, programs, and facilities.

- Identify, in partnership with the C&E, the best tailored communication strategies and tools that provide the community with accessible ways to receive consistent and comprehensive information and provide feedback throughout the process.
 - Develop and produce a comprehensive Public Engagement Plan for the planning process. The process shall be inclusive of Greeley's diverse communities and in coordination with C&E.
 - The process should include public meetings, pop-up meetings at festivals and special events, online forums, surveys and other related methods of information gathering and sharing. The Consultant will coordinate with CPRD and C&E on materials and marketing for these engagement activities.
 - The process shall include a community survey which shall be fully represented of the community demographics
 - Deliver the results of the public engagement process in an easily digestible and clear format that can be shared on multiple digital platforms. This information will be shared with the public during the comprehensive plan process, included within the comprehensive plan document and used to inform strategies and recommendations.
5. Project Initiation: This phase is critical to ensuring that the City and the consultant are coordinated regarding project goals, expectations, deliverables and schedules. During this phase, city staff will work with the consultant to refine a project plan for the project that will help to shape the work. As a part of the data gathering, city staff will provide existing documentation from the previous plans, as well as other studies and evaluations

completed as a result of the previous plans. Documenting standard processes and procedures will be critical as the department intends to pursue CAPRA accreditation following adoption of this Master Plan.

Critical task items include:

- Conducting a kick-off meeting with CPRD and C&E staff to align team structure, project goals and expectations, process, schedules, and deliverables to set a realistic timeframe for successful project delivery;
 - A meeting with the Executive Team to introduce the project and approach, outline roles and responsibilities and solicit feedback and recommendations on the proposed process;
 - Complete a thorough review of all existing relevant information to the process and deliver an overview report of current status as well as key areas of focus and refinement that is needed to successfully produce the plan;
 - Gaining a thorough understanding of relevant past planning efforts, budget processes, various site and facility plans, and other plans. These plans will be provided by city staff; and
 - Overall refinement of the project plan developed by CPRD staff to date. Elements of the project plan should include but is not limited to: detailed community engagement plan including PRAB/Council, staff engagement plan, communications plan, work breakdown structure, including deliverables, detailed schedule including milestones and review periods, detailed budget, risk management plan, and change management plan.
6. Research and Trends: The consultant will produce an analysis of current and projected culture, arts, parks, recreation, and natural areas and trails and how these should inform City policy. The focus should be determining if Greeley's current infrastructure, services, and programs facilitates the types of uses and activities desired by current and future users. The analysis should account for both City demographics and broader national and regional trends in the industry. Identify trends in cultural affairs, parks, recreation, natural areas and forestry management that CPRD should be implementing.

The Research & Trends phase of the project is intended to ensure the department and the community has a clear understanding of the key topics and trends influencing the next several years for the department. The reports should outline the current topic, the relevant aspects to CPRD, the role of CPRD and how this will be accomplished. Those include financial sustainability, asset management, benchmarking, community survey, trends, programs and services, and related plans. Additional white papers may be identified to help understand and prioritize other community concerns, including but not limited to climate change, sustainability and resilience, social equity and affordability, and other industry trends. Critical task items include:

- Completion of a Systems Overview Report
- Updated research and trends report on a variety of topics, including but not limited to:
 - o Climate change

- o Financial analysis (reserve policies, use of general fund dollars, subsidies and grants)
 - o Asset management
 - o Benchmarking
 - o Programs and services
 - o Industry trends
 - o Sustainability and resiliency
 - o Social and racial equity (i.e., affordability, homelessness, aging population)
 - Complementing the trend analysis should be a comprehensive review of City recreation and cultural programming. The review should provide an overview of existing programming and comparison to similar communities. Given current and projected trends and public feedback, deficiencies or gaps in programming should be identified as should Greeley's strengths and unique opportunities.
7. Needs Assessment: This phase includes analysis to identify continued community priorities to focus the department's work and service delivery related to programs, services, facilities and infrastructure. This includes Levels of Service analysis, Recreation Facilities Needs Assessment, and scenario planning based on trends previously identified. These pieces will assist the department in identifying strategies and initiatives that will continue the improvement in those areas of the department. The end of this phase will be marked by the identification of new priorities for program and service delivery, the facilities and parks to accommodate those desires and confirming of those priorities with the community. Critical task items include: Provide detailed analysis and research of existing facilities, population and industry trends, current recreation facility demands, and project future recreation facility demands. This effort may include, but not limited to:
- a. CPRD Facilities Inventory and assessment – Review of all relevant plans and studies that outline the department's portfolio of assets as well as the existing condition assessments to understand the overall state of the department's portfolio. School district property should also be included in this inventory. Proposer should note if private recreation facilities are open and available to the general public. All relevant plans and studies will be provided to the consultant team and the goal is not a total update but review and refinement as well as integration into the master plan.
 - b. Levels of Service Analysis –update the department's LOS based on current City population. An analysis should also be included on future population growth as requested under "Trends" in this section within the final report. This data should be compared to NRPA's ratio per population standards or equivalent standards and include all CPRD facilities discussed and contemplated during this Project.
 - c. Supply and Demand – Complete supply and demand analysis based on inventory research and public input needs and provide recommendations. Supply and demand research should also be projected out for future facility needs.

