



REQUEST FOR PROPOSALS

Strategic Visioning and Planning

Denver Urban Renewal Authority

Proposals due October 11, 2019

Responses must be prepared according to this Request for Proposals and delivered *by electronic mail only* to:

Tracy Huggins
Denver Urban Renewal Authority
thuggins@renewdenver.org

RENEWDENVER.ORG

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1. About the Organization

The Denver Urban Renewal Authority (DURA) was created by ordinance of the City and County of Denver (City) in 1958 under Colorado Urban Renewal Law which was enacted by the State Legislature in that same year. DURA is a redevelopment agency, performing the traditional duties of an urban renewal authority – eliminating blight where it currently exists and helping foster the sound growth and development of the City. DURA also has responsibility for implementing several City housing rehabilitation programs designed to improve the quality of existing single-family homes owned by low to moderate income residents.

In its redevelopment capacity, DURA uses an important financing tool called tax increment financing (TIF) to fill the gap between the cost of a redevelopment project and the level of private financing the project can support in situations where blight exists. State law enables urban renewal authorities to use incremental property and sales taxes generated by a redevelopment project to provide project financing. Redevelopment activities which benefit from tax increment are either financed through the issuance of tax increment revenue bonds, notes or with developer reimbursement obligations.

DURA's Housing Department administers six housing rehabilitation programs, providing low interest loans and grants to low and moderate-income Denver residents for making needed repairs to their owner-occupied homes. DURA assists low to moderate-income residents with low-interest loans for emergency repairs such as hot water heater replacement, or for more thorough rehabilitation of a single-family home, installing a new roof and replacing sewer lines – repairs that ensure the home is safe and comfortable.

DURA is governed by a 13-member Board of Commissioners that directs policy. The Executive Director is appointed by the Board and directs the 16 person staff and its operations.

2. Background

In 2000, the Board of Commissioners adopted the *Denver Urban Renewal Authority Business Plan* which has served as the organization's Strategic Plan. The *Business Plan* was developed in coordination with the City's adoption of its Comprehensive Plan – *Plan 2000*. Through periodic updating and consistent evaluation of potential DURA projects and programs against the criteria establish in *Plan 2000* and the *Business Plan*, DURA has made a measurable impact across the City and County of Denver.

In April 2019, Comprehensive Plan 2040 and Blueprint Denver were adopted by the Denver City Council. These plans are intended to work together to guide development and redevelopment activity through 2040 while addressing key issues such as growth, mobility, housing, neighborhood character, and equity. In February 2018, Council adopted Housing an Inclusive Denver, the City's five-year housing policy, strategy and investment plan. DURA's activities, in coordination with other City departments, not-for profit and community organizations and developers, help support the goals, objectives and strategies of these City Plans.

With the needed consistency between the City's Comprehensive Plan and the DURA Strategic Plan, it is now necessary for DURA to create a Strategic Plan to not only meet the statutory requirement that urban redevelopment plans and projects be in conformance with City plans, but also to allow DURA to

build upon and strengthen the positive impact it has realized in the past 20 years into the future.

While Comprehensive Plan 2040 works to craft a long-range vision for Denver, it's implementation will be significantly influenced by political, community and economic pressures. In recognition of these effects, DURA anticipates adopting a 20-year Strategic Plan that is further managed, modified and implemented through periodic (i.e. 3- to 5-year) Business Plans.

The above noted City plans can be reviewed online for reference here:

Comprehensive Plan 2040

(<https://www.denvergov.org/content/denvergov/en/denveright/comprehensive-plan.html>)

Blueprint Denver 2019

(<https://denvergov.org/content/denvergov/en/denveright/land-use-transportation.html>)

Housing an Inclusive Denver

(https://www.denvergov.org/content/dam/denvergov/Portals/690/Housing/HousingInclusiveDenver_FINAL_020918.pdf)

3. Purpose and Goals of Strategic Planning

The DURA Board is seeking a professionally-qualified consultant/firm/team to work with its members to create a strategic plan to address its strategic issues through a comprehensive, data-driven and partner-engaged planning process. The Strategic Plan will be used to set priorities; focus energy and resources for the staff, leadership, board and other partners; strengthen operations and decision-making; and ensure other stakeholders are working toward common goals. It will be a tool to establish agreement around DURA's intended outcomes and results of TIF supported projects and housing program investments.

