



CITY OF GREELEY

City Manager's Office

Request for Proposal

RFP #F23-06-057

**DEPARTMENTAL ORGANIZATIONAL AND OPERATIONAL
ASSESSMENT**

for

Real Estate Management Services Division

The City of Greeley ("City") is accepting proposals from qualified contractors ("contractor") to review, assess and make recommendations regarding the organizational structure and operational function of the Real Estate Management Services Division and City-wide Real Estate Related Functions to help maximize efficiency and effectiveness to ensure Greeley's long-term success.

The RFP is intended to select a vendor or vendors to start the assessment in August 2023 and complete it by December 31, 2023.

REQUEST FOR PROPOSAL (RFP)
RFP #F23-06-057

Procurement Contact: Alec Keiser
Email Address: Purchasing@greeleygov.com
Telephone Number: 970-336-4246

Proposals must be received no later than the date indicated in the Schedule of Events below.

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

Email your RFP Response to purchasing@greeleygov.com. Only emails sent to purchasing@greeleygov.com will be considered as responsive to the request for proposals. **DO NOT** submit your RFP Response to multiple email addresses. 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 Proposal must not exceed 25 total pages, excluding cover letter, index or table of contents, front and back covers, and title pages/separation tabs. Pages shall be 8 ½ x 11 inch except for up to four (4) pages of 11 x 17 inches. Eleven-point font or larger must be used for the proposal and appendices. Resumes and References included as an appendix are not considered part of the 25 pages.

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

Electronic submittals will be held, un-opened, until the time and date noted in the RFP documents or posted addenda. For more information, please read SECTION V. RESPONSE FORMAT

Schedule of Events (subject to change)	All times are MST
RFP Issued	July 3 rd , 2023
Inquiry Deadline	July 21 st , 2023 2pm
Inquiry Answers via an Addendum	July 25 th , 2023
Proposal Due Date	July 28 th , 2023 2pm
Interviews (tentative)	TBD
Notice of Award (tentative)	August 4 th , 2023
Start of Work	August 15 th , 2023

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2	Sample Contract
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4	Debarment Form

“Public Viewing Copy: The City is a governmental entity subject to the Colorado Open Records Act, C.R.S. §§ 24-72-200.1 et seq. (“CORA”). Any proposals submitted hereunder are subject to public disclosure by the City pursuant to CORA and City ordinances. Vendors may submit one (1) additional complete proposal clearly marked “FOR PUBLIC VIEWING.” In this version of the proposal, the Vendor may redact text and/or data that it deems confidential or proprietary pursuant to CORA. Such statement does not necessarily exempt such documentation from public disclosure if required by CORA, by order of a court of appropriate jurisdiction, or other applicable law. Generally, under CORA trade secrets, confidential commercial and financial data information is not required to be disclosed by the City. Proposals may not be marked “Confidential” or ‘Proprietary’ in their entirety. All provisions of any contract resulting from this request for proposal will be public information.”

SECTION I. BACKGROUND, OVERVIEW, AND GOALS

A. Background

The City of Greeley is a home rule municipality with a council-manager form of government and is the county seat and the most populous municipality of Weld County, Colorado. Greeley is in northern Colorado and is situated 52 miles north-northeast of the Colorado State Capitol in Denver. According to the U.S. Census Bureau, the population of the city is roughly 111,000 which makes it the 12th-most populous city in Colorado. The City has an annual budget of ~\$490M with a fiscal year that starts Jan 1st, and employees over 1100 employees. Greeley is a major city of the Front Range Urban Corridor and home to the University of Northern Colorado which is a public baccalaureate and graduate research university with approximately 12,000 students and six colleges as well as Aims Community College, which has served the community since 1967.

B. Purpose

The City of Greeley (City) is seeking proposals from qualified consultants to review, assess and make recommendations regarding the organizational structure and operational functions of the Real Estate Management Services Division and Real Estate Related Functions City-wide to help maximize efficiency and effectiveness to ensure Greeley’s long-term success. Through this assessment, the City seeks to better understand the opportunities and challenges in transforming the City’s operating model for the Real Estate Management Services Division.

