



## **REQUEST FOR PROPOSAL**

RFP EDAA 2023000193

Colorado Tourism Office  
Destination Stewardship Strategic Plans

**1/24/2023**

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## SECTION I

### ISSUE AND TIMELINE INFORMATION

#### A. ISSUING OFFICE:

This Request for Proposal (RFP) 2023000193 is issued for the State of Colorado (State) by the Governor's Office of Economic Development and international Trade (OEDIT), for the benefit of the Colorado Tourism Office (CTO) through the OEDIT Procurements Office. This Award will utilize federal funds from both the State and Local Fiscal Recovery Funds and an Economic Development Administration Grant. Awarded Offeror shall agree to follow federal terms listed in the Exhibit A, OEDIT SLFRF Model Contract.

The CTO is initiating this RFP with the intent to create a statewide destination stewardship strategic plan with 8 complementary regional strategic plans. The plans must provide actionable steps to address and achieve the following goals over the next 5 - 10 years:

- Protect the integrity of Colorado's natural and cultural resources.
- Advance inclusiveness and pursue ways that Colorado can share a welcoming experience for all travelers.
- Foster a regenerative and community-focused approach to travel putting residents first.

The CTO and OEDIT share a mission to achieve and sustain a healthy Colorado economy that works for everyone and protects what makes Colorado the best state in the country to live, work, visit, start a business, raise a family, and retire.

Colorado is a year-round travel destination for domestic and international visitors. In 2021, traveler spending generated approximately \$22.5 billion. Although this number suggests a full recovery in travel spending from COVID-19, many issues and obstacles have surfaced from an uneven and fragmented industry recovery across the state's varied destinations. Many destinations that serve as gateways to our natural resources have faced accelerated challenges due to increased visitor pressure on both residents' quality of life and the environment.

Because of these changing landscapes across the tourism industry and a growing need for support for our industry, the CTO is strengthening its destination stewardship work to elevate responsible travel and sustainability, champion resilient destinations, and advance inclusiveness and collaboration. The CTO's Destination Stewardship work aims to be transformational and holistic, seeking harmony between quality of life for residents and a strong visitor economy, while protecting Colorado's cultural and natural resources. Finding this balance is critical for the future of our tourism economy, communities and local residents, and public lands.

In response to the changing landscape of our industry, CTO recently created the Colorado Tourism Roadmap 2.0, the evolution of the original Colorado Tourism Roadmap created in 2017. The Colorado Tourism Roadmap 2.0 has been updated to provide a new vision, goals and continued guidance to the CTO and its stakeholders. The CTO Roadmap 2.0 has been refined to focus on three strategic pillars: Economic Vitality, Industry Leadership and Destination Stewardship.

Many of the CTO's partners from across the state already are working to mitigate any negative impacts of tourism while still enhancing and building a strong tourism economy. The CTO aims to strengthen the alignment of destination stewardship efforts across the state, provide leadership for future endeavors, and create resources to support the tourism industry. Therefore, we've identified the need to develop a comprehensive, long-term strategy to support, steward and regenerate the well-being of Colorado's communities, cultural assets, and natural resources.

**B. INVITATION TO SUBMIT PROPOSALS:**

The State of Colorado is posting this RFP on the Colorado Vendor Self Service page (Colorado VSS) so that firms that have an interest may submit a proposal in accordance with the terms of this RFP.

**C. MEANS OF COMMUNICATION:**

In the event that it becomes necessary to revise any part of this RFP, a modification will be published on the Colorado VSS web site at [www.colorado.gov/vss](http://www.colorado.gov/vss). It is incumbent upon Offerors to carefully and regularly monitor Colorado VSS for any such postings.

The OEDIT Procurements Office is the SOLE point of contact concerning this RFP. **All communication for this procurement must be done through the OEDIT Procurement and Contracts Office point of contact indicated in this RFP and Colorado VSS.**

**D. PURPOSE:**

This RFP provides prospective firms with sufficient information to enable them to prepare and submit proposals for consideration to satisfy the need for expert assistance in the completion of the goals of this RFP.

**E. SCOPE:**

This RFP contains the instructions governing the proposal to be submitted and the material to be included therein; mandatory requirements which must be met

to be eligible for consideration; and other requirements to be met by each proposal.

**F. SCHEDULE OF ACTIVITIES All times listed are Mountain Time:**

|   |  | <b>Time</b>        | <b>Date</b>      |
|---|--|--------------------|------------------|
| 1 | RFP PUBLISHED ON COLORADO VSS WEB PAGE (www.colorado.gov/VSS)  |                    | <b>1/24/2023</b> |
| 2 | PROSPECTIVE OFFERORS WRITTEN INQUIRY DEADLINE (NO WRITTEN QUESTIONS WILL BE ACCEPTED AFTER THIS DATE) See Administrative Information Section II-B for inquiry details. Email Inquiries: shari.ashley@state.co.us | <b>4:00 pm MT</b>  | <b>2/1/2023</b>  |
| 3 | MODIFICATION ISSUED WITH ANSWERS TO INQUIRES (Estimated)   |                    | <b>2/6/2023</b>  |
| 4 | PROPOSAL SUBMISSION DEADLINE See Administrative Information Section II-D for submission.   | <b>11:00 am MT</b> | <b>2/27/2023</b> |
| 5 | BEST AND FINAL OFFEROR (BAFOs) and/or OFFEROR PRESENTATIONS (ESTIMATED/WEEK OF)  |                    | <b>3/13/2023</b> |
| 6 | NOTICE OF AWARD (ESTIMATED/WEEK OF)  |                    | <b>3/27/2023</b> |
| 7 | CONTRACT FINALIZED (ESTIMATED/WEEK OF)   |                    | <b>4/14/2023</b> |
| 8 | CONTRACT PERIOD: ESTIMATED April 2023 – June 2024  |                    |                  |

**G. BUDGET:**

Proposals exceeding \$300,000 - \$415,000 for the initial term of the contract may not be considered.

**H. TERM OF CONTRACT:**

The anticipated initial term of the resulting contract is upon execution of Contract through June 30, 2024.

## Section II

### ADMINISTRATIVE INFORMATION

- A. OFFICIAL MEANS OF COMMUNICATION: During the solicitation process for this RFP contact regarding this procurement is restricted between potential offerors and the following: individuals employed by the State and members of the Board. Communication regarding this RFP is restricted to the OEDIT employee designated below as the point of contact for this RFP:

Shari Ashley  
Purchasing and Contracts Director  
shari.ashley@state.co.us

Once OEDIT has awarded this RFP, as documented in Intent to Award, that Contractor should refrain from publicizing or promoting their involvement with this effort in any way. A violation of these conditions may be considered sufficient cause to reject a contractor's proposal and/or selection irrespective of any other condition.

Because of the limited competition expected from registered VSS vendors on this RFP, OEDIT intends to use both VSS and additional methods of vendor notification and may make the RFP available to non-registered vendors through additional means.