Key goals of the Strategic Planning effort include:

- Develop overarching strategy for maximized community impact that looks at all potential things DURA could do and narrowing it down to the things we are best positioned to achieve.
- Define how external partners and stakeholders should view DURA.
- Identify factors of organizational success into the future
- Create prioritized list of goals and strategies
- Potentially update mission, vision and values.
- Develop implementation recommendations, including opportunities to re-set strategies as necessary

4. Scope of Services

DURA is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm should be able to discern which model or models(s) will best enable DURA to complete its strategic planning goals. With an expected completion

of the Strategic Plan within 12 months from commencement, the proposed model should include the expected participation of DURA Board and Staff, and the timeline necessary to complete the engagement. The DURA Board and/or Strategic Planning & Legislative Committee envision holding one or more one-to two-day work sessions dedicated to this effort. We seek input from the consultant to help schedule, structure and facilitate these work sessions to maximize impact.

While DURA seeks the consultant’s recommendations regarding the best process to develop an actionable strategic plan, DURA currently anticipates the scope of services will include, but not be limited to, the following four components:

- Stakeholder Engagement
- Best Practice Research
- Exploration and Validation of Creative Solutions
- Draft 20-year Strategic Plan with actionable 3- to 5- year Business Plan

Please note that this RFP expects the consultant to facilitate all components of the Scope of Services.

Stakeholder Engagement

DURA Board of Commissioners

The Strategic Plan will ultimately be adopted by the DURA Board of Commissioners and will serve as their policy-driven resource to determine where DURA is now, where we would like to be in the future, and how we intend to get there. Accordingly, the process will be undertaken with active participation of the full DURA Board, the Board’s Strategic Planning & Legislative Committee, and Senior Staff.

The consultant should advise on how to structure and facilitate meetings with the Board to maximize their role in the process.

DURA Partners

Comprehensive Plan 2040, Blueprint Denver and Housing an Inclusive Denver all reflect the opportunities and challenges facing Denver as it continues to grow and the impacts this growth has on the people of Denver, particularly those most directly impacted by development and redevelopment. The activities of DURA are influenced by government leaders, the development community, neighborhood organizations, and others. Through the lens of the current City plans, the consultant will be responsible for conducting partner outreach to complete a “needs assessment”. This assessment would include two components:

Program Inventory and Analysis – Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different delivery options, partnerships and collaborations. The result of this effort would be the ability to answer three questions:

1. What is DURA doing well?
2. Where could current offerings be improved?
3. Are there things currently being done by DURA that are better delivered by others?

Identification of Opportunities – Through partner outreach, compile list of potential new opportunities for DURA to further implement City plans.

Best Practice Research

This component would consist of a review of peer cities nationally and other front range communities that have used urban renewal and tax increment financing to address the six vision elements of Comprehensive Plan 2040:

- Equitable, affordable and inclusive
- Strong and authentic neighborhoods
- Connected, safe and accessible places
- Economically diverse and vibrant
- Environmentally resilient
- Healthy and active

While we recognize peer cities will not exactly match the issues facing DURA and Denver, this review should focus on cities with similar economic pressures, housing prices, and equitable development (i.e. gentrification) challenges. The review should also incorporate the statutory similarities or limiting differences between C.R.S. 31-25-101, et seq., and the peer city. Please identify potential comparable cities for review in the proposal.

Exploration and Validation of Creative Solutions

The Stakeholder Engagement and Best Practice Research components will likely result in the identification of new opportunities that will influence the development of organizational strategies and vision. Any new opportunities identified will need to be thoroughly explored and validated to determine what, if any, organizational changes would be required to effect implementation. In addition, this component will also require the validation of DURA's mission, vision and strategy to ensure its success in the current landscape of development and economy in Denver. The consultant will be expected to navigate this component with the Board and Staff to develop a successful Strategic Plan.