The Real Estate Management Services (REM), a division which is currently located within the City Manager’s Office under the day-to-day supervision of a Deputy City Manager, is a centralized office for all City real estate transactions. The Division works with all other City departments to process and complete a variety of real estate matters. REM is responsible for the management of the city’s real estate assets and interests - including the acquisition, inventory, assessment, and disposition of city real estate and oil & gas interests in support of the City’s goals and work plans.

The REM 2023 adopted budget is \$418,137 (including \$40,000 from three Departments for services). Current staffing includes four full time equivalents (FTEs):

Position	FTE Count
Division Manager	1
Real Estate Specialist	2
Real Estate Technician	1

REM projects in 2023 include:

- 112 active projects (planned and unplanned)
- 21 additional planned projects

Based on the population growth Greeley has and will experience, the number of projects requiring REM leadership and support is increasing substantially. The assessment, to be provided by the Awarded Proposer, will need to understand the current and anticipated growth in order to make

findings and recommendations to support critical property transactions to support economic development, water and sewer, public works, parks and recreation, natural trails and open space, organizational growth, redevelopment and various other functions related to short and long-term community and infrastructure needs.

C. Project Description

Project Description – The City seeks to conduct the organizational assessment with the following tentative timelines in mind:

Anticipated Start Date	Anticipated Completion Date
By August 15, 2023	December 31, 2023

The project would involve completion of:

- (1) An Organizational and Operational Assessment;
- (2) I suggested ‘path forward’ that may include options for changes to REM’s organization, operations, mission, governance, staffing, and scope of services; and
- (3) Implementation assistance related to the assessment findings and recommendations.

The purpose of this assessment is to:

- Gain insight into how the division’s operating model supports organizational effectiveness and optimal operation in service of high performance for both internal and external customers;
- Help the City evolve to better advance its mission, vision, and values by determining how current Division organizational structure and operations support these key guiding principles;
- Ensure the organizational structure within City departments are aligned with current/future community and organizational needs and identifies appropriate Key Performance Indicators (KPI) to measure such alignment and outcomes; and
- Analyze the current state of Division operations, structure, staffing and resources and what adjustments are needed to address the ideal future state. The assessment shall encompass review and consideration of all current real estate related operations within the City – not just within REM.

Some of the key goals of the assessment is to:

- Understand how the Division and other real estate related functions are organized and how they operate to best meet current and future needs as Departments of high performance.
- Assess alignment of the core functions of REM and the functions of each position within.
- Optimize resources to build greater efficiency and effectiveness within REM, other real estate related functions within the City and the organization as a whole relative to the mission of REM.
- Assess if and how the organizational structure supports the City’s ability to execute its guiding organizational principles – including its vision, mission, and values, and identifying and

advancing KPIs.

- Assess methods and ways to ensure the Division and real estate related function across the City are currently providing services of an appropriate scale and quality based on current population, with an eye towards the future of building service delivery necessary for a fast-growing community.

SECTION II. STATEMENT OF WORK

A. Scope of Services

Organizational and Operational Assessment

Through this review, the City would like to understand the extent to which REM and all real estate related functions within the City are positioned to meet current and future needs of the organization and community. This will require an objective assessment of the organizational capabilities, structure and culture, and the opportunities and challenges facing REM and all real estate related functions across the City. The project will assess the environment across REM and all real estate related functions across the City related to people, policies, processes and technology.

The consultant should review existing data from the City, including but not limited to job descriptions, employee satisfaction surveys, strategic plans, annual reports, budget history/reports, key performance indicators, and program/subprogram area goals. In addition, the consultant is expected utilize various strategies to gather feedback, perceptions and viewpoints of staff and stakeholders in each department.

The assessment shall be focused on:

- Organizational structure, including an analysis of the appropriate grouping of REM and real estate related functions and activities across the City.
- Effectiveness of staffing levels including, but not be limited to, staff assignments, workload, customer service, and cost-effectiveness of service levels and service delivery; and
- Benchmarks and other objective indicators of program effectiveness.

To fulfill this scope, the Proposer shall

- Develop an understanding of the key issues impacting REM and all real estate related functions across the City.
- Develop a descriptive profile of REM and all real estate related functions across the City.
- Compare the programs, practices, processes and effectiveness of REM and all real estate related functions across the City to best management practices and benchmark communities and functions.

Evaluate the staffing, organizational structure, and service levels in REM and all real estate related functions across the City.

