



CITY OF GRAND JUNCTION, COLORADO

\*\*\*\*\*

**CONTRACT**

This CONTRACT made and entered into this 30 day of **August, 2018** 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 **RRC Associates** hereinafter in the Contract Documents referred to as the "Contractor."

WITNESSETH:

WHEREAS, the Owner advertised that sealed Proposals would be received for furnishing all labor, tools, supplies, equipment, materials, and everything necessary and required for the Project described by the Contract Documents and known as **Community Survey Consultant Services, RFP-4535-18-SH**

WHEREAS, the Contract has been awarded to the above named Contractor by the Owner, and said Contractor is now ready, willing and able to perform the Work specified in the Notice of Award, in accordance with the Contract Documents;

NOW, THEREFORE, in consideration of the compensation to be paid the Contractor, 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, drawings, 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 said instruments, drawings, 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 contract document governance shall be as follows

- a. The body of this contract agreement
- b. Solicitation Documents for the Project; **Community Survey Consultant Services, RFP-4535-18-SH**;
- c. Contractor's Response to the Solicitation

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 Work: The Contractor agrees to furnish all labor, tools, supplies, equipment, materials, and all that is necessary and required to complete the tasks associated with the Work described, set forth, shown, and included in the Contract Documents as indicated in the Solicitation Document. **Final survey results are due no later than December 31, 2018.**

ARTICLE 4

Contract Price and Payment Procedures: The Contractor shall accept as full and complete compensation for the performance and completion of all of the Work specified in the Contract Documents, for a sum not to exceed **Twenty-Seven Thousand Five Hundred Dollars (\$27,500.00)**. Owner acknowledges the base proposal is **\$22,500.00** with additional "add-ons" to be considered during the course of work based on Owner's project manager and guidance. Additional work includes up to **\$3,000.00** for reminders and up to **\$2,000** for Spanish translation. The amount of the Contract Price is and has heretofore been appropriated by the Grand Junction City Council or the use and benefit of this Project. The Contract Price shall not be modified except by Change Order or other written directive of the Owner. The Owner shall not issue a Change Order or other written directive which requires additional work to be performed, which work causes the aggregate amount payable under this Contract to exceed the amount appropriated for this Project, unless and until the Owner provides Contractor written assurance that lawful appropriations to cover the costs of the additional work have been made.

ARTICLE 5

Contract Binding: The Owner and the Contractor each binds itself, its partners, successors, assigns and legal representatives to the other party hereto in respect to all covenants, agreements and obligations contained in the Contract Documents. The Contract Documents constitute the entire agreement between the Owner and Contractor and may only be altered, amended or repealed by a duly executed written instrument. Neither the Owner nor the Contractor 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 and specifically, the Contractor shall not assign any moneys due or to become due without the prior written consent of the Owner.

ARTICLE 6

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 effected 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 in its behalf; and the Contractor has signed this Contract the day and the year first mentioned herein.