During the solicitation all official notifications with offerors will be via notices on Colorado VSS. Notices may include any modifications to administrative or performance requirement, answers to inquiries received, clarifications to requirements, and the announcement of the apparent winning Offeror. ***It is incumbent upon Offerors to carefully and regularly monitor VSS for any such notices.***

- B. INQUIRIES: Unless otherwise noted, prospective offerors may make written or email inquiries concerning this RFP to obtain clarification of requirements. No inquiries will be accepted after the date and time indicated in the Schedule of Activities.

Email all inquiries to: [shari.ashley@state.co.us](mailto:shari.ashley@state.co.us). Clearly identify your inquiries as RFP EDAA 2023000193, Colorado Tourism Office Destination Stewardship Strategic Plans.

Responses to offerors' inquiries will be published as a modification on the State of Colorado -VSS web page in a timely manner.

- C. MODIFICATION OR WITHDRAWAL OF PROPOSALS: Proposals may be modified

or withdrawn by the offeror prior to the established due date and time.

**D. PROPOSAL SUBMISSION:**

Proposals must be received on or before the date and time indicated in the Schedule of Activities. Late proposals will not be accepted. It is the responsibility of the offeror to ensure that the proposal is received by Procurements Office on or before the proposal opening date and time. Offerors shall allow sufficient delivery time to ensure receipt of their proposals by the time specified.

NOTE: The submission process has been changed for this solicitation only. For this RFP, proposals will be accepted using an online submission application. To use this application, please send an email to **OEDIT\_C.I2i6wv6xay3co0fz@u.box.com**, attaching your proposal as a zip folder. Please note the following:

1. The subject line and the body of the email are not uploaded into the online submission application and will not be received by OEDIT. Only email attachments are uploaded. Should any Offeror wish to ask a question or make a comment regarding the solicitation, Offerors should send a separate email to [shari.ashley@state.co.us](mailto:shari.ashley@state.co.us).
2. Offerors should submit one zip folder that contains all required proposal submission documents. The zip folder name should include the following title: "RFP-OEDIT-EDAA-2023000193, Colorado Tourism Office Destination Stewardship Strategic Plans, and also include the Offeror's name.
3. The solicitation submission application typically uploads proposals within five minutes. Offerors are advised to submit proposals no later than one hour prior to the solicitation deadline to ensure the proposal has been received.
4. The application sends an email confirmation if the proposal was uploaded correctly. Please note that OEDIT can not look at submissions till after the Bis Submission time.
5. Please do not encrypt your email. The e-submission program automatically encrypts attachments and any additional encryption may result in failure to upload the proposal.
6. The solicitation submission application is only for proposal submission. All inquiries, questions, comments, or concerns should be submitted to the procurement contact, not through the solicitation submission application. All other communications from OEDIT, including the Notice of Intent to Award will be posted on Colorado VSS and/or through a direct email from the procurement contact.

## **Electronic Proposal Submission Instructions**

The submission instructions provided in this document apply only to the solicitation identified below. If this is not the solicitation you intend to respond to, do not use these instructions. Any questions should be sent to the purchasing agent identified in the specific solicitation. Contact information for the purchasing agent assigned to this solicitation is provided below.

| SOLICITATION INFORMATION      |   |
|-------------------------------|---|
| TITLE/PURPOSE:                | Colorado Tourism Office Destination Stewardship Strategic Plans |
| SOLICITATION NUMBER:          | EDAA 2023000193   |
| PROPOSAL SUBMISSION DEADLINE: | February 27, 2023 by 11:00 AM MT time                           |
| PROPOSAL SUBMISSION EMAIL:    | OEDIT_C.12i6wv6xay3co0fz@u.box.com                              |
| PURCHASING AGENT              |   |
| NAME:                         | Shari Ashley  |
| PHONE NUMBER:                 | 720-202-9909  |
| EMAIL ADDRESS:                | Shari.ashley@state.co.us  |

**E. PROPOSAL NARRATIVE LENGTH AND PAGE FORMATTING  
OEDIT**

Applicants should adhere to the following length and page formatting instructions.

Total proposal Length: Maximum of fifty (50) pages (NOTE: sample reports submitted as past project examples and key personnel resumes are not included in the maximum number of pages)

Font: Times New Roman twelve (12) point  
 Spacing: Double or single  
 Margins: One (1) inch margins on all sides  
 Paper: 8 ½ X 11  
 Header: Offeror Name  
 Footer: Page number

All acronyms in the proposal must be defined.

**F. ADDENDUM OR SUPPLEMENT TO REQUEST FOR PROPOSAL:**

In the event that it becomes necessary to revise any part of this RFP, an addendum/amendment will be published on the Colorado-VSS web site. It is incumbent upon offerors to carefully and regularly monitor VSS for any such postings.



G. ORAL PRESENTATIONS/SITE VISITS:

At the conclusion of evaluation and discussion of the written proposals, the State may (at the evaluation committee's sole discretion) request an oral presentation of the most favorable proposals as listed in Section 1.F., Schedule of Events. *Offeror should not, however, prepare the written proposal with the assumption that an opportunity for oral presentations or revisions will be offered; rather, the most favorable proposal should be submitted as their initial written submittal.*

Should the evaluation committee decide not to award solely based on initial proposals, then those proposals in the competitive range (those most responsive to the requirements and reasonably susceptible of being selected for award) will have an opportunity to make an oral presentation. The oral presentation may include a discussion for the purpose of clarification and to ensure full understanding of and responsiveness to solicitation requirements. The same criteria for evaluation will be employed and each committee member will be provided the opportunity to modify their original evaluation. Following all oral presentations, the committee will again discuss their individual evaluations.

If the evaluation committee requires such presentations, the State will schedule these sessions for the purpose of:

- Allowing the Offeror an opportunity to present its proposal to the evaluation committee;
- Allowing the Offeror an opportunity to demonstrate its background and capabilities in providing the requested services;
- Allowing the State an opportunity to obtain further clarification of proposal aspects and attempt to resolve any uncertainties;
- Resolving suspected mistakes by calling such perceived errors to Offeror's attention without disclosing information concerning other Offerors' proposals; and
- Allowing the State to ask for specific scenarios to be presented.
- Allowing the State an opportunity to ask specific questions of the Offeror regarding its proposal offer.

Any presentations and/or site visits will be at the offeror's expense.

H. BEST AND FINAL OFFERORS (BAFOs): OEDIT reserves the right to request BAFOs for this solicitation. Evaluation Committee members have the right to modify a vendor's evaluation based on information provided in a BAFO. BAFOs may be considered in determining the apparent successful offeror.

I. ACCEPTANCE OF RFP TERMS: A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated by the autographic signature of the offeror or an officer of the offeror legally authorized to execute contractual obligations. It is assumed by the offeror's

response that it acknowledges all terms and conditions of this invitation for an offer. An offeror shall identify clearly and thoroughly any variations between its proposal and the State's RFP. 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.

