The following questions have been received from organizations indicating an intent to bid on the Denver Urban Renewal Authority's Strategic Vision and Planning RFP. Through this web page, these questions and the Authority’s answers are made available to all bidders.

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Question 1
Can companies from outside USA apply for this (like, from India or Canada)?

Answer 1
Yes, companies located outside the USA can apply.

Question 2
Will there be a need to come over there for meetings?

Answer 2
Yes, there is an expectation of face-to-face facilitation of the process.

Question 3
Can we perform the tasks (related to RFP) outside the USA?

Answer 3
While there may be some tasks that could be performed remotely, the majority of the process will be conducted in face-to-face meetings with the Board.

Question 4
Can we submit the proposals via email?
Answer 4
Yes, the RFP specifically requests proposals to be sent via email.

Question 5
What ended up happening with the process you were going through in July/August 2019?

Answer 5
Following the issuance of the RFP in July, the Strategic Planning & Legislative Committee felt it did not fully capture the intended process and outcomes of the Strategic Planning effort. In addition, they were concerned about the compressed timeline in the original RFP. The current RFP is broader in scope and longer in implementation.

Question 6
Did you receive proposals in July/August 2019?

Answer 6
Yes, we received two qualified responses and one after the response deadline.

Question 7
Will those vendors (July submissions) be allowed to bid again in October 2019?

Answer 7
Yes.

Question 8
What were you missing in terms of being able to complete the process in July/August?

Answer 8
See answer provided above to Question 5 above.

Question 9
Does DURA have a small or women- or minority owned business requirement for this project?

Answer 9
The Authority values diversity and encourages responses from qualified SBE, MBE and WBE firms. It is the policy of the Authority to encourage and support equal opportunity in the purchase of goods and services. The Authority shall comply with all Equal Opportunity requirements in the procurement of all goods and services.
Question 10
Should the plan’s resource development strategies address staff or other resources beyond the elected officials, senior staff, and community partners identified to participate in the process? If so, will the consultant have access to engage with these other stakeholders during the project?

Answer 10
The Plan’s resource development strategies should focus on DURA staff and organizational needs as may be required to implement identified strategies.

Question 11
Approximately how many partners agencies would be included in the outreach effort to complete the needs assessment?

Answer 11
The specific number of partner agencies and strategic partners will be determined through coordination among the selected respondent, the DURA Strategic Planning & Legislative Committee and DURA staff. The groups of stakeholders are expected to include, but are not limited to, partner agencies in the City of Denver administration, City Council, developers, community groups and non-profit organizations the directly interface with DURA.

Question 12
Would DURA like to see optional services provided for assistance in development subsequent business plans beyond delivery of the first 3-5 year business plan?

Answer 12
While not a requirement of the RFP, any optional services proposed by the respondent may be included and should be clearly identified as optional services and identified separately in the budget.

Question 13
Is the $200,000 not to exceed budget reflective of the work expected to be accomplished in the one year timeline?

Answer 13
The proposed budget should address all components of the Scope of Services outlined in the RFP.

Question 14
Is DURA fundamentally looking for (a) a consultancy that specializes in urban redevelopment and affordable housing (but can also do strategic planning), or (b) a consultancy that specializes in
strategic planning that can bring in urban redevelopment and affordable housing expertise to support the project?

**Answer 14**
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. Qualifications of the consultant include *Knowledgeable of urban redevelopment and affordable housing issues*.

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**/ Question 15**
Is the current DURA Business Plan (adopted in 2000) accessible to the public / available to us?

**Answer 15**
The current Business Plan will be made available to the successful respondent.

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**Question 16**
What does “maximized community impact” mean? Does DURA have defined criteria?

**Answer 16**
DURA looks to the respondent to work with the Board to identify how and what to measure this outcome.

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**Question 17**
The RFP mentions “define how external partners and stakeholders should view DURA.” Does DURA have a perspective on how you want to be viewed (beyond what’s available on the website, e.g., About Redevelopment)? Has DURA done any branding work recently, the results of which would be available to review?

**Answer 17**
DURA completed a rebranding process in 2017. The results of that process will be made available to the selected consultant.

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**Question 18**
We noticed that you mention “potentially update mission, vision, and values” – that is a big set of things to “potentially update” / explore! Does “update” mean refine, or create something new?

**Answer 18**
The decision regarding the mission, vision and values will be made in coordination with the selected respondent as part of the strategic planning process.
Question 19
The RFP mentions a “needs assessment” including “program inventory and analysis” and “identification of opportunities.”
  o Has DURA done any impact evaluation work in the past? (for specific programs or the overall portfolio) If so, is that research available?
  o We assume that partner interviews will be valuable and necessary. Will DURA help identify partners and make connections for interviews / engaging external stakeholders?

Answer 19
  o DURA has statistics regarding program and project impact which will be made available to the selected consultant.
  o DURA will assist in the identification of and coordination with partners and stakeholders.

Question 20
Could you tell us a bit about how DURA assessed its performance against the prior strategic plan? Is there a document that summarizes DURA’s major accomplishments?

Answer 20
The Board and staff reviewed and updated the current strategic plan on a periodic basis. The DURA website summarizes DURA’s major accomplishments.

Question 21
Was DURA involved in the creation of any of the three relevant City plans included in the RFP (Comprehensive Plan 2040; Blueprint Denver 2019; & Housing an Inclusive Denver)? If so, how?

