



**Purchase Order**  
No. 2024-00000633

**DATE** 11/26/2024

**Ph.** (970) 244-1513

**Fax**

**Ship To**  
City of Grand Junction  
Police Department  
555 Ute Avenue  
GRAND JUNCTION, CO 81501

**Bill To**  
City of Grand Junction  
Police Department  
555 Ute Avenue  
GRAND JUNCTION, CO 81501

**Vendor**  
**VENDOR NO.** 10840  
Gold Enterprises, LLC  
15905 Perkins Lane  
Bowie, MD 20716  
Phone: (540) 246-2731

**PAGE** 1 of 1  
**SHIP VIA**  
**DELIVER BY**  
**FREIGHT TERMS**  
**Payment Terms:** Net 30 Days  
**Buyer Name:** Kathleen Franklin  
**Buyer Email:** kathleenf@gjcity.org

Award for RFP-5519-24-KF

QUANTITY	UNIT	DESCRIPTION	UNIT COST	TOTAL COST
1.0000	Lump Sum	CONFERENCES/TRAVEL/TRAINING - GJPD Anti-Bias and Implicit Bias Training The not-to-exceed contract amount reflects a 3% prompt payment discount of \$600.00, applied based on a net 15-day payment term. The original contract price is \$20,000.00. 100-430-410.6830 - Professional Develop 19,400.00 ZCDPS-SMRT24	19,400.0000	\$19,400.00
<b>PURCHASE ORDER TOTAL</b>				<b>\$19,400.00</b>

**Special Instructions:** PURCHASE ORDER No. MUST APPEAR ON ALL INVOICES, SHIPPERS, PACKAGES, CORRESPONDENCE  
**Tax Exempt No.** 98-03544  
 Send Invoices to Olivia Bray, Accountant/Analyst, oliviab@gjcity.org

By: *Olivia Bray*



CITY OF GRAND JUNCTION, COLORADO

\*\*\*\*\*

CONTRACT

This CONTRACT is made and entered into this 4<sup>th</sup> day of December 2024, by and between the City of Grand Junction, Colorado, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and Gold Enterprises, LLC, hereinafter in the Contract Documents referred to as the "Consultant."

WITNESSETH:

WHEREAS the Owner advertised that sealed Proposals would be received for furnishing all that is required for the provision of the Service(s) required for the Project described by the Contract Documents, referred to herein as the Professional Consultant to Provide Anti-Bias and Implicit Bias Training with the use of Grant Funds RFP-5519-24-KF.

WHEREAS, the Owner has awarded the contract to the above-named Consultant, and said Consultant is now ready, willing, and able to provide the Service(s) specified under the Contract Documents.

NOW, THEREFORE, in consideration of the compensation to be paid to the Consultant, the mutual covenants hereinafter set forth and subject to the terms hereinafter stated, it is mutually covenanted and agreed as follows:

ARTICLE 1

Contract Documents: It is agreed by the Parties hereto that the following list of instruments, and documents which are attached hereto, bound herewith, or incorporated herein by reference constitute and shall be referred to either as the "Contract Documents" or the "Contract", and all of the said instruments, and documents taken together as a whole constitute the Contract between the Parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein:

The order of the contract document governance shall be as follows:

- a. The body of this Contract Agreement
- b. Solicitation Documents, including all Addenda: Professional Consultant to Provide Anti-Bias and Implicit Bias Training with the use of Grant Funds (RFP-5519-24-KF)
- c. The Consultant's Response to the Solicitation

- d. Service Change Requests (directing changed service(s) to be performed)
- e. Change Orders
- f. Amendments

## ARTICLE 2

Definitions: The clauses provided in the Solicitation apply to the terms used in the Contract and all the Contract Documents.

## ARTICLE 3

Contract Service(s): The Consultant agrees to furnish all labor, technology usage, equipment, materials, meetings, travel, mileage, per diem, permits, licensing, and any other expense necessary, and required to complete the tasks associated with the Service(s) described, set forth, shown, and included in the Contract Documents.

## ARTICLE 4

Contract Time: Adherence to the timeline is imperative for the fulfillment of this Contract. The Consultant hereby commits to initiating the provision of the Service(s) stipulated herein upon the full execution of this Contract and undertakes to complete and deliver the Service(s) within the timeframes delineated in the Consultant's price proposal.

## ARTICLE 5

Contract Price and Payment Procedures: The Consultant shall accept, as full and complete compensation for the performance and completion of all of the Service(s) specified in the Contract Documents, a Not-to-Exceed amount of **Nineteen Thousand Four Hundred and 00/100 Dollars (\$19,400.00)**. The not-to-exceed amount includes a three percent (3%) prompt payment discount, applied based on a net fifteen (15) day payment term. The amount of the Contract Price is and has heretofore been appropriated by the Grand Junction City Council for the use and benefit of this Project. The Contract Price shall not be modified except by Change Order or another written directive of the Owner. The Owner shall not issue a Change Order or other written directive that requires additional services to be performed, which services cause the aggregate amount payable under this Contract to exceed the amount appropriated for this Project, unless and until the Owner provides the Consultant written assurance that lawful appropriations to cover the costs of the additional services have been made.

## ARTICLE 6

Contract Binding: The Owner and the Consultant each bind itself, its partners, successors, assigns, and legal representatives to the other party hereto in respect of all covenants, agreements, and obligations contained in the Contract Documents. The Contract Documents constitute the entire agreement between the Owner and Consultant and may

only be altered, amended, or repealed by a duly executed written instrument. Neither the Owner nor the Consultant shall, without the prior written consent of the other, assign or sublet in whole or in part its interest under any of the Contract Documents. Specifically, the Consultant shall not assign any monies due or to become due without the prior written consent of the Owner.

ARTICLE 7

Severability. If any part, portion, or provision of the Contract shall be found or declared null, void, or unenforceable for any reason whatsoever by any court of competent jurisdiction or any governmental agency having the authority thereover, only such part, portion, or provision shall be affected thereby and all other parts, portions, and provisions of the Contract shall remain in full force and effect.

IN WITNESS WHEREOF, City of Grand Junction, Colorado, has caused this Contract to be subscribed and sealed and attested on its behalf; and the Consultant has signed this Contract the day and the year first mentioned herein.

The Contract is executed in two counterparts.

**CITY OF GRAND JUNCTION, COLORADO**

DocuSigned by:  
By: Duane Hoff Jr.

Duane Hoff Jr., Contract Administrator

12/5/2024

Date

**Gold Enterprises, LLC**

DocuSigned by:  
By: Shaunna Payne Gold

Dr. Shaunna Payne Gold, Educator & Owner

12/4/2024

Date



## Negotiated Terms and Conditions

The City acknowledges Gold Enterprises, LLC (GELLC) payment terms, as stated in Appendix B of the proposal, which include Net 15 payment terms and a late fee of 3% for payments made beyond 15 days. However, the City operates under Net 30 payment terms, as Section 7.0 of the Solicitation Response Form outlines.

- Net 30 Payment Terms: Payments made within the Net 30 timeframe shall not incur any late fees.
- GELLC has offered a Prompt Payment Discount of three percent (3%) for payments made within the Net 15 terms, as stated in the proposal response. Payments made after 15 days but within the Net 30 period shall not incur any late fee, and the original itemized cost will remain in effect. The total cost for services, as described, shall not exceed \$20,000.00.

The GELLC Non-Disclosure Agreement, as stated in Appendix B of the proposal response, will not be utilized. The City's Terms and Conditions, which were accepted by GELLC with the submission of its proposal response, already provide governance. Section 1.23, **Confidential Material**, of the contract documents, will govern confidentiality and has been amended to incorporate the following negotiated terms:

- The Anti-Bias proprietary Prep-Tool (15-minute Pre-Survey for GJPD Participants), as referenced on page 10 of the GELLC proposal response, shall be treated as proprietary.
- GELLC training content will include intellectual property citations to ensure proper attribution is given to the source for all deliverables, in alignment with Section 4.5.1 of the GELLC proposal response.



## Request for Proposal

### **RFP-5519-24-KF**

# Professional Consultant to Provide Anti-Bias and Implicit Bias Training with the use of Grant Funds

### **Responses Due:**

November 1, 2024, before 1:00 p.m. MST

**Accepting Electronic Responses Only**  
**Submitted Through the**  
**Rocky Mountain E-Purchasing System (RMEPS)**  
<https://www.bidnetdirect.com/colorado/city-of-grand-junction>

(The purchasing agent does not have access to or control the vendor side of RMEPS. If the website or other problems arise during response submission, the Proposer **MUST** contact RMEPS to resolve the issue before the response deadline 800-835-4603)

*NOTE: All City solicitation openings will be held virtually,  
information is in Section 1.9.*

### **Purchasing Agent:**

Kathleen Franklin

[kathleenf@jcity.org](mailto:kathleenf@jcity.org)

970-244-1513

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## Section 1.0: Administrative Information & Conditions for Submittal

- 1.1. **Americans with Disability Act (ADA) Compliance Mandate:** Following HB21-1110, all documents produced and submitted in response to this solicitation must adhere to the provisions outlined in §§24-85-101, C.R.S., and subsequent sections, as well as the Accessibility Standards for Individuals with a Disability, as established by the Office of Information Technology under section §24-85-103 (2.5), C.R.S. Additionally, all documents must align with the State of Colorado's technology standards related to accessibility, including Level A.A. conformity with the latest iteration of the Web Content Accessibility Guidelines (WCAG) as integrated within the State of Colorado's technology standards.
- 1.2. **Required Review:** The Proposer is responsible for thoroughly reviewing all solicitation documentation to gain a comprehensive understanding of the scope, specifications, project requirements, and all associated rules, regulations, laws, conditions, instructions, and procurement policies related to the solicitation process and the Project or Work outlined in this Request for Proposal (RFP).
- 1.3. **Issuing Office:** This RFP is issued by the City of Grand Junction, Colorado (hereafter "City"). The Purchasing Agent responsible for this procurement is:  
  
Kathleen Franklin  
[kathleenf@gjcity.org](mailto:kathleenf@gjcity.org)  
  
Except for pre-proposal or site visit meeting(s), all inquiries, concerns, clarifications, or communications regarding this solicitation—including those about the process, specifications, or project scope—must be submitted in writing to the Purchasing Agent. Any communication directed to other City personnel may result in the disqualification of the Proposer's submission.
- 1.4. **Purpose:** The City of Grand Junction is seeking proposals from qualified and experienced consultants to provide in-person, comprehensive anti-bias and implicit bias training for law enforcement officers. This initiative aims to enhance awareness and promote equitable practices, both in professional duties and personal interactions. Services will be delivered under the terms and conditions outlined in this RFP.
- 1.5. **The Owner:** The City is the "Owner" which will act by and through its authorized representative(s); "Owner" or "City" may be used interchangeably throughout this Solicitation.
- 1.6. **Compliance:** All Proposers, by submitting a proposal, commit to adhere to all conditions, requirements, and instructions in this RFP as stated or implied herein or modified by addenda. Should the Owner omit anything necessary to clearly understand the requirements, or should it appear that various instructions conflict, the Proposer(s) shall secure instructions from the Purchasing Agent before the submittal deadline.



- 1.7. **Controlling Authority:** The 2023 version of the City [Procurement Policy](#) applies to this Solicitation.
- 1.8. **Submission:** See section 5.0 of this Solicitation for Preparation and Submittal Terms. Proposals shall be formatted as directed in Section 5. To participate in the solicitation opening, please utilize the following information and link:

**Solicitation Opening, Professional Consultant to Provide Anti-Bias and Implicit Bias Training, RFP-5519-24-KF**

**November 1, 2024, 1:00 p.m. (America/Denver)**

**Please join the meeting from a computer, tablet, or smartphone.**

<https://meet.goto.com/312353677>

**Dial in using a phone.**

Access Code: 312-353-677

United States: [+1 \(408\) 650-3123](tel:+14086503123)

**Join from a video-conferencing room or system.**

Meeting ID: 312-353-677

Dial in or type: 67.217.95.2 or [inroomlink.goto.com](https://inroomlink.goto.com)

Or dial directly: [312353677@67.217.95.2](tel:312353677@67.217.95.2) or [67.217.95.2###312353677](tel:67.217.95.2###312353677)

*Get the app now and be ready when your first meeting starts:*

<https://meet.goto.com/install>

- 1.9. **Public Disclosure:** Under the Colorado Open Records Act (CORA), all information (except for items designated as classified, confidential, or proprietary) within any bid or proposal is subject to public disclosure. Upon the issuance of an award and executed contract, both the solicitation file and the bid(s) or proposal(s) contained therein are subject to an [Open Records Request](#). In instances of Solicitation or Project cancellation, public disclosure is contingent upon adherence to pertinent laws.
- 1.10. **Public Disclosure Record:** If the Proposer knows its employee(s) or subcontractors having an immediate family relationship with an Owner employee or elected official, the Proposer must provide the Purchasing Agent with the name(s) of the individuals. The individuals are required to file a "Public Disclosure Record", and/or a statement of financial interest, before conducting business with the Owner.
- 1.11. **Collusion Clause:** Each Proposer, by submitting a proposal, certifies that it is not involved in any collusive action(s) or activity(ies) that may violate applicable federal or state antitrust laws, rules, and/or regulations. Any proposal(s) found to have evidence or reasonable belief of collusion among the Proposers will be rejected. The Owner reserves the right, at its discretion, to accept future proposals for the same service(s) or work from participants identified in such collusion.