J. PROTESTED SOLICITATIONS AND AWARDS: Any actual or prospective offeror or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to Shari Ashley, Purchasing and Contracts Director, OEDIT Procurement Office at [shari.ashley@state.co.us](mailto:shari.ashley@state.co.us). The protest shall be submitted in writing within ten working days after such aggrieved person knows, or should have known, of the facts giving rise thereto. Reference C.R.S. Title 24, Article 109.

K. CONFIDENTIAL/PROPRIETARY INFORMATION: Any proposed restrictions on the use or inspection of material contained within a proposal response shall be clearly stated in the proposal response. Offerors may request OEDIT to consider confidential or proprietary information through the following steps:

Step 1. The offeror, with its proposal, shall submit **written** requests for confidentiality. The offeror must provide a justification and state specifically what elements of the proposal are to be considered confidential/proprietary.

Step 2. Confidential/proprietary information must be readily identified, marked, and packaged separately from the rest of the proposal. **Commingling of confidential and/or proprietary information with other information is NOT acceptable.**

Step 3. The Procurements Office will make a written determination as to the apparent validity of any written request for confidentiality. **Neither a proposal in its entirety, nor proposal price information will be considered confidential and proprietary. Any information that will be included in a resulting contract cannot be considered confidential.**

Step 4. In the event OEDIT does not concur with the offeror's request for confidentiality, the written determination will be sent to the offeror. Ref. Section 24-72-201 et. seq., C.R.S., as amended, Public (open) Records.

Step 5. If the offeror does not agree with the Procurements Office's determination and the parties cannot come to an agreement, the offeror may file a protest. See Section J above for more information regarding protest rights.

After award, the offers shall be open to public inspection subject to any continued prohibition on the disclosure of confidential data, C.R.S. Title 24, Article 72, Part 2 as amended.

L. RFP RESPONSE MATERIAL OWNERSHIP: All material submitted regarding this RFP becomes the property of the State of Colorado. Proposals may be reviewed by any person after the "Notice of Intent to Make an Award" letter has been issued,

subject to the terms of C.R.S. Title 24, Article 72, Part 2 as amended.

- M. PROPOSAL PRICES: Estimated proposal prices are not acceptable. Best and final offers may be considered in determining the apparent successful offeror. Proposals shall be firm for a period of not less than One hundred eighty (180) calendar days from the date of award.
- N. EVALUATION: The evaluation will identify the proposals that most effectively meet the requirements of this RFP. The work will be offered to the Offeror whose proposal, conforming to the RFP, will be most advantageous to the Department, demonstrates the strongest ability to support tourism industry recovery, and is price competitive as well as other factors being considered.

The State of Colorado will conduct a comprehensive, fair and impartial evaluation of each proposal received. First, all proposals will be submitted to OEDIT Procurements for acceptance. OEDIT Procurements will be responsible for ensuring that:

- The Offeror's proposal complied with the due date and time.
- The Offeror's "Colorado Request for Proposal Signature Page" meets content and other requirements.
- The Offeror included all of the required attachments

Evaluation Process:

OEDIT plans an intensive, thorough, complete and fair evaluation process. Proposals will be evaluated on both the proposed service and the cost of the service. The evaluation will be performed and an award recommendation made to OEDIT Procurements by the Evaluation Committee. Evaluation Committee Members will be selected who do not have a conflict of interest in this procurement.

The Evaluation Committee will be responsible for the evaluation process that will include the following steps:

- Review proposals for any conditions that may disqualify the Offeror and to ensure that required terms and conditions have been met.
- Review proposal content, contact references and assign a preliminary score to each factor for each proposal.
- Determine whether, as part of the deliberations, any Offerors will be invited to participate in clarifications with the Committee. (Offerors would be those who, based on preliminary scores, are reasonably susceptible of being selected for the award.) However, proposals may be reviewed and determinations made without clarifications. Therefore, it is important that proposals be complete, and Offerors should recognize that opportunity for further explanation may not exist.

- Oral presentations, if required, for invited offerors to demonstrate their proposed service.
  - Adjust points or ratings as necessary.
  - Best and final offers (BAFOs) may take place at the State's option.
  - Make final selection recommendation to OEDIT Procurements.
- O. PROPOSAL SELECTION: Upon review and approval of the evaluation committee's recommendation for award, OEDIT Procurements will issue a "Notice of Intent to Award" on Colorado-VSS. A notice will be sent to all offeror's indicating the notice of intent has been posted. A contract will be completed and signed by all parties concerned on or before the date indicated in the Schedule of Activities. If this date is not met, through no fault of the State, the State, at its sole discretion, may elect to cancel the "Notice of Intent to Award" notice and make the award to the next most advantageous offeror.
- P. AWARD OF CONTRACT: The award will be made to the Offeror whose proposal, conforming to the RFP, will be most advantageous to the Department, demonstrates the strongest ability to support tourism industry recovery, and is price competitive as well as other factors being considered.
- Q. PROPOSAL CONTENT ACCEPTANCE: The contents of the proposal (including persons specified to implement the project) of the successful offeror will become contractual obligations if acquisition action ensues. Failure of the successful offeror to accept these obligations in a contract, purchase document, delivery order or similar acquisition instrument may result in cancellation of the award and such offeror may be removed from future solicitations.
- R. STANDARD CONTRACT: After award and before Contract execution the successful Offeror must be registered to do business in the State of Colorado. This registration is maintained through the Colorado Secretary of State Office. (<http://www.sos.state.co.us/>) If Offeror is a foreign corporation (formed under a statute or common law in a jurisdiction other than Colorado) or other foreign entity transacting business in the State of Colorado, shall warrant that it currently has obtained and shall maintain any applicable certificate of authority to transact business in the State of Colorado and has designated a registered agent in Colorado to accept service of process.

Except as modified herein, the standard State Contract Terms and Conditions and the Sample Model Contract (attached separately on VSS as Exhibit A) included in this RFP shall govern this procurement and are hereby incorporated by reference. Please note this Model Contract lists the State's required legal provisions but does not include the specific scope of work and requirements for this RFP. This SOW and other specifics will be attached to the awarded offeror's contract as an exhibit. The Awarded Contract will utilize federal funds from both the State and Local Fiscal

Recovery Funds and an Economic Development Administration Grant. Awarded Offeror shall agree to follow federal terms listed in the Exhibit A, OEDIT SLFRF Model Contract.

Due to the time constraints of this procurement, this Model Contract Terms and Conditions are non-negotiable. Offerors shall complete the attached Affirmation Page (Attachment B). Due to the time constraints of this procurement the selected vendor must agree to expedite the execution of final contract with their company or OEDIT reserves the right in our sole discretion to award the bid to the next vendor most susceptible of award.

The Offeror is expected to review the attached Model Contract and is strongly encouraged to seek advice from legal counsel regarding such contractual exceptions. If a "Notice of Intent to Make an Award" has been issued, and the parties are unable to enter into a contract that is fully satisfactory to OEDIT within a reasonable period of time, at OEDIT's sole discretion, OEDIT may elect to cancel the "Notice of Intent to Make an Award" and commence contract negotiations with another vendor within the competitive range.