- d. Gap Analysis – A gap analysis of CPRD facilities will identify underserved and overserved neighborhoods and demographics and make recommendations to address any current and future gaps in facility offerings.
 - e. Survey of Sports Organizations - Survey and identify the current field/facility usage and needs of sports organizations and clubs that conduct sport programs within the City. This includes School District property within. Identify what sports organizations are using school district fields within the City.
 - f. Trends – Proposer shall look at the key trends and impacts of demographics on culture and recreation activity in general. In addition, Proposer shall analyze demographic trends specific to the City that may impact or affect culture, recreation and park needs for the next 10 years. Use the most current demographic data to project population and demographic distribution. This will also include an analysis of how demographic changes will affect youth sports within the City and Proposer should also project youth sports participation rates for the next ten years.
 - g. Benchmark/Comparison – Review and update comparison of the City’s facilities to industry benchmark standards such as TPL, CPRA and/or NRPA (or other equivalent standards).
 - h. Document Review - Review all City documents that will assist in the formation of the Needs Assessment document. Incorporate scenario planning concepts into the established planning framework; and identification of conceptual infrastructure improvements and renovations that would support the desired scenarios and outcomes based on the need’s assessment. This will inform the department’s future capital plans and budgets.
8. Building off existing and new inventory and assessment work, the consultant should develop a conceptual vision for the City’s culture, parks, recreational, and natural areas, and trails assets. This phase shall include site analysis, assessment of existing facilities, and identification of potential opportunities. Conceptual illustrations/visualizations shall be produced to articulate possible future visions for selected parks, cultural arts facilities/venues, natural areas, trails, recreation facilities, and areas of opportunity. The plan should address ADA accessibility across CPRD assets with estimated costs and a priority list for improvements as well as detailed descriptions of recommended capital improvements and associated cost estimates. Where applicable, the plan should include estimates of significant ongoing maintenance and staffing costs necessitated by the recommended capital improvements.
- Provide an inventory and analysis of existing CPRD facilities, services, and use which includes a regional comparison with other northern Colorado communities.
 - Provide a demographic and socio-economic analysis of the City of Greeley to demonstrate the areas in the city of greatest need, the presence of vulnerable populations and general growth patterns. The analysis will include:
 - a) Methodology and demographic overview
 - b) Population growth and density including projected growth
 - c) Gender, age, ethnicity, race, household income and household type
 - d) Overall growth patterns of seniors and youth in low-income households

- e) Presence of vehicles in a household and customary transportation choice
- f) Health data for obesity and other health trends, including food deserts
- g) Greeley Police Department crime and crash data to analyze safety at parks and recreation facilities
- h) Locations of low-income and affordable housing
- i) Population projection data including recent residential building permit activity or other evidence of growth projections
- Integrate all relevant plans and analyses completed since the adoption of the PTOL, including those done to inform capital decisions, programs and operations. The Master Plan will:
 - Create integrated implementation strategies to achieve the desired outcomes from all related planning processes and allow for interim incorporation of desired outcomes from future planning efforts;
 - Incorporate updated background information as appropriate to inform future departmental policies and priorities; and
 - Include information and strategies from related city-wide policies and initiatives and other city departments' planning processes to ensure strategic alignment across the city, including but not limited to the climate emergency, sustainability and resilience, and equity.

Review previous and current planning efforts in the City of Greeley, including but not limited to:

- Imagine Greeley Comprehensive Plan (2018)
- City Council Vision 2037 Priorities
- Parks, Trails, and Open Lands Master Plan (PTOL) (2016)
- Get Outdoors Greeley 2021-2026 Strategic Plan
- CPRD Strategic Plan 2021-2025
- hrQ organizational and operational assessment (2021)
- Long-Range Strategic Plan for Museums 2017-2027
- CPRD Technology Assessment (2021)
- Facilities Assessment (2021))
- Long Range Master Plan for Museum System (2017-2027)
- Public Art Master Plan?
- Relations to shared facilities (e.g., with School District, Aims CC, UNC)
- Consideration of partnerships (e.g., Poudre River Trail Corridor, Inc, Ash Parks & Rec District)
- 10-year financial plan for Golf

- Island Grove Master Plan

Review the existing inventory of CPRD assets (parks, recreation, golf, and culture facilities, open spaces, and natural areas) and update and complete as needed:

- Using the Facilities Assessment and the existing inventory, review the condition of amenities, structures, wayfinding, furnishings, accessibility and overall maintenance of existing facilities, greenspaces and trails
- The inventory shall be classified according to NRPA Facility and Amenity Classes
- Update the existing GIS inventory data.