**CITY OF GRAND JUNCTION, COLORADO**

By:   
\_\_\_\_\_  
Greg Caton, City Manager

8/30/2018  
Date

**RRC ASSOCIATES**

By:   
\_\_\_\_\_  
David Belin, Director of Consulting Services

8/30/2018  
Date



**Request for Proposal  
RFP-4535-18-SH**

**COMMUNITY SURVEY CONSULTANT  
SERVICES**

**RESPONSES DUE:**

August 14, 2018 prior to 2:30 P.M. Local

**Accepting Electronic Responses Only**

**Responses Only Submitted Through the Rocky Mountain E-Purchasing  
System (RMEPS)**

**[www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado)**

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

**PURCHASING REPRESENTATIVE:**

Susan Hyatt

susanh@gjcity.org

970-244-1513

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

# **REQUEST FOR PROPOSAL**

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## REQUEST FOR PROPOSAL

<b>SECTION 1.0: ADMINISTRATIVE INFORMATION &amp; CONDITIONS FOR SUBMITTAL</b>
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- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction. All contact regarding this RFP shall be directed to:
- RFP Questions:**  
Susan Hyatt  
[susanh@gjcity.org](mailto:susanh@gjcity.org)
- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional firms to provide Community Survey Consultant Services as described in Section 3.
- 1.3 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the Owner omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.4 Submission:** Please refer to section 4.0 for what is to be included. Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website, [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). The uploaded response shall be a single PDF document with all required information included. This site offers both “free” and “paying” registration options that allow for full access of the Owner’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 4.0 “Preparation and Submittal of Proposals.” Submittals received that fail to follow this format may be ruled non-responsive. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**)
- 1.5 Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.
- 1.6 Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.
- 1.7 Addenda:** All Questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the Owner. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-Purchasing website at [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). Offerors shall acknowledge receipt

of all addenda in their proposal. Addenda and solicitations are posted on the City's website, [www.gjcity.org/business-and-economic-development/bids](http://www.gjcity.org/business-and-economic-development/bids), for informational purposes.

- 1.8 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. "**Proprietary or Confidential Information**" is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words "**Confidential Disclosure**" and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the Owner. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary
- 1.9 Response Material Ownership:** All proposals become the property of the Owner upon receipt and shall 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 outlined in the section titled "Confidential Material". Disqualification of a proposal does not eliminate this right.
- 1.10 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements:
- Have adequate financial resources, or the ability to obtain such resources as required.
  - Be able to comply with the required or proposed completion schedule.
  - Have a satisfactory record of performance.
  - Have a satisfactory record of integrity and ethics.
  - Be otherwise qualified and eligible to receive an award and enter into a contract with the Owner.
- 1.11 Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The Owner reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the Owner of non-responsiveness based on the submission of nonconforming terms and conditions
- 1.12 Open Records:** All proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the Owner to the extent allowable in the Open Records Act.
- 1.13 Sales Tax:** City of Grand Junction is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.
- 1.14 Public Opening:** Proposals shall be opened in the City Hall Auditorium, 250 North 5<sup>th</sup> Street, Grand Junction, CO 81501, immediately following the proposal deadline. Offerors, their

representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

## SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

- 2.1. Acceptance of RFP Terms:** A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Cover Letter by the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the Owner's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.
- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the Owner and Contractor. By executing the contract, the Contractor represents that they have familiarized themselves with the local conditions under which the Work is to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of work as defined in the technical specifications and drawings contained herein. All drawings, specifications and copies furnished by the Owner are, and shall remain, Owner property. They are not to be used on any other project.
- 2.3. Acceptance Not Waiver:** The Owner's acceptance or approval of any work furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his work. The Owner's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.4. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the Owner.
- 2.5. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Contractor 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, required by law.
- 2.6. Debarment/Suspension:** The Contractor hereby certifies that the Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.7. Confidentiality:** All information disclosed by the Owner to the Contractor for the purpose of the work to be done or information that comes to the attention of the Contractor during the course of performing such work is to be kept strictly confidential.
- 2.8. Conflict of Interest:** No public official and/or Owner employee shall have interest in any contract resulting from this RFP.

- 2.9. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the Owner, shall constitute a contract equally binding between the Owner and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.10. Cancellation of Solicitation:** Any solicitation may be canceled by the Owner or any solicitation response by a vendor may be rejected in whole or in part when it is in the best interest of the Owner.
- 2.11. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) 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.
- 2.12. Employment Discrimination:** During the performance of any services per agreement with the Owner, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.12.1.** The Offeror shall 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 Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
- 2.12.2.** The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
- 2.12.3.** Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
- 2.13. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et.seq.* (House Bill 06-1343).
- 2.14. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the Owner.
- 2.15. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the Owner, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in additional purchase and administrative services. This remedy shall be in addition to any other remedies that the Owner may have.