- 1.12. **Gratuities:** The Proposer shall certify and agree that no gratuities or kickbacks were or will be paid in connection with this Proposal and/or an award of a Contract, nor were any fees, commissions, gifts, or other considerations made contingent upon the award of a Contract. If the Consultant breaches or violates this warranty, the Owner may, at its discretion, terminate the Contract without liability to the Owner.
- 1.13. **Ethics:** No Proposer shall accept or offer gifts or anything of value and/or enter into any business arrangement with any employee, official, or agent of the Owner.
- 1.14. **Altering Proposals:** Any alterations made before the opening date and time must be initiated by the Proposer. Proposals may not be altered or amended after the submission deadline.
- 1.15. **Multiple Offers:** If a Proposer submits more than one proposal, THE ALTERNATE PROPOSAL must be marked "ALTERNATE PROPOSAL." The Owner reserves the right to make the award in the best interest of the Owner.
- 1.16. **Withdraw of Proposals:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Proposer for sixty (60) days following the submittal deadline date, and only before award.
- 1.17. **Exclusions:** No oral, telephonic, emailed, or facsimile proposal will be considered.
- 1.18. **Contract Documents:** The Contract Documents consist of the complete solicitation and the Proposer's response. Solicitation documents are available on the City Purchasing website under, [Purchasing Bids](#).
- 1.19. **Questions Regarding Specifications or Scope of Services:** All requests for clarification or interpretation of the Scope of Services/Work and Specifications must be submitted in writing via email to the Purchasing Agent by the inquiry deadline. Questions submitted after the deadline may not receive a response.
- 1.20. **Acceptance of Proposal Content:** The Proposal selected by the Owner, if any, shall become a part of the Contract Documents. Failure of the successful Proposer to accept the obligations in the Contract may result in cancellation of the award and such Proposer may be removed from future solicitations. When a Contract is executed by and between the Proposer and the City, the Proposer may be referred to as the "Agency," "Consultant," "Contractor," "Firm" or "Consultant."
- 1.21. **Addendum:** Official response to questions, interpretations, corrections, and changes to this solicitation or extensions to the opening/receipt date will be made by the Purchasing Agent by a written Addendum to the solicitation. The sole authority to authorize addenda shall be vested in the Purchasing Division. Addenda will be issued electronically through BidNet Direct Rocky Mountain E-Purchasing System website at <https://www.bidnetdirect.com/colorado/city-of-grand-jefferson>. A Proposer(s) must acknowledge receipt of all addenda in the proposal(s).

- 1.22. Exceptions and Substitutions:** All proposals meeting the intent of this RFP will be considered for the award. A Proposer that takes exception to the specifications does so at the Proposer's risk. The Owner reserves the right to accept or reject any or all substitutions or alternatives. When offering substitutions and/or alternatives, the Proposer must state any exception(s) in the section to which the exception(s) pertain(s). Exception/substitution, if accepted, must meet, or exceed the stated intent and/or specification(s). The absence of stated exception(s) indicates that the Proposer has not taken exception(s), and if awarded a Contract, shall hold the Proposer responsible for performing in strict accordance with the Contract Documents.
- 1.23. Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after the 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 identified with the words "**Confidential Disclosure**" and uploaded as a separate document may establish the information as confidential or proprietary. **Any material the Proposer(s) intends to be treated as confidential or proprietary must include a written explanation for the request. Consistent with the Colorado Open Records Act (CORA),** the request shall be reviewed and decided by the Owner. If denied, the Proposer will have the opportunity to withdraw its proposal or to remove the confidential or proprietary information. Neither cost nor pricing information nor the entire proposal may be claimed as confidential or proprietary.
- 1.24. Response Material Ownership:** All proposals become the property of the Owner upon receipt and may only be returned to the Proposer at the Owner's option. Selection or rejection of the proposal shall not affect this right. The Owner shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations in the materials marked as "Confidential Material." Disqualification of a proposal does not eliminate the City's right.
- 1.25. Minimal Standards for Responsible Prospective Proposers:** The Proposer must affirmatively demonstrate its responsibility. To meet the minimum requirements, a prospective Proposer:
- Demonstrate the ability to adhere to the project schedule.
  - Have a satisfactory record of performance of projects of similar scope and size.
  - Maintain a satisfactory record of integrity and ethical conduct.
  - Be qualified and eligible, based upon evaluation criteria, to receive an award and enter into a Contract with the Owner.

- Ensure that its/his/her Proposal(s) comply with the requirements provided in the "Preparation and Submittal of Proposals."

**1.26. Disqualification of a Proposer:** A Proposal will not be accepted from, nor shall a Contract be awarded to, any person, firm, corporation, or entity that is in arrears to the Owner, upon debt or Contract, or that has defaulted, as surety or otherwise, upon any obligation to the Owner, or that is otherwise deemed irresponsible or unreliable.

Proposers may be required to submit satisfactory evidence demonstrating its responsibility, practical knowledge of the Project it is proposing, and possession of the necessary financial and other resources to complete the proposed Service/Work. Either of the following reasons, without limitation, shall be considered sufficient to disqualify a Proposer and Proposal:

- More than one Proposal is submitted for the same Service/Work from an individual, firm, consultant, contractor, or corporation under the same or different name; and
- Evidence of collusion among Proposers. Any participant in such collusion shall not receive recognition as a Proposer for any future Service/Work of the Owner until such participant has been reinstated as a qualified Proposer.

**1.27. Taxes:** The Owner is exempt from State, County, and Municipal Taxes and Federal Excise Taxes; therefore, all fees shall not include taxes.

**1.28. Sales and Use Taxes:** The Consultant and all subcontractors are required to obtain exemption certificates from the Colorado Department of Revenue for sales and use taxes. Proposals shall reflect the removal of sales and use tax on materials, fixtures, and equipment.

**1.29. Federal Taxpayer Identification Certificate:** Successful Proposer(s) new to conducting business with the City must furnish a completed standard "Federal Taxpayer Identification Certificate (W-9)" before the Contract is executed. Additionally, the City reserves the right to request a current W-9 from established business relationships as necessary.

**1.30. Public Opening:** The opening of the Proposal(s) shall be conducted publicly in a virtual meeting following the proposal deadline. Proposers, representatives, and interested people may be present. Proposals shall be received and acknowledged to maintain transparency in the process. As per the nature of an RFP, only the company name(s) and the business location of the proposing Proposer(s) will be disclosed.

## Section 2.0: General Contract Terms and Conditions

**2.1. Acceptance of Terms:** A proposal submitted in response to this RFP shall constitute a binding offer which shall be acknowledged by the Proposer on the Letter of Interest

or Cover Letter. The Proposer must be legally authorized to execute a Letter of Interest or Cover Letter together with contractual obligations. By submitting a proposal, the Proposer accepts all terms and conditions including compensation, as set forth herein/the Contract Documents. A Proposer shall identify clearly and thoroughly any variations between its proposal and the Owner's requirements. Failure to do so may be deemed a waiver of any right(s) to subsequently modify the term(s) of performance, except as specified in the RFP.

- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the Owner and the Consultant. By executing the Contract, the Consultant represents that it has familiarized itself with the conditions under which the Service is to be performed and correlated its observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by anyone, shall be as binding as if required by all. The Contract Documents intend to include all labor, materials, equipment, services, and other items necessary for the proper execution and completion of the Scope of Services as defined in the technical specifications contained herein.
- 2.3. Permits, Fees, & Notices:** The Consultant shall secure and pay for all permits, governmental fees, and licenses necessary for the proper execution and completion of the Services. The Consultant shall give all notices and comply with all laws, ordinances, rules, regulations, and orders of any public authority, including the City, bearing on the performance of the Service(s). If the Consultant observes that any of the Contract Documents are at variance in any respect, it shall promptly notify the Purchasing Agent in writing, and necessary changes will be made to reconcile the variation as determined to be in the best interest of the City. If the Consultant performs any Services knowing it to be contrary to such laws, ordinances, rules, and regulations, and without such notice to the Owner, it shall assume full responsibility and shall bear all costs attributable to the non-conforming Services.
- 2.4. Responsibility for those Performing the Services:** The Consultant shall be responsible to the Owner for the acts and omissions of its employee(s) and all other person(s) performing any of the Services under the Contract.
- 2.5. Payment & Completion:** The Contract Sum is stated in the Contract and is the total amount payable by the Owner to the Consultant for the performance of the Service(s) under the Contract. Upon receipt of written notice that the deliverable(s) is ready for final inspection and acceptance and upon receipt of the invoice for payment, the Owner's Project Manager will promptly make such inspection and, when the Owner finds the Service(s) acceptable under the Contract and the Contract fully completed, the Owner shall make payment in the manner provided in the Contract Documents. Partial payments will be based upon estimates prepared by the Consultant of the value of Service(s) performed under the Contract Documents. The Service(s) performed by the Consultant shall follow generally accepted professional practices and the level of competency presently maintained by other practicing professional Agencies in the same or similar type of Service(s) in the community. The Service(s) to be

performed by the Consultant hereunder shall be done in compliance with applicable laws, ordinances, rules, and regulations.

- 2.6. Changes in the Services:** The Owner, without invalidating the Contract, may order changes in the Services within the general scope of the Contract consisting of additions, deletions, or other revisions. All such changes in the Services shall be authorized by Change Order/Amendment and shall be executed under the applicable conditions of the Contract. A Change Order/Amendment is a written order to the Consultant signed by the Contract Administrator issued after the execution of the Contract, authorizing a change in the Services or an adjustment in the Contract sum or the Contract time.
- 2.7. Minor Changes in the Services:** The Owner shall have the authority to order minor changes in the Services not involving an adjustment to the Contract Sum or an extension of the Contract Time and not inconsistent with the intent of the Contract.
- 2.8. Correction of Services:** All Services/Deliverables shall meet a standard comparable to the prevailing skill and expertise in the relevant market or industry. If any Services/Deliverables provided by the Consultant are found by the Owner to be non-conforming to the terms of the Contract, the Consultant shall promptly correct such issues. The Consultant shall bear all expenses associated with the correction of the rejected Services, including any additional Services required by the Owner as a result thereof, at no additional cost to the Owner.
- 2.9. Acceptance Not Waiver:** The Owner's acceptance of or approval of Service(s) furnished hereunder shall not in any way relieve the Consultant of its responsibility to maintain the high quality, integrity, and timeliness of its Services. The Owner's approval or acceptance of, or payment for, any Services shall not be construed as a future waiver of any right(s) under the Contract, or of any cause of action arising out of performance under this Contract.
- 2.10. Change Order/Amendment:** No oral statement of any person shall modify or otherwise change, or affect the terms, conditions, or specifications stated in the Contract. All amendments to the Contract shall be made in writing by the City Contract Administrator.
- 2.11. Assignment:** The Consultant shall not sell, assign, transfer, or convey the Contract resulting from this RFP, in whole or in part, without the prior written approval from the Owner.
- 2.12. Compliance with Laws:** Proposals must comply with all Federal, State, County, and local laws governing the Service and the fulfillment of the Service(s) for and on behalf of the public. The Consultant hereby warrants that it is qualified to assume the responsibilities and render the Services described herein and has all requisite corporate authority and professional licenses in good standing as required by law.
- 2.13. Debarment/Suspension:** The Consultant hereby certifies that the Consultant is not presently debarred, suspended, proposed for debarment, declared ineligible, or

voluntarily excluded from covered transactions by any governmental department or Consultant.

- 2.14. **Confidentiality:** All information disclosed by the Owner to the Proposer and/or the Consultant for the Services to be performed or information that comes to the attention of the Consultant during the performance of such Services is to be kept strictly confidential.
- 2.15. **Conflict of Interest:** No public official and/or Owner employee shall have interest in the Contract resulting from this RFP.
- 2.16. **Cancellation of Solicitation:** Any solicitation may be canceled by the Owner or any solicitation proposal response may be rejected in whole or in part when it is in the best interest of the City.
- 2.17. **Contract:** This solicitation, the Proposer's proposal/submitted documents, and any negotiations, when properly accepted by the Owner, shall constitute an enforceable agreement equally binding between the Owner and the Consultant. The Contract represents the entire and integrated agreement between the City and the Consultant, collectively the Parties, and supersedes all prior negotiations, representations, or agreements, either written or oral, including the solicitation documents. The Contract may be amended or modified only with Amendment.
- 2.18. **Contract Termination:** The Contract shall remain in effect until any of the following occurs: (1) Contract expires; (2) completion of Services; (3) final acceptance of Services; or (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.19. **Employment Discrimination:** During the performance of any Services, the Consultant agrees to:
  - 2.19.1. Not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Consultant. The Consultant agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - 2.19.2. In all solicitations or advertisements for employees placed by or on behalf of the Consultant, shall state that such Consultant is an Equal Opportunity Employer.
  - 2.19.3. Notices, advertisements, and solicitations placed following federal law, rule, or regulation shall be deemed sufficient for meeting the requirements of this section.

- 2.20. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Consultant certifies that it does not and will not during the performance of the Contract employ personnel without authorization services or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or law regulating immigration compliance.
- 2.21. Failure to Deliver:** In the event of failure of the Consultant to perform under the Contract, the Owner, after due oral or written notice, may procure Services from other sources and hold the Consultant responsible for any and all costs resulting in the purchase of additional Services and materials necessary to perform the Service(s). This remedy shall be in addition to any other remedies that the Owner may have.
- 2.22. Failure to Enforce:** Failure by the Owner at any time to enforce the provisions of the Contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the Contract or any part thereof, or the right of the Owner to enforce any provision of the Contract at any time under the terms thereof.
- 2.23. Force Majeure:** The Consultant shall not be held responsible for failure to perform the duties and responsibilities imposed by the Contract due to legal strikes, fires, riots, rebellions, and acts of God beyond the control of the Consultant unless otherwise specified in the Contract.
- 2.24. Indemnification:** The Consultant shall defend, indemnify, and save harmless the Owner and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits, actions, or other claims of any character, name, and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Consultant, or of any Consultant's agent, employee, subcontractor or supplier in the execution of, or performance under, the Contract which may result from proposal award. The Consultant shall pay any judgment concerning costs that may be obtained by and/or against the Owner arising out of or under the performance or non-performance.
- 2.25. Independent Consultant:** The Consultant shall be legally considered an independent Consultant and neither the Consultant nor its employees shall, under any circumstances, be considered servants, or agents of the Owner. The Owner shall be at no time legally responsible for any negligence or other wrongdoing by the Consultant, its servants, or agents. The Owner shall not withhold from the Contract, payments to the Consultant any federal or state unemployment taxes, federal or state income taxes, Social Security, or any other amounts for benefit(s) to the Consultant. Further, the Owner shall not provide to the Consultant any insurance coverage or other benefits, including Workers' Compensation, normally provided by the Owner to its employees.
- 2.26. Ownership:** All documents, plans, concepts, and work prepared under the Contract, etc., created by the Consultant for this Service, shall become the property of the



Owner. All information furnished by the Owner is and shall remain the Owner's property.