S. RFP CANCELLATION: The State reserves the right to cancel this Request for Proposal at any time, without penalty.

T. STATE OWNERSHIP OF CONTRACT PRODUCTS/SERVICES:  
Proposals upon established opening time become the property of the State of Colorado. All products/services produced in response to the contract resulting from this RFP will be the sole property of the State of Colorado, unless otherwise noted in the RFP. **The contents of the successful offeror's proposal will become contractual obligations.**

The State of Colorado has the right to retain the original proposal and other RFP response materials for our files. As such, the State of Colorado may retain or dispose of all copies as is lawfully deemed appropriate. Proposal materials may be reviewed by any person after the "Notice of Intent to Make an Award" letter(s) has/have been issued, subject to the terms of Section 24-72-201 et seq., C.R.S., as amended, Public (open) Records. The State of Colorado has the right to use any or all information/material presented in reply to the RFP, subject to limitations outlined in the clause, Proprietary/Confidential Information. Offeror expressly agrees that the State may use the materials for all lawful State purposes, including the right to reproduce copies of the material submitted for purposes of evaluation, and to make the information available to the public in accordance with the provisions of the Public Records Act.

U. INCURRING COSTS: The State of Colorado is not liable for any cost incurred by offerors prior to issuance of a legally executed contract or procurement document.

No property interest, of any nature shall occur until a contract is awarded and signed by all concerned parties.

- V. PROPOSAL REJECTION: The State of Colorado reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received and to accept any portion of a proposal or all items proposed if deemed in the best interest of the State of Colorado.
- W. VENDOR IDENTIFICATION: The tax identification number provided must be that of the offeror responding to the RFP. The offeror must be a legal entity with the legal right to contract.
- X. NEWS RELEASES: News releases pertaining to this RFP shall NOT be made prior to execution of the contract without prior written approval by the State.
- Z. 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 Signature Page of this proposal certifies that:
    - (a) She/he is the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein and that she/he has not participated, and will not participate, in any action contrary to (1)(a) through (1)(c) above; or she/he 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 she/he 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 she/he 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 head of the agency, or her/his designee, determines that such disclosure was not made for the purpose of restricting competition.

AA. **CONFLICTS OF INTEREST:** The holding of public office or employment is a public trust. A public officer or employee whose conduct departs from his fiduciary duty is liable to the people of the State. Offerors shall note any potential conflict of interest on Attachment A, Proposal Signature Page. Rules of conduct for public officers and state employees:

1. Proof beyond a reasonable doubt of commission of any act enumerated in this section is proof that the actor has breached his fiduciary duty.
2. A public officer or a state employee shall not:
  - (a) Engage in a substantial financial transaction for her/his private business purposes with a person whom she/he inspects, regulates, or supervises in the course of his official duties;
  - (b) Assist any person for a fee or other compensation in obtaining any contract, claim, license, or other economic benefit from her/his agency;
  - (c) Assist any person for a contingent fee in obtaining any contract, claim, license, or other economic benefit from any state agency; or
  - (d) Perform an official act directly and substantially affecting its economic benefit a business or other undertaking in which she/he either has a substantial financial interest or is engaged as counsel, consultant, representative, or agent.
  - (e) Serve on the Board of any entity without disclosure to the entity, the Secretary of State, and his/her employer.
3. A head of a principal department or a member of a quasi-judicial or rule-making agency may perform an official act notwithstanding paragraph (d) of subsection (2) of this section if her/his participation is necessary to the administration of a statute and if she/he complies with the voluntary disclosure procedures under C.R.S. 24-18-110.
4. Paragraph (c) of subsection (2) of this section does not apply to a member of a board, commission, council, or committee if she/he complies with the voluntary disclosure procedures under C.R.S. 24-18-110 and if she/he is

not a full-time state employee. Reference C.R.S. 24-18-108, as amended.

AB. TAXES: The State of Colorado, as purchaser, is exempt from all federal excise taxes under Chapter 32 of the Internal Revenue Code (Registration No. 84-730123K) and from all state and local government use taxes C.R.S. 39-26-114(a). Our Colorado State and Local Sales Tax Exemption Number is 98-02565. Seller is hereby notified that when materials are purchased in certain political sub-divisions (for example - City of Denver), the seller may be required to pay sales tax even though the ultimate product or service is provided to the State of Colorado. This sales tax will not be reimbursed by the State.

AC. PUBLIC CONTRACTS FOR SERVICES. CRS 8-17.5-101 (EXCLUDED; SECURITIES, INVESTMENT ADVISORY SERVICES OR FUND MANAGEMENT, SPONSORED PROJECTS, INTERGOVERNMENTAL AGREEMENTS, OR INFORMATION TECHNOLOGY SERVICES OR PRODUCTS AND SERVICES).

Effective May 13, 2008, contractors who enter into or renew a public contract for services with Colorado state agencies or political subdivisions must participate in either the Federal ***E-Verify program***, or the Colorado Department of Labor and Employment Program. For more information see:

***E-Verify Program:*** <http://www.dhs.gov/e-verify> or,

**Colorado Department of Labor and Employment Program** and notice forms:  
Division of Labor Standards and Statistics:  
<https://www.colorado.gov/pacific/sites/default/files/EVL%20Fact%20Sheet.pdf>

AD. CRS 24-102-206 CONTRACT PERFORMANCE FOR SERVICES OUTSIDE US OR CO: Colorado now requires Contractors to give written notice in accordance with the following State Contract terms and conditions:

**If any services are performed outside the United States or Colorado:**

Prior to contracting or as a requirement for the solicitation of any contract from the state for services, as appropriate, any prospective vendor shall disclose in a written statement of work whether it anticipates subcontracting any services under the contract, where such subcontracted services will be performed under the contract, including any subcontracts, and whether any subcontracted services under the contract or any subcontracts are anticipated to be performed outside the United States or the state. If the prospective vendor anticipates services under the contract or any subcontracts will be performed outside the United States or the state, the vendor shall provide in its written statement of work a provision setting forth why it is necessary or advantageous to go outside the United States or the state to perform the contract or any subcontracts.



Following the Contract Effective Date, Contractor shall provide written notice to the State, within 20 days of the earlier to occur of Contractor's decision to perform, or its execution of an agreement with a Subcontractor to perform, Services outside the State of Colorado and/or the United States. Such notice shall specify the type of Services to be performed outside the State of Colorado and/or the United States and the reason why it is necessary or advantageous to perform such Services at such location or locations. All notices received by the State shall be posted on the Colorado Department of Personnel & Administration's website. Knowing failure by Contractor to provide notice to the State shall constitute a material breach of this Contract.

### **Noncompliance**

Contractor's failure to provide reports and notify the State in a timely manner may result in the delay of payment of funds and/or termination as provided under this Contract.