This effort should create impartial insight into – but not be limited to – the following in REM and all real estate related functions across the City:

- a) Organizational structure and reporting relationships
- b) Service delivery structure and functions within each functional area
- c) Workflow processes and workforce planning
- d) Existing technology, available technology, technology gaps, and technology needs
- e) Management and administrative policies
- f) REM's relationships and collaboration with other City departments, agencies and units of government and vice-versa
- g) The culture of REM as it relates to customer service, leadership, staff morale and effectiveness
- h) Staff effectiveness as it relates to individual and collective competencies and capacity
- i) Internal controls
- j) Availability and use of resources
- k) Customer, employee, vendor and other stakeholder service level satisfaction
- l) Operations, programs, services and/ or functions of REM and where organizationally it should be supported. Currently, it is a Division within the City Manager's Office and previously was in the Finance Department. Analysis should be completed, options developed, and recommendations provided regarding the best placement of the function for effectiveness. Serious consideration should be given whether it is best embedded in an operational department or in a centralized service department.
- m) Real estate related operations, programs, services and/ or functions in other City Departments that could be consolidated into and/ or absorbed by REM
- n) REM operations, programs, services and/ or functions that are currently in REM that would be better consolidated into and/ or absorbed by another City Department or partner
- o) Current performance measures and those based on industry standards within each Department component

It is the City's intention that the findings and recommendations of this assessment should be based on – but not be limited to – the following:

- i. Best-management practices and industry standards
- ii. Optimal organizational structure model
- iii. Streamlining procedures and processes
- iv. Maximizing service and access to stakeholders, customers, clients and the community
- v. Staffing requirements by functional area, both current and future, including specific benefits and outcomes with adding and/ or reducing staff
- vi. Initiatives, goals and objectives of REM and its individual functional areas

- vii. Service demands and quality of service delivery and customer service
- viii. The efficiency and effectiveness of the organization and operations within REM and real estate related functions across the City relating to staffing, workload distribution, scheduling, productivity, technology, policy, and supervisory structure
- ix. Operations, programs, services and/ or functions of REM that could be consolidated and/ or absorbed into another City Department or function including a statement of benefits and proposed timeline for any proposed consolidation
- x. Real Estate related Operations, programs, services and/ or functions across the City outside of REM that could be consolidated and/ or absorbed into REM including a statement of benefits and proposed timeline for any proposed consolidation
- xi. Employee perceptions, understandings and morale
- xii. Stakeholder perceptions including the public, elected and appointed officials
- xiii. Best principles and performance measures for REM and its respective components
- xiv. Change management principles and best practices to effectuate
- xv. Training needed to maximize operations and high performance
- xvi. Emerging trends: identify other issues and/or emerging development trends in real estate management and related fields (local, regional, state or national)

Engagement

1. Conduct interviews with and surveying of employees about personnel perceptions and departmental culture
2. Conduct interviews with and surveying of internal stakeholders regarding perceptions of and needs for service.

The assessment should include options and recommendations based on best practices and like organizations, within the context of the Greeley organization relative to:

- steps and resources necessary to move from the current state to future desired state.
- recommendations and an implementation roadmap.
- an optimal departmental organizational model.

In doing so, the vendor(s) shall:

- Consider best practices of other municipalities and like organizations, within the context of the Greeley organization.
- Outline how implementation relates to the vision, mission and values and existing performance measures for the departments.

Deliverables:

At the conclusion of the assessment, the consultant should provide the following deliverables. It is important that the final deliverable be in the form of a report and not a PowerPoint presentation. While such a presentation is appropriate for review among particular stakeholders, it is not appropriate for the purpose of deliverables.

A report detailing organizational capabilities and challenges, goals, and objectives for maintaining and improving services in a community with significant anticipated growth, and development of performance measures to quantify progress. The report will outline a plan addressing the areas discussed above and identify needs and strategies necessary for effective service delivery.