- 2.16. Indemnification:** Offeror 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 Offeror, or of any Offeror's agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the Owner growing out of such injury or damages.
- 2.17. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the Owner.
- 2.18. Remedies:** The Offeror and Owner agree that both parties have all rights, duties, and remedies available as stated in the Uniform Commercial Code.
- 2.19. Venue:** Any agreement as a result of this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.20. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and can not be charged to the Owner.
- 2.21. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the Owner's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated Owner's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.
- 2.22. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The Owner may or may not, at the discretion of the Owner Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.23. Gratuities:** The Contractor certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this contract. If the Contractor breaches or violates this warranty, the Owner may, at their discretion, terminate this contract without liability to the Owner.
- 2.24. Performance of the Contract:** The Owner reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the Owner in the event of breach or default of resulting contract award.
- 2.25. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the Owner. Other governmental entities may be extended the opportunity to utilize the resultant

contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the Owner. It does not include quantities for any other jurisdiction. The Owner will be responsible only for the award for our jurisdiction. Other participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The Owner accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.

- 2.26. Public Disclosure Record:** If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with an Owner employee or elected official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the Owner.

### SECTION 3.0: SPECIFICATIONS/SCOPE OF SERVICES

- 3.1 General:** The City of Grand Junction, Colorado (City) is seeking proposals from qualified consultants to conduct a statistically valid community survey that identifies information needed on two simultaneous parallel projects.
- 3.2 Scope of Work:** The awarded consulting firm will develop a community survey of the citizens of Grand Junction, Colorado that shall include two-parts.
- A.** The first part of the survey is intended to collect information about community values and preferences generally covering the following topics. This information will be used in the development of an update to the City's Comprehensive Plan. The topic of the questions will generally cover:
- Infrastructure
  - Community Growth, Planning and Design
  - Quality of Life
  - Growth and Economic Development
  - Transportation
  - Parks and Recreation
- B.** The second part of the survey will deal with customer satisfaction. The City anticipates this survey will be replicated every other year to help gauge general citizen satisfaction. The information gathered will be used for a Strategic Plan developed by City Council. Feedback is desired in the following areas:
- Provision of City Services
  - Customer Service
  - Cultural Perceptions
  - Expectations
  - Willingness to pay for services

**3.3 Basic Methodology:** In developing the methodology used for the preparation, execution and administration of the community survey, the consultant proposal should encompass at a minimum:

- A pre-survey meeting with City Staff. Additional meetings shall be held on an as needed basis as mutually agreed by the consultant and the City
- Development of survey questions
- Customized mail, electronic survey and/or phone
- Randomly selected survey group of citizens
- Data collection
- Tabulation of results, including weighted data
- Analysis of results, including comparison with previous surveys conducted for the City of Grand Junction
- Executive Summary of survey results and findings
- Presentation of results to elected and other governmental officials and/or citizen groups, including presentation materials – please state how many presentations are included in the proposed pricing.
- Survey results and materials should be delivered in digital format compatible with city software and should also include the PowerPoint presentation of final results
- Optional add-ons may include
  - Opened ended questions
  - Expanded mailing or other survey instruments
  - Cross tabulating survey results data with specific demographic groups and geographical areas
  - Additional presentations of results

**3.4 RFP Tentative Time Schedule:**

- |  |                            |
|--|----------------------------|
| • Request for Proposal available                 | on or about July 6, 2018   |
| • Inquiry deadline, no questions after this date | July 27, 2018 at noon      |
| • Addendum issued, if needed                     | August 3, 2018             |
| • Submittal deadline for proposals               | August 14, 2018 at 2:30 PM |
| • Owner evaluation of proposals                  | August 15-24, 2018         |
| • Final selection                                | week of August 27, 2018    |
| • Contract execution                             | week of August 27, 2018    |
| • Work begins                                    | September 1, 2018          |
| • Final survey results                           | December 31, 2018          |

**3.5 Questions Regarding Scope of Services:**

Susan Hyatt  
[susanh@gjcity.org](mailto:susanh@gjcity.org)

**3.6 Contract:** The initial contract period shall be for a period of time sufficient to execute the awarded contract as mutually agreed by the City and the Consultant. It is unlikely contract extensions will be necessary.