### **Subcontracts**

Copies of any and all subcontracts entered into by Contractor to perform its obligations hereunder shall be submitted to the State or its principal representative upon request by the State. Any and all subcontracts entered into by Contractor related to its performance hereunder shall comply with all applicable federal and state laws and shall provide that such subcontracts be governed by the laws of the State of Colorado.

- AE. Minority and Women-Owned Business and Small Business Enterprises: OEDIT is dedicated to creating, operating, and maintaining a procurement and contracting system that provides all Colorado individuals and businesses, including minority and/or women-owned enterprises (M/WBE), and small business enterprises with an equal and fair opportunity to compete for OEDIT business. Offerors shall take all necessary affirmative steps, as required by 45 CFR 93.36(3), Colorado Executive Orders, and Procurement Rules to assure that small, minority and women's business enterprises are utilized, when feasible, as sources of supplies, equipment, construction, and services purchased under awarded contract.
- AF. SECTION 508 COMPLIANCE: All electronic and information technology deliverables under this solicitation shall comply with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794 (d); 36 CFR Part 1194) and the Access Board Standards. Section 508 requires that accessibility for people with disabilities is incorporated into all electronic and information technology developed, procured and maintained under the resulting solicitation award. Offeror shall be compliant with the Colorado Governor's Office of Information Technology (OIT) Technology Accessibility for Persons with Disabilities Standard (TS-OEA-001) found at [https://drive.google.com/open?id=0B\\_ZUv6qW8QZMenFUNIgxQ3dRZ28](https://drive.google.com/open?id=0B_ZUv6qW8QZMenFUNIgxQ3dRZ28).

- AG. PAST PERFORMANCE: Each Offeror's past performance shall be reviewed as part of the State's overall evaluation. This evaluation will take into account past performance information submitted as a part of such Offeror's proposal including but not limited to, information regarding predecessor companies, key personnel who have relevant experience, and subcontractors performing major or critical aspects of the service(s), if such information is relevant. Offeror's without a record of relevant past performance or for whom information on past performance is not available will receive a neutral past performance rating.
- AH. SERVICE DISABLED VETERAN OWNED SMALL BUSINESS: Per Colorado Revised Statutes, Section 24-103-905 allows for a preference to Service-Disabled Owned Small Businesses (SDVOSB). To qualify for this preference, a SDVOSB shall submit documentation of SDVOSB certification issued through the U.S. Department of Veterans Affairs with their offer. Any SDVOSB certification submitted shall be verified by OEDIT.

### **SECTION III**

#### **BACKGROUND, OVERVIEW AND GOALS**

##### **A. BACKGROUND**

As the CTO develops this new destination stewardship strategy, we are building on foundational destination stewardship efforts and resources within the organization. CTO's Destination Stewardship efforts will be elevated and integrated within several current CTO programs, including the following:

- Care for Colorado Coalition: Network of industry leaders and stakeholders working to transform Colorado's visitor economy to benefit all people, communities and the planet.
- Destination Development: Mentoring and support for local communities, support for electric and scenic and historic byways, tourism infrastructure and workforce, and tourism advocacy.
- Grants and Funding: Funding streams that provide support for local and regional tourism projects, meetings and events, and professional education.
- State Welcome Centers: Drive traveler spending and disperse visitors across the state through Welcome Centers serving 1 million guests annually.
- CTO Industry Programs: Diverse and varied programs include education and leadership development for tourism professionals, including the Annual Governor's Tourism Conference; Colorado Concierge free online tourism education, and hospitality training
- Inclusivity in Travel Coalition: Network of industry leaders and stakeholders working to develop and promote travel experiences centering on the interests and

preferences of diverse and inclusive travel audiences and to identify strategies for creating and supporting a welcoming and safe environment for travelers.

- Do Colorado Right: CTO's values-based marketing campaign

In addition, to help guide us through the changing tourism industry, the CTO recently convened a Destination Stewardship Council. Council members have been asked to surface high-level and on-the-ground perspectives from Colorado's many regions, industry groups, local tourism stakeholders, and communities.

Through a highly collaborative process with the Council, the CTO hopes to increase understanding of the Destination Stewardship concept, strengthen the alignment of this critical work across the state, and provide valuable resources for partners who are championing it. The Destination Stewardship Council will determine Colorado's definition of destination stewardship and guide CTO's Destination Stewardship efforts in future endeavors, including the deliverables of this solicitation.

In order to achieve the goals of the Destination Stewardship department, the Destination Stewardship Council and the Roadmap 2.0, the CTO seeks a vendor to build on the existing work done by the CTO and the Colorado tourism industry to create the following:

- "Glossary of Terms" for Colorado's tourism industry
- Development of a statewide Destination Stewardship Strategic Plan
- Development of 8 Regional Destination Stewardship Strategic Plans

These strategic plans must be built using extensive research and in-depth stakeholder engagement, and must provide actionable tactics that achieve the 5-10-year Colorado tourism destination stewardship vision as specified by the CTO, the Destination Stewardship Council, residents of Colorado, and domestic and international visitors. The plans should also strive to support local and regional destination stewardship plans already in place or under development.

## **B. DEFINITIONS**

**CTO:** Colorado Tourism Office

**OEDIT:** Office of Economic Development and International Trade

**Colorado Tourism Roadmap 2.0:** The evolution of the original Colorado Tourism Roadmap created in 2017 that has been updated to provide a new vision, goals and continued guidance to CTO and its stakeholders.

**3 Pillars:** Main goals of the Destination Stewardship Department from the Roadmap 2.0

1. Protect the integrity of Colorado's natural and cultural resources.

2. Advance inclusiveness and pursue ways that Colorado can share a welcoming experience for all travelers.
3. Foster a regenerative and community-focused approach to travel, putting residents first.

**8 Travel Regions:** Eight Travel Regions designated by the Colorado Tourism Office

1. Denver & Cities of the Rockies
2. Mountains & Mesas
3. Pioneering Plains
4. The Great West
5. Mystic San Luis Valley
6. Pikes Peak Wonders
7. Canyons & Plains
8. Rockies Playground

**Stewardship:** An ethical value that embodies responsible planning and management of resources.

**Destination Stewardship:** An approach to tourism management and planning that balances and meets the needs of a destination and its communities through full public-private collaboration on an established mandate.

**Regenerative Tourism:** Tourism that is intentionally designed, promoted, and managed to support the restoration of destinations.

**Sustainable Tourism:** Tourism that meets the needs of visitors, industry, the environment and the host community, while taking into account the environmental, socio-cultural and economic impacts of the present and future.

**A draft of Colorado’s Destination Stewardship definition has been developed as follows:**

Destination stewardship is support for Colorado destinations that balances quality of life for residents and quality of experience for visitors, while enhancing our environment and communities.