The report shall be detailed and thorough customized to the City's specific needs and explaining all points deemed important by the consultant. It is imperative that the study be an objective, unbiased assessment that is a data driven analysis on all items and shall rely on evidence-based principles, practices as well as those practices and theory currently used by the City for service delivery, coupled with a future vision due to the City's rapid growth. As such, the report should include but not be limited to the following:

- Documentation of the review, analysis, and engagement conducted -either within the report body, and attachment or a separate report.
- Recommended improvements to the departmental organizational structure, and the roles and functions within it. This should be provided in the context of the City's budget and existing resources.
 - Including observations and recommendations around governance, policies, administration, services, talent management, use/capabilities of technology, and culture of the departments.
- Recommendations around what changes are required to meet future needs within the department.
- Recommendations for how REM and related real estate functions may optimize resources to operate at greater efficiency and effectiveness.
- A set of recommendations that are informed by best practices of other municipalities (similar in size, regulatory structure, service types, etc.) inside and external to Colorado.
- Based on the assessment, prioritize recommendations in groups such as immediate, short-term, and long term with proposed timelines for implementation and estimated budget impacts (if any) of each recommendation over a five-to-seven-year horizon driven by enabling high quality current services and preparations for long term population growth in the city.

The proposal should include an outline of process for each assessment, including the expected time commitment for each department and employees within the Division.

B. Period of Award

The completion date of providing the required product and services shall be December 31st, 2023. The work may begin after, and only after, a fully executed contract has been signed between the Awarded Proposer and the City of Greeley Colorado.

If the City desires to extend the contract, no later than thirty (30) days prior to expiration, the City's Purchasing Contact may send a notice in writing to the vendor requesting firm pricing for the next twelve-month period. After the City evaluates the firm pricing proposal from the vendor, it will determine whether to extend the contract. All awards and extensions are subject to annual appropriation of funds. The provisions of the foregoing paragraphs with respect to extensions of the terms of the contract shall be null and void if the contract has been terminated or revoked during the initial term or any extension thereof. All decisions to extend the contract are at the option of the City.

SECTION III. ADMINISTRATIVE INFORMATION

A. Issuing Office

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

B. Official Means of Communication

All official communication from the City to offerors 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 offerors to carefully and regularly monitor the Rocky Mountain Bid System for any such postings.

C. Inquiries

Prospective offerors may make written inquiries by e-mail before the written inquiry deadline concerning this RFP 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 RFP (be sure to reference RFP number) should be referred to:

E-Mail: Purchasing@greeleygov.com
Subject Line: RFP #F23-06-057

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

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

The successful contractor will be required to provide a Certificate of Insurance (Exhibit 3) 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 RFP process and may not make a responsibility determination for every offeror.

H. Acceptance of RFP Terms

A proposal submitted in response to this RFP 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 RFP 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 RFP 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 RFP.

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 proposals 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 RFP.

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. RFP Cancellation

The City reserves the right to cancel this RFP 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

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

O. RFP Response/Material Ownership

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

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 RFP 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 Proposal form of this proposal certifies that:
 - a) He/she is the person in the offeror's 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

The 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 RFP. 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.

RFP responses must be emailed to purchasing@greeleygov.com. Only emails sent to purchasing@greeleygov.com will be considered as responsive to the request for proposals. **DO NOT** submit your RFP Response to multiple email addresses. Emails sent to other City emails will be considered as non-responsive and will not be reviewed.

Proposals shall be submitted in a single Microsoft Word or PDF file under 20MB. The Proposal must not exceed 20 total pages, excluding cover letter, index or table of contents, front and back covers, and title pages/separation tabs. Pages shall be 8 ½ x 11 inches except for up to four (4) pages of 11 x 17 inches. Eleven-point font or larger must be used for the proposal and appendices. Resumes included as an appendix are not considered part of the 20 pages.

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

Electronic submittals will be held, un-opened, until the time and date noted in the RFP 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.

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 RFP (please note that significant exceptions may make your proposal non-responsive). This letter should also provide principal contact information for this RFP, 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. 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.

D. Evaluation Criteria

Professional Qualifications – 30 points

- a. State the full name and address of your organization and, if applicable, the branch office or other subsidiary element that will perform, or assist in performing, the work hereunder. Indicate whether it operated as an individual, partnership, or corporation.
- b. Include the name of executive and professional personnel by skills and qualification that will be employed in the work. Show where these personnel will be physically located during the time they are engaged in the work. Indicate which of these individuals you consider key to the successful completion of the project. Identify only individuals who will do the work on this project by name and title. Resumes and qualifications are required for all proposed project personnel, including all subcontractors. Qualifications and capabilities of any subcontractors must also be included.
- c. State history of the vendor, in terms of length of existence, types of services provided, etc. Identify the technical details that make the vendor uniquely qualified for this work.