- 2.27. Patents/Copyrights:** The Consultant agrees to indemnify and hold harmless the Owner from any claims, including but not limited to those related to patents, copyrights, trademarks, or any other form of intellectual property rights infringement. In no event shall the Owner be held liable to the Consultant for any damages, awards, costs of defense, or other expenses arising from allegations of intellectual property infringement. Any agreement resulting from the response to this Solicitation shall be rendered null and void in the event of patent, copyright, or other intellectual property infringement. This includes but is not limited to the creation of derivative works based on the intellectual property of others.
- 2.28. Governing Law:** The Contract and/or any agreement(s) as a result of responding to this RFP shall be deemed to have been made in, and shall be construed and interpreted by, the laws of the City of Grand Junction, Mesa County, Colorado. Any action arising out of or under this Solicitation and/or Contract shall be in District Court 21<sup>st</sup> Judicial District, Mesa County, Colorado.
- 2.29. Expenses:** Expenses incurred in the preparation, submission, and presentation of a proposal in response to this solicitation are the responsibility of the Consultant and shall not be charged to the Owner.
- 2.30. Sovereign Immunity:** The Owner specifically reserves and asserts its rights under Colorado law and the cases applying and construing the same, governmental immunity. See 24-10-101 C.R.S *et seq.*
- 2.31. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the Owner's budget approved by the City Council for the stated fiscal year only. Colorado law prohibits the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated obligations that may arise past the end of the stated Owner's fiscal year shall be subject to budget approval. The Contract will be subject to and provide a non-appropriation of funds clause under Colorado law.
- 2.32. Performance of the Contract:** The Owner reserves the right to enforce the performance of the Contract in any manner prescribed by law or equity as deemed by the Owner to be in the best interest of the Owner (in the event of breach or default) of resulting Contract award.
- 2.33. Default:** The Owner reserves the right to terminate the Contract in the event the Consultant fails to meet delivery, or completion schedule(s) or otherwise performs under the Contract. Breach of Contract or default authorizes the Owner to purchase like services elsewhere and charge the full cost to the defaulting Consultant.
- 2.34. Piggyback:** Agreements resulting from this solicitation are intended primarily for the Owner. However, other governmental entities may be extended the opportunity to utilize the awarded Contract, contingent upon the agreement of the successful

Proposer and the participating agencies. All participating entities must adhere to the specifications, terms, conditions, and contract prices established within the agreement. Each governmental entity shall establish its own contract, issue its own orders, be invoiced directly, make its own payments, and issue its own exemption certificates as required.

It is understood and agreed that the City is not a legally binding party to any contractual agreement made between another governmental entity and the Consultant as a result of this solicitation. The City shall not be held liable for any costs or damages incurred by any other entity.

### **2.35. Definitions:**

- 2.35.1.** "Agency," "Consultant," "Contractor," "Firm," or "Consultant" is the person, organization, entity, or consultant identified as such in the proposal and throughout the Contract. The term encompasses the Agency, Consultant, Contractor, Firm, or its authorized representative(s).
- 2.35.2.** "City" or "Owner" is the City of Grand Junction, Colorado, and is referred to throughout the Contract Documents.
- 2.35.3.** "Contract Sum" is the total amount payable, as specified in the Contract Documents, that the City agrees to pay the Firm/Contractor for the full and satisfactory completion of the Services/Work, including all materials, labor, equipment, services, and any other obligation required under the Contract Documents. The Contract Sum may be established as a Fixed Lump Sum, Guaranteed Maximum Price (GMP), or a Not-to-Exceed amount, depending on the terms outlined in the Contract Documents. Any adjustment to the Contract Sum shall be made only following the provisions of the Contract Documents and must be duly authorized by the Parties.
- 2.35.4.** "Deliverable" refers to any tangible or intangible work product, report, document, presentation, or other output produced by the Consultant as part of the Service(s). All deliverables must comply with the Americans with Disabilities Act (ADA) and HB21-1110, which mandates adherence to the provisions outlined in §§24-85-101, C.R.S., and subsequent sections, as well as the Accessibility Standards for Individuals with a Disability established by the Office of Information Technology under section §24-85-103(2.5), C.R.S. Additionally, all documents must align with the State of Colorado's technology standards related to accessibility, including Level A.A. conformity with the latest iteration of the Web Content Accessibility Guidelines (WCAG) as integrated within the State of Colorado's technology standards.
- 2.35.5.** "Key Personnel" designates the crucial individual(s) from the Agency or Consultant essential for the successful execution and completion of the Services. The individual(s) will possess specialized skills, knowledge, or experience required for the Project's specific scope of work.

- 2.35.6. "Proposer" refers to the person(s) legally authorized by the Agency or Consultant to make an offer and/or submit a response fee proposal in response to the RFP.
- 2.35.7. "Project" or "Work" refers to the endeavor outlined in this solicitation to create the product, service, or deliverable.
- 2.35.8. "Services" includes all labor, materials, equipment, and/or professional skills necessary to produce the Work and meet the requirements of the Contract Documents.
- 2.35.9. "Subcontractor" is a person(s) or organization that has a direct contract with the Agency to perform any of the service(s). The term subcontractor is referred to throughout the Contract and means the subcontractor or its authorized representative.

### Section 3.0: Insurance

- 3.1. **Insurance Requirements:** The selected Consultant agrees to procure and maintain, at its own cost, policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Consultant under the Contract. Such insurance shall be in addition to any other insurance requirements imposed by the Contract or by law. The Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed under the Contract because it failed to procure or maintain insurance in sufficient amounts, durations, or types.

The Consultant shall procure and maintain and, if applicable, shall cause any subcontractor of the Consultant to procure and maintain insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurance acceptable to the Owner. All coverage shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by the Consultant under the Contract. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. Minimum coverage limits shall be as indicated below unless specified otherwise in the Special Conditions:

- (a) **Worker Compensation and Employers' Liability:** The Consultant shall comply with all State of Colorado Regulations concerning Workers' Compensation and other statutory insurances as required.
- (b) **General Liability** with minimum combined single limits of:  
ONE MILLION DOLLARS (\$1,000,000) per occurrence, and  
TWO MILLION DOLLARS (\$2,000,000) aggregate.

The policy shall apply to all premises, products, and completed operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interest provision.

- (c) Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than:

ONE MILLION DOLLARS (\$1,000,000) per occurrence, and

Concerning each of the Consultant's owned, non-owned, and hired vehicles assigned to be used in the performance of the Services/Work.

- (d) Professional Errors and Omissions Liability Insurance policy with a minimum:

ONE MILLION DOLLARS (\$1,000,000) per claim, and

TWO MILLION DOLLARS (\$2,000,000) aggregate

This policy shall provide coverage to protect the Consultant against liability incurred because of the professional services performed because of responding to this Solicitation.

- 3.2. **Additional Insured Endorsement:** The policies required by paragraphs (b), and (c) above shall be endorsed to include the City, its elected and appointed Officials, employees, and volunteers as Additional Insureds. Every required policy above shall be primary insurance, and any insurance carried by the Owner, its officers, or its employees, or carried by or provided through any insurance pool of the Owner, shall be excess and not contributory insurance to that provided by the Consultant. The Consultant shall be solely responsible for any deductible losses under any policy required above.

## Section 4.0: Specifications/Scope of Services

- 4.1. **General/Background:** The Grand Junction Police Department (GJPD) conducts comprehensive annual training programs aimed at maintaining and enhancing the skills of its officers across key operational areas. Recruits that are hired and sponsored by the GJPD begin with a 16-week academy hosted by the Western Colorado Community College, followed by a structured Field Training Officer (FTO) Program that lasts 12-16 weeks. During the FTO phase, recruits are paired with experienced training officers who guide them through practical applications and help integrate them into the department's daily operations.

In addition to structured field training, GJPD provides ongoing specialized briefings and impromptu scenario-based exercises, focusing on critical topics such as patrol tactics and de-escalation techniques. These training elements are designed to ensure

officers are prepared not only for routine duties but also for complex situations, including emergency responses and critical incidents.

The department is deeply committed to officer retention and satisfaction, cultivating a positive work culture that encourages professional growth and development. GJPD offers a variety of specialized units, including K-9, SWAT, and drug task force assignments, providing officers with opportunities to expand their expertise and advance their careers.

To further support continuous professional development, GJPD places a strong emphasis on tactical training, officer safety, and consistent procedural application. These initiatives are aligned with the department's broader mission of maintaining high-performance standards and enhancing community engagement.

Each January, the GJPD conducts its annual training program for approximately 130 law enforcement officers, covering both foundational skills and advanced tactics, ensuring officers remain equipped to meet evolving community needs.

- 4.2. Scope of Services:** The City seeks to engage a qualified and experienced consultant or consulting firm to provide in-person Anti-Bias and Implicit Bias Training for law enforcement officers. The training will provide expert guidance on identifying and mitigating biases while offering practical strategies to promote a culture of inclusion, equity, and respect in both professional duties and personal interactions.

Given the sensitive nature of this topic, the Consultant must create a learning environment that is respectful and inclusive, avoiding any assumptions that attendees are inherently biased or insensitive. The training should be designed to foster openness and engagement, ensuring participants feel comfortable discussing these issues. The Proposer is required to submit a course outline that reflects a respectful and balanced approach to the subject matter.

The selected consultant will be responsible for delivering interactive training sessions tailored to the specific needs of law enforcement personnel. These sessions should address critical areas such as racial, gender, and cultural biases, and provide practical strategies to mitigate the impact of these biases in daily operations and decision-making. Additionally, the training should build upon any existing initiatives aimed at reducing bias.

This initiative is part of the City's ongoing commitment to fostering diversity, equity, and inclusion at all levels, ensuring that all individuals within the department and community feel valued and respected.

- 4.3. Experience:** The selected Consultant must have a minimum of five years of experience in delivering diversity, equity, and inclusion (DEI) skill development training, specifically to law enforcement officers and agencies. The consultant should demonstrate expertise in providing anti-bias and implicit bias training tailored to the

unique needs and challenges of law enforcement officers (preferred). Demonstrate the ability to communicate effectively with diverse populations.

The Proposer should include:

- A detailed list of law enforcement training sessions conducted over the past two years, specifying the number of sessions held annually.
- A breakdown of the training topics covered, with particular emphasis on anti-bias and implicit bias sessions.
- A description of relevant experience delivering these types of training to law enforcement, including the types of agencies served (e.g., local, state, or federal law enforcement).
- Any available testimonials or feedback from previous law enforcement training engagements to demonstrate the effectiveness and impact of the training provided, *in Colorado if available*.
- Experience working with multi-disciplinary teams within law enforcement agencies, such as patrol officers, detectives, administrative personnel, and co-responder units, is highly desirable. Additionally, the Consultant should be familiar with legal frameworks, policies, and community engagement practices that influence bias and equity within law enforcement settings.

**4.4. Requirements:** The Proposer must provide a detailed course outline for a four-hour training session to be conducted each morning, for five consecutive days. The outline should clearly define the objectives, topics, activities, and learning outcomes for each session, ensuring comprehensive coverage of anti-bias and implicit bias training. The structure must be designed to engage law enforcement personnel effectively and allow for meaningful discussions, practical exercises, and interactive learning opportunities.

**4.4.1. Grant Requirement:** The selected Consultant must be actively “registered” on [SAM.gov](https://www.sam.gov) and must verify that it is not listed on the federal debarment list by providing appropriate documentation, such as the current registration summary and the exclusions section of the profile.

**4.5. Desired Deliverables:**

**4.5.1. Training Materials:** Provide copies of all training materials, presentations, handouts, and digital resources used during the training sessions for future reference for attendees.

**4.5.2. Post-Training Report:** Provide a comprehensive report after the completion of the training, summarizing the key outcomes, participant engagement, feedback, and recommendations for continued improvement.

**4.5.3. Follow-Up Support:** Offer a defined period of post-training support (e.g., 30 or 60 days) for questions, guidance, or clarifications that may arise as participants apply the training in their work.

**4.5.4. Digital Access to Training Resources:** Offer digital access to the training content for a specified period, allowing attendees and the City to revisit materials as needed.

**4.6. Schedule:** The training sessions will be conducted daily in the morning from January 13, 2025, through January 17, 2025. Each session will be structured to accommodate the availability of approximately 130 law enforcement officers, with 20 to 35 attendees per session to ensure full participation. The Consultant will work closely with the GJPD point of contact to finalize the exact timing and logistics to maximize engagement and minimize disruption to regular department operations.

**4.7. Special Conditions & Provisions:**

**4.7.1. Questions Regarding the Solicitation Process or the Scope of Services:**

Kathleen Franklin, Purchasing Agent  
[kathleenf@gicity.org](mailto:kathleenf@gicity.org)

**4.7.2. Grant Funds:** The Project is funded through the name State's Mission for Assistance in Recruiting and Training (SMART) Grant Program, offered through the Office of Adult and Juvenile Assistance (OAJJA) which is part of the Colorado Division of Criminal Justice within the Department of Public Safety. The Consultant is responsible for assisting with any necessary documentation to meet the reporting obligations of the grant.

