



Town of Grand Lake
1026 Park Avenue
P.O. Box 99
Grand Lake, CO 80447

REQUEST FOR PROPOSALS

TOWN OF GRAND LAKE
Comprehensive Plan Update
August 14th, 2019

A copy of the RFP and associated documentation may be obtained on the Town of Grand Lake's website at www.townofgrandlake.com/comprehensiveplan. This project and any subsequent addenda will be posted to the Town's website. All proposals shall include one (1) hardcopy submission and one (1) electronic submission (PDF format on a memory stick – these materials can be emailed if not over 10 Mb in size). Hardcopy submissions shall be received in a sealed envelope marked “**Grand Lake Comprehensive Plan Update**” and addressed to P.O. BOX 99, TOWN OF GRAND LAKE, CO 80447, ATTN: Nate Shull, Town Planner. Emailed electronic submissions shall be sent to gplanning@townofgrandlake.com. Deadline for submissions is 4:30 PM on Monday, Sept 9th, 2019.

Introduction

The Town of Grand Lake is seeking professional consulting services in collaboration with Town Staff and a delegated volunteer task force in preparing a targeted update to the Town's Comprehensive Plan. The Grand Lake Comprehensive Plan was last updated in 2006. The qualified consultant selected will provide technical and public engagement assistance for creating a community vision, goals and objectives, and a strategic implementation plan that meets the Town's current needs. The 2006 version of the Comprehensive Plan can be used as an aid for the selected consultant to work from. The final product should be a more dynamic, contextually legible document that integrates previously established values and policies of continued relevance with newly identified values and policies of present-day significance. This approach can be defined as a “targeted” update, wherein the selected consultant will utilize existing analyses conducted by Town staff to develop the final product.

Background

The Town of Grand Lake is a small, rural mountain community located in northeast Grand County, Colorado. It is situated near the terminus of US Highway 34 and serves as the western gateway to Rocky Mountain National Park, the fourth most visited park in the nation. The area is renowned for its freshwater lakes, snow-capped peaks, abundant recreational opportunities, and access to public lands.

According to data from the US Census' 2017 American Community Survey Fact Finder, Grand Lake has a fulltime population of 499 residents, with approximately 1,500 fulltime residents living in the surrounding area. Population has experience only modest growth over the past 100 years, largely due to bordering federal lands which limit available land for annexation. The area's summertime population (which includes second homeowners and visitors) can increase to as many as 10,000 people. Annual visitation to Grand Lake, particularly within the last four years, has increased significantly as a result of higher traffic volumes entering and existing Rocky Mountain National Park, placing increased pressure on Town's resources and infrastructure.



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The Town's public works department operates and maintains all capital infrastructure within the Town limits, including roadways, drainage systems, snow removal areas, as well as parks and landscaping. The Town's water department, operating under a separate enterprise fund, maintains the water system, including water mains and storage facilities. Both departments are experiencing challenges in keeping up with demand brought on by increased visitation and a limited budget. This has resulted in deferred maintenance issues related to roadway conditions, proper drainage, and water line replacement.

The main economic driver in Grand Lake is summer tourism, led by the retail and recreation sectors. Subsequent sectors include construction, and arts/culture. Approximately 68% of the Town's sales tax revenue is generated within just four months of the year (June through September). This economic model is unsustainable for the town and carries much risk, particularly in economically recessed years. A more balanced, year-round economy has long been a goal for the Town. Efforts in recent years are underway to begin expanding the economy into shoulder and off seasons, including chamber marketing and promotion of "destination" events, designation as a creative district, selective programming at our new community center, and commitment to longer store hours by retailers and restaurants.

Grand Lake, like many Colorado mountain communities, is beginning to experience the effects of development pressures brought on by rapid growth along the Front Range. This can be seen in the increasing number of building permit requests for both residential and commercial construction. Although such conditions are highly susceptible to economic boom and bust cycles, local residents and business owners have expressed concern over the Town's architectural and historic character being compromised, especially given our aging land use code and design standards.

Housing has been one of Grand Lake's major challenges in recent decades. Many businesses have struggled to hire adequate workforce due to the lack of affordable housing options. Eighty percent (80%) of the housing market is taken up by second homeowners of which many rent out for short-term or nightly use. The Town has engaged in studies and efforts over the past ten years to help attract more affordable housing, with limited success. Implementation of housing assistance programs or new affordable development projects is a major goal for the Town in the next five to ten years.