Past involvement with Similar Projects – 30 points

The written proposal must include a list of specific experience in the project area and indicate proven ability in implementing similar projects for the vendor and the individuals to be involved in the project. A complete list of client references must be provided for similar projects recently completed. The list shall reflect the format outlined in the template provided herein.

As attachments, vendors should provide at least once sample of a similar work product completed.

Proposed Methodology and Work Plan – 25 points

Provide a detailed and comprehensive description of how the vendor intends to provide the services requested in this RFP. This description shall include, but not be limited to the methodology, how the project will be managed and scheduled, how and when data and materials will be delivered to the City, communication and coordination, the working relationship between the vendor and City staff, and the vendor’s general philosophy about providing the requested services including a draft timeline.

Vendors shall be evaluated on the clarity, thoroughness, and content of their responses to the above items.

Fee Not to Exceed Proposal/ Value – 15 points

Vendor’s proposal shall be a fixed fee not to exceed which is itemized for completing the analysis. Please also include an estimate of reimbursable expenses and an hourly rate if additional or supplementary services are available. The Fee Proposal outlined in Attachment 2 shall be completed and included in the submission.

- Provide the name, address, and email address of contractor. If an entity, provide the legal name of the entity and the names of the entity’s principal(s) who is proposed to provide the services.
- Identify the specific departmental assessment(s) for which the vendor is submitting a proposal(s). Provide a review of your qualifications for the specific departmental assessment(s) outlined herein for which a proposal(s) is being submitted and briefly explain how you plan to complete the required tasks.

Provide references for your work: Vendors are required to submit three references for each assessment for which proposals are submitted. The table template provided below is the format in which references should be submitted.

E. Proposal Acknowledgement

Include this form as provided in Exhibit 1.

F. Certificate of Insurance

A sample Certificate of Insurance is provided in Exhibit 3.

G. Debarment Form

Include this form as provided in Exhibit 4.

SECTION VI. EVALUATION AND AWARD

A. Proposal Evaluation

All proposals submitted in response to this RFP 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. 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 is the evaluation criteria that will be used. Criteria will be assigned a points value.

Evaluation Criteria:

1. Professional Qualifications – 30 points
2. Past involvement with Similar Projects – 30 points
3. Proposed Methodology and Work Plan – 25 points
4. Fee Not to Exceed Proposal/ Value – 15 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 RFP 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 Proposal 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 RFP, 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

Website Address

City, State, Zip

Proposal Valid Until (at least for 90 days)

E-Mail Address

Project Manager:

Name (Printed)

Phone Number

Vendor Mailing Address

Email Address

City, State, Zip

EXHIBIT 2
SAMPLE CONTRACT

[\(Incorporated by Reference\)](#)

EXHIBIT 3
SAMPLE CERTIFICATE OF INSURANCE

Client#: 12170 GRECI
ACORD. CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/14/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER ABC Insurance Company P. O. Box 1234 Anywhere, USA	CONTACT NAME: PHONE (A/C, No, Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ PRODUCER CUSTOMER ID #: _____														
INSURED Sample Certificate	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A : Financial Rating of A</td> <td></td> </tr> <tr> <td>INSURER B :</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Financial Rating of A		INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Financial Rating of A															
INSURER B :															
INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURER	TYPE OF INSURANCE	POLICY NO.	POLICY EFF.	POLICY EXP.	LIMITS
	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO-PORT <input type="checkbox"/> LOC				EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAMS-MADE DEDUCTIBLE \$ RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below				<input checked="" type="checkbox"/> INSTALL-LOSS LIMITS <input type="checkbox"/> DIS-EL E.L. EACH ACCIDENT \$100,000 E.L. DISEASE - EA EMPLOYEE \$100,000 E.L. DISEASE - POLICY LIMIT \$500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 City of Greeley is named as Additional Insured on General Liability. Waiver of subrogation is included on Work Compensation. This insurance is primary and noncontributory to insurance policies held by the City.

CERTIFICATE HOLDER City of Greeley 1000 10th St Greeley, CO 80631-3808	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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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 _____