Provide an inventory and analysis of culture, parks, and recreation facilities and open spaces provided by other government agencies and the private sector. Complete an inventory of existing culture and recreation programs and services:

- a) Compile inventory data into a manageable, editable format to be used as a primary data source for all the culture, parks and recreation assets.
- b) Review the current land acquisition process.
- c) Compare City of Greeley culture, parks and recreation assets with that of other peer cities based on population and density.
- d) Provide an overview of existing funding strategies related to operation and maintenance of the City of Greeley culture, parks and recreation system. The overview shall include existing funding streams such as the General Fund, Impact Fees, Trust Funds, non-profit funding from philanthropic donations, volunteers, conservancies and partnerships.
- e) The process should identify current facility use, awareness of current facilities, gather preferences for future facilities and shape goals and recommendations to guide facility and program development.
- f) Identify opportunities, constraints, strengths and weaknesses of current parks and greenspaces, culture and recreation facilities and programs.
- g) Synthesize common goals and recommendations from previous planning efforts.
- h) Illustrate the current Level of Service provided by existing greenspaces, recreation facilities and programs, including that of specific amenities that rank high within the public engagement process.
- i) Evaluate the level of service by examining current measurement tools and proposing, if needed, a revised measurement tool to more accurately demonstrate where current and future population and ecological needs will demand parks and recreation investment. The park and recreation supply analysis shall take into account walkability (such as the ten-minute walk measure) and barriers to access, safety, demographics and population count within a catchment area.

j) Using the methods described above, provide a clear, easy to understand map showing acquisition and capital investment gaps.

k) Summarize common maintenance issues identified during the inventory assessment and analyze if current locations will continue to be feasible or if new facilities should be developed based on projected growth. Evaluate current maintenance district boundaries and make recommendations if improvements are needed.

l) Provide analysis on where and how facilities should be expanded and maintained to meet program gaps. The analysis will include facility needs to serve program needs highlighted in the public engagement process, including retrofits and new facilities to improve and expand programs. The analysis will take into consideration health, safety and security, and equity in facility location.

9. Funding and Fiscal Analysis

A review of CPRD spending and revenue should be conducted to identify gaps between community desires and available resources. The consultant should explore the feasibility of alternative revenue models, potential efficiencies, available grants, fundraising, or other funding resources/methods. The consultant should account for the cost of capital improvement recommendations and a strategy for funding. Additionally, the consultant should address the potential economic impact of recommended actions.

- Identify the financial tolerance range by the community for CPRD services, programs and facilities and specialized programs.
- Identify funding structures, partnership opportunities, grants, bond issues, and other financial tools available to create sustainable services, programs and facilities.

10. Implementation Strategy

The plan should be a long-range document guiding City of Greeley decisions on culture, parks, recreation, natural areas & trails services, programs, and facilities, and capital improvements. The consultant should include prioritization of recommendations and suggested responsible parties, a timeline of implementation, and suggested benchmarks for measuring progress and outcomes.

Continue to refine the departmental decision-making process and how to balance affordability, financial sustainability and program quality. The Master Plan will:

- Confirm the direction of the department through a robust public engagement process, including communities and populations not easily reached by traditional outreach tools; and
- Engage departmental and city leadership to ensure Master Plan goals, strategies and initiatives identified continue the progress of the previous plans.
- Begin with the end in mind as it is related to data and being a data-driven organization. The Master Plan will:
 - Identify goals, strategies and initiatives with clearly defined metrics;
 - Identify the specific data to be gathered to maximize efficiency in measuring the predefined metrics; and

- Create flexibility in data collection methods to accommodate current and future systems.

The Master Plan will continue to serve as a guiding document that all department staff rely on and revisit often in their everyday work. The Master Plan will:

- Fully involve staff throughout the planning process to ensure their participation and support;
- Engage staff, boards, and commissions in the decision-making process; and
- Include an implementation plan to ensure the Master Plan guides the regular and strategic work of the department

Proposals should address each of the above components and describe their approach and capacity to execute them, including applicable examples from previous projects.

- Develop a vision, goals and objectives that will guide policies and plans for the City of Greeley Department of Culture, Parks & Recreation
- Develop the Department's updated vision. Building on the public engagement process, internal department feedback and data analysis, the vision shall communicate an ambitious and exciting renewal of culture, parks and recreation and how they contribute to creating a high performing city. Provide a high-level plan for the next ten years.
- Develop succinct and achievable goals and objectives to realize the vision plan
- Develop updated guidelines for the land acquisition process, including priorities for filling existing service gap areas.
- Develop a process to achieve social and geographic equity with current and future recreation facilities and programming
- Provide a process to maximize strategic partnerships with other public and private entities.
- Develop a methodology to prioritize the recommendations using a scoring system based on the gap analysis, public engagement, available and projected resources, recommendations from previous planning efforts, guiding values and future growth patterns and investment in equitable development.
- Provide a facilities maintenance strategy for improved quality standards of current and future facilities for all facility types.
- Provide a recreation program plan for improved facility and program offerings.
- Provide departmental staffing needs to fulfill current needs and respond to future growth.

11. Implementation Plan: The Implementation Plan is defined by the identification of specific initiatives geared to addressing the priorities previously identified. This step will help the department appropriately align staff resources and budget to advance those priorities. During this phase of the project, the draft Master Plan will be developed including information gathered from the previous phases. Critical task items include:

- Reviewing and updating the current CPRD master plan implementation section by development of specific, metric-driven goals, strategies and initiatives;
- Prioritization of goals, strategies and initiatives;

- Public engagement to confirm the appropriateness of the identified goals, strategies and initiatives and any associated prioritization;
- Development of a robust financial overview that aligns the recommended priorities within the city's budget framework and funding scenarios;
- Outline the existing financial situation and necessary funding strategies for CPRD to remain financially sustainable and achieve the desired outcomes identified within the implementation plan, including cost recovery, subsidization and fund management; and
- Completion of a draft master plan document for final review, approval and adoption

Proponent should analyze all information gained from the previous tasks and synthesize into a comprehensive report. Develop short (3-5 years), medium (6-10 years), and long-term (20 years) project and program goals.