The goal of the SMART Grant Program is to provide grants to law enforcement agencies to increase the number of P.O.S.T.-certified and non-certified law enforcement officers who are representative of the communities they serve and to provide training for those additional law enforcement officers.

The Owner is required to complete the Colorado Division of Criminal Justice Consultants/Contracts Certification (DCJ Form 16) once the Consultant is selected. This certification must be approved before the Consultant provides any services.

**4.7.3. Budget:** The project budget shall not exceed \$20,000.

**4.7.4. Non-Exclusive:** This Contract is non-exclusive. The City reserves the right, at its sole discretion, to engage other entities for services covered by this contract. Similarly, the Consultant is not obligated to maintain an exclusive working relationship with the City and retains the right to enter a contract(s) for similar services with other parties.

**4.7.5. Fee/Price Proposal:** The proposed pricing structure must be "all-inclusive," covering all costs associated with the successful execution of the training program. This includes but is not limited to, labor, technology usage, equipment, materials, meetings, travel, mileage, per diem, permits, licensing, and any other expense necessary to ensure the complete and efficient delivery of services.

The Consultant must submit a not-to-exceed cost amount, using the Solicitation Response form found in Section 7.0. In Addition, the proposal must include a comprehensive cost breakdown with detailed rate sheets, outlining all applicable costs associated with delivering the services.

The Owner shall not pay nor be liable for any other additional costs outside of the agreed pricing structure. This includes, but is not limited to, taxes, insurance, interest, penalties, termination payments, attorneys' fees, liquidated damages, etc.

All fees and pricing will be subject to negotiation between the Consultant and the Owner.

**4.7.6. Laws, Codes, Rules, and Regulations:** The Consultant shall ensure that all Services provided meet all Federal, State, County, and City laws, codes, rules, regulations, and requirements for providing such Services.

**4.7.7. Contract:** A binding Contract shall consist of (1) the RFP and any Addendum(s) thereto, (2) the Proposer's response (Proposal) to the RFP, (3) any clarification of the Proposal, if applicable, and (4) the City's Purchasing Department's acceptance of the proposal through a "Notice of Award." All Exhibits and Attachments within the RFP are incorporated into the contract by reference.

A. The Contract expresses the complete agreement of the parties and, performance shall be governed solely by the specifications and requirements contained therein and other laws as applicable.

B. Any change to the Contract, whether by modification and/or supplementation, must be accomplished by a formal Contract Amendment signed and approved by and between the duly authorized representative of the Proposer and the Contract Administrator or by a modified Purchase Order/Contract before the effective date of such modification. The Proposer expressly and explicitly understands and agrees that no other method and/or no other document, including acts and oral communications by or from any person, shall be used or construed as an amendment or modification to the Contract.

**4.7.8. Contract Administrator:** The Contract Administrator for the City is Duane Hoff, Jr., CPPB. Contract-related inquiries, issues, change orders, amendments, and communications related to the Contract during the time Services are provided will be directed to:

Duane Hoff, Jr., Contract Administrator



[duaneh@qcity.org](mailto:duaneh@qcity.org)  
(970) 244-1545

**4.8. Contract Term:** The Contract shall become effective upon execution by both Parties and will cover the training sessions scheduled for January 13-17, 2025. The continuation of this Contract is contingent upon the appropriation of funds by the City Council. Upon mutual agreement, the awarded Consultant and the City may opt to renew the Contract for Diversity, Equity, and Inclusion (DEI) training for both current and newly hired officers for up to three (3) additional one-year periods, subject to satisfactory performance and the continued appropriation of funds by the City Council. Any renewal shall adhere to the original Contract's terms, conditions, and pricing structure.

**4.9. Attached Documents:**

**Appendices\*** *if the link is not functioning, please try an alternate browser and refresh the page.*

Appendix 1 – There are no attachments for this solicitation.

**4.10. Tentative Calendar of Events:**

- |                                                  |                                     |
|--------------------------------------------------|-------------------------------------|
| • Solicitation available                         | October 4, 2024                     |
| • Inquiry deadline, no questions after this date | October 21, 2024, close of business |
| • Final Addendum Posted, <i>if required</i>      | October 25, 2024                    |
| • Submittal deadline for proposals               | November 1, 2024, 1:00 p.m. MST     |
| • Owner evaluation of proposals                  | November 1-8, 2024                  |
| • Interviews, <i>if required</i>                 | Week of November 18, 2024           |
| • Final Selection                                | December 2, 2024                    |
| • Contract execution                             | December 5, 2024                    |
| • Services begin no later than                   | January 13, 2025                    |
| • Project Complete by                            | January 17, 2025                    |

## Section 5.0: Preparation and Submittal of Proposals

**Submission:** Each proposal shall be submitted in electronic format only, adhering to HB21-1110 and only through BidNet Direct Rocky Mountain E-Purchasing System website link: (<https://www.bidnetdirect.com/colorado/city-of-grand-jefferson>). This site offers both "free" and "paying" registration options which allow for full access to the City's documents and electronic submission of proposals. (Note: "free" registration may take up to 24 hours to process. Please Plan accordingly.) Please view the "Electronic Vendor Registration Guide" at <https://www.gjcity.org/501/Purchasing-Bids> for details. (The purchasing agent does not have access to or control the vendor side of RMEPS. If there are website or other problems that arise during response submission, the Proposer **MUST** contact RMEPS to resolve the issue before the response deadline **800-835-4603**).

To ensure accurate comparison and evaluation, proposals must adhere to the format outlined in Section 5.0 "Preparation and Submittal of Proposals." The uploaded response to this RFP should be a single PDF document containing all necessary information. Proposers must demonstrate an interest in this Project, highlight relevant experience, and address its capability to fulfill the Scope of Service(s) stated herein. Proposals must follow the specified formatting from **A** to **H** as required by the Owner for proper comparison and evaluation:

### **Proposals should be limited to a maximum of 40 pages**

- A. Cover Letter:** The Proposer(s) must submit a cover letter that succinctly explains its interest and expertise in providing the services outlined in this Solicitation. The letter will include a summary of the Proposer's relevant qualifications and experience, particularly in delivering Anti-Bias and Implicit Bias Training to law enforcement personnel.

The cover letter must include the name, address, phone number, and email address of the Consultant's principal contact person, as well as identify the individual(s) authorized to make presentations and formal commitments on behalf of the Consultant. The letter shall bear the signature of the person having proper authority to commit the Consultant and specify its role and signature authority.

By submitting a response to this Solicitation, the Proposer agrees to all requirements outlined herein, including compliance with all contractual, legal, and ethical standards related to the project.

- B. Solicitation Response Form:** The Proposer shall complete and submit the attached Solicitation Response Form with its proposal
- C. Qualifications/Experience/Credentials:** Proposer(s) must submit a detailed overview of their qualifications, with a focus on expertise, relevant experience, and credentials that demonstrate its ability to successfully deliver the services outlined in the Scope of Services.

The proposal should emphasize:

Proven track record of delivering comprehensive Anti-Bias and Implicit Bias Training to law enforcement or similar organizations, particularly in fostering diversity, equity, and inclusion (DEI).

Experience in meeting project timelines, maintaining high-quality standards, and ensuring engagement from participants.

Compliance with industry standards, including DEI best practices, along with any relevant certifications or accreditations.

Utilization of innovative technology and interactive learning methods to enhance training effectiveness.

Flexibility and scalability in delivering training to both small and large groups, ensuring that the content remains impactful regardless of audience size.

Strong customer service and communication practices, ensuring clear, transparent, and timely communication with the City throughout the engagement.

Quality assurance policies that demonstrate how the Proposer ensures the highest standards in training delivery, including mechanisms for evaluating the effectiveness of training and making continuous improvements.

Additionally, Proposers should provide any other relevant information that illustrates its capacity to deliver the required services effectively. This could include testimonials from previous clients, performance evaluations, or metrics demonstrating the success of prior training programs.

- D. Strategy and Implementation Plan:** The Proposer must provide a detailed strategy for delivering Anti-Bias and Implicit Bias Training that aligns with the City's objectives. The plan should outline the best approach for executing the training sessions, demonstrating the Proposer's understanding of the City's goals and its ability to deliver impactful, high-quality training.

The plan should highlight any value-added components, such as interactive training methods, innovative technology, enhanced reporting, and post-training support. Additionally, include strategies for effective communication, participant engagement, and any cost-saving measures or efficiency improvements.

An implementation schedule must be provided, clearly outlining key milestones, deadlines, and deliverables, as well as the time and resources required from City personnel. This comprehensive plan will showcase the Proposer's capability to meet the City's objectives and successfully execute the training program.

- E. References:** Proposer(s) must provide at least three (3) references from the past two years, ideally from **law enforcement clients**, who can attest to the Consultant's

experience in delivering **Anti-Bias and Implicit Bias Training** or similar services. These references should confirm the Consultant's ability to deliver training aligned with the scope and scale outlined in the Scope of Services.

For each reference, include:

- (a) Client's name and address
- (b) Point of contact (name, telephone number, and email address)
- (c) Dates of service
- (d) Consultant's role in delivering the training
- (e) Description of services provided, including specific focus on anti-bias or DEI training
- (f) Number of sessions conducted, the number of attendees per session, and a description of the audience
- (g) Original Budget and final project cost
- (h) Explanation of any variations from expected outcomes or discrepancies in the project scope or cost

This information will allow the City to thoroughly evaluate the Consultant's effectiveness, reliability, and transparency in providing similar training services.

- F. **Legal Proceedings/Lawsuits:** Provide a comprehensive list of any legal proceedings or lawsuits involving the Consultant, employees, or subcontractors of the Consultant who may be providing Services to the City. The list shall include current litigation and the status, and any matter(s) filed, settled, and/or otherwise adjudicated in the last five years. For each instance describe the underlying reason or cause of action, as well as the outcome or status.
- G. **Fee/Pricing Proposal:** Complete and submit the Solicitation Response Form found in Section 7.0. Provide the fee proposal, as stated in the solicitation.
- H. **Additional Data:** Furnish any additional pertinent information that is directly related to the qualifications and capabilities of the Consultant. This may include details about specific expertise, innovative technologies, sustainability, approaches, or any other information that will enhance the evaluation of the Consultant's suitability to provide the Services outlined in this solicitation.

## Section 6.0. Evaluation Criteria and Factors

- 6.1. **Overview:** An evaluation committee, appointed by the City, will assess all qualified responses. Proposal(s) will be selected based on the ability to demonstrate the necessary expertise and capability essential for delivering the scope of services. Additionally, the committee will consider the integrity and reliability of the proposals, to ensure the highest degree of confidence in full faith and performance.
- 6.2. **Intent:** Only Respondents who meet the qualification criteria will be considered. Therefore, the submitted proposal must indicate the Proposer's ability to provide the services described herein.
- 6.3. **Evaluation Summary:** Proposals will be prioritized based on the criteria, categories, and values described below. The City reserves the right to reject any portions of proposals and take into consideration past performance of previous awards and contracts with the Owner of any Proposer, or Consultant in determining a final award(s), if any.

### ***Evaluation Criteria & Weighted Values will be worth ninety (80) %***

- **Responsiveness of Submittal to the RFP (10) %**  
Evaluation of how well the proposal addresses and conforms to all aspects of the RFP, including completeness, accuracy, and adherence to preparation and submittal instructions.
- **Understanding of the Services and Objectives (20) %**  
Assessment of the Proposer's demonstrated understanding of the City's specific goals and objectives for the project, including its ability to articulate how its proposed approach aligns with the objectives.
- **Qualifications, Experience, Credentials thirty (30) %**  
The Proposer's demonstrated expertise in the successful execution and delivery of comparable Services. The Proposer showcased the ability to exhibit the requisite skill levels, certifications, and all other essential competencies necessary to deliver the services.
- **Strategy & Implementation (30) %**  
Proposer has provided a clear interpretation of the City's objectives regarding the required Services, and a fully comprehensive plan to achieve successful completion. See Section 5.0. Item D – Strategy and Implementation Plan for details.

### ***The following Criteria shall be worth twenty (10) %***

- **Fees (10) %**  
All fees associated with the Services are provided and are complete and comprehensive.

- 6.4. Shortlisting Proposers:** The City expects to follow the process below to shortlist proposals. The City reserves the right to modify this process if it is in the best interest of the City.
- All proposals will be reviewed for compliance with mandatory requirements as outlined in this RFP. Proposals deemed non-responsive will be eliminated from consideration. The Purchasing Agent may contact Proposers for clarification of its proposal.
  - Committee members will independently evaluate and score proposals and submit scores back to the Purchasing Agent. Scores will be entered into an Evaluation Matrix to assist in analyzing and prioritizing the responsive Proposals.
- 6.5. Negotiations:** The City reserves the right to negotiate with the highest-rated Proposer(s) and will not engage in negotiations with lower-rated Proposer(s) unless negotiations with higher-rated Proposer(s) have been unsuccessful and are subsequently terminated. The selected Consultant may submit revisions to its proposal, including but not limited to adjustments to price, best and final offer, and technical aspects, because of negotiations, if deemed in the best interest of the City.
- 6.6. Interview(s):** The Owner reserves the right to invite the highest ranked Proposer(s) to participate in a virtual, or in-person interview(s) if needed. Shortlisted Proposer(s) will be notified of the interview process, including format, duration, and location, following the RFP shortlist selection process.
- 6.7. Reference Checks:** The City reserves the right to conduct reference checks with the top-ranked Proposer(s) to verify its past performance, experience, and ability to deliver the services outlined in this solicitation. These reference checks will help confirm the Proposer's qualifications, reliability, and adherence to project timelines and budgets, ensuring a successful relationship.
- 6.8. Award:** Proposer(s) shall be ranked based on the criteria listed in Section 6.3. The City reserves the right to consider all of the information submitted and/or presentations, if required, in selecting the Project Consultant.

