

The purpose of this RFQ is to outline the City's interest in obtaining the services of a qualified consultant to assist the City in performing an assessment and analysis of both the Community Development AND the Public Works Department. The objective is to identify organizational and process issues: strengths, weaknesses, opportunities, and resources. The City is inviting consultants to respond to this RFQ with Statements of Qualifications for the purpose of providing the City with qualified consultants from which to select a consultant to assist the City with the Project.

## REQUEST FOR QUALIFICATIONS

**Consulting Services for the City of Evans, Colorado  
Community Development Public Works Assessment and Analysis  
Deadline for Submittal: **November 30, 2012**  
No later than **2:00 p.m. MST** in hard copy  
(not electronic copy or via e-mail or fax)**

Information concerning this RFQ may be found at [www.cityofevans.org](http://www.cityofevans.org). Posted on the website will be the Request for Qualifications, questions and answers, and any clarifications, schedule changes, and other important information related to the Request for Qualifications. **Proposers should check the website daily for postings.**

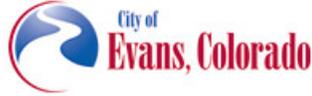
### Instructions to Proposers

All spaces below are to be completed and Statement of Qualifications Letter on page two must be signed where indicated. **Failure to sign and return Statement of Qualifications Letter may cause rejection of the Statement of Qualifications.**

### Statement of Qualifications for:

Consultant Name : \_\_\_\_\_  
Contact Name : \_\_\_\_\_  
Address : \_\_\_\_\_  
Telephone : \_\_\_\_\_  
Email Address : \_\_\_\_\_

**Submit to:  
Jessica Gonifas  
Deputy City Manager  
1100 37<sup>th</sup> Street  
Evans, Colorado 80620  
(970) 475-1106**



**STATEMENT OF QUALIFICATIONS LETTER**

We, the undersigned, propose to furnish and deliver any and all of the deliverables and services described in the attached Request for Qualifications (“RFQ”). It is understood and agreed that this Statement of Qualifications constitutes an offer, which when accepted in writing by the City of Evans (“City”), will constitute a valid and binding contract between the undersigned and the City, subject to the terms and conditions of such acceptance.

It is understood and agreed that we have read the Project description and requirements shown or referenced in the RFQ and that this Statement of Qualifications is made in accordance with the provisions of such specifications. By our written signature on this Statement of Qualifications, we guarantee and certify that all items included in this Statement of Qualifications meet or exceed any and all such City specifications. We further agree, if awarded a contract, to deliver goods and services which meet or exceed the City’s specifications. The City reserves the right to reject any or all Statements of Qualifications, waive technicalities, and informalities, and to make an award in the best interest of the City.

It is understood and agreed that this Statement of Qualifications shall be valid and held open for a period of one hundred twenty (120) days from the Statement of Qualifications due date.

**STATEMENT OF QUALIFICATIONS SIGNATURE AND CERTIFICATION**

(Proposer to sign and return with Statement of Qualifications)

I certify that this Statement of Qualifications is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a Statement of Qualifications for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of the RFQ and certify that I am authorized to sign this Statement of Qualifications for the proposer.

Authorized Signature : \_\_\_\_\_  
Date : \_\_\_\_\_  
Print/Type Name : \_\_\_\_\_  
Print/Type Company Name : \_\_\_\_\_

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## 1.0 INTRODUCTION

### 1.1 Purpose of RFQ

The purpose of this RFQ is to outline the City's interest in obtaining the services of a qualified management consultant to assist the City in performing an assessment and analysis of both the Community Development and the Public Works Department. The objective is to evaluate the structure, resources, and processes of the Department and discover the strengths, weaknesses, and opportunities that exist. Accordingly, the City is inviting consultants to respond to this RFQ with Statements of Qualifications for the purpose of providing the City with qualified consultants from which to select a consultant to assist the City with the Project.