The effects of climate change have already begun to impact Grand Lake, as seen by the increased risk of fire danger, snow accumulation with subsequent spring runoff, and the recent pine beetle epidemic. This in turn impacts the health of ecosystems and wildlife populations that are critical to the environmental stability of the region. Growth in visitation and development has created negative impacts to the surrounding natural areas, including the degradation of trails, vegetation, and untouched terrain. Water quality of our rivers and lakes has diminished within the last 15 years as a result of sediments and nutrients entering these waters from point-source runoff. The health and sustainability of these resources is paramount to the wellbeing of our citizens and the Town; without Grand Lake and the surrounding natural features, the Town would no longer be an attractive place to live.



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Relevant Plans and Studies

Since the adoption of the 2006 Comprehensive Plan, Grand Lake and cooperating agencies/organizations have produced a number of plans and studies with insightful policies and recommendations that should be considered while updating the Town's comprehensive plan. These include:

- 2011 Grand County Master Plan
<https://co.grand.co.us/DocumentCenter/View/486/Grand-County-Master-Plan>
- 2013 Downtown Grand Lake Community Assessment
http://media.rainpos.com/108/for_print_grand_lake_report_final_sep13.pdf
- 2014 Gateway Community Livability Assessment and Recommendations Report
http://media.rainpos.com/108/grand_lake_rmnp_livability_assessment.pdf
- 2014 Wayfinding Master Plan
https://media.rainpos.com/108/wayfinding_masterplan.pdf
- 2015 Community Fire Protection Plan
<http://grandlakefire.org/wp-content/uploads/2015/09/GLFPD-2015-CWPP-V15-FINAL.pdf>
- 2016 Northwest Coordinated Transportation & Human Services Plan
<https://www.codot.gov/programs/colorado-transportation-matters/documents/regional-transit-plans/northwest-regional-transit-plan.pdf>
- 2018 Grand County Housing Study
https://media.rainpos.com/108/grand_2018_housingplan_final.pdf
- 2019 Preliminary Feasibility Study and Arts Market Survey
https://media.rainpos.com/108/artspace_grandlakepfsreport.pdf
- 2019 Headwaters Trails Alliance Strategic Trails Plan – Granby/Grand Lake Sub Area
https://media.rainpos.com/108/hta_strategictrails_plan_final_optimized.pdf

Project Description

The Town of Grand Lake is proposing a targeted comprehensive plan update that balances previously established goals, objectives, and policies of continued relevance with new goals, objectives and policies of present-day significance. A major priority for the update will be to simplify the plan's layout for enhanced legibility and navigability. This may take the form of a reconfigured introductory and community context chapter, followed by traditional chapters addressing elements such as community character/design, land use, transportation, housing, parks and recreation, economic development, natural resources, and public services/infrastructure, among others. Along these lines, policies which support the various elements would be organized together at the end of each chapter, making it simpler for users to research.

A second priority for the update will be to make the plan more practical from both a contextual standpoint and from an implementation standpoint. The 2006 version is heavily focused on the tourist population and reads more like an economic strategy plan. The update needs to create a balance in policies related to matters that impact our diverse demographic groups, including second homeowners, seasonal workers, and full-time citizens. Additionally, while the 2006 version includes a number of actions/directives for



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Town staff to implement, it does not tie these actions to a suggested timetable for completion nor a fiscal range for spending. The update must include an implementation plan specifying the above information.

Our delegated volunteer task force, including members from our Town Board of Trustees and Planning Commission, have identified a list of challenges and additional priorities that should become a focus in the comprehensive plan update. In no particular order is a summary table of these challenges and priorities, shown below:

Challenges	Priorities/Opportunities
➤ Lack of affordable housing/short-term rentals	➤ Policies on health and wellbeing, arts/culture
➤ No regional/local public transportation	➤ Public space enhancements (Lakefront Park, main street, East Inlet Management Area)
➤ Balancing growth pressures while maintaining “small-town” character	➤ Town “designations” (i.e. Creative District, Continental Divide Gateway Community)
➤ Poor condition of public infrastructure/streets	➤ Attracting new businesses and services
➤ Imbalance of visitation (heavy summer, light shoulder/winter seasons)	➤ Joint communication plan and calendar
➤ Disjointed organizational communication (i.e. government, chamber, non-profit orgs, etc.)	➤ Expansion of Grand Lake Community Center (programming and facility)
➤ Challenging economic prosperity of retail businesses	➤ Attainable housing/Space-to-Create program
➤ Water quality of Grand Lake and rivers	➤ Sustainable/eco-tourism programs
➤ Ambiguous design standards	➤ Updated design guidelines reflecting community’s character

