



Purchasing Division

## ADDENDUM NO. 2

**DATE:** March 3, 2025  
**FROM:** City of Grand Junction Purchasing Division  
**TO:** All Offerors  
**RE:** Strategic Planning Facilitation Consultant RFP-5599-25-KN

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to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

1. Section 4.5 Tentative Calendar of Events shall be modified as follows:

- Solicitation available February 4, 2025
- Inquiry deadline, no questions after this date February 25, 2025, close of business
- Final Addendum Posted, *if required* March 3, 2025
- **Submittal deadline for proposals** **March 10, 2025, 10:00 a.m.**
- Owner evaluation of proposals March 10-21, 2025
- Interviews, *if required* March 26-28, 2025
- Final Selection Week of March 31, 2025
- Contract execution April 14, 2025

2. Firm shall continue to use provided link in Section 1.8. for virtual solicitation opening on March 10th at 10:00 AM.

3. **Q:** Are there any specific requirements around experience, resourcing, or contractual terms that would disqualify a potential vendor if not met?

**A:** The City will evaluate all submissions based on their relevant experience, and preferred approach to achieve the objectives of the solicitation. The City would expect the successful firm to demonstrate strong experience in facilitation with elected municipal leaders as well as understanding and experience of strategic planning processes.

4. **Q:** Is this scope of work subject to the terms and conditions of the Statewide contract?

**A:** The City is unsure how to answer this question. The vendor will need to follow and accept all terms and conditions that are stated in the solicitation documents posted on the City's website and Bidnet for this project.

5. **Q:** What formats (PPT, Excel, Word, etc.) do you prefer responses to the initial questions provided and the more detailed statement of work?

**A:** The preferred format for responses is PDF.

6. **Q:** What level of budget has been allocated for this project?

**A:** The project has been budgeted, but this information will not be shared at this time.

7. **Q:** The RFP mentioned beginning the project 1 month after vendor selection (April XX). Assuming that is the earliest opportunity to begin the project, what is the expected duration of this project?

**A:** The City would like for completion of services to occur within three months after project initiation.

8. **Q:** Are there any known milestones or other timeline constraints?

**A:** The City intends to develop and present a Strategic Plan to City Council in late July with adoption in early August, informed by the results of the facilitation and high-level report developed by the contracted firm.

9. **Q:** Can you provide a list of key stakeholders, including City Council members and other leadership, who will be engaged during the facilitation process? Additionally, how many individuals are expected to participate, and what level of engagement is anticipated for each stakeholder group?

**A:** Engagement will include all City Councilmembers via individual interviews, a 2–3-hour workshop session with the City Council, City Manager and City Attorney, and a 4–6-hour workshop with City Council to establish Council’s high-level goals and priorities, as outlined in Phase 1 of the solicitation 4.2.1. The City will hold an election on April 8, 2025, and we will not know the makeup of City Council until then. Directors from all 13 departments are expected to be engaged in a separate 4–6-hour session which may also include other executive staff at their discretion.

10. **Q:** Was there a previous formal phase of this project that established the key requirements? If so, are those materials available to share?

**A:** The key requirements reflect the typical process the City utilizes for facilitation of this planning process, there are no additional materials that can be provided. Previous strategic plans and the current plan can be shared. However, the intent of this solicitation is to limit services to facilitation and a written report.

11. **Q:** Does the City require any portion of the facilitation to be conducted in person, or is virtual engagement flexible in some or all project phases?

**A:** Facilitation of joint sessions, especially the City Council facilitation session, is expected to be in-person.

12. **Q:** In our experience, a strategic planning effort is best anchored in a core strategic direction (assumed to be the [Comprehensive Plan](#)), focused on establishing goals and prioritizing initiatives against those goals. Are we to assume that this phase of our proposal should just focus on establishing the goals on a 3-5 year timeframe or would you be open to a proposal on goals, priorities, and initiatives?

**A:** The City has historically utilized the Strategic Plan in a two-year timeframe. The Strategic Priorities outlined by City Council through this process should be developed in alignment with other long-term planning documents available on the City website, including the Comprehensive Plan. The consultant's engagement with City Council should result in high-level goals. The consultant's engagement with City staff is intended to start the process of developing specific priorities/projects/initiatives that achieve those high-level goals. Staff will work independently to refine and finalize the priorities/projects/initiatives.

13. **Q:** We saw the comprehensive plan and would like to know when the last time was the City underwent a strategic planning process and if the final plan was published?

**A:** The last strategic planning process was conducted in 2023. The plan is available on the City's website. <https://www.gjcity.org/1111/Strategy-Innovations>.

14. **Q:** Does the City have recent community survey data that can be shared (to inform the community priorities)?

**A:** The City conducted a community survey in 2024. These results can be shared to inform development of community priorities.

15. **Q:** What is the desired not to exceed budget?

**A:** Refer to the answer in question 6.

16. **Q:** Is there a budget or budget range for this project that you can share with us?

**A:** Refer to the answer in question 6.

17. **Q:** Is there a preferred timeframe for this project?