- Generation and analysis of data to identify highest priorities for services, programs and facilities.
- Identify and provide suggestions for solutions for any barriers to utilization of services, programs and facilities by the community, along with required resources of staffing and budgets to implement.
- Provide prioritized Capital Improvement Plan (5-year and 10-year) recommendations for:
 - Land acquisition
 - Open spaces and outdoor amenities
 - Recreation and Culture centers and facilities
- Provide a culture and recreation programming plan that maximizes the use of our facilities and parks and meets community needs
- Provide a financially sound implementation strategy, functioning like a business plan, that includes:
 - Overview of annual funding needs including land, facilities, programs, staff, operations and maintenance
 - Outline of future fiscal needs to realize the vision
 - Potential funding sources for capital improvements and maintenance including potential revenue opportunities
 - Method for tracking plan implementation, performance and recommended schedule
- Identification of improved or new opportunities for partnerships provide a summary of strategies to improve public health and ecological resilience through culture, parks and recreation assets and program offerings.

12. Final Report

Provide electronic and hard copies of all findings at the end of the assessment and analysis phases.

- Final report, including data, supplied electronically and in print to the Department.

- Final summary of the analysis, comparison with PTOL, population projection and implications for culture, parks and recreation planning including public health impacts.
- Provide a summary of national and local trends, opportunities and challenges in the field of culture parks and recreation and the implications for long-range planning.
- Provide an assessment of the CPRD's current park classifications.
- Provide an assessment of the CPRD's approach to facility and grounds maintenance.
- Provide an assessment of the CPRD's culture and recreation facilities and program offerings.
- Provide an assessment of the CPRD's current personnel structure, levels of service and employee satisfaction.
- Provide an assessment of the CPRD's current user fees and approach to revenue generation within its facilities and greenspaces.
- Provide an assessment of the CPRD's collaboration with partnership organizations.
- Provide a summary of the major needs and themes communicated by the public.

13. Preparation of Final Document

The adopted CPRD master plan shall be provided in hard and digital copy for internal review. The document shall be produced in such a manner as to easily allow updates and revisions to the document. All data, information, materials, and work produced including final text, maps, and graphics including all digital files shall become sole property of the City of Greeley.

14. Deliverables

- a. Provide a report in both digital and hard copy format. All maps, graphics, images and other imagery developed as part of the comprehensive plan will be shared in digital format. All GIS data and analysis will be organized in a structure supportive of future use. GIS electronic maps will also be provided.
- b. Provide an Executive Summary of the document within the final report.
- c. Provide the technical documentation as an appendix to the plan, intended for limited production. This documentation may be a compilation of technical data and analysis and outreach summaries. The intent is to provide technical information in a format that is accessible to individuals, agencies and organizations that will benefit from access to the information generated during the planning process.
- d. Consultant shall make any necessary changes to the final adopted comprehensive plan, as advised by the City Council and reviewed and approved by CPRD project manager, prior to final acceptance by the City of Greeley.

15. Master Plan Adoption: This project shall culminate in the production of the final 2023 Greeley Culture, Parks & Recreation Master Plan and the formal adoption process including meetings with PRAB, Planning Commission, and City Council. Work of all previous phases should inform the development and content of the master plan. In the final stages of assembling the plan, the consultant team and CPRD will conduct a final crosswalk of values and strategies to ensure they are balanced, representative, prioritized, and that they meet the needs of the community. The final master plan document should be highly visual, easy-to-read and engaging. It should document the process and outcomes. Critical task items include:

- Reports summarizing findings and recommendations at key points in the process leading up to the master plan;
- Presentations, graphics, maps, posters, fliers and other materials for community and staff engagement, including the final plan approval process; and
- Final master plan.

16. On-going Services Project Management: The consultant shall provide a project manager for the duration of the work. The project manager is expected to be at all key project meetings and to make presentations as needed. Major consultant project management responsibilities include:

- Provide project management, coordination and direction to the project team to complete the project on time and within budget.
- Ensure effective and efficient communication with CPRD project manager.
- Prepare monthly progress reports that track status, concerns and next steps related to scope, schedule and budget.
- Manage a detailed schedule in coordination with CPRD project manager.
- Anticipate and communicate project management needs at least two months in advance.
- Conduct weekly or bi-weekly check-ins with the CPRD project manager.
- Participate in monthly meetings with the project core team.
- Review all documents and submittals to ensure quality control.
- Prepare responses to comments as part of review cycles for key deliverables.
- Prepare up to 3 drafts prior to submission of final deliverables.
- Review sub-consultants' monthly progress and billings (if applicable).
- Prepare and distribute meeting agendas, notes and action items. Project coordination meetings shall be held as frequently as necessary to ensure effective and efficient information sharing and decision-making with key team members and CPRD. Meeting agendas should be submitted at least one business day in advance, and summary notes should be prepared within five business days of each meeting

B. Period of Award

The completion date of providing the required product and services shall be approximately one year from date of award.