## Section 7.0. Solicitation Response Form

**RFP-5519-24-KF**

**“Professional Consultant to Provide Anti-Bias and Implicit Bias Training”**

*The Proposer must submit the entire form, either typed or printed, fully completed, dated, and signed*

**1) Total Cost for Services as Described, Not-to-Exceed: \$ \_\_\_\_\_**

**Total Not-to-Exceed Cost Written:**

\_\_\_\_\_ **dollars**

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*The City reserves the right to accept any portion of the services to be performed at its discretion.*

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The undersigned has thoroughly examined the entire Request for Proposal and therefore submits the proposal and schedule of fees and services attached hereto.

This Proposal is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Proposer accepts and agrees, by the *terms and conditions contained in this Request for Proposal*, that it is prepared, ready, and willing to perform and provide services as described in the attached Proposal if the same is accepted by the City.

The undersigned Proposer acknowledges the right of the City to reject any and all Proposal(s) submitted and to waive any informality(ies) and irregularity(ies) therein in the City’s sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its own capability, that the Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to the Proposal with any other Proposer or with any competitor.

Prices in the Proposal have not knowingly been disclosed with another Proposer and will not be before award.

- Prices in the Proposal have been arrived at independently, without consultation, communication, or agreement to restrict competition.
- No attempt has been made nor will be to induce any other person or Consultant to submit a proposal to restrict competition.

- The individual signing the Proposal certifies that it is a legal agent of the Consultant, authorized to represent the Consultant, and is legally responsible for the offer concerning supporting documentation and fees/prices provided.
- Direct purchases by the City of Grand Junction are tax-exempt from Colorado Sales or Use Tax. Tax-exempt No. 98-903544. The undersigned certifies that no Federal, State, County, or Municipal tax will be added to the above-quoted prices.
- The City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of \_\_\_\_\_ percent of the net dollar will be offered, to the Owner if the invoice is paid within \_\_\_\_\_ days after the receipt of the invoice.

**RECEIPT OF ADDENDA:** The undersigned Consultant acknowledges receipt of the Addenda to the Solicitation, Specifications, and other Contract Documents.

**State number of Addenda received:** \_\_\_\_\_

The Proposer is responsible for ensuring all Addenda has been received and acknowledged.

Submit a letter signed by the entity Owner or a Statement of Authority delegating authority to act on behalf of the Proposer. Before executing a Contract, the Proposer must furnish a completed W-9 form.

\_\_\_\_\_  
Entity Name

\_\_\_\_\_  
Authorized Agent Name, & Title

\_\_\_\_\_  
Authorized Agent Signature

\_\_\_\_\_  
Telephone Number

\_\_\_\_\_  
Address of Proposer

\_\_\_\_\_  
E-mail Address of Agent

\_\_\_\_\_  
City, State, and Zip Code

\_\_\_\_\_  
Date



The undersigned Proposer proposes to subcontract the following portion of Services:

<u>Name, address, city, and state of Subcontractor</u>	<u>Description of Service(s) to be performed</u>	<u>Est. Value &amp; % of Service(s)</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The undersigned Proposer acknowledges the right of the City to reject any Offers submitted and to waive informalities and irregularities therein in the City's sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its own organization, that this Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to this Proposal with any other Proposer or with any competitor.



**ADDENDUM NO. 1**

**Date:** October 23, 2024  
**From:** City of Grand Junction Purchasing Division  
**To:** All Offerors  
**RE:** Professional Consultant to Provide Anti-Bias and Implicit Bias Training with the use of Grant Funds

Offerors responding to the above-referenced solicitation are hereby informed that requirements have been clarified, modified, superseded, and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

- Q:** Section 4.0: Specification/Scope of Services; 4.3 Experience. The RFP indicates, "Consultant must have a minimum of five years of experience in delivering diversity, equity, and inclusion (DEI) skill development training, specifically to law enforcement officers and agencies." Our company has more than fifteen years of experience in providing anti-bias and implicit bias training to law enforcement agencies but fewer than 5 years of experience providing DEI training. Will the City consider a submission from a company with less than 5 years' experience in DEI?

**A:** While the RFP specifies a minimum of five years of experience delivering Diversity, Equity, and Inclusion (DEI) skill development training to law enforcement, a company's extensive experience in providing anti-bias and implicit bias training, particularly to law enforcement agencies, would be considered.

**No Further questions will be accepted.**

The original solicitation for the project noted above is amended as indicated. Please acknowledge receipt of this addendum on the Solicitation Response Form signature page of the proposal documents.

All other conditions of the subject remain unchanged.

Respectfully,

A handwritten signature in blue ink, appearing to read "K. Franklin".

Kathleen Franklin, Senior Buyer  
City of Grand Junction, Colorado



## COVER LETTER

### GOLD ENTERPRISES, LLC

**Principal Contact:** Dr. Shaunna Payne Gold, Owner & Founder  
Gold Enterprises, LLC  
15905 Perkins Lane  
Bowie, MD 20716  
540-246-2731  
[shaunna@goldenterprisesllc.com](mailto:shaunna@goldenterprisesllc.com)

Gold Enterprises, LLC (GELLC) and the proposed Gold project team is uniquely positioned, qualified, and experienced to deliver impactful Anti-Bias and Implicit Bias Training services to law enforcement personnel. GELLC's most recent law enforcement, government, and quasi-governmental agency clients who have secured similar work with our team include:

1. City of Cheverly Police Department (MD)
2. City of College Park Police Department (MD)
3. City of Annapolis (All Employees)
4. New York Housing Development Corporation (NYC)
5. State of Colorado Coalition Against Sexual Assault
6. Colorado Department of Human Services

...just to name a few. The proposed Gold project team has a total of over 50 years of experience with anti-bias and implicit bias training, with over 15 of those years training law enforcement, government, and quasi-governmental agencies. The team's entire career history has been built upon delivering DEI training to adult learners, using inclusive delivery strategies such as identity exploration activities, role-playing scenarios, case studies, and facilitation of difficult dialogues using the University of Michigan's model of interrelations dialogue.

Gold Enterprises, LLC acknowledges that this proposal submitted in response to **RFP #5519-24-KF** shall constitute a binding offer. Dr. Shaunna Payne Gold, Owner & Founder is authorized to execute this Cover Letter, as well as any subsequent contractual obligations.

Dr. Gold is the sole individual authorized to make presentations and formal commitments on behalf of Gold Enterprises.

A handwritten signature in black ink, appearing to read 'Shaunna', written in a cursive, flowing style.

Dr. Shaunna L. Payne Gold  
Owner & Founder

**RFP #5519-24-KF**



## PROPOSAL

### GOLD ENTERPRISES, LLC

[Gold Enterprises, LLC \(GELLC\)](#) is an independent, 100% woman- and minority-owned consulting firm founded in 2016 which provides solutions for aspiring multicultural and anti-racist organizations that value everyone, capitalize on cognitive diversity, while being profitable and philanthropic. GELLC's solutions include curriculum design, implementation, and delivery, equity audits, inclusive strategic planning, executive coaching, and change management services. Dr. Shaunna Payne Gold, the founder, has over 27 years of experience in the diversity, equity, and inclusion (DEI) field.

GELLC is a small, nimble, and mighty organization based in Bowie, Maryland, led by **Dr. Shaunna Payne Gold** and **Dra. Andréa Rodriguez**. GELLC's team of subject matter experts (SMEs) represents various social identities, including but not limited to race, spirituality/religion, gender, sexual orientation, socioeconomic status, ethnicity, citizenship, ability, veteran/military affiliation, and body image, just to name a few.

**B. Solicitation Response Form.** The Solicitation Response Form has been completed and is attached as a separate PDF Document. The Fee/Price Proposal per 4.7.5 requirements is noted in Appendix B.

#### **C. Qualifications / Experience / Credentials.**

**Qualifications & Experience.** The proposed Gold project team is uniquely positioned, qualified, and experienced to deliver impactful diversity, equity, and inclusion (DEI) skill development training services, especially to law enforcement officers and related government and quasi-governmental agencies. The key personnel will be:

***Dr. Shaunna Payne Gold (she/her/hers) will be Project Manager and Co-Facilitator.*** Dr. Gold is the Owner & Founder of GELLC with 27 years of experience in diversity, equity, and inclusion (DEI) strategic planning, facilitation, Multicultural & Antiracist Organizational Development, Intergroup Dialogue Facilitation, Truth & Racial Healing Circles™, project management, and change management within public higher education and beyond.

Dr. Gold has a variety of experiences working with municipalities, including the Maryland Municipal League, City of Baltimore Department of Public Works, the City of College Park, the Town of Cheverly and Cheverly PD, the Office of Mental Health Harford County (MD), and TSA just to name a few. The GELLC core team is currently working with New York City Housing Development Corporation as well (quasi-governmental).

Dr. Gold has a Certificate of Project Management from Harvard University, 17 years of teaching as faculty, and 5 years of faculty development, assisting professors at all points in their careers in various fields concerning pedagogy and delivery of content to students from pre-college through doctoral level, as well as adult and military learners.

Dr. Gold most recently served as Assistant Provost for Diversity & Inclusion at Towson University (TU) and a Professorial Lecturer at The George Washington University. As Assistant Provost for Diversity & Inclusion, her primary goal was to support the Division of Academic Affairs by attracting, advancing, and retaining diverse staff, faculty, and academic librarians. Within the role, Dr. Gold served as a Train-the-Trainer for difficult dialogues using the University of Michigan's racial reconciliation model.

Working in tandem with the Office of Inclusion and Institutional Equity and the Office of Human Resources, Dr. Gold was responsible for compliance and analytics, hiring, onboarding, funds development, faculty retention and cultural competency programming for 1,700 faculty and academic librarians. While at TU, Dr. Gold taught courses in the College of Education including Intercultural School Leadership to a cohort of current and rising principals in Baltimore City Public Schools.

Dr. Gold has honors as a Baltimore Business Journal Leader in Diversity (2020), a team lead for Towson University's Truth and Racial Healing Institute (2020), as well as a team lead for Towson University as the recipients of the Insight Into Diversity Higher Education Excellence in Diversity Award for 2020 and 2021. Most recently, Dr. Gold was named as one of 50 Tory Burch Foundation Fellows for 2022 and an SBA T.H.R.I.V.E. Emerging Leaders Participant in 2024.

Dr. Gold's dissertation focused on The Spiritual Development of Non-heterosexual Undergraduate Students which garnered the ESRI Doctoral Research Award. Dr. Gold also holds a Bachelor of Business Administration from James Madison University (VA), coaching credentials from the Coach Diversity Institute at Howard University School of Business (DC), and leadership certificates from Cornell University (NY). Dr. Gold is currently acquiring a Masters in Social Impact Strategy from the University of Pennsylvania.

Dr. Gold co-hosts a podcast with Dr. Lisa Ingarfield, a faculty member at the University of Denver's Graduate School of Social Work. [\[un\]phased unedited](#) is an unabashed deep dive into the complicated nature of who's in and who's out – in every industry. Drs. Gold and Ingarfield were recently honored as part of the Movers and Shakers Class of 2022 due to the podcast's impact.

Dr. Gold identifies as a Black, cisgender, heterosexual, female, first-generation college student, born, raised, educated in Southern Virginia and the parent of two incredible young men, Trai (13) and Kendrick (10).

***Dra. Andréa Rodriguez (she/her/ella) will serve as Co-Facilitator.*** Dr. Rodriguez currently serves as a Program Officer at the Bill & Melinda Gates Foundation (BMGF). With over 15 years of experience in higher education systems, she works with the Transformation at Scale team at BMGF. In this role, she fosters partnerships through a critical lens, emphasizing coaching and DEI (Diversity, Equity, Inclusion, and Belonging), with key stakeholders in the Intermediaries for Scale portfolio. This portfolio includes vital U.S. higher education organizations that collectively support approximately 250 colleges and universities, including Tribal Colleges and Universities (TCUs) and Hispanic-Serving Institutions (HSIs).

Previously, she served as Director the Coalition of Urban Serving Universities (USU)/Association of Public and Land-grant Universities (APLU). Her collaboration with USU extended to over 40 institutions nationwide, working with community agencies and organizations to bolster access and success. She collaborated with private foundations like the Michael & Susan Dell Foundation (MSDF) and the Lumina Foundation. Leveraging expertise in Design Thinking, and Diversity, Equity, Inclusion, and Belonging (DEI), Dra. Rodriguez empowers organizations and higher education institutions to enhance sustainable and scalable capacity building.

Dra. Rodriguez’s academic background includes a Bachelor of Science and a Master of Arts from The College at Brockport, SUNY, a Master of Education from George Washington University, and a recently completed Doctor of Education (Ed.D.) in Leadership and Management. She is certified in Foundations in Design Thinking, Change Management, and Diversity, Equity & Inclusion in the Workplace.

In 2023, Dra. Andréa Rodriguez was the recipient of the **Top 50 Women We Admire** in the DC region award, recognizing her significant contributions to education and equity. She identifies as a Latina, cisgender, heterosexual, first-generation high school graduate, and a non-native English speaker.

**Credentials.** See the relevant credentials of the proposal delivery team below:

Relevant Credentials	
Dr. Shaunna Payne Gold	<ul style="list-style-type: none"> <li>• CoachDiversity, Howard University</li> <li>• PROSCI® Certified Change Management Practitioner</li> <li>• Intergroup / Interrelations Dialogue Facilitator and Train-the-Trainer</li> <li>• Truth &amp; Racial Healing Circles™ Facilitator</li> </ul>
Dra. Andréa Rodriguez	<ul style="list-style-type: none"> <li>• Doctorate, Leadership and Management</li> <li>• PROSCI® Certified Change Management Practitioner</li> <li>• Certified Design Thinking Facilitator</li> <li>• DEI in the Workplace Certification</li> </ul>

The Gold team also has deep-roots and skill sets with training a wide-array adult learners specifically.