**A:** Refer to the answer in question 7.

18. **Q:** Can you confirm that there will be no public engagement in the strategic planning process?

**A:** Public engagement is not anticipated for this process at this time.

19. **Q:** For our clarity, do you want two types of pricing: one for an all-virtual engagement and one for a primarily in-person engagement? We planned to propose a mix of virtual and in-person engagements for both phases. Therefore, we want to verify that we should list our "mixed" method under the "onsite/personal meetings" column and that we should list an all-virtual option under the "virtual meeting option" column.

**A:** We feel it is important to have in-person engagement, at the very least, for the Council engagement sessions. We could evaluate two pricing options, but I don't believe there will be a scenario where we accept fully virtually.

20. **Q:** Do you envision the two workshops in Phase 1 (a governance workshop and a priority-setting workshop) to be held on the same day or on different days? If on different days, would the preference be to hold them on consecutive days or more spaced out, with perhaps a few weeks between them?

**A:** This is subject to availability of staff and Council.

21. **Q:** In Phase 2, 4.2.2, who would constitute the executive leadership staff that will meet to develop the project-level strategies to meet the agreed-upon goals?

**A:** Department directors, their deputies or other division managers.

22. **Q:** For the references, can you clarify the requirement of "The Firm should have worked with these references to acquire properties on behalf of the client." The RFP does not require any acquisition of properties, so we are unclear what the City is seeking in this specification.

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation.

23. **Q:** Regarding the Scope of Services vs. the Complete Project – are these the same? We're asking regarding this line "The Owner expects the selected consultant to be engaged for the complete project, with a final report at the outcome." The RFP notes a two-year strategic planning development, though the Firm will develop its own timeline. Will the complete project include this two-year timeline, including a final report after the City's strategic planning development, or at the conclusion of the Firm's work – including a Final Report of the Firm's work?

**A:** The final written report is expected at the completion of the firm's engagement process (work). Final development and execution of the plan, based on those findings, will be completed by staff.

24. **Q:** The RFP mentions the contract document can be accessed on the Purchasing Bid website. The contract linked on the website is related to engineering projects, which is not relevant for the services listed in this RFP. Can you provide the relevant sample contract?

**A:** The following link is what an example contract will look like. [Example Contract Link](#)

25. **Q:** On RFP page 20 under Item F – References, you state "The Firm should have worked with these references to acquire properties on behalf of the client." Can you clarify what this means and/or how it relates to this RFP?

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation.

26. **Q:** On RFP page 20 under Item F – References, Item (d) it states we should include "Broker assigned to the project." Can we presume this means team members/consultants?

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation.

27. **Q:** We noticed in your council minutes that there is a budget of \$15,000 for this project. Is this accurate?

**A:** Refer to the answer in question 6.

28. **Q:** How many are on your City Council? It looks to be 7 but just confirming.

**A:** There are seven council members.

29. **Q:** I assume that Open Meeting laws apply?

**A:** Any meeting held with more than two councilmembers will be subject to Open Meetings Law.

30. **Q:** Do you have an existing Strategic Plan? If so, can you share a link and/or a copy of it?

**A:** Yes, please see the following link. <https://www.gjcity.org/1111/Strategy-Innovations>

31. **Q:** Related to the above: Or is your 2020 Comprehensive Plan your Strategic Plan (and thank you by the way for the "tip" to try an alternate browser -- it worked!).

**A:** The Strategic Plan and the 2020 Comprehensive Plan are two separate documents.

32. **Q:** 4.2.1. Phase 1 : The 2-3 hour workshop is with Council, City Mgr, and City Atty. Is the 4-6 hour workshop with the same group?

**A:** The 4-6 hour session may include the City Manager and Attorney at their discretion, but will be focused on engagement directly with Council.

33. **Q:** 4.2.1. Phase 2: How many (appx is fine) are in the referenced "executive leadership staff members" group?

**A:** Approximately 20 – 25.

34. **Q:** 4.2.4 : Do you have a hoped-for/anticipated timeline by which to complete the entire project?

**A:** Refer to the answer in question 7.

35. **Q:** 4.3.5 : Can you share the name (or title) of your Project Manager? Just looking to get a sense of who the internal lead is on this (there is no intent, of course, to contact this person).

**A:** The project lead is Johnny McFarland – Assistant to the City Manager.

36. **Q:** On the 40 page maximum: Are these pages included or excluded from the count:

Cover page  
Table of Contents  
Resumes

**A:** The above pages can be excluded from the 40 page maximum count.

37. **Q:** F. References: The sentence "The Firm should have worked with these references to acquire properties on behalf of the client" reads out of place (?). Can I assume it does not apply?

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation.

38. **Q:** F. References: Related to the above, paras (d) and (e) seem to be "property related." I assume this is asking for the assigned project team and the services we provided.

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation.

39. **Q:** Are you able to share your budget?

**A:** Refer to the answer in question 6.

40. **Q:** On pricing: I really appreciate the approach for us to offer virtual as well as onsite options. Just to make sure I understand: We will offer 1 pricing (for both phases) that includes ALL virtual (for the interviews and 3 sessions/workshops), and we will also offer 1 pricing (for both phases) that includes ALL onsite (for the interviews and 3 sessions/workshops).