Grand Lake staff will be seeking additional funding through the Colorado Department of Local Affairs to support the Comprehensive Plan update. As such, the final deliverable is also required to identify or produce the following:

1. A Three-Mile Plan per C.R.S. 31-12-105(1)(e)(I) <https://codes.findlaw.com/co/title-31-government-municipal/co-rev-st-sect-31-12-105.html>. May be stand-alone document or integrated into the plan.
2. Goals, objectives, policies, and/or strategies for addressing risk assessment and vulnerabilities of natural and human induced hazards (i.e. disasters and hazard mitigation).
3. Goals, objectives, policies, and/or strategies for addressing water supply/demand, water quality, and water conservation as it relates to land use, growth, and development.
4. Recommendations for updating the Town’s Land Use Code to conform with policies of the Comprehensive Plan update (can be integrated into various chapters or a stand-alone appendix section).



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Scope of Services

The consultant's scope of work shall consist of the following general tasks. Deviations, modifications, or additions to the below scope of work may be proposed so long as they enhance the process and the final product.

- *Regular monthly meetings with Staff and Task Force and three (3) public engagement meetings*
- *Quarterly updates to Planning Commission and Town Board on project progress*
- Kick-off meeting with Task Force to discuss schedule and responsibilities
- Review policy summary analysis conducted by Task Force (regarding assessment of previous policies from 2006 Comprehensive Plan)
- Conduct community profile/existing conditions analysis (utilize any previously gathered data by Task Force or available data from the Town first before additional research is performed)
 - Demographic and socioeconomic stats to evaluate growth trends and projections
 - Transportation stats including traffic counts, parking, road conditions, etc.
 - Inventory of existing land uses and zone districts
 - Inventory of housing by type
 - Inventory of public infrastructure, available services
 - Inventory of parks, public lands, and open space areas
 - Risk assessment that identifies the community's greatest risks to hazards
 - Potable water supply and demand data
- Review analysis of policies and recommendations from existing plans and studies conducted by Task Force (see *Relevant Plans and Studies* section above for reference if needed)
- Draft initial SWOC (strengths, weaknesses, opportunities, constraints) analysis report based upon policy summary analysis, existing conditions analysis, and relevant plans and studies analysis
- Host public outreach focus groups with various stakeholders to assess strengths, weaknesses, opportunities, and constraints and begin formulating refined vision, mission, goals and objective statements
 - Consultant *should* engage with neighboring jurisdictions, major service providers, and special districts that will be impacted by growth and development (ex: Town of Granby, Three Lakes Water and Sanitation, etc.)
 - Consultant *must* integrate the work performed by the Grand Lake Heart & Soul project team, specifically the value statements created as a result of their public engagement efforts (see <https://www.facebook.com/grandlakeheartandsoul/> for details)
- Design and advertise graphic and other materials for public open houses, Planning Commission, and Town Board meetings
- Draft and final versions of comprehensive plan, including:
 - Updated introduction and community profile chapters
 - Vision and goal statements
 - Chapters organized topically as described under *Project Description*; each including goal, objective, and policy statements at the end
 - Associated maps, graphics, tables, charts, and other substantive visual material



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- Implementation section specifying actions/strategies that directly address identified challenges and opportunities. Broken down into short, mid, and long-term timeframes (based on low, mid, and high priorities). Estimated range of costs will also be included.
- Three-mile Plan (considering coordination of infrastructure and growth for areas within three miles of Town boundary)

Project Budget and Timeline

The Town has budgeted \$25,000 in the 2019 fiscal year for the update and will be seeking additional funding from the Department of Local Affairs (DOLA), either through an Administrative Grant or their Energy/Mineral Impact Assistance Fund Grant during this coming cycle (December 1 deadline). The selected consultant’s cost estimate for the update will be used to determine the appropriate funding mechanism. The Town will be requesting additional funding in the 2020 fiscal year to support the cost estimate given by the selected consultant as a leverage for further matching the Energy/Mineral Impact Assistance Grant, or as a safeguard for funding the remainder of the project in case the grant is not awarded to the Town. Therefore, the selected consultant’s cost estimate will be valid for 90 days. The Town anticipates a timeframe of 15-18 months for completion of the project.