Answer 21
DURA had opportunity to review and comment on the drafts of each report prior to their approval. The Executive Director of DURA is a member of the City’s Affordable Housing Advisory Committee.

Question 22
Is there a specific definition of the word “blight” that DURA uses to focus its work? If so, could you please share it with us?

Answer 22
Blight is defined in Colorado Urban Renewal Law, Colorado Revised Statutes §31-25-101 et seq.

Question 23
Your website states that DURA’s mission is “to create and maintain safe, prosperous, and healthy Denver neighborhoods.” Page 3 of the RFP notes that a key goal of strategic planning includes “potentially update mission, vision and values.” Page 5 of the RFP indicates that the 20-year Strategic Plan will identify a “shared vision and mission.”
Are you expecting this process to generate a new mission statement or alter the current one?

Could you share the current mission, vision and values statements with us?

**Answer 23**

- The decision regarding the mission, vision and values will be made in coordination with the selected respondent as part of the strategic planning process.
- Mission Statement: The Denver Urban Renewal Authority is a full-service redevelopment agency engaged in neighborhood and downtown revitalization, economic development, home ownership and housing rehabilitation throughout the City and County of Denver. DURA functions as a catalyst, partner, advisor and/or participant in a variety of city-wide efforts to foster sound growth and development.

**Question 24**

Who was responsible for the “periodic updating and consistent evaluation of potential DURA projects and programs” in accordance with the criteria of the previous DURA Business Plan (RFP Page 2, 1st paragraph)? How was the Board of Commissioners involved in these efforts?

**Answer 24**

The Board and staff reviewed and updated the current strategic plan.

**Question 25**

Is there a set calendar of meetings for the Board of Commissioners for 2020? If so, how often does the Board meet?

**Answer 25**

The DURA Board regularly meets on the third Thursday of each month.

**Question 26**

Who currently serves on the Board’s Strategic Planning and Legislative Committee? Would you please give a sense of the committee’s scope?

**Answer 26**

The Strategic Planning & Legislative Committee, comprised of five members of the Board, assists DURA staff and consultants in identifying goals and direction for developing and implementing a strategy for the future of the agency. The committee periodically assesses the effectiveness of the strategic plan and addresses any necessary changes in the organization’s approach to its mission. In addition, the committee monitors legislation affecting the agency and makes recommendations for action related to that legislation.
**Question 27**
The RFP references a set of completed stakeholder-engaged research, including interviews, surveys, and input from partners and the community.

- As we aim to understand any gaps that may exist in past stakeholder engagement, would you please describe the relevant research that has been completed in the last two years? Would it be possible to review it as we develop our proposal?
- More specifically, how and when have DURA’s partners been engaged in the past?

**Answer 27**
The RFP indicates the stakeholder engagement to be a part of the Scope of Services to be delivered as part of this engagement.

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**Question 28**
What is driving the 12-month schedule? Does the new 20-year plan need to commence on January 1, 2021? Are you attempting to align with budgeting for 2021?

**Answer 28**
The DURA Board wants the strategic planning process to allow the scope of services to be adequately addressed while also setting an expected completion date in order to manage all aspects of its implementation, including any budget implications.

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**Question 29**
Are DURA board meetings considered to be “open” meetings much like I’ve experienced with the SCFD? If so, can you give us a sense of how much interest there may be for public engagement in this process, such as public input during a meeting?

**Answer 29**
DURA is subject to the Colorado Sunshine Law for open meetings.

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**Question 30**
Who is going to be responsible for implementing and monitoring the strategic plan?

**Answer 30**
The DURA board and staff leadership will be responsible for implementing and monitoring the strategic plan.

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**Question 31**
In the RFP, you are requesting a 3-5 year business plan in addition to a Strategic Plan. What are the differences that you would like to have addressed in one versus the other?

**Answer 31**
The strategic plan is anticipated to reflect a 20-year time horizon consistent with the City’s Plan 2040. The 3-5-year business plan will identify various goals and strategies to be implemented in a shorter time period.

Question 32
What are the elements of the business plan you require to ensure it is complete? A traditional business plan has detailed cost and financial assumptions associated with initiatives, is your expectation that we provide a detailed financial plan along with the strategic plan?

Answer 32
DURA looks to the respondent to address their approach to this component of the Scope of Services.

Question 33
Are you looking for an operational plan to support the strategic plan vs. a business plan?

Answer 33
DURA looks to the respondent to address their approach to this component of the Scope of Services.

Question 34
What staff support will the selected firm have from DURA staff and leaders during the planning process?

Answer 34
The selected firm will have staff support from the DURA staff during the entire strategic planning process.

Question 35
The RFP mentions that all items submitted to DURA become the intellectual property of the agency. Does this include any past work product we submit in conjunction with the proposal?

Answer 35
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.
Question 36
What are the main "economic pressures" in Denver that we should focus on when looking for cities to compare to Denver for best practices research? Also, how in-depth does the initial review of other cities need to be for the proposal stage?

Answer 36
A review of Comprehensive Plan 2040 will provide information on the issues facing Denver. (link provided in RFP)

The required identification of potential comparable cities should focus on cities with similar economic pressures, housing prices, and equitable development (i.e. gentrification) challenges as well as statutory similarities or limiting differences between C.R.S. 31-25-101, et seq., and the peer city.