C. Minimum Mandatory Qualifications of Offeror

The successful offeror shall have demonstrated experience developing master plans for local and/or state government in the following areas; parks, parks facilities and amenities including aquatics and golf, recreation programs and services, cultural programs and facilities including historic sites, museums, public art and performance venues, and management of open space and trails. The offeror must list three to five previous master plans provided to other agencies with a listed reference or contact person. Links to assessments which are publicly available would be preferable. Professional resumes of assigned project managers and/or team members assigned to the project should be included in proposal. Any project manager or project lead should be able to demonstrate qualifications and experience suitable to the project.

Desired Consultant Strengths:

1. Work Collaboratively with City of Greeley staff - The selected consultant/consultant team will work collaboratively with City of Greeley staff to form a cohesive project team sharing the common goal of producing a CPRD Master Plan.
2. Build Consensus Among the Community and Staff – The selected consultant/consultant team will work to ensure the Master Plan continues to serve as a guiding document for the department:
 - a. Creating and implementing a robust engagement plan for both the community and staff to encourage their participation and buy-in throughout the planning process;
 - b. Engage the Parks and Recreation Advisory Board (PRAB) and other CPRD boards and commissions through regular updates and discussion at critical points throughout the project;
 - c. Engage staff in the decision-making process through their involvement in the Management Technical Advisory Group (Management TAG) and Working Technical Advisory Group (Working TAG); and
 - d. Master Plan development will include an implementation plan that will guide the action planning and work planning of the department in future years.
3. Consultant Team Expertise – The selected consultant/consultant team will likely include some combination of, but not necessarily be limited to the following areas of expertise:
 - a. Large team project management
 - b. Culture, Parks, and Recreation planning, including but not limited to service delivery, benchmarking, and levels of service
 - c. Community and staff engagement, including facilitation, experience with diversity and inclusion work, and knowledge of best practices for engagement such as those established by the International Association for Public Participation
 - d. Facility assessment, including architecture and building condition
 - e. Financial analysis, including business model, budgeting tools and financial outlook analysis
 - f. Asset management

- g. Geographic information systems, including analysis, interactive web-mapping, story maps and other tools
- h. Technical writing
- i. Graphic design for document preparation and production
- j. Meeting facilitation for interviewing stakeholders and collecting relevant project information and guidance
- k. Familiarity with and knowledge of NRPA/CAPRA standards, their implementation and the ability to incorporate those into a planning document

SECTION III. ADMINISTRATIVE INFORMATION

A. Issuing Office:

The City's contact name listed herein is to be the sole point of contact concerning this RFQ. Offerors shall not directly contact other personnel regarding matters concerning this RFQ or to arrange meetings related to such.

B. Official Means of Communication:

All official communication from the City to offeror will be via postings on an electronic solicitation notification system, the Rocky Mountain Bid System (www.rockymountainbidsystem.com). The Purchasing Contact will post notices that will include, but not be limited to, proposal document, addenda, award announcement, etc. It is incumbent upon offeror to carefully and regularly monitor the Rocky Mountain Bid System for any such postings.

C. Inquiries:

Prospective offeror may make written inquiries by e-mail before the written inquiry deadline concerning this RFQ to obtain clarification of requirements. There will be opportunity to make inquiries during the pre-proposal conference, if any. No inquiries will be accepted after the deadline. Inquiries regarding this RFQ (be sure to reference RFQ number) should be referred to:

E-Mail: Purchasing@greeleygov.com
 Subject Line: RFQ #F22-09-077-1

Response to offeror inquiries will be published as addenda on the Rocky Mountain Bid System in a timely manner. Offeror cannot rely on any other statements that clarify or alter any specification or other term or condition of the RFQ.

Should any interested offeror, sales representative, or manufacturer find any part of the listed specifications, terms and conditions to be discrepant, incomplete, or otherwise questionable in any respect, it shall be the responsibility of the concerned party to notify the Purchasing Contact of such matters immediately upon discovery.

D. Insurance: (Exhibit 3)

The successful contractor will be required to provide a Certificate of Insurance or other proof of insurance naming the City of Greeley as "additional insured". Coverage must include COMMERCIAL GENERAL LIABILITY coverage with minimum limits of \$2,000,000, and WORKER'S COMPENSATION coverage with limits in accordance with State of Colorado requirements.

COMPREHENSIVE AUTOMOBILE LIABILITY with minimum limits for bodily injury and property damage coverage of at least \$1,000,000, plus an additional amount adequate to pay related attorneys' fees and defense costs, for each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of this Agreement.

The City shall be named as additional Insured for General and Auto Liability Insurance.

Awarded offeror must present the City with proof of PROFESSIONAL LIABILITY COVERAGE with a minimum limit of \$1,000,000.

E. Modification or Withdrawal of Proposals:

Proposals may be modified or withdrawn by the offeror prior to the established due date and time.