For purposes of this RFQ, the terms "proposer," "consultant," and "vendor" shall refer to the entity responding to this RFQ by submitting a Statement of Qualifications.

### 1.2 Basic Guidelines for This Request for Qualifications

Pursuant to provisions of the City's Code of Ordinances, the City has determined that the use of competitive sealed bidding will not be practical or advantageous to the City in completing the acquisition of services described herein. Statements of Qualifications shall be submitted in response hereto no later than the Request for Qualifications due date. All Statements of Qualifications submitted pursuant to this RFQ shall be made in accordance with the provisions of the City's specifications and these instructions.

The Statements of Qualifications shall be evaluated in accordance with the evaluation process set forth in this RFQ. After receiving Statements of Qualifications, the City may conduct interviews with responsible proposers who submit Statements of Qualifications and who are deemed potentially capable of being selected for award. Such interviews shall be for the purpose of clarification to assure full understanding of and responsiveness to the RFQ requirements. Proposers deemed qualified by the City shall be accorded fair and equal treatment with respect to any opportunity for an interview.

In conducting any discussions, there shall be no disclosure of any information derived from Statements of Qualifications submitted by competing proposers. All such discussions shall be conducted by the City and other representatives as deemed necessary by the staff member named below:

Jessica Gonifas  
Deputy City Manager  
1100 37<sup>th</sup> Street  
Evans, Colorado 80620  
Telephone: 970-475-1106  
E-Mail: [jgonifas@ci.evans.co.us](mailto:jgonifas@ci.evans.co.us)

Award(s) shall be made to the responsible proposer(s) whose Statement of Qualifications is determined in writing to be the most advantageous for the City, taking into account all of the evaluation factors set forth in this RFQ. The City reserves the right to reject any and all Statements of Qualifications submitted in response to this RFQ.

### **1.3 Restrictions on Communications with Representatives of the City**

From the issue date of this RFQ until a consultant is selected and the selection is announced, proposers are not allowed to communicate for any reason with any representatives of the City, including members of its governing Council, except through the staff member named herein. For violation of this provision, the City shall reserve the right to reject the Statement of Qualifications of the offending proposer. All questions concerning this RFQ shall be submitted to the staff as directed in this RFQ.

## **2.0 DESCRIPTION OF REQUIREMENTS**

### **2.1 Introduction**

The City desires to contract with a consultant to assist the City in performing the Project. The management analysis contemplated hereby is intended to guide the City in determining the best approach to providing Community Development and Public Works services for the City that are most advantageous to, and in the best interests of the City and its taxpayers. The purpose of this RFQ is to gather information and is considered a "first step" in selecting a consultant to perform the Project. It is expected the City will receive many Statements of Qualifications and will entertain interviews with consultants submitting such Statements with the objective of selecting the consultant deemed by the City most qualified to perform the Project.

The City of Evans has established certain requirements with respect to Qualifications to be submitted by proposers.

Whenever the terms "shall", "must", "will", or "is required" are used in the RFQ, the specification being referred to is a mandatory requirement of this RFQ. Failure to meet any mandatory requirement will cause rejection of the proposer's Statement of Qualifications.

Whenever the terms "can", "may", or "should" are used in the RFQ, the specification being referred to is desirable and failure to provide any items so termed may not be cause for rejection; however, failure to provide items so termed will likely result in a less favorable review.

## **2.2 Intent of the RFQ**

The intent of this RFQ is to obtain information regarding qualifications of consulting firms to assist the City with the Project.

Proposers are requested to submit Statements of Qualifications and references for the purpose of enabling the City to select, among those proposing, a consultant to perform the Project.

The period of performance for the Project is five (5) to seven (7) months from selection of a qualified Consultant by the City.

All meetings, interviews, and other activities outlined in this RFQ shall take place at locations designated by the City.

The City will furnish the following:

1. A single point of contact that will be the final decision-making authority for all deliverables required in connection with the Project.
2. Suitable locations for all meetings, interviews, and data gathering activities.
3. Access to the appropriate City personnel and records relevant to assist in obtaining the appropriate information to complete the Project.