Prepare 20-year Strategic Plan with actionable 3- to 5-year Business Plan

The final component of the process entails the identification of key strategic goals and the development of an actionable Strategic Plan that will serve as the overall blueprint for DURA's work. This Strategic Plan should include:

- An Executive Summary
- A comprehensive, detailed plan that identifies:
 - o Shared vision and mission
 - o Goals
 - o Objectives
 - o Strategies
 - o Tactics
 - o Responsible partners and their roles
 - o Measures
 - o Outcomes
- Infrastructure (e.g., organization structuring, staffing and related key budget considerations, etc.) needed to support the Strategic Plan's implementation
- Methods of measuring successful implementation of the Strategic Plan
 - o Expectations of Board

- o Expectations of Staff
- This plan should also include:
 - o Resource development strategies
 - o Initial communications strategies (What are the key messages? Who are the targets for those messages? How are the messages delivered? Who delivers the messages?)

The 3- to 5-Year Business Plan is expected to define how the Board and staff will work to implement the goals and strategies identified in the Strategic Plan in a more near-term, measurable way. The Business Plan should identify and prioritize what DURA must achieve to address the priority issues identified in the Strategic Plan.

It is expected that all components will be accomplished through a combination of activities, including, but not limited to:

- Background research by consultant on DURA history and current leadership team
- Review of previously completed interviews, surveys and/or any other information that will be useful in receiving partner and community input
- Partner engagement as described above
- Facilitated group meetings with board and staff to create consensus regarding a strategic vision and plan
- Review of available data and partner strategic plans as well as any relevant research and best practices relating to the work DURA accomplishes

5. Ownership and Confidentiality

All intellectual property will become the property of DURA. All data remains the sole property of DURA. The consultant shall further agree to keep information related to the status and enforcement of contracts with DURA in strict confidence, including, but not limited to, any confidential business information or proprietary information learned through its dealings with DURA.

6. Proposal Format

To best evaluate the ability of the consultant to meet DURA’s goals, please include the following in your proposal:

- **Title Page.** Provide the name of your firm(s), address, telephone and name of contact person on a title page.
- **Letter of Transmittal.** Provide a complete statement regarding the understanding of the project and your interest in working with DURA on this project. The transmittal letter shall be signed by a duly authorized officer or agent empowered with the right to bind the consultant submitting a proposal for consideration.
- **Scope of Services.** Provide a detailed scope of work for each of the project components (see page 3). Additionally, please note any additional tasks or deliverables that may not have been identified by DURA staff. Be sure to call these out as a separate line item in the proposed budget.

- **Qualifications.** Provide a summary of past experiences related to the project components. Include resumes of the project team. Indicate whether the firm is a small or woman- or minority-owned business. Clearly state what about your team make-up makes you the optimal provider for this RFP. Include a summary of experience in non-profit and/or governmental entity strategic planning.
- **References.** Provide names, emails and telephone numbers of three references that DURA may contact to verify performance on similar types of projects.
- **Previous Work Product.** Include at least two examples of written work similar to the scope of work requested within this RFP.
- **Cost Estimate.** Provide a detailed budget for each scope of work component with associated hourly rates for each member of the consultation team.
- **Anticipated participation on the part of the DURA Board and Staff on each of the components.** Please identify your expectations of DURA regarding your proposal.
- **Project Timeline.** Provide a suggested project timeline with major tasks and milestones. The total project timeline shall not exceed 12 months.
- **Additional information.** Please submit any additional information that may assist in DURA's evaluation of qualifications.

General Information

DURA understands that the scope of services requested may be conducted by a single consultant, a consultant group, or by a partnership of consultants that has the expertise to address the services requested in this RFP. DURA is particularly interested in respondents that include businesses based in Colorado or that maintain a significant presence in the Denver metropolitan area. The proposal should provide the name, title, address, telephone number, and email address for each person engaged in the project. If a consultant group or partnership of consultants, the proposal should indicate who will serve as the "point" person.

Consultant Qualifications and Roles

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- Experience at successfully developing consensus-based strategic plans
- Experience in working with public entities and appointed Boards
- Knowledgeable of collective impact or collaborative strategic initiatives
- Strong facilitation and conflict management skills
- Knowledgeable of urban redevelopment and affordable housing issues
- Knowledgeable of Denver's economic and development landscape, including political and practical issues and challenges
- Experience at creating a neutral environment for, and soliciting input from, individuals from various sectors
- Experience at gathering and utilizing data to inform the strategic planning process
- Knowledgeable of budgeting
- Knowledgeable of resource development
- Ability to constructively challenge key stakeholders
- Experience inspiring others to think innovatively
- Project management experience

If a consultant group or partnership of consultants is proposed to conduct the RFP scope of services, the proposal must indicate which activities each consultant will conduct as well as information about their level of expertise, knowledge and experience to conduct those specific activities.