F. Minor Informalities:

Minor informalities are matters of form rather than substance evident from the response or insignificant mistakes that can be waived or corrected without prejudice to other vendors. The Purchasing Manager may waive such informalities or allow the vendor to correct them depending on which is in the best interest of the City.

G. Responsibility Determination:

The City will make awards only to responsible vendors. The City reserves the right to assess offeror responsibility at any time in this RFQ process and may not make a responsibility determination for every offeror.

H. Acceptance of RFQ Terms:

A proposal submitted in response to this RFQ shall constitute a binding offer. The autographic signature of a person who is legally authorized to execute contractual obligations on behalf of the offeror shall indicate acknowledgment of this condition. A submission in response to this RFQ acknowledges acceptance by the offeror of all terms and conditions as set forth herein. An offeror shall identify clearly and thoroughly any variations between its proposal and the RFQ in the cover letter. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFQ.

I. Protested Solicitations and Awards:

Right to protest. Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract must protest in writing to the City Manager as a prerequisite to seeking judicial relief. Protestors are urged to seek informal resolution of their complaints initially with the Purchasing Manager. A protest shall be submitted within ten (10) calendar days after such

aggrieved person knows or should have known of the facts giving rise thereto. A protest with respect to an invitation for bids or Request for Qualifications shall be submitted in writing prior to the opening of bids or the closing date of proposals, unless the aggrieved person did not know and should not have known of the facts giving rise to such protests prior to bid opening or the closing date for proposals.

Stay of procurement during protests. In the event of a timely protest under Subsection (A) of this Section, the Purchasing Manager shall not proceed further with the solicitation or award of the contract until all administrative and judicial remedies have been exhausted or until the City Manager makes a written determination on the record that the award of a contract without delay is necessary to protect substantial interest of the City. (Ord. 75, 1984 §2 (part))

J. Confidential/Proprietary Information:

All proposals will be confidential until a contract is awarded and fully executed. At that time, all proposals and documents pertaining to the proposals will be open for public inspection, except for the material that is proprietary or confidential. However, requests for confidentiality can be submitted to the Purchasing Contact provided that the submission is in accordance with the following procedures. This remains the *sole responsibility* of the offeror. The Purchasing Contact will make no attempt to cure any information that is found to be at a variance with this procedure. The offeror may not be given an opportunity to cure any variances after proposal opening. Neither a proposal in its entirety, nor proposal price information will be considered confidential/proprietary. Questions regarding the application of this procedure must be directed to the Purchasing Contact listed in this RFQ.

K. Acceptance of Proposal Content:

The contents of the proposal (including persons specified to implement the project) of the successful contractor shall become contractual obligations into the contract award. Failure of the successful offeror to perform in accordance with these obligations may result in cancellation of the award and such offeror may be removed from future solicitations.

L. RFQ Cancellation:

The City reserves the right to cancel this RFQ at any time, without penalty.

M. Negotiation of Award:

In the event only one (1) responsive proposal is received by the City, the City reserves the right to negotiate the award for the services with the offeror submitting the proposal in lieu of accepting the proposal as is.

N. Contract: (Exhibit 2)

A sample copy of the contract award the City will use to contract for the services specified in this RFQ is included as Exhibit 2 for your review. The attached contract is only a sample and is not to be completed at this time.

O. RFQ Response/Material Ownership:

All material submitted regarding this RFQ becomes the property of the City of Greeley, unless otherwise noted in the RFQ.

P. Incurring Costs:

The City is not liable for any cost incurred prior to issuance of a legally executed contract and/or a purchase order.

Q. Utilization of Award by Other Agencies:

The City of Greeley reserves the right to allow other State and local governmental agencies, political subdivisions, and/or school districts to utilize the resulting award under all terms and conditions specified and upon agreement by all parties. Usage by any other entity shall not have a negative impact on the City of Greeley in the current term or in any future terms.

R. Non-Discrimination:

The offeror shall comply with all applicable state and federal laws, rules and regulations involving non-discrimination on the basis of race, color, religion, national origin, age or sex.

S. News Releases:

Neither the City, nor the offeror, shall make news releases pertaining to this RFQ prior to execution of the contract without prior written approval of the other party. Written consent on the City's behalf is provided by the Public Information Office.

T. Certification of Independent Price Determination:

1. By submission of this proposal each offeror certifies, and in the case of a joint proposal each party, thereto certifies as to its own organization, that in connection with this procurement:
 - a) The prices in this proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offeror or with any competitor;
 - b) Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the offeror and will not knowingly be disclosed by the offeror prior to opening, directly or indirectly to any other offeror or to any competitor; and
 - c) No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
2. Each person signing the Request for Qualifications form of this proposal certifies that:
 - a) He/she is the person in the offeror organization responsible within that organization for the decision as to the prices being offered herein and that he/she has not participated, and will not participate, in any action contrary to (1.a) through (1.c) above; or

- b) He/she is not the person in the offeror 's organization responsible within that organization for the decision as to the prices being offered herein but that he/she has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated, and will not participate, in any action contrary to (1.a) through (1.c) above, and as their agent does hereby so certify; and he/she has not participated, and will not participate, in any action contrary to (1.a) through (1.c) above.
- 3. A proposal will not be considered for award where (1.a), (1.c), or (2.) above has been deleted or modified. Where (1.b) above has been deleted or modified, the proposal will not be considered for award unless the offeror furnishes with the proposal a signed statement which sets forth in detail the circumstances of the disclosure and the City's Purchasing Manager, or designee, determines that such disclosure was not made for the purpose of restricting competition.
- 4. The Contract Documents may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same document. The Contract Documents, including all component parts set forth above, may be executed and delivered by electronic signature by any of the parties and all parties consent to the use of electronic signatures.