## SECTION IV

### REQUIREMENTS / STATEMENT OF WORK

#### A. INTRODUCTION

1. Creation and delivery of one statewide Destination Stewardship Strategic Plan that at the minimum must include the following:

- a. High-level overview of the current state of tourism in Colorado, including resident and visitor sentiment towards visitation and impact on natural resources. Includes strengths, weaknesses, opportunities, and threats to Colorado's tourism vitality.
  - b. Literature review and summary of state, regional and/ or community initiatives that relate to sustainable tourism and destination management; document any gaps in current policies and practices that would enhance or contribute to sustainability.
  - c. Map/inventory of organizations or state-level departments that need to be involved in the effort and with whom the CTO will need to partner to ensure progress on the state level.
  - d. Actionable goals and tactics that integrate various stakeholder perspectives and empower community and resident innovation and involvement.
  - e. Alignment and integration of current strategic plans or comprehensive planning resources for destination stewardship, tourism management or outdoor recreation being implemented by Colorado destinations, other state or federal agencies and/or stakeholder groups.
  - f. Alignment and integration of current and past work implemented by the CTO and an actionable framework for the CTO based on current organizational capacity.
  - g. Framework and performance indicators to assess Colorado's progress in meeting goals. A publishable quarterly progress tracker for the CTO to share with stakeholders and residents.
  - h. In-person and online outreach to engage stakeholders and the public, communicate and educate the public on the Plan, offer opportunities to contribute and support the Plan, and leverage already existing partnerships.
  - i. Identification of a five- to ten-year action plan to guide implementation of findings.
2. Creation and delivery of eight regional Destination Stewardship Strategic Plans for each of Colorado's travel regions - Pikes Peak Wonders, Mountains & Mesas, Denver & Cities of the Rockies, Rockies Playground, Mystic San Luis Valley, The Great West, Pioneering Plains and Canyons & Plains
    - a. High-level overview of the current state of tourism in each region and the current and future social, economic, and environmental conditions per region as they relate to tourism. Includes strengths, weaknesses, opportunities, and threats to the tourism vitality of each of the regions
    - b. Alignment and integration of existing local destination stewardship plans or similar comprehensive planning resources for destination stewardship with applicable regional plans.
    - c. Literature review and summary of regional and/ or community initiatives that relate to sustainable tourism and destination management; document

- any gaps in current policies and practices that would enhance or contribute to sustainability (for each region).
  - d. Framework and performance indicators for each region to assess alignment to state-level goals and to monitor regional progress in meeting region-specific goals.
  - e. In-person and online outreach to engage a diverse range of stakeholders, communicate and educate the public on the Plan, offer opportunities to contribute and support the Plan, and leverage already existing partnerships.
  - f. Identification of a five- to ten-year action plan to guide implementation of findings.
3. Creation and delivery of a new Glossary of Terms for the State of Colorado to include definitions of destination stewardship, destination management, sustainable travel, responsible travel, regenerative travel and more.
    - a. This new Glossary of Terms must be created through a highly collaborative process with the CTO and Destination Stewardship Council to determine the terminology to be included and the appropriate definition of each term for the Colorado tourism industry.
    - b. The goal of this glossary is to create a foundational document of tourism-related terms for the entire Colorado tourism industry to adopt. There must be industry acceptance and buy in for this glossary and the included terms and definitions.
  4. Utilize and maintain a searchable database of information and data curated throughout the project. CTO and Awarded Offeror can easily update and maintain the data. At the end of the project, all data shall be transitioned to OEDIT for a resource library.

**B. TESTING & ACCEPTANCE CRITERIA**

1. Awarded Offeror(s) shall be required to submit all deliverables to the CTO Deputy Director, Destination Stewardship, or their designee for up to three rounds of feedback before final approval. If needed, deliverables will be returned to the awarded Offeror(s) for modification before payment.
2. All deliverables must be presented to the CTO in both a report format and in an abbreviated PPT format.

**C. ADDITIONAL INFORMATION**

1. The state will own all raw data collected throughout the project and the database.
2. The state will own the Glossary of Terms, Statewide Strategic Plan and 8 Regional Strategic Plans.
3. CTO Deputy Director, Destination Stewardship will be the main point of contact for all work and final approval of all deliverables.
  - a. CTO Destination Stewardship Specialist and/or CTO designee will be supporting project requirements and logistics.

#### **D. PROJECT SCHEDULE**

1. Expected project start date is April 7, 2023. Expected project end date is June 30, 2024.
  - a. At the minimum, the selected vendor is expected to meet with CTO staff or an appointed representative for the following meetings throughout the duration of the project:
    - i. Every Destination Stewardship Council meeting which takes place every other month
    - ii. Upon request, other CTO committee and coalition meetings such as Care for Colorado Coalition, Inclusivity in Travel Coalition, Destination Development Committee, CTO Board meetings, etc.
    - iii. Weekly status meetings during the entirety of the project
2. Within the given contract term, we seek the bidder's recommendations on reasonable milestones and target dates for all phases of the project, as well as project deliverables based on this scope of work.

#### **E. LOCATION OF PERFORMANCE**

1. All work is expected to take place in Colorado and/or virtually.
2. Travel expenses shall be allowed up to Federal limits.

#### **Travel**

Due to funding for this RFP being provided by State and Local Fiscal Recovery Funds (SLFRF), the Awarded Offeror should have a policy that requires employees to use sound business judgement in determining needs of travel. The following will assist the Awarded Offeror in compliance with contractual requirements to limit expense reimbursement to those costs that do not exceed Federal travel reimbursement guidelines. Awarded Offeror will not be reimbursed for excess cost caused by: an indirect route as a matter of personal preference, early departure or extending a stay for personal reasons.

Vendor shall receive reimbursement for travel that is approved by the CTO Deputy Director, Destination Stewardship or their designee to Destination Stewardship Strategic Planning activities to only include lodging, mileage and airfare as follows:

- **Mileage:** Vendor actual mileage to and from work location as approved for the purposed of this RFP, may be reimbursed using the Colorado Mileage Reimbursement rate (<https://osc.colorado.gov/financial-operations/fiscal-rules-procedures/mileage-reimbursement-rate>). Evidence of mileage is required (such as google map). The maximum reimbursable mileage (in a vehicle) for any individual round trip may not exceed 600 miles.
- **Lodging:** Vendor shall be reimbursed for actual lodging expense (including required fees) when overnight travel is required to attend Destination Stewardship Strategic Planning activities(s) as outlined in the SOW. The maximum reimbursable rate may not exceed the federal hotel rate for the

location of travel. ([https://www.gsa.gov/travel/plan-book/per-diem-rates/per-diem-rates-results/?action=perdiems\\_report&state=CO&fiscal\\_year=2023&zip=&city=](https://www.gsa.gov/travel/plan-book/per-diem-rates/per-diem-rates-results/?action=perdiems_report&state=CO&fiscal_year=2023&zip=&city=)).

- **Air Travel:** Only economy or basic travel fares will be eligible for reimbursement. Contractor will bear the costs of difference between economy and upgraded fare, where applicable. Travel should be planned as far in advance as possible. Baggage fees may be reimbursed for a reasonable number of checked bags. If a restricted fare is booked and traveler requires a change, a reasonable exchange fee may be claimed. Consultants, contractors and any other person utilizing federal funding for travel are required to fly on U.S. flag carrier services under the Fly America Act, 49 USC Section 40118.
- **Meals:** Per Diem (expenses for food), shall not be reimbursed.