**A:** Refer to the answer in question 11.

41. **Q:** Regarding the above: Are you interested in a hybrid pricing approach? For example, we typically conduct individual interviews virtually (we find this to be a great approach). Are you interested in approach/pricing for which the interviews are virtual for both scenarios? With the in person costs related to just the 3 sessions/workshops?

**A:** A hybrid pricing approach would be acceptable.

42. **Q:** Can I assume that digital signatures are acceptable?

**A:** Yes.

43. **Q:** What are the exact number of council members to be interviewed?

**A:** Refer to the answer in question 28.

44. **Q:** What are the exact number of workshop participants for both workshops?

**A:** Refer to the answers in questions 28 and 33.

45. **Q:** How many members of executive leadership staff will be participating in meetings? Are these cross functional project teams? Or are there multiple projects (how many) that would require facilitated sessions?

**A:** Please refer to the answer in question 33. We anticipate one session, including all relevant executive staff.

46. **Q:** What is the timeline to complete the deliverable?

**A:** Refer to the answer in question 7.

47. **Q:** What is the estimated budget for this Scope of Work?

**A:** Refer to the answer in question 6.

48. **Q:** Proposal allows to submit costs for in person and virtual. Is there a strong preference for one method over the other?

**A:** There is a preference for in-person during the joint engagement sessions.

49. **Q:** Would the workshop sessions with the City Council be public? If virtual, how would this be handled?

**A:** Refer to the answer on question 29.

50. **Q:** We see that the individual City Council Interviews are expected to be conducted approximately one month after the 2025 election held on April 8. Should the interviews commence one month after the elections, or be completed within one month after the elections? If there are runoff elections, would this timeline be extended?

**A:** We anticipate interviews to begin one month after the election is held. Timelines may be adjusted if necessary.

51. **Q:** Is there a date by which the project must be complete?

**A:** Refer to the answer in question 7.

52. **Q:** Is there a minimum or maximum length for the written synopsis final deliverable?

**A:** There is not a minimum or maximum. The expectation would be a high-level overview of the insights gleaned from the engagement sessions and council interviews.

53. **Q:**Section 7.0 – Solicitation Response Form (Expenses Breakdown):

- a. The form requires a “Not to Exceed” cost for each phase of the project, but does not specify whether a detailed breakdown of direct charges, rates, and potential costs should be provided in a separate section.
- b. Could you clarify if Section 7.0 is intended as a summary of expenses, and if so, where in our proposal the detailed breakdown of expenses should be included?

**A:** The detailed cost breakdown should be included in your cost proposal submitted with your response. (Reference Section 5. C. in the solicitation) Based on that breakdown, please also provide the City what your not to exceed cost would be on section 4 form.

54. **Q:** References – Brokers (Section 5.0, Item F):

- a. The reference requirements mention brokers. Could you clarify the definition and expectation regarding the term "broker" in this context?

**A:** Disregard this language. The City wants to see references related to the scope of work of this solicitation

55. **Q:** Interview Scheduling: Will City Councilors be reserving a specific day to start the week of May 5 (approximately 1-month after City Council has been elected) so that interviews can be scheduled on the same day if conducted in person, or within the same week if remote? Or how do the facilitators/consultants schedule time? For context, this will affect the timeline in the proposal.

**A:** Interviews will need to be scheduled based on councilmember availability.

56. **Q:** Proposal Formatting: The RFP specifies a **40-page limit** for the proposal. Does this limit include **attachments such as resumes** or can they be provided as appendices outside the 40-page limit?

**A:** Refer to the answer in question 36.

57. **Q:** Evaluation Criteria (Section 6.0): Beyond the listed criteria, are there any **specific factors** the City prioritizes during evaluation (e.g., local experience, prior work with municipal agencies)?

**A:** Refer to the answer in question 3.

58. **Q:** Submission Requirements: The RFP states that all responses must be submitted electronically via **BidNet Direct Rocky Mountain E-Purchasing System (RMEPS)**. If technical issues arise during submission, is there a contingency process, or should vendors exclusively contact **RMEPS support**?

**A:** We recommend you try to submit your proposal not close to the deadline just in case technical difficulties arise. City staff does not have access to vendor accounts on Bidnet, so if problems happen, vendor must call Bidnet's help desk number.

59. **Q:** Does the City have a desired timeframe for the workshops with Councilmembers and executive leadership staff?

**A:** Refer to the answer in question 7.

60. **Q:** When looking at the workshop(s) for Councilmembers, does the City wish to hold those sessions on the same day or different days?

**A:** Refer to the answer in question 20.

**No further questions will be accepted. Inquiry deadline has passed.**

The original solicitation for the project noted above is amended as noted.



All other conditions of subject remain the same.

Respectfully,

A handwritten signature in black ink that reads "K Nelson". The signature is written in a cursive style with a large, prominent initial "K".

Kassy Nelson, Buyer  
City of Grand Junction, Colorado