U. Taxes:

The City of Greeley is exempt from all federal excise taxes and all Colorado State and local government sales and use taxes. Where applicable, contractor will be responsible for payment of use taxes.

V. Assignment and Delegation:

Neither party to any resulting contract may assign or delegate any portion of the agreement without the prior written consent of the other party.

W. Availability of Funds:

Financial obligations of the City of Greeley payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise made available. In the event funds are not appropriated, any resulting contract will become null and void without penalty to the City.

X. Damages for Breach of Contract:

In addition to any other legal or equitable remedy the City may be entitled to for a breach of this Contract, if the City terminates this Contract, in whole or in part, due to Contractor's breach of any provision of this Contract, Contractor shall be liable for actual and consequential damages to the City.

Y. Other Statutes:

1. The signatory hereto avers that he/she is familiar with Colorado Revised Statutes, 18-8-301, et seq. (Bribery and Corrupt Influence) and 18-8-401, et seq. (Abuse of Public Office) as amended, and that no violation such provisions is present.
2. The signatory hereto avers that to his/her knowledge, no City of Greeley employee has any personal or beneficial interest whatsoever in the service or property described herein. See CRS 24-18-201 and CRS 24-50-507.

SECTION IV. PROPOSAL SUBMISSION

Following are the response requirements for this RFQ. All specific response items represent the minimum information to be submitted. Deletions or incomplete responses in terms of content or aberrations in form may, at the City's discretion, render the proposal non-responsive.

Instructions for electronic submittal. Email your RFQ Response to purchasing@greeleygov.com. Submit your RFQ response to this email only – please do not email to multiple people. Only emails sent to purchasing@greeleygov.com will be considered as responsive to the Request for Qualifications. Emails sent to other City emails may be considered as non-responsive and may not be reviewed.

Proposals shall be submitted in a single Microsoft Word or PDF file under 20MB.

The RFQ number and Project name must be noted in the subject line, otherwise the proposal may be considered as non-responsive to the RFQ.

Electronic submittals will be held, un-opened, until the time and date noted in the RFQ documents or
Posted addenda.

To facilitate the evaluation, offeror shall submit and organize all responses in the same order as listed in Section V. Proposals that are determined to be at a variance with this requirement may not be accepted. The City only accepts proposals in hard copy format and does not accept proposals submitted via fax or email.

Late proposals will not be accepted. It is the responsibility of the offeror to ensure that the proposal is received at the City of Greeley's Purchasing Division on or before the proposal due date and time.

SECTION V. RESPONSE FORMAT

The following items are to be included in your proposal, in the order listed. Deviation from this may render your proposal non-responsive.

- A. Cover Letter.** Include a cover letter introducing your company, summarizing your qualifications, and detailing any exceptions to this RFQ (please note that significant exceptions may make your proposal non-responsive). This letter should also provide principal contact information for this RFQ, including address, telephone number, fax number, e-mail, and website (if applicable).
- B. Use of Subcontractors/Partners.** There may be areas for use of subcontractors or partners in this project. If you are utilizing this approach, your proposal must list the subcontractors/partners, their area(s) of expertise, and include all other applicable information herein requested for each subcontractor/partner. Please keep in mind that the City will contract solely with your company, therefore subcontractors/partners remain your sole responsibility.
- C. Minimum Mandatory Qualifications.** Include an itemized description of how your company meets each of the minimum mandatory qualifications outlined in Section II, C. Failure to meet or exceed these requirements will disqualify your response.
- D. Company Information**
1. Provide the following information as listed: Company Name, Address, Phone Number, and Names of Principals.
 2. Identify the year in which your company was established and began providing consulting services.
 3. Describe any pending plans to sell or merge your company.
 4. Provide a comprehensive listing of all the services you provide.
- E. Evaluation Criterion #1 - Company and Personnel Qualifications**
1. Describe your customer service philosophy.
 2. Provide information from at least three projects of similar scope. Include, at a minimum, the following information: 1) company name, 2) contact name, 3) phone number, 4) fax number, 5) email address, 6) brief description of project scope and value, 7) status of project. The City reserves the right to contact the references provided in your proposal as well as other references without prior notification to you.
 3. List the number of people that you can commit to working on this project and the amount of time each is expected to spend on the project.
 4. Provide the names and resumes of the key personnel that will be performing the proposed services, including the primary project manager.
 5. List the names of the subcontractors you expect to use, the services to be provided by the subcontractors and the amount of time that each is expected to spend on the project. Also, include the names and resumes of the key subcontractor personnel who will be working on the project.
 6. Provide a specific timeline or schedule for the work. (Spell out mile marks if needed. Example: including development of preliminary design & cost estimates, meetings with City staff, completion of final design, cost estimates and bidding documents.) Show milestones and completion dates on the schedule.