All travel estimated costs must be included in final proposal price. Any deviation will require additional approval by CTO staff.

## **E. ORGANIZATION AND PERSONNEL QUALIFICATIONS**

### **1. Mandatory Requirements:**

At a minimum, Offerors should provide the following to demonstrate the necessary skills, expertise and capacity to execute the deliverables to a high degree of success:

- a. Demonstrate a minimum of four (4) years experience working in and/or supporting sustainability, stewardship, regenerative travel, or destination management within the tourism industry
- b. Demonstrate a minimum of four (4) years experience creating and developing strategic plans with effective measurements for progress and success.

### **2. Preferred Qualifications:**

- a. Comprehensive understanding of the tourism, outdoor recreation, and visitor management industry.
- b. Extensive experience working with and developing shared planning documents or visions with a myriad of public and private industry sectors.
- c. Experience in developing and delivering sustainability initiatives with demonstrated work products of long-term management plans with a focus on sustainable tourism challenges.
- d. Ability and experience integrating diversity, equity, and inclusion (DEI) as part of the planning process.
- e. Demonstrated ability to engage with large, diverse stakeholder groups and ability to facilitate public outreach programs to garner input in a safe and inclusive environment.
- f. Comprehensive stakeholder outreach experience showing ability to coalesce diverse audiences as well as lead potentially controversial discussions where some level of needed debate takes place



- g. Demonstrated ability to produce planning documents and management plans for a wide variety of audiences and purposes. (e.g., advocacy, legislative, community, funding competitiveness, etc.)
- h. Expert analytic skills and experience with demonstrated ability to integrate relevant data to inform strategic decision making and implementation
- i. Commitment to delivery of clear regenerative tourism implementation recommendations localized to the destination beyond case studies of international examples.
- j. Organizational capacity to successfully execute all deliverables in the required timeframe.

## **SECTION V**

### **RESPONSE FORMAT**

To facilitate an effective evaluation process, proposals must be submitted in the format listed in Section 1.E and including the sections listed below. All acronyms in the proposal must be defined. Failure to provide the requested information may result in disqualification of the proposal. ***Proposals that do not follow the sequence, outline, and response format of this RFP, may be deemed nonresponsive and disqualified from further consideration.***

#### **ADMINISTRATIVE SECTION:**

**A. STATE OF COLORADO REQUEST FOR PROPOSAL SIGNATURE PAGE AND CONFLICT OF INTEREST ATTESTATION,**

Include the State of Colorado Request for Proposal Signature Page. An officer of the offeror who is legally authorized to bind the offeror to the proposal must sign this page with an acceptable electronic signature method.

**B. RFP AFFIRMATION PAGE**

Offeror shall affirm agreement of Model SLFRF Contract Terms and Conditions, State of Colorado Insurance Requirements and list any potential Conflict of Interests.

The organization must be willing to comply with all requirements of the RFP, and by signing this affirmation agree to all terms and conditions. If organization is unwilling to comply with any terms, conditions, or other requirements of the RFP, the organization must so indicate in the Affirmation Page and in the appropriate section of the organization's proposal. If in the body of the proposal, the organization so indicates through either lack of response or technical noncompliance with the RFP, the offer may be rejected by OEDIT notwithstanding any assurances in the Affirmation Page.

By submitting a proposal, the organization agrees to the following:

- The organization warrants that no person or selling agency has been employed or retained to solicit or secure the proposed contract based

upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee.

- The prices and/or cost data proposed have been arrived at independently without consultation, communication, or agreement with any other organization or in competition for this procurement.
- Unless otherwise required by law, the prices and or cost data submitted have not been knowingly disclosed by the organization directly or indirectly to any other agency or to any competitor, nor will they be disclosed prior to award of the contract.
- No attempt has been or will be made by the organization to induce any other person or organization to submit or to withhold a proposal for the purpose of restricting competition.
- Demonstrates your organizations willingness to comply with all work requirements and other terms and conditions as specified in this RFP.
- Is signed by an individual authorized to commit your organization to the proposed work.
- Affirms that the Offeror's Proposal shall remain valid for a minimum of one hundred eighty (180) days from the date of the award.
- Identifies all potential conflicts of interest related to this RFP. If any actual or potential conflicts of interest are identified, provide your plan to mitigate the actual or potential conflict of interest.
- Discloses all current pending contracts with the State of Colorado and all bids or proposals submitted to the State of Colorado but not yet awarded.

#### **C. VENDOR PERFORMANCE DISCLOSURE FORM**

In compliance with § 24-102-206 C.R.S, Vendor Performance Outside the United States or Colorado, and directed by the Colorado Office of the State Controller (OSC), Vendors are required to disclose information to the State on where services will be performed. Offeror must complete and submit Attachment D, Vendor Performance Disclosure Form. If this is the case, provide a brief statement explaining why the vendor believes it is necessary or advantageous to perform the services outside the state of Colorado or United States. Contracts entered into or renewed by a government entity are subject to the following statute(s) under HB 13-1292 "Keep Jobs in Colorado Act of 2013".

#### **D. W-9**

#### **E. SECRETARY OF STATE CERTIFICATE OF GOOD STANDING**

In order to do business in Colorado, the Colorado Secretary of State requires Vendors to register in accordance with § 7-90-801, C.R.S., and obtain and maintain a rating of "good standing" status throughout the term of an awarded contract. The link to the Colorado Secretary of State's website is: [www.sos.state.co.us](http://www.sos.state.co.us). (See Sample Model Contract for additional information.) Offeror must include in their proposal a copy of the "certificate of good standing".

**F. MINORITY AND WOMEN-OWNED BUSINESS AND SMALL BUSIENSS ENTERPRISES**

Any Offeror claiming status as a service disabled veteran owned small business must identify itself as such in its proposal and provide documentation of its certification from the United States Department of Veteran Affairs (US DOVA) with its response to this RFP.

**PROPOSAL RESPONSE SECTION:**

**A. RELEVANT EXPERIENCE AND CAPABILITIES**

Qualified firms will be required to demonstrate capabilities and proven successes in managing strategic planning projects of the nature, size, and complexity comparable to the work that will result in creation of the Destination Stewardship Strategic Plans described in this RFP.