**Adult Learning Needs.** Drs. Gold and Rodriguez bring almost 50 years of combined experience in designing, delivering, and assessing the impact of DEI initiatives with emphasis on intersectional identities. The Gold team utilizes high-impact strategies that ensure comprehensive learning experiences including:

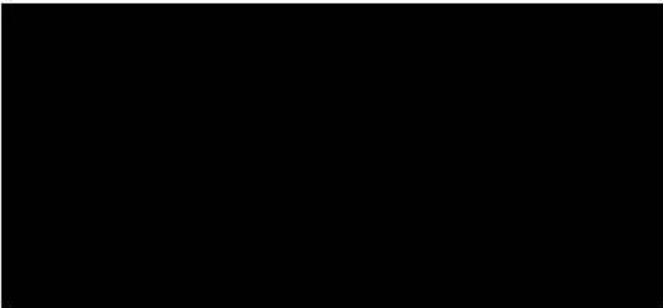
- **Universal Design for Learning principles** to ensure inclusivity, especially for neurodiverse learners.
- **Relevance to Learners:** Grounding lessons in real-world applications.
- **Storytelling** to convey complex concepts in an accessible manner.

- **Cognitive Load Management:** Breaking down complex topics to prevent information overload.
- **Engagement Through Action:** Empowering participants through interactive activities.
- **Reflecting Learners' Life Experiences:** Focusing on how participants' personal and professional experiences intersect with the curriculum.
- **Multimodal Learning:** Using visual, auditory, and interactive tools to stimulate learning and increase accessibility.
- **Encouraging Exploration:** Creating space for participants to explore on their own.
- **Facilitating Difficult Dialogues:** Promoting open conversations about sensitive topics.
- **Flexibility:** Adapting content to meet the needs of diverse groups.

The sessions are designed to incorporate a mix of instructional content, interactive activities, and reflective dialogue. For example, modules may include one or more of the following:

- **Identity Exploration Activities:** Participants will explore their personal identities and how they intersect with systems of power and oppression. This aligns with RAN's request to provide foundational knowledge on identity, power, and oppression while ensuring the content is globally relevant.
- **Role-Playing Scenarios and Case Studies:** These exercises will help RAN staff apply racial justice principles to their everyday work in environmental justice, including how racial justice intersects with issues like policing, militarism, eco-fascism, and global conflicts.
- **Facilitation of Difficult Dialogues:** Modules will provide structured opportunities for participants to engage and facilitate frank conversations about racial justice, intersectionality, and environmental justice using "sparks" - multimodal conversation starters that are appropriately evocative.

**Detailed List of Law Enforcement Training Sessions.** In the last two years, GELLC has training the following law enforcement and other government and quasi-government agencies:

- 

**Training Topics Covered.** Given decades of experience in this work, GELLC provides a wide range of topics including but not limited to:

Category	Topic Areas
<b>Fundamental Topics</b>	<ul style="list-style-type: none"> <li>● At A Loss for Words: Finding Language to Discuss Diversity &amp; Inclusion</li> <li>● Dismantling Bias and Building Inclusivity</li> <li>● (Micro)Aggressions and How to Interrupt Them</li> <li>● Multiple Identities and Intersectionality</li> <li>● Allyship</li> <li>● Difficult Dialogues: Building Skill Sets for Tough Conversations</li> </ul>
<b>Intermediate Topics</b>	<ul style="list-style-type: none"> <li>● Antiracism Fundamentals</li> <li>● Power &amp; Privilege</li> <li>● Community Cultural Wealth</li> <li>● Masculinity and White Supremacy</li> <li>● Gender Fluidity</li> <li>● Socioeconomic Status: The 12 Domains</li> <li>● Language, Systems, and Theories of Identity, Power, and Oppression</li> <li>● Race and Caste Systems</li> </ul>
<b>Complex Topics</b>	<ul style="list-style-type: none"> <li>● Building External Partnerships with an Equity Lens</li> <li>● Race and Privilege in the Non-Profit Space</li> <li>● Equity and Philanthropy</li> <li>● Cultural Appropriation</li> <li>● Data Use + Equity</li> <li>● DEI Assessment Tools</li> </ul>
<b>Specialty Topics</b>	<ul style="list-style-type: none"> <li>● Best Practices for NEW DEI Professionals</li> <li>● Train-the-Trainer: Certified Dialogue Facilitators (Immersive, Up to 8 Sessions)</li> <li>● Next Normal: The Future of Diversity, Equity, and Inclusion</li> </ul>
<b>Manager / Supervisor Specific Topics</b>	<ul style="list-style-type: none"> <li>● Inclusive Educational Leadership</li> <li>● Management versus Supervision: The 8 Domains</li> <li>● Inclusive Supervision</li> <li>● Conflict Management</li> <li>● Managing Resistors</li> <li>● Preparing Chief Diversity Officers</li> <li>● Change Management: Installing Lasting Change</li> <li>● DEIB in the Boardroom</li> </ul>

In regard to anti-bias and implicit bias sessions, specifically the Gold team has provided at least 15 - 20 anti-bias and implicit bias sessions each year since its inception 2016. Each delivery is updated based on previous feedback gathered from the evaluation embedded in the conclusion of each session.

**Experience Meeting Project Timelines, Maintaining High Standards, and Engagement.** The Gold Team prides itself on high quality work, in a timely fashion, within benchmarked deadlines and timelines. As such, Dr. Gold has a certificate in project management from Harvard University and both Drs. Gold and



Rodriguez have PROSCI® Change Management Certifications which lend themselves to this work. Much of this work requires participants (law enforcement) to feel psychologically safe to learn, so our sessions begin with trust and safety ground rules which are evident in the sample session outline.

**Compliance with Industry Standards.** Sadly, the market for finding diversity, equity, and inclusion consultants has been described as “the Wild West. One of the major challenges of DEI is there’s no quality control. Anyone can call themselves a DEI practitioner.” (Zheng; Read, 2021) As a result of the lack of regulations on this work, GELLC continues to be scholarship and data-driven in our efforts to provide high quality solutions at reasonable cost based on the team’s knowledge, skills, and expertise. We have secured a number of industry standard certifications, experience and training to combat this perception including:

- Terminal Degrees in Leadership and Human Development (there are very few terminal degrees in the field of DEI).
- Certifications including CoachDiversity, IDI, Social Impact Strategy.

**Utilization of Innovative Technology.** Although the Gold Team has been delivering anti-bias and implicit bias training for years, each iteration of such training has been updated based on evolving technology. The team is well-versed with using tools like Prezi, Poll Everywhere, Kahoot, QR Codes, Padlet, and Slido just to name a few for in-session feedback that can be confidential to build trust across the group and to engage participants in real time. For example, “learning checks” are embedded at the end of each major section using a variety of available tools mentioned above.

**Flexibility and Scalability.** All GELLC trainings are built with Universal Design for Learning, meaning that all activities can be tailored to both the number of individuals in the session, as well as their preferred learning styles and communication needs. So, for each activity, there is an accommodation or option that may be substituted that still meets the learning objectives.

**Customer Service and Communication Practices.** GELLC has coined the “Ideal Working Relationship” approach to projects such as this. This is a client-vendor relationship in which GELLC’s Project Manager (Dr. Gold) has a direct line of communication with one Point of Contact designated by the City of Grand Junction. In addition to a Point of Contact, GELLC also desires participants that feel comfortable confidentially reaching out to the Gold team with feedback, suggestions, or data that will be useful to this work. In addition to authenticity and vulnerability as non-negotiable aspects of this work, transparency will be a key element from the Point of Contact. Finally, resistance can emerge in many ways. Although all resistance cannot be eliminated, it is GELLC’s goal to be direct and candid concerning resistance to this work and uprooting such resistance – together - when we observe it.

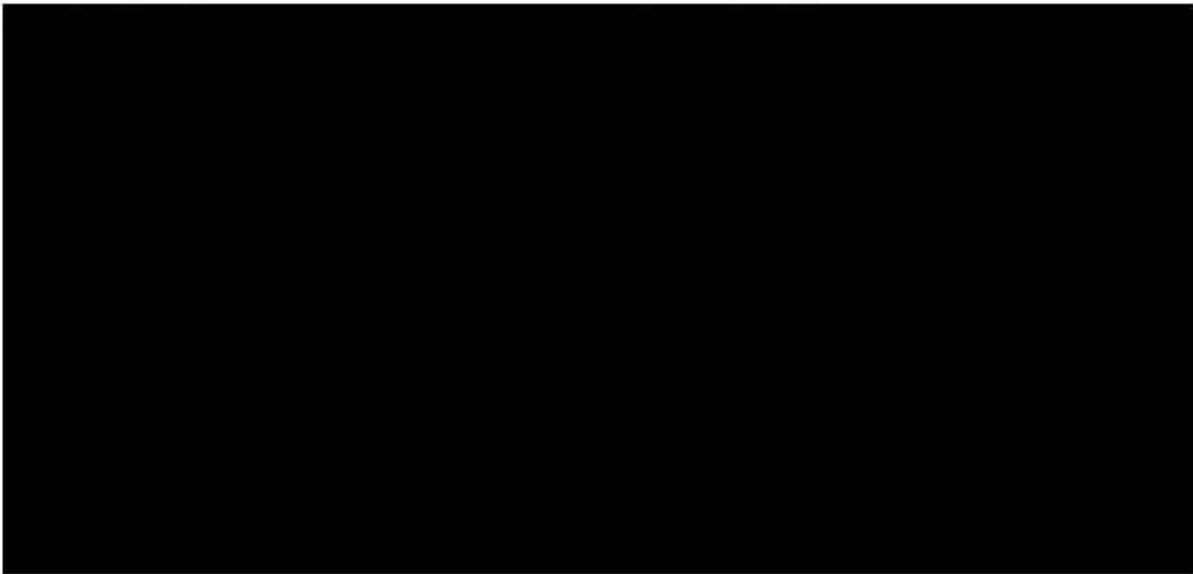
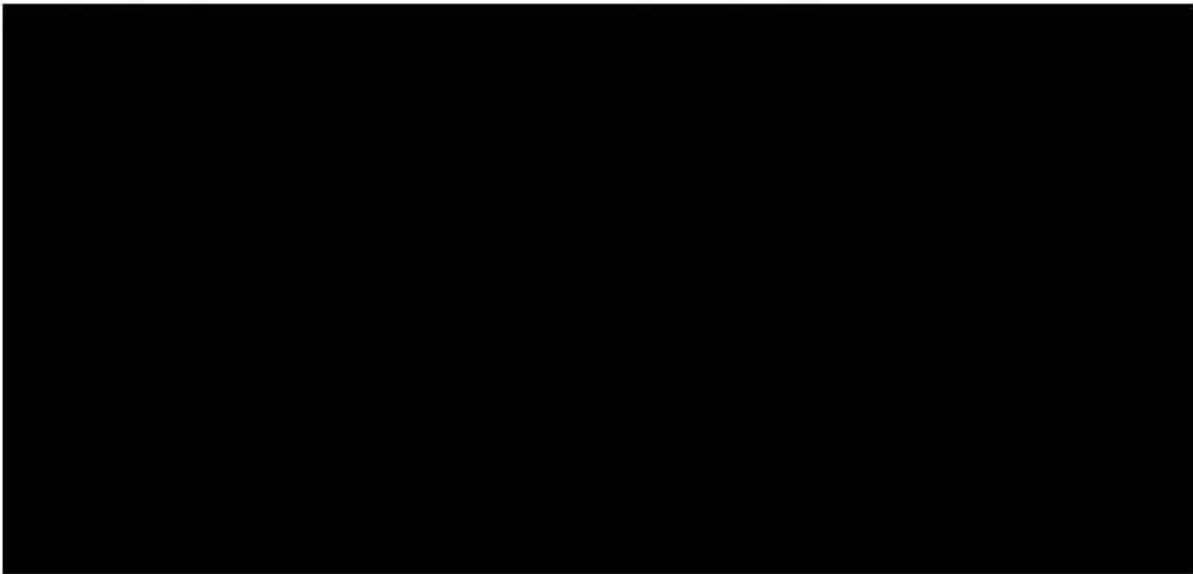
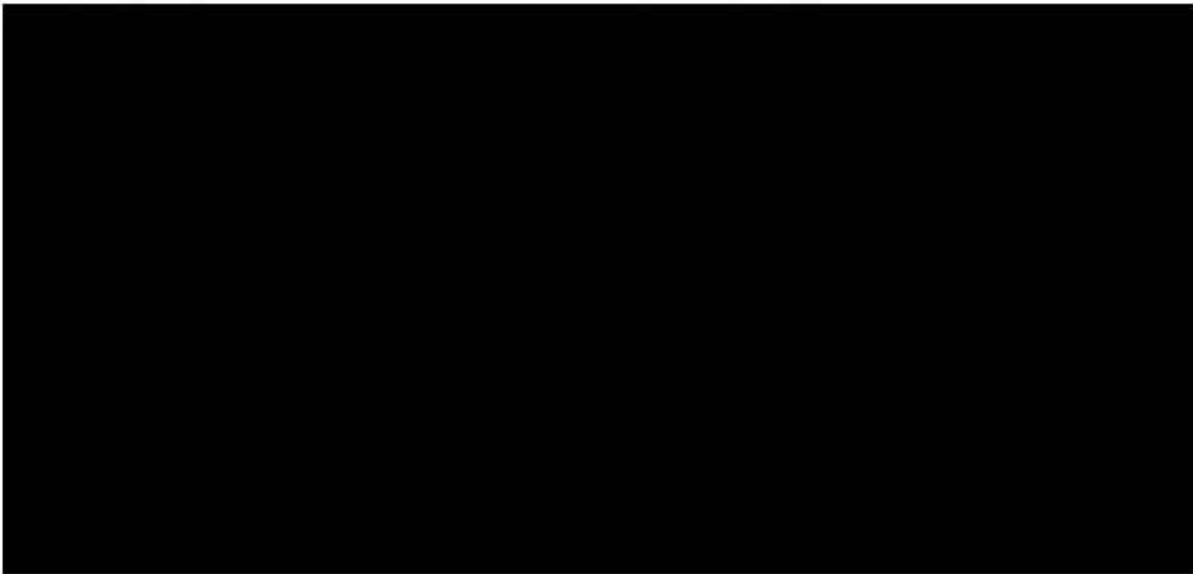
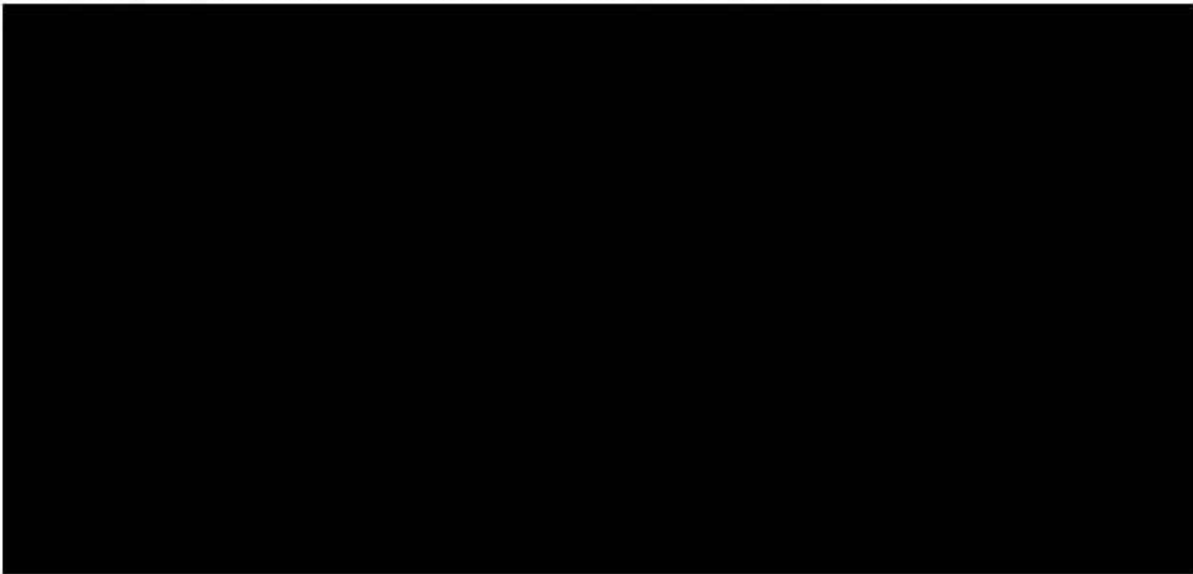
**“At a Glance”.** Given that GELLC uses Monday.com as a project management platform, a brief “At A Glance” project update can be provided with relative ease upon request, a dashboard of requested metrics (such as attendance, completion of follow up evaluation, and/or demographics), and/or an infographic. The goal of the “At a Glance” is mutually beneficial, holding GELLC accountable for contract services, while ensuring that the City is aware of the larger Work Plan, all progress or unanticipated setbacks, and any pivots in the work plan along the way.