7. Describe the methods and timeline of communication your firm will use with the City's project manager, other involved City staff, and other interested parties.

Evaluation Criterion #2 – Approach to Scope of Work

1. Describe any project approaches you would apply to this project to provide reliable data and an empirical assessment to enhance the quality of your services.
2. Address the specific community engagement or outreach methods your team would employ to reach and obtain meaningful input from the diverse populations and stakeholders of Greeley. Provide a clear connection of how your past work shows successes that will be leveraged as you approach the challenges of collecting information on such a wide selection of offerings from the entire Department.
3. Describe how the team will handle quality control, specifically how communication issues would be monitored and resolved, documents checked and cross-referenced and bid documents ensured to be complete, accurate, and coordinated with subcontractors.

Evaluation Criterion #3 - Value/Cost of Efforts

1. Provide a cost for the consulting services and products broken down per task listed under the ***Scope of Services***, above. Show a breakdown of all reimbursable expenses required to complete the work. If applicable, the subcontractors' costs must be shown as separate items. Also, provide hourly rates for your firm and all subcontractors. These rates will be considered valid throughout the project.

Evaluation Criteria #4 - References/Relevant Past Projects

Provide a copy of 3-4 relevant Master Plans. Provide a complete list of client references for similar projects recently completed.

F. Proposal Acknowledgement: (Exhibit 1)

Include this form as provided in Exhibit 1.

SECTION VI. EVALUATION AND AWARD

A. Proposal Evaluation

All proposals submitted in response to this RFQ will be evaluated by a committee in accordance with the criteria described below. Total scores will be tabulated, and the highest ranked firm will enter into negotiations.

If the City requests presentations by short-listed offerors, committee members may revise their initial scores based upon additional information and clarification received in this phase. Please note that presentations have been tentatively scheduled per the Schedule of Events on the first page of this RFQ. If your company is invited to give a presentation to the committee, these dates may not be flexible.

In preparing responses, offerors should describe in great detail how they propose to meet the specifications as detailed in the previous sections. Specific factors will be applied to proposal information to assist the City in selecting the most qualified offeror for this contract. Following are the evaluation criteria that will be used. Criteria will be assigned a points value.

1. Company and Personnel Qualifications - 50 Points
2. Approach to Scope of Work - 25 Points
3. Value/Cost of Efforts – 5 Points
4. References/Relevant Past Projects – 20 Points

A presentation and/or demonstration may be requested by short-listed offerors prior to award. However, a presentation/demonstration may not be required, and therefore, complete information should be submitted with your proposal.

B. Determination of Responsibility of the Offeror

The City of Greeley awards contracts to responsible vendors only. The City reserves the right to make its offeror responsibility determination at any time in this RFQ process and may not make a responsibility determination for every offeror.

The City of Greeley's Municipal Code defines a "Responsible Offeror" as one who has "the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance." The City reserves the right to request information as it deems necessary to determine an offeror's responsibility. If the offeror fails to supply the requested information, the City shall base the determination of responsibility upon any available information or may find the offeror non-responsible if such failure is unreasonable.

COOPERATIVE PURCHASING STATEMENT

The City of Greeley encourages and participates in cooperative purchasing endeavors undertaken by or on behalf of other governmental jurisdictions. To the extent, other governmental jurisdictions are legally able to participate in cooperative purchasing endeavors; the City of Greeley supports such cooperative activities. Further, it is a specific requirement of this proposal or Request for Qualifications that pricing offered herein to the City of Greeley may be offered by the vendor to any other governmental jurisdiction purchasing the same products. The vendor(s) must deal directly with any governmental agency concerning the placement of purchase orders, contractual disputes, invoicing, and payment. The City of Greeley shall not be liable for any costs or damages incurred by any other entity.

EXHIBIT 1
PROPOSAL ACKNOWLEDGEMENT

The offeror hereby acknowledges receipt of addenda numbers _____ through _____.

Falsifying this information is cause to deem your proposal nonresponsive and therefore ineligible for consideration. In addition, falsification of this information is cause to cancel a contract awarded based on one or both of the above preferences.

By signing below, you agree to all terms & conditions in this RFQ, except where expressly described in your cover letter.

Original Signature by Authorized Officer/Agent

Type or printed name of person signing

Company Name

Title

Phone Number

Vendor Mailing Address

Fax Number

City, State, Zip

Proposal Valid Until (at least for 90 days)

E-Mail Address

Website Address

Project Manager:

Name (Printed)

Phone Number

Vendor Mailing Address

Fax Number

City, State, Zip

Email Address

**EXHIBIT 2
SAMPLE CONTRACT**

[COG Sample Contract.pdf](#)

**EXHIBIT 3
SAMPLE INSURANCE**

[EXHIBIT 3 Sample COI.pdf](#)

EXHIBIT 4
Debarment/Suspension Certification Statement

The proposer certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal, State, County, Municipal or any other department or agency thereof. The proposer certifies that it will provide immediate written notice to the City if at any time the proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstance.

DUNS # (Optional) _____

Name of Organization _____

Address _____

Authorized Signature _____

Title _____

Date _____