- Offeror name, address, phone number.
- Brief history of offeror.
- Team Organization: Describe how the project team will be organized to facilitate effective management, implementation, and evaluations. Add detailed information on the consultant project manager, their qualifications, roles, and responsibilities.
- Explain how you will ensure that equally qualified persons are assigned to the project if these individuals leave the project. OEDIT expects that key project personnel would be available through the life of the purchase order contract as long as they remain in your employment. OEDIT reserves the right to approve any replacement personnel.
- Team Facilities and Resources: Describe your team’s physical office(s), remote work procedures, office hours, and available technology (ex: Zoom, Drive, Adobe Cloud, Dropbox, etc.)
- Provide a list of current projects and potential projects.
- Qualifications and Experience: Provide a summary of company and project team qualifications.
- Please include a resume(s) for key personnel who will be assigned to the project (Note – resumes are not included in maximum number of pages).
- Sub-contracts: Identify all sub-contracts that are to be used, description of each and the work by each sub-consultant/sub-contractor. No work shall be subcontracted unless listed in the technical proposal and approved by the CTO.
- The one thing that differentiates your firm.
- Anything else OEDIT should know about you.

**B. APPROACH AND INSIGHTS**

- Describe your general approach for destination stewardship efforts. Outline the guiding principles or key tenets that are essential to utilize when creating a destination stewardship strategy.
- Provide your perspective and expertise on the importance of destination stewardship strategic planning for the tourism industry.
- Explain how your organization handles change management in projects of this scope and size.

**C. PROJECT PLAN**

Describe your project approach, description of work and overall approach. Provide specific techniques that will be used for this project and specific administration operations expertise to be used. The Offeror’s response should include a description of how each of the following deliverables will be accomplished:

- “Glossary of Terms” for Colorado’s tourism industry
- Development of a statewide Destination Stewardship Strategic Plan
- Development of 8 Regional Destination Stewardship Strategic Plans

In addition, the Offeror’s response should include the following:

- Description of a highly inclusive process for engaging key stakeholders in developing and implementing a statewide strategic plan and incorporating consistent communication with stakeholders throughout the planning process.
- A thorough assessment of the current state of Colorado tourism, identifying both challenges and opportunities.
- Description of your approach to developing an action plan to support implementation of destination stewardship strategy.
- Metrics to measure the success of strategic plan outcomes and guide the state of Colorado in establishing optimal targets for tourism performance.
- Provide a Gantt chart with project timeline by specific tasks or key milestones.
- Refinement: Identify and recommend best processes for refinement, rework, return, or replacement, if the State does not accept a deliverable when first submitted.

**D. PAST PROJECTS (Note - Not included in Page Maximum)**

Past Projects: Please include three (3) relevant examples of similar projects completed by the project team in the last five years.

- Provide examples of final deliverables (if applicable), and progress/interim reports that demonstrate effective metrics for success.

**PRICING SECTION:**

**A. PROPOSED COMPENSATION STRUCTURE (PRICING)**

The compensation range for this project, including all estimated travel-related expenses, is \$300,000 to a maximum of \$415,000. Your proposal should describe how you would allocate this amount to achieve the project requirements described above, including all estimated travel needs and expenses. Offerors shall note that pricing is to be all inclusive. OEDIT shall not reimburse for any travel or other expenses outside of Offeror's proposal pricing. All estimated travel costs must be included in final proposal price. Pricing structure is to be submitted separately from proposal and should not be listed in proposal section.

Compensation for the Awarded Offeror should be allocated based on achieving milestones for agreed upon deliverables and may include an initial payment to cover startup costs not to exceed 10% of Offeror's proposal pricing.

Compensation should be broken down by specific tasks, with specific budgets for which milestone and deliverable, showing fee structure, budget narrative, level of effort and material, and/or by milestones and deliverables.

## **SECTION VI**

### **EVALUATION AND AWARD**

#### **A. EVALUATION OF PROPOSALS**

The award decision ultimately is a business judgment that will reflect an integrated assessment of the relative merits of the proposals using the factors set forth in the RFP. The Department intends to award the contract to the Offeror whose proposal, conforming to the RFP, will be most advantageous to the Department, demonstrates the strongest ability to support the tourism industry, and is price competitive as well as other factors being considered.

A selection committee will evaluate and score written proposals. Finalist offerors may be selected to make oral presentations (estimated to possibly occur the week of February 26, 2023). For final evaluation and scoring, each member of the selection committee will be provided grading sheets from the written responses to use as reference.

Scores for finalists from their Written Responses and Oral Presentations are not averaged, added, or combined in any way. The scores in the final round or Phase 2 – Oral Presentations will replace the scores from Phase 1 – Written Response. The scores in the final round will reflect both the written proposal AND any additional information learned in the Oral Presentations. The scores from Phase 2 grading are the final scores.

Contract award and future contracts are contingent upon availability of funding and successful contract negotiations.

## **Evaluation of Written Proposals**

The following factors will form the basis for evaluating written proposals and include (but not limited to) listed in order of importance:

- Project Plan
- Approach and Insights
- Experience and Qualifications
- Examples of Past Projects
- Proposed Compensation Structure (Pricing)

## **Oral Presentations for Selected Finalists**

OEDIT reserves the right to schedule oral presentations per Section 1.G. above. Finalists will be selected based upon an evaluation of written responses to the RFP. Finalists may be required to make an oral presentation to a Selection Committee during the week listed in the Schedule of Activities.

Offerors will be allowed up to 30 minutes to make a final presentation. Specific instructions will be provided to finalists after they are selected. An additional thirty (30) minutes will be reserved for questions by the Selection Committee.

Presentations by finalists must be conducted only by those who will have hands-on, ongoing involvement the CTO account and who are identified in the Staffing Plan, under **V. DETAILED WRITTEN RESPONSE**, with their experience, roles and responsibilities. No others from the offeror's staff will be allowed to participate in the oral presentation.

## **B. BASIS FOR AWARD**

The business and technical factors will be assessed based on the soundness of the Offeror's overall approach and the Respondent's understanding of the requirements. The experience and/or demonstrated capabilities factor will be assessed by considering the extent to which the qualifications, experience and past performance are likely to foster successful, on-time performance. Strategies for meeting expedited implementation timeframes will be assessed based on their reasonable likelihood of success. Assessments may include a judgment concerning the potential risk of unsuccessful or untimely performance, and the anticipated amount of State involvement necessary (beyond that reasonably necessary) to ensure timely, successful performance.

The Offeror recommended for an award must provide (upon request) documentation of financial responsibility, financial stability, and sufficient financial resources to provide the services sought in this RFP. This response must include financial information by which the State may reasonably formulate an opinion about the relative stability and financial strength of the Offeror and a credit rating by a rating service. These statements shall include at least a balance sheet and income statement (including footnotes). These statements must be certified by a certified public accountant (CPA).

The State may disqualify from consideration any Offeror who is involved in bankruptcy proceedings or whose financial condition is deemed to pose a risk to the State for successful performance of the contract.

### **C. EXECUTED CONTRACT**

Proposed changes or exceptions to any requirement, or State's Contract Terms and Conditions (Exhibit A), may disqualify Offeror's proposal response from consideration. Due to time constraints, a completed contract is expected within 30 days following the letter of intent to award. In the event a contract is not signed (through no fault of the State) by the awarded Offeror within 30 days, and barring any protest that may delay the completion of a contract, the State may elect to cease negotiations, withdraw the award, and award to the next most advantageous Offeror.