RFP Schedule

RFP reviewed by select Task Force members..... Friday, **August 9, 2019**

Issue/Advertise RFP..... Wednesday, **August 14, 2019**

Pre-submittal deadline for any questions.....Friday, **August 30, 2019 (3:00 P.M.)**

RFP submission deadline..... Monday, **September 9, 2019 (4:30 P.M.)**

Interview w/ finalists (as needed)Monday-Wednesday, **September 16-18, 2019**

Consultant selection date/notice to proceed..... Tuesday, **September 24, 2019**

RFP Content and Format

Proposals shall contain the following information

- A cover letter explaining consultant’s interest in the project (must state that proposal is a firm offer for a 90-day period from opening), including appropriate contact information
- A narrative statement explaining understanding of the project (descriptions, scope, etc.) and specific skills the consultant team would bring to the project.
- Breakdown of team personnel to be assigned to the project (organizational chart)
- Resumes of key personnel in the appendix
- Previous project experience or summaries from similar type projects, including reference names and contact information. Must include sample graphics or images from highlighted projects
- A proposed work plan/scope for the project. Must include:



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- Work tasks and deliverables
- Schedule with milestones
- *Identification of approach for integrating previously conducted analysis AND future Heart & Soul value statements into process.*
- Public engagement approach
 - Cost estimate for completing entire project (lump-sum dollar figure – includes all subconsultant fees or charges, reimbursable expenses, etc.)
 - Rate schedule of consultants
 - At least four (4) references from previous clients

All proposals shall include one (1) hardcopy submission and one (1) electronic submission (PDF format on a memory stick – these materials can be emailed if not over 10 Mb in size). Hardcopy submissions shall be received in a sealed envelope marked “Grand Lake Comprehensive Plan Update” and addressed to P.O. BOX 99, TOWN OF GRAND LAKE, CO 80447, ATTN: Nate Shull, Town Planner. Emailed electronic submissions shall be sent to glplanning@townofgrandlake.com. Deadline for submissions is 4:30 PM on Monday, September 9, 2019.

All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. “Proprietary or Confidential Information” is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words “Confidential Disclosure” and placed in a separate envelope shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary.

RFP Evaluation and Selection

Town Planning staff, along with the Task Force, will evaluate each proposal based on the documentation requested herein, utilizing criteria, which includes, but is not necessarily limited to or in the order of, the following:

- Qualifications and previous related work of firm’s key personnel and/or sub-contractors.
- Depth of relevant technical expertise of the consultant team
- Level of understanding of Grand Lake’s project goals, issues and local needs.
- Level of experience with municipalities or counties of similar size, government structure.
- Demonstrated ability to organize and lead effective, productive public meetings and in-house project meetings, while using appropriate participation techniques/tools.
- Quality of sample materials and qualifications package submittal.
- The proposal’s responsiveness to the RFP (format, capabilities, work program, approach, clarity, ability to meet proposed schedule, etc.)
- Cost estimate in relation to services proposed



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Special Conditions

The Town of Grand Lake reserves the right to determine the Respondent whose submission provides the best solution for the Town. The Respondent will need to enter into a contract for this project based upon the RFP. No proposal shall constitute business terms of any eventual agreement except as expressly agreed by the Town.

The Town of Grand Lake reserves the right to negotiate with selected consultant for future work on this project and reserves the right to alter any of the information contained in this Request.

The Town of Grand Lake reserves the right to reject any and all proposals with or without cause and waive any irregularity, information or technicality in the proposals in the Town's best interest, and is not obligated to award a contract based upon the lowest priced submission. All decisions related to this solicitation by the Town will be final. This solicitation in no way obligates the Town to award a contract.

The Town of Grand Lake reserves the right to request clarification of information submitted and to request additional information of one or more Respondents. If terms cannot be mutually agreed upon, the Town reserves the right to enter into negotiations with one of the other qualified Respondents or individuals.

Expenses incurred in the preparation of submittals, presentations, and other incidental activities related to this solicitation, are solely the responsibility of the Respondent. The Town of Grand Lake assumes no responsibility or liability for costs incurred by those responding to this RFP or in responding to any further request for interviews, additional data, etc.

All data, documents, and other information provided to the Town of Grand Lake by the Respondent in response to this RFQ shall become the Town's property. The Town will own all deliverables and work product prepared in connection with this project, and to the extent permitted by law will become public record of the Town.

The selection of consultant shall be made without regard to race, color, sex, age, religion, national origin, or political affiliation. The Town of Grand Lake is an Equal Opportunity Employer and encourages proposals from qualified minority and woman-owned businesses.

By submitting a proposal, each Respondent agrees to release and hold harmless the Town from any claims arising from the release of proprietary information not clearly designated as such by the Respondent, where the Town has notified the Respondent of a Request, and from the release of document not protected from disclosure.

Contact and Questions

Please refer to www.townofgrandlake.comprehensiveplan for information on this RFP. Contact Nate Shull, Town Planner, for questions at glplanning@townofgrandlake.com.