Work Plan

The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of services, including:

- the specific activities to be conducted for each component,
- a timeline for the activities of each component,
- milestones and deliverables tied to those activities, and
- a detailed budget for each component, along with a proposed payment schedule tied to project milestones and/or deliverables.

7. Basis of Evaluation

Proposals will be reviewed and evaluated based on the following criteria:

- Qualifications
 - o Consultant has the qualifications necessary to successfully complete the Scope of Services
 - o The consultant has prior experience working on similar projects
 - o The consultant has prior experience working with similar organizations
- Scope of Proposal
 - o The proposal demonstrates an understanding of the project objectives and desired results
 - o The proposal illustrates an approach to the scope of services that will likely lead to the successful development of an actionable Strategic Plan
 - o The proposal illustrates the consultant's ability to successfully execute the proposed approach
 - o The proposal includes an appropriate process to interact with the DURA Board, Committee, senior staff and community stakeholders
- Work Plan
 - o The proposal adequately details project activities and milestones, or deliverables associated with each component of the Scope of Services
 - o The proposal includes a detailed timeline for each stage
 - o The work can be completed within the project timeline, not to exceed 12 months
- Budget
 - o The proposal includes a detailed budget for each component of the Scope of Services
 - o Proposed costs are reasonable
 - o The anticipated budget is not expected to exceed \$200,000. The Cost-Value proposition will be given significant consideration in the evaluation.

8. Process for Proposal Submission and Evaluation

Instructions for submission

a) Closing Submission Date

Proposals are due by 5:00 PM Mountain on Friday, October 11, 2019.

b) Inquiries

Inquiries concerning this RFP should be directed only to Tracy Huggins (contact information below) no later than 12:00 PM Mountain on Friday, September 20, 2019.

Tracy Huggins, Executive Director

Thuggins@renewdenver.org

For clarity, questions received regarding this RFP, along with answers, will be shared with all responding parties via post on the DURA website at <http://www.renewdenver.org/about-dura/rfp-procurements.html>. Respondents are encouraged to review questions posted and answered on the website before submitting their own.

c) Conditions of Proposal

All costs incurred in the preparation of a response to this RFP are the responsibility of the respondent and will not be reimbursed by DURA.

d) Submission Instructions

Proposals should be submitted in PDF format via email only to thuggins@renewdenver.org before the closing submission date and time. If the file is too large for email, a link to the file should be provided.

An email confirming receipt of submission will be sent to each respondent. Please contact Tracy Huggins immediately if you do not receive a confirmation of submission email within one business day.

Late arrivals will not be accepted. Mail submissions will not be accepted.

It is the responsibility of the respondent to ensure that the response is received by DURA by the closing submission date. A response may be judged nonresponsive and excluded for further consideration if it is not received by the deadline or does not follow the specified format.

Communication with any member of the Authority's staff or board during the response and evaluation period concerning any matter related to this Request for Proposals (except as provided herein) is grounds for immediate disqualification.

e) Confidentiality

By participation in this RFP process, bidder acknowledges and agrees that responses are subject to the disclosure requirements of the Colorado Open Records Act ("CORA"). If the bidder deems any material submitted to be proprietary or confidential, that must be indicated in the relevant section(s) of the response. DURA shall retain such information as confidential and not disclose such information to the extent permitted CORA.

f) Criteria for Selection

DURA will select the proposal which it feels will deliver the highest quality deliverable at the best value. Proposals will be initially reviewed by the Executive Director and members of the Strategic Planning & Legislative Committee. Interviews will be completed by the Executive Director and the Strategic Planning & Legislative Committee, who will submit the best option to the DURA Board for a final decision.

The award will be made to the qualified bidder whose proposal is most advantageous to DURA with price and other factors considered. DURA may, in its sole discretion, reject any and all proposals without providing a detailed explanation for decisions.

DURA, in its sole discretion, may request proposal presentations by meeting with any or all bidders to clarify or negotiate modifications to proposals. However, DURA reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the bidder can propose.

g) Notification of Selection and Timeline

It is expected that a bidder will be selected within four weeks of the closing submission date, although this timeline is subject to change. DURA reserves the right to cancel this RFP at any time. DURA’s decision on the result of the RFP is final and there is no mechanism to appeal or protest the decision.