## **2.3. Consultant's compensation**

The City understands that ranking a consultant based on qualifications far outweighs other considerations; however, final consultant selection will be based on critical factors, such as: Project approach, past performance, consultant's personnel qualifications, and compensation requirements.

After identifying the qualified consultant selected to perform the Project, the City will enter into discussions regarding final Project scope, compensation, and contract terms.

## **2.4 Information to be provided in the Statement of Qualifications**

To be considered for performance of the Project, the proposer must:

1. Have been in business for a minimum of three (3) years.
2. Have the appropriate assessment experience and experience in establishing management plans for corporate and/or governmental entities.
3. The proposer must include the following information in the Statement of Qualifications package:
  - a. Copy of business license for responding office and proof of being in business at least three (3) years.
  - b. Name and telephone number of proposer's designated point of contact.
  - c. Description of proposer's experience with similar projects including, but not limited to, the size and overall experience of the proposer with large organizations.
  - d. Description of proposer's experience specifically with governmental operations including, but not limited to, specific experience with federal, state and local governments.
  - e. Reference of five (5) similar projects successfully completed by the proposer, including contact names and telephone numbers, and project dates.
  - f. List of industry trained personnel to be assigned to the Project and their qualifications.
  - g. Salary rate schedule for industry trained personnel proposed to be utilized to perform the Project.
  - h. Proposed approach to performing the Project in accordance with the City's requirements, including a work plan which meets the stated deadlines of the City.

### **3.0 STATEMENT OF QUALIFICATIONS SUBMISSION AND EVALUATION**

#### **3.1 Economy of Presentation**

The Statement of Qualifications shall be prepared simply and economically, providing straight-forward, concise delineation of the proposer's capabilities to satisfy the

requirements of this RFQ. Emphasis on each Statement of Qualifications must be on completeness and clarity of content. To expedite the evaluation of Statements of Qualifications, it is essential that proposers follow the format and instructions contained herein.

### **3.3 Submission of Statement of Qualifications**

Packages containing the Statements of Qualifications shall be in sealed envelopes and identified as follows: Joint Community Development and Public Works Management Assessment and Analysis due: December 28, 2012 no later than 2:00 P.M. MST

All Statements of Qualifications are due no later than the date and time specified herein. Any Statement of Qualifications received after the stated time will be returned to the proposer unopened.

### **3.4 Evaluation Process**

#### **3.4.1 Review of Statements of Qualifications**

All Statements of Qualifications received will be reviewed by the City to ensure that all administrative requirements of the RFQ package have been met by the proposers. Failure to meet these requirements may result in rejection of the Statement of Qualifications. All Statements of Qualifications that meet the administrative requirements will then receive further evaluation by representatives of the City, as provided herein.

#### **3.4.2 Evaluators**

A designee of the City Manager, the Community Development Director, the Public Works Director, a representative of the City Finance Department, and such additional City personnel as may be deemed necessary ("Evaluators"), shall review and evaluate all Statements of Qualifications meeting the administrative requirements to determine those reasonably susceptible of being selected for award. During the course of evaluation, the Evaluators, in their sole discretion, may arrange a site visit or request interviews with one (1) or more selected proposers.

#### **3.4.3 Award of Contract**

A contract award may be made to the responsible proposer who has successfully submitted a Statement of Qualifications and has received the recommendation of the Evaluators, taking into account all of the factors set forth in this RFQ, including interviews with proposers. The final Project scope, consultant compensation, and contract terms shall be determined in discussions with the proposer selected by the Evaluators to perform the Project. A recommendation as to consultant, compensation, and

contract terms may be submitted by the Evaluators to members of the City's governing Council for approval. The City reserves the right to accept or reject, in its sole discretion, any and all proposers.

## **4.0 TERMS AND CONDITIONS**

### **4.1 Business and Sales Tax License**

Any proposer responding to this RFQ shall hold a business license in good standing in order to sell services to the City. Register at [www.cityofevans.org](http://www.cityofevans.org).