**Ready Client Kit.** Finally, upon selection as the ideal consultant, GELLC provides a standard “Ready Client Kit” document which concisely provides the information needed to do this work well. The document includes considerations for the City of Grand Junction to prepare to work with a small business such as ours including:

- Essential Communications: This includes selecting a Point of Contact, Preparing an Online Home for Communications, Informing Senior Leadership of this Work, Check-In Meeting Cadence.
- Legal Documents: Contract, Proof of Insurance, Mutual Non-Disclosure Agreement.
- Money Matters: Confirmation of Invoicing Requirements, Frequency of Payment, ACH, W-9 and Other Essentials, and Avoiding Scope Creep
- Project Kick-Off and Logistics
- Remember the Guiding Principles: Capacity Building, Authenticity & Vulnerability, Continuous Improvement, and Intersectional & Anti-Oppression Frameworks.

**Quality Assurance.** Although there are few clear standards in the DEI industry, the Gold Team routinely asks for feedback and evaluation at the end of each session using a QR code as well as a web link for participants to submit their input confidentially. Improvements and updates from day to day (and if renewed, from year to year) can be implemented using a continuous improvement model.

**Capacity, Testimonials, and Feedback.** Both the qualitative and quantitative data bear out regarding the Gold Team’s ability to delivery impactful anti-bias and implicit bias trainings, for example:

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**D. Strategy and Implementation Plan.** The following strategy aligns with the stated objectives and deliverables including:

- Providing in-person Anti-Bias and Implicit Bias Training for law enforcement officers.
- Identifying and mitigating biases while offering practical strategies.
- Promoting a culture of inclusion, equity, and respect in both professional duties and personal interactions.

Unlike some competitors, the Gold team uses the University of Michigan’s model of interrelations dialogue that allows us to safely grapple with sensitive topics with respect, inclusion, positive motivations and genuine intentions. The Gold team strives to ensure that participants experience “productive discomfort” – meaning, that instead of shame or guilt about human mistakes, we grapple with bias from a neurological, biological, and sociological construct that can be mitigated through intentionality and practice within intentional learning environments. The detailed strategy and implementation plan can be found below:

Pre-Work	Tasks	Responsible Parties	Resources Needed
<b>Contract Execution</b>  ~ December 5, 2025	Contract Execution, including: <ul style="list-style-type: none"> <li>● Contract</li> <li>● Non-Disclosure Agreement</li> <li>● Insurance Requirements</li> </ul>	Point of Contact, City  Dr. Gold, GELLC	DocuSign + Any Documents Requested by the City
<b>Kick Off Meeting</b>  December 2024	Kick Off Meeting, Agenda includes: <ul style="list-style-type: none"> <li>● Review of the RFP Scope of Work</li> <li>● Q&amp;A Regarding GELLC’s Approach</li> <li>● Discussion of Any Challenges to the Deliveries</li> <li>● Scheduling of Dress Rehearsal for Technology Support</li> <li>● Determination of City of Grand Junction / GELLC Communication and Feedback Loops</li> </ul>	Point of Contact and Invited Roles, City  Drs. Gold & Rodriguez, GELLC	Gold Zoom Link
<b>Email / Intro Communication</b>  December 2024	Email or Introductory Communication to Law Enforcement and Other Invited Parties including: <ul style="list-style-type: none"> <li>● Invitation to Dates / Times / Location</li> <li>● Learning Objectives</li> <li>● Brief Biographies of Co-Facilitators</li> <li>● What to Bring (note taking tool, SmartPhone, or other wifi enabled technology)</li> </ul>	Point of Contact for Communications to Participants, City  Drs. Gold & Rodriguez, GELLC	City Email Access

	<ul style="list-style-type: none"> <li>• Contact Information for the Co-Facilitator inviting Confidential Contact</li> <li>• Contact for an On-Site / Online Counselor / Psychologist for Participant Support</li> <li>• Anti-Bias Prep Tool (Completed on a SmartPhone or Computer)</li> </ul> <p>Language Drafted by the Gold Team</p>		
<p><b>Anti-Bias Tool Completion by Participants</b></p> <p><b>Completed No Later than January 10, 2025</b></p>	<p><b>Anti-Bias Prep Tool: Analysis by Gold Team:</b></p> <ul style="list-style-type: none"> <li>• This is a proprietary tool created by GELLC to begin the process of reflecting on topics of anti-bias and implicit bias prior to the session.</li> <li>• This tool also allows the Gold team to tailor the content and delivery based on the major themes / needs that emerge from the findings of the tool.</li> <li>• The proprietary tool takes 15 minutes or less to complete.</li> <li>• Sample Sections and Questions can be Found in <b>Appendix A.</b></li> </ul>	<p>Reviewed by Drs. Gold &amp; Rodriguez, GELLC</p>	<p>Gold Survey Platform QR Code and Link</p>
<p><b>Travel</b></p> <p><b>December 2024</b></p>	<p>Coordination of Travel Accommodation for the Facilitators, including flight, ground, and hotel accommodations near the delivery site</p> <p>Arrival, Sunday, January 12, 2025 Departure, Friday, January 17, 2025</p>	<p>Point of Contact, City</p> <p>Drs. Gold &amp; Rodriguez, GELLC</p>	<p>Travel Approval</p>
<p><b>Deliverable:</b></p> <p><b>Trainings</b></p> <p><b>January 13 - 17, 2025</b></p> <p><b>8:30 a.m. - 12:30 p.m.</b></p> <p><b>LOCAL</b></p>	<p><b>Tasks</b></p>	<p><b>Responsible Parties</b></p>	<p><b>Resources Needed</b></p>
<p><b>Course Outline</b></p>	<p>Learning Objectives / Outcomes:</p>	<p>The Gold Team</p>	<p>Point of Contact, City</p>

	<ul style="list-style-type: none"> <li>● To provide definitions of fundamental language concerning bias.</li> <li>● To provide examples of how the neuroscience of bias shows up in the brain.</li> <li>● To review the top 5 most common biases in law enforcement and the workplace.</li> <li>● To provide four major options for interrupting bias personally, interpersonally, and collectively.</li> </ul> <p>Participants will leave with:</p> <ul style="list-style-type: none"> <li>● A Glossary of Relevant Definitions Concerning Bias</li> <li>● A Better Understanding of how the Brain Functions Using Bias</li> <li>● Skills to Identify At Least 1 Form of Bias in Law Enforcement</li> <li>● At least 2 Options for Interrupting Bias in Law Enforcement</li> </ul>		<p>Location Tech, including Projector, Wifi, Clicker, Lavalier Mics, White boards and/or Butcher Paper or Flip Charts, with Markers, etc.</p>
<p><b>Course Housekeeping</b></p>	<ul style="list-style-type: none"> <li>● Attendance via QR: Attendees must both check in and check out via QR Code to receive credit for the session.</li> <li>● Contact Information for an On-Site / Online Counselor / Psychologist for Participant Support</li> <li>● Logistics (i.e. Restrooms, Food / Drink, Technology Courtesies)</li> </ul>	<p>The Gold Team</p>	<p>Point of Contact, City</p>
<p><b>Hour 1</b></p>	<p>Brief Introductions of the Facilitators</p> <p>Participation Requests:</p> <ul style="list-style-type: none"> <li>● "Dumb Questions" don't exist.</li> <li>● Embrace the Nuance.</li> <li>● Learn, unlearn, relearn.</li> <li>● Stay curious.</li> <li>● Laugh and have fun.</li> </ul> <p>Bias Terms &amp; Language: Language such as anti-bias, implicit bias, explicit bias, unconscious bias, equity, power, the</p>	<p>The Gold Team</p>	

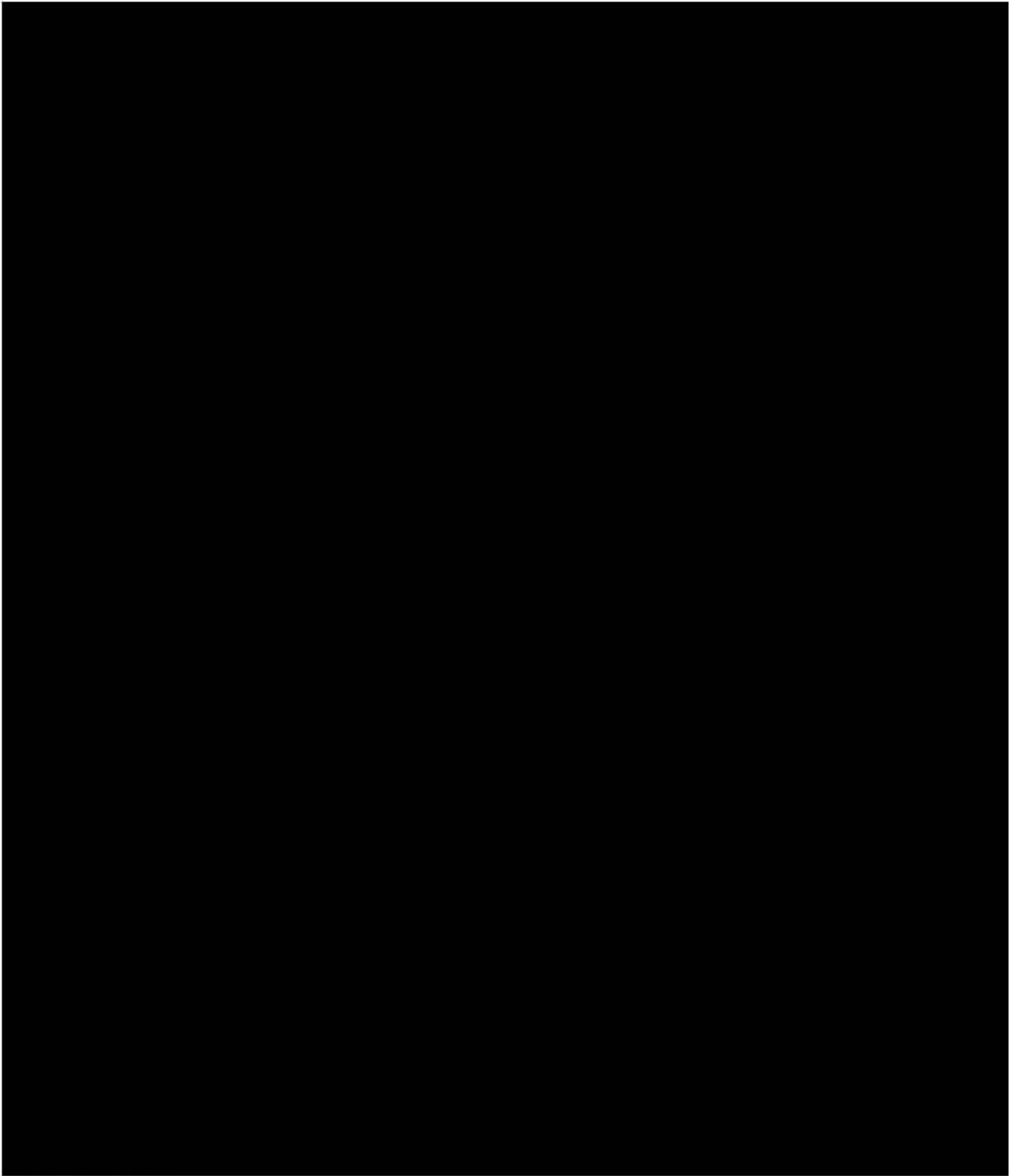
	headwinds and tailwinds of identity, biased policing, and police services will be reviewed.		
<b>Hour 2</b>	<p>Bias, Neuroscience, and the Brain</p> <ul style="list-style-type: none"> <li>● Explicit vs. Implicit</li> <li>● What we hear, versus what was said.</li> <li>● What we saw, versus what was there.</li> <li>● Fight, flight, or flee</li> <li>● Debunking Bias a Weapon, but as a Sign of Human Response</li> </ul>	The Gold Team	
<b>Hour 3</b>	<p>The Five Most Common Biases in Law Enforcement:</p> <ul style="list-style-type: none"> <li>● Actual or Perceived Race, Color, National Origin, or Ethnicity</li> <li>● Actual or Perceived Sex, Gender, Gender Identity, and Sexual Orientation</li> <li>● Actual or Perceived Religion</li> <li>● Actual or Perceived Disability</li> <li>● Confirmation Bias</li> </ul> <p><a href="#">(Anti-Defamation League, 2024; Law Enforcement Policy Center, 2020; Department of Justice, 2021)</a></p> <p><i>For each type of bias, there will be demonstrations to select from, including:</i></p> <ul style="list-style-type: none"> <li>● Case Study / Scenario</li> <li>● Video</li> <li>● Jigsaw (Same Situation is examined from multiple identities)</li> </ul>	The Gold Team	
<b>Hour 4</b>	<p>Major Options to Identify, Interrupt, and Overcome Biases:</p> <ul style="list-style-type: none"> <li>● Stereotype Replacement</li> <li>● Counter-Stereotypic Imaging</li> <li>● Individuation</li> <li>● Perspective Taking</li> </ul>	The Gold Team	