RFP released	September 9, 2019
Submission of questions and clarifications	September 20, 2019 at 12:00 p.m.
Proposals due	October 11, 2019 at 5:00 p.m.
Interview selected respondents	October 30, 2019
Final Selection & Contract Development	Week of November 4, 2019
Contract Approval by DURA Board	November 21, 2019
Project begins	Immediately

h) CONFLICT OF INTEREST

The Bidder must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the Contract or the services provided under the Contract. Except as otherwise disclosed in the proposal, the Bidder affirms that to the best of its knowledge there exists no actual or potential conflict between the Bidder, the Bidder’s project manager(s) or its family’s business or financial interests (“Interests”) and the services provided under the Contract. In the event of any change in either Interests or the services provided under the Contract, the Bidder will inform DURA regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to the DURA’s satisfaction or the Bidder may be disqualified from consideration under this RFP. As used in this Section, “conflict of interest” shall include, but not be limited to, the following:

1. Giving or offering a gratuity, kickback, money, gift, or anything of value to a DURA official, officer, or employee with the intent of receiving a contract from DURA or favorable treatment under a contract;
2. Having or acquiring at any point during the RFP process or during the term of the Contract, any contractual, financial, business or other interest, direct or indirect, that would conflict in any manner or degree with Bidder’s performance of its duties and responsibilities to DURA under

the Contract or otherwise create the appearance of impropriety with respect to the award or performance of the Contract; or

3. Currently in possession of or accepting during the RFP process or the term of the Contract anything of value based on an understanding that the actions of the Bidder or its affiliates or Interests on behalf of DURA will be influenced.

9. Governing Provisions and Limitations

Violation of any of the following provisions may cause a proposal to be rejected:

- A. The purpose of the RFP is to ensure maximum, open, free competition in the solicitation of and procurement of services. This RFP is not to be construed as a purchase agreement or contract or as a commitment of any kind; nor does it obligate DURA to award any contract or to pay for costs incurred prior to the execution of a formal contract unless DURA specifically authorizes such costs in writing.
- B. **DURA values diversity and encourages responses from qualified SBE, MBE and WBE firms. It is the policy of DURA to encourage and support equal opportunity in the purchase of goods and services. DURA shall comply with all Equal Opportunity requirements in the procurement of all goods and services.**
- C. DURA reserves the right to accept or reject any or all proposals received, or to cancel or reissue this RFP in part or its entirety.
- D. DURA reserves the right to award a contract for any services or groups of services solicited via the RFP in any quantity DURA determines is in its best interest. It further reserves the right to make no award as a result of this solicitation for any services or group of services if in DURA's best interest.
- E. DURA reserves the right to correct any error(s) and/or make any changes to this solicitation as deemed necessary. DURA will provide notifications of such changes to all proposers recorded in the DURA office record (Distribution Log & Receipts Record) as having received or requested an RFP.
- F. DURA reserves the right to negotiate the final terms of any contract awarded as a result of this solicitation with the proposer selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended to successfully meet the needs of DURA.
- G. DURA reserves the right to contact any individual or entity listed in the proposal that may have knowledge of the proposer's experience, performance and qualifications.
- H. Proposers shall not offer or provide any gratuities, favors or anything of

monetary value to any officer, member, employee or agent of DURA for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder. In addition, no employee, commissioner, officer, or agency of DURA shall participate in the selection, award or administration of contract supported by DURA funds if a conflict of interest, real or apparent, would be involved.

- I. Proposers shall not engage in any activity that is intended to restrict or eliminate competition. Violation of this provision may cause a proposal to be rejected. This does not preclude joint ventures.
- J. The contents of a successful proposal may become a contractual obligation if selected for award. Failure of the proposer to accept this obligation may result in cancellation of the award. **No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at stated price/cost.**
- K. DURA reserves the right to request clarification or, explanation for, or verify any aspect of a response to this RFP, and to require the submission of any price, technical, or other revision to the RFP that results from negotiations conducted.
- L. DURA reserves the right to award to other than the lowest cost proposer.
- M. DURA reserves the right to award without discussion.
- N. DURA reserves the right to reject any proposal that fails to conform to the requirements of this RFP.
- O. DURA reserves the right to extend, shorten, increase or decrease any contract awarded as a result of this RFP.