### **4.2 RFQ Amendments**

The City of Evans reserves the right to amend the RFQ prior to the date of Statement of Qualifications submission. Any amendments to the RFQ will be posted to the Evans website: [www.cityofevans.org](http://www.cityofevans.org)

### **4.3 Statement of Qualifications Withdrawal**

Prior to the Statement of Qualifications due date, a submitted Statement of Qualifications may be withdrawn by the proposer by submitting a written request to the contact named herein. All such requests must be signed by a person authorized to sign for the proposer.

### **4.4 Quality Assurance**

All work shall be performed to the complete satisfaction and acceptance of the City. The consultant shall abide by any and all applicable professional standards, local, state and federal law and safe work practices.

### **4.5 Conflict of Interest**

If a proposer has any existing client relationship(s) that involve the City that would prevent objectivity, the proposer must disclose such relationship(s).

### **4.6 Confidentiality Requirements**

The personnel that are assigned by the successful proposer to this Project may be required to sign a departmental non-disclosure statement. Qualifications are subject to the Colorado Open Records Act and may be provided to anyone properly requesting same, after contract award. The City cannot protect proprietary data submitted in the consultant's Statements of Qualifications.

#### **4.7 Questions or Concerns Regarding RFQ**

All questions or concerns regarding this RFQ shall be in writing (e-mail preferred) to the City as set forth below. No questions other than written will be accepted. No response other than written will be binding upon the City. Questions and responses will be posted on the City's website.

Jessica Gonifas  
Deputy City Manager  
1100 37<sup>th</sup> Street  
Evans, Colorado 80620  
Telephone: 970-475-1106  
E-Mail: [jgonifas@ci.evans.co.us](mailto:jgonifas@ci.evans.co.us)

### **OVERVIEW OF WORK**

#### **Introduction**

Known as the "Queen City of the Platte" when incorporated in 1869, Evans was the County Seat of Weld County for many years. From a population of around 400 in a true wild-west town, Evans has grown to nearly 19,000 residents living in an urban area with a rural feel. For a long time Evans was the only town in the area to allow liquor and gambling, which made it the center of activity in the area!

Today Evans is a community where our residents have a wide choice of housing, great schools, all the shopping and amenities of a large town, and a great quality of life. With over 300 days of sunshine each year and a full four seasons, many people relocate to Evans to experience the best of northern Colorado.

Residents enjoy over 300 acres of parks and open space (including an off-leash dog park), several hiking and biking trails along the river and within the town, easy access to the Denver International Airport, and quick drives south to Denver or west to the Rocky Mountains. A local airport has flights around the country leaving daily, the access to I-25, US 85 and US 34 are only minutes away, and the conveniently located Union Pacific Railroad offers opportunities for shipping and receiving materials.

Evans is a full-service municipality providing police and fire protection (through a Fire District), water/wastewater utilities, solid waste collection, curbside recycling, parks and recreation, public works, planning/zoning and other services. Evans is ruled under a council-manager form of government with six council members and a mayor. The Evans Public Works Department is dedicated to enhancing the quality of life in our community by providing services to assist customers in the following areas: water, wastewater and

storm drainage utilities, parks, open space and trails, and an adequate transportation system that ensures reasonable opportunities for personal travel, transit, and alternative forms of transportation.

## **Background**

### **Community Development Department**

The City of Evans manages a professional Community and Economic Development Department that provides services in the corporate city limits, as well as the City's urban growth area. The department operates from the Evans Community Center with a 2012 staff of three (3) full-time and one (1) part time staff, supplemented by seasonal code enforcement officers during the summer months. In 2013 approval has been given to hire one (1) full time administrative support staff as well as to upgrade the existing software system.