	<p>Bonus: Increased Opportunities for Contact Through Community Engagement</p> <p><i>For each option, there will be activities to select from, including:</i></p> <ul style="list-style-type: none"> <li>● <i>Case Study / Scenario</i></li> <li>● <i>Video</i></li> <li>● <i>Jigsaw (Same Situation is examined from multiple identities)</i></li> </ul> <p>Conclusion</p> <ul style="list-style-type: none"> <li>● What is your ONE THING that you plan to work on immediately?</li> <li>● What is your ONE THING that you plan to work on long term?</li> <li>● Attendance via QR: Attendees must both check in and check out via QR Code to receive credit for the session.</li> </ul>		
Post-Work	Tasks	Responsible Parties	Resources Needed
<p><b>January 2025</b></p>	<p><b>Deliverable: Training Materials, Presentations, Handouts, and Digital Resources for Future Reference.</b></p>		<p><b>Shared Document Platform</b></p>
<p><b>January 2025</b></p>	<p>Email or Follow Up Communication to Law Enforcement and Other Invited Parties including:</p> <ul style="list-style-type: none"> <li>● Thank You for Attending</li> <li>● Reminder of Learning Objectives</li> <li>● QR code and Link for Follow Up Evaluation</li> <li>● Contact Information for the Co-Facilitator inviting Confidential Contact</li> <li>● Support Resources through June 2025 from the Gold Team</li> </ul> <p>Language Drafted by the Gold Team</p>	<p>Point of Contact for Communications to Participants, City</p> <p>Drs. Gold &amp; Rodriguez, GELLC</p>	<p>City Email Access</p>

<p><b>January / February 2025</b></p>	<p><b>Deliverable:</b>  <b>4.5.1 Training Materials</b>  <b>4.5.2 Post-Training Report</b></p>	<p>Point of Contact, City                   Drs. Gold &amp; Rodriguez, GELLC</p>	<p>Shared Document Platform</p>
<p><b>Follow-Up Support</b>                   January - June 2025</p>	<p><b>Deliverable:</b>  <b>4.5.3 Follow-Up Support, including:</b>                   Access to the Gold Team via email, Zoom link, or text for ongoing consultation up to 30 minutes each for post-consults as issues or concerns should arise.</p>	<p>Point of Contact, City                   Drs. Gold &amp; Rodriguez, GELLC</p>	<p>Dedicated Zoom Link, Secured WhatsApp Text</p>
<p><b>Exit / Debrief      Tasks      Responsible Parties      Resources Needed</b></p>			
<p>Exit / Debrief June 2025</p>	<p>Exit &amp; Debrief with Team, including:</p> <ul style="list-style-type: none"> <li>● Revisiting the Scope of Work</li> <li>● Review of Session Evaluation</li> <li>● SWOT &amp; SOAR Analyses (Strength, Weakness, Opportunities, &amp; Threats, as well as Strengths, Opportunities, Aspirations &amp; Results)</li> <li>● Recommendations for City Next Steps</li> </ul>	<p>Point of Contact, City                   Drs. Gold &amp; Rodriguez, GELLC</p>	<p>Gold Zoom Link</p>



**E. References.**



**F. Legal Proceedings / Lawsuits:** Gold Enterprises, LLC is not involved in any proceeding or lawsuit.

**G. Fee/Pricing Proposal.** Similar to Section B, The Solicitation Response Form has been completed and is attached as a separate PDF Document. The Fee/Price Proposal per 4.7.5 requirements is noted in Appendix B.

**H. Additional Data:** The Gold Team is excited to provide a number of value adds including:

- The Anti-Bias Prep Tool (15-minute Pre-Survey for Participants)
- University of Michigan's Model of Interrelations Dialogue
- Multimodal Learning for Heightened Engagement
- A multi-racial delivery team with experience with anti-bias, DEI, law-enforcement, and community engagement.

#### **Deliverables.**

**4.5.1 Training Materials, Presentations, Handouts, and Digital Resources for Future Reference.** GELLC usually provides a list of items including:

- PowerPoint Slides used during the training sessions.
- Electronic handouts used in each session.
- A multimedia list of resources based on the learning objectives to include books, articles, podcasts, YouTube videos, and other accessible resources for ongoing training, staff meetings, and other formal engagement with law enforcement.

Materials will confirm with WCAG per the State of Colorado's technology standards.

**4.5.2 Post-Training Report.** Comprehensive Report after the completion of the training, summarizing the key outcomes, participant engagement, feedback and recommendations for continued improvement.

**4.5.3 Follow-Up Support.** The Gold Team designated to this project will provide post-training support for questions, guidance, or clarification that may arise as participants apply the training in their work. This support will be offered for up to 6 months beyond the January 2025 training dates, given that the training itself is situated generally during the months of U.S. post-election recovery and specifically scheduled during the week of the U.S. Presidential Inauguration. Based on recent data from the FBI 2023 Crime in the Nation Report, hate crimes have increased from 2022 to 2023, and historically based on the trajectory of these reports, U.S. General Election years routinely see a spike in hate crimes and other behavior that law enforcement will need specific skills for an appropriate, timely, and safe responses.

**4.5.4 Digital Access to Training Resources.** All resources will be uploaded and housed in a secured Shared Folder within a platform based on the client's preference.

### **Appendix A: Anti-Bias Prep Tool (Sample Questions)**

The Anti-Bias Prep Tool is an opportunity for the City to determine what professional development will be most useful, relevant, and impactful for everyone with the City based on their needs.

The Anti-Bias Prep Tool is intentionally designed to help you progress forward in your day-to-day work.

This tool should take approximately 15 minutes to complete.

If there are any questions about the tool, please contact Gold Enterprises, LLC directly at [info@goldenterprisesllc.com](mailto:info@goldenterprisesllc.com). All responses are confidential and findings will only be reviewed to craft forthcoming training.

*Select your level of comfort (Not Comfortable, Slightly Comfortable, Moderately Comfortable, Fairly Comfortable, Very Comfortable, Professionally Not Interested):*

- Identifying how bias shows up for me individually in my work.
- Approaching individuals with identities other than my own with empathy.
- Understanding how power shows up in my work.
- I actively examine my assumptions about identities and how they affect my work.
- I intentionally develop personal connections with people who have different identities from my own.
- I recognize the advantages that come with my identities.

**Appendix B: Fee / Price Proposal**

<b>Item</b>	<b>Description</b>	<b>Fee / Price</b>
<b>Labor</b>	Drs. Gold and Rodriguez, including: <ul style="list-style-type: none"> <li>● Kick-Off</li> <li>● Anti-Bias Prep Tool Findings Analysis</li> <li>● Content Prep</li> <li>● 5-Day Delivery</li> <li>● Training Materials</li> <li>● Follow Up Support</li> <li>● Post-Training Evaluation</li> </ul>	\$15,000
<b>Technology Use</b>	<ul style="list-style-type: none"> <li>● Mentimeter, Secured Link</li> <li>● QR Code Generator, Secured Links</li> <li>● Zoom Professional, Links &amp; Recording</li> </ul>	\$150
<b>Equipment / Materials</b>	N/A	~
<b>Travel / Per Diem</b>	Round Trip, Direct Flights for Drs. Gold and Rodriguez from DCA	\$1,000
	Hotel Accommodations	\$2,000
	Uber / Ground Transportation	\$250
	Per Diem (~\$60 per day, for 7 days, for 2 key personnel)	\$750
<b>TOTAL</b>		<b>\$19,150</b>
<b>Not to Exceed \$20,000</b>		

All fees and pricing will be subject to negotiation between the Consultant and the Owner, per RFP Section 4.7.5. Additionally, GELLC usually adheres the following inclusive procurement standards for small businesses:

- All services rendered by Gold Enterprises, LLC.
- Service Contract & Non-Disclosure Agreement Required to Confirm this Proposal.
- GELLC invoices clients, net 15. A late fee of 3% will be added for all payments beyond 15 days.
- All accounts receivable will be conducted via ACH transfer.
- Questions? Contact info@goldenterprisesllc.com.

## Section 7.0. Solicitation Response Form

**RFP-5519-24-KF**

**“Professional Consultant to Provide Anti-Bias and Implicit Bias Training”**

*The Proposer must submit the entire form, either typed or printed, fully completed, dated, and signed*

1) **Total Cost for Services as Described, Not-to-Exceed:** \$ 20,000.00

**Total Not-to-Exceed Cost Written:**

Twenty thousand dollars

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*The City reserves the right to accept any portion of the services to be performed at its discretion.*

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The undersigned has thoroughly examined the entire Request for Proposal and therefore submits the proposal and schedule of fees and services attached hereto.

This Proposal is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Proposer accepts and agrees, by the *terms and conditions contained in this Request for Proposal*, that it is prepared, ready, and willing to perform and provide services as described in the attached Proposal if the same is accepted by the City.

The undersigned Proposer acknowledges the right of the City to reject any and all Proposal(s) submitted and to waive any informality(ies) and irregularity(ies) therein in the City's sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its own capability, that the Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to the Proposal with any other Proposer or with any competitor.

Prices in the Proposal have not knowingly been disclosed with another Proposer and will not be before award.

- Prices in the Proposal have been arrived at independently, without consultation, communication, or agreement to restrict competition.
- No attempt has been made nor will be to induce any other person or Consultant to submit a proposal to restrict competition.

- The individual signing the Proposal certifies that it is a legal agent of the Consultant, authorized to represent the Consultant, and is legally responsible for the offer concerning supporting documentation and fees/prices provided.
- Direct purchases by the City of Grand Junction are tax-exempt from Colorado Sales or Use Tax. Tax-exempt No. 98-903544. The undersigned certifies that no Federal, State, County, or Municipal tax will be added to the above-quoted prices.
- The City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of 3% percent of the net dollar will be offered, to the Owner if the invoice is paid within 15 days after the receipt of the invoice.

**RECEIPT OF ADDENDA:** The undersigned Consultant acknowledges receipt of the Addenda to the Solicitation, Specifications, and other Contract Documents.

**State number of Addenda received:** 1

The Proposer is responsible for ensuring all Addenda has been received and acknowledged.

Submit a letter signed by the entity Owner or a Statement of Authority delegating authority to act on behalf of the Proposer. Before executing a Contract, the Proposer must furnish a completed W-9 form.

**Gold Enterprises, LLC**

Entity Name

*SPGold*

Authorized Agent Signature

**15905 Perkins Lane**

Address of Proposer

**Bowie, MD 20716**

City, State, and Zip Code

Dr. Shaunna Payne Gold, Founder & Owner

Authorized Agent Name, & Title

**540-246-2731**

Telephone Number

**shaunna@goldenterprisesll.com**

E-mail Address of Agent

**11/01/2024**

Date

The undersigned Proposer proposes to subcontract the following portion of Services:

<u>Name, address, city, and state of Subcontractor</u>	<u>Description of Service(s) to be performed</u>	<u>Est. Value &amp; % of Service(s)</u>
N/A	N/A	N/A

The undersigned Proposer acknowledges the right of the City to reject any Offers submitted and to waive Informalities and Irregularities therein in the City's sole discretion.

By submission of the Proposal, each Proposer certifies, and in the case of a joint Proposal each party thereto certifies as to its own organization, that this Offer has been arrived at independently, without collusion, consultation, communication, or agreement as to any matter relating to this Proposal with any other Proposer or with any competitor.