Currently, the Department is under the supervision of the Community and Economic Development Director, and was recently expanded to include Building and Code Enforcement responsibilities. City administration believes that this is a prime opportunity to provide an organizational review. Our goal is to augment the strategic planning process in place, give guidance on how to best provide efficient and effective services within our resources, and provide a road map and plan for improvement for the next decade.

The demand of the industry is evolving to accommodate the increased number of economic development needs (increased sales tax revenues, additional business growth) as well as community development (new residential, commercial, and industrial development). The City of Evans wants a firm that will use progressive community development departments as a reference point. The selected firm must be able to look at the efficiency of our current operation, and make suggestions that challenge the existing norm. The department will face dramatic changes in work load over the coming years, and it is our expectation to develop strategies to ensure that we are utilizing our resources in the most efficient manner while providing the best customer service for our community at the best price. The City will expect this study to position the department to be able to respond to those changes.

## **Budget**

The chart below lists the department's programs with their FY13 budget and authorized positions:

<b>Division</b>	<b>Budget</b>	<b>Positions</b>
Community Development		1
Economic Development		0
Building Services		2.0
Neighborhood Services		1.25
Temporary Admin Support		.50

## **Areas to be evaluated during the course of the project**

These services include, but are not limited to, the following:

### **Community Service Levels**

- Response Time
- Web Based Services
- Accuracy

### **Organizational Structure Issues**

- Organizational Leadership Structure
- Contracts vs. Full Time Personnel
- Efficiency and Productivity
- Administrative Support

### **Operations Issues**

- Software Replacement
- Software Upgrade and Maintenance
- Type and Selection of Equipment
- Replacement/Reserve Status of Equipment
- Strategic Partnerships with Other Government Agencies

### **Employee Development Issues**

- Formal Certifications
- Ongoing Education in Specific Work Areas
- Formal Education
- Succession Planning
- City Wide Training
  - Intake
  - Initial Review

## Public Works Department

The City of Evans manages a professional Public Works Department that provides services in the corporate city limits, as well as the City's urban growth area. The department operates from the Evans Community Center and two satellite facilities with a 2012 staff of twenty (20) full-time staff, supplemented by seasonal park maintenance workers during the summer months. In 2013, approval has been given to hire additional seasonal parks maintenance workers.

Currently, the Department is under the supervision of the Public Works Director with the support of three division heads in the areas of Engineering, Wastewater, and Operations (streets, parks, water, etc.). City administration believes this is a prime opportunity to provide an organizational review. Our goal is to augment the strategic planning process in place, give guidance on how to best provide efficient and effective services within our resources, and provide a road map and plan for improvement for the next decade.

The issues we face as an organization are evolving to accommodate the increased demand for affordable services. The City of Evans desires a firm that will use progressive Public Works Departments as a reference point. The selected firm must be able to look at the efficiency of our current operation, and make suggestions that challenge the existing norm. The department will face dramatic changes in our work force and in our workload over the coming years, and it is our expectation to develop strategies to ensure that we are utilizing our resources in the most efficient manner while providing the best customer service for our community at the best price. The City will expect this study to position the department to be able to respond to those changes.

### Budget

The chart below lists the department's programs with their FY13 budget and authorized positions:

Division	Budget	Positions
Public Works Administration		1
Engineering		3
Wastewater		5
Operations (streets, water, parks)		11
Seasonal Staff		12

## **Areas to be evaluated during the course of the project**

The elements of the Public Works Department to be evaluated are divided into department-wide issues and into service areas or functions. In general, the consultant is expected to evaluate these areas relative to adequate staffing levels, efficiency, and effectiveness with the intent of performing an overall operations review and developing a performance improvement plan. Generally the elements to be evaluated can be described as follows:

### **Department-wide Issues**

- Leadership Structure
- Administrative Support
- Ongoing Education/training
- Succession Planning
- Software needs

### **Service Areas/Functions**

- Engineering Services
- Wastewater Services
- Water
  - Administration
  - System Operations/Maintenance
- Fleet Maintenance Services
- Street Maintenance Services
- Park Maintenance Services