## SECTION 4.0: PREPARATION AND SUBMITTAL OF PROPOSALS

**Submission:** Each proposal shall be submitted in electronic format only, and only through the BidNet website, [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). This site offers both “free” and “paying” registration options that allow for full access of the Owner’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline; **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed. The uploaded response to this RFP shall be a single PDF document with all required information included. Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the Owner requires that proposals be formatted **A to E**.

- A. Cover Letter:** Cover letter shall be provided which explains the Firm’s interest in the project. The letter shall contain the name/address/phone number/email of the person who will serve as the firm's principal contact with Owner’s Contract Administrator and shall identify individual(s) who will be authorized to make presentations on behalf of the firm. The statement shall bear the signature of the person having proper authority to make formal commitments on behalf of the firm. By submitting a response to this solicitation the Contractor agrees to all requirements herein.
- B. Qualifications/Experience/Credentials:** Proposers shall provide their qualifications for consideration as a contract provider to the City of Grand Junction and include prior experience in similar projects.
- C. References:** A minimum of three (3) **references** with name, address, telephone number, and email address that can attest to your experience in projects of similar scope and size.
- D. Fee Proposal:** Provide total cost using Solicitation Response Form found in Section 6.
- E. Additional Data (optional):** Provide any additional information that will aid in evaluation of your qualifications with respect to this project.

## SECTION 5.0: EVALUATION CRITERIA AND FACTORS

- 5.1 Evaluation:** An evaluation team shall review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.
- 5.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein.

Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The Owner reserves the right to reject any and all portions of proposals and take into consideration past performance, if available. The following parameters will be used to evaluate the submittals (in no particular order of priority):

- Responsiveness of submittal to the RFP
- Understanding of the project and the objectives
- Experience, necessary resources and skills
- Suitability of the proposal to fulfill City's requirements
- References
- Fees
- Proposed Strategy/Methodology
- Reporting

Owner also reserves the right to take into consideration past performance of previous awards/contracts with the Owner of any vendor, contractor, supplier, or service provider in determining final award(s).

- 5.3 Oral Interviews:** The Owner may invite the most qualified rated proposers to participate in oral interviews.
- 5.4 Award:** Firms shall be ranked or disqualified based on the criteria listed in Section 5.2. The Owner reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the Consultant.

**SECTION 6.0: SOLICITATION RESPONSE FORM**  
**RFP-4427-17-SH**

*Offeror must submit entire Form completed, dated and signed.*

Total cost to provide services as described: \$ \_\_\_\_\_

WRITTEN: \_\_\_\_\_ dollars.

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*The Owner reserves the right to accept any portion of the work to be performed at its discretion*  
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The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

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

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and 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.
- 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 Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

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

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

\_\_\_\_\_  
Company Name – (Typed or Printed)

\_\_\_\_\_  
Authorized Agent – (Typed or Printed)

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

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Address of Offeror

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

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

\_\_\_\_\_  
Date



## ADDENDUM NO. 1

**DATE:** August 1, 2018  
**FROM:** City of Grand Junction Purchasing Division  
**TO:** All Interested Parties  
**RE:** Community Survey Consultant Services RFP-4535-18-SH

Firms 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:

**Question #1:** Section 3.3 states Analysis of results should include comparison with previous surveys. Could you send a PDF or URL so I can see the form and content of your last survey?

**Answer:** The last survey was done in 2008. Attachment 1 is the Opinion Survey. Attachment 2 shows the survey graphs.

**Question #2:** Section 3.3 states survey results and materials should be delivered in digital format compatible with city software and should also include the PowerPoint presentation of final results. Our reports are all done in Microsoft applications (e.g., PowerPoint, Word and/or Excel). This is not a problem unless you mean something else by "digital format".

**Answer:** Microsoft application is the required digital format, including PowerPoint.

**Question #3:** Can you share with us your prior surveys – the questions and the reports – since you are seeking to compare the next survey to those?

**Answer:** Please see Question 1 above and Attachments 1 and 2.

**Question #4:** What was the budget for your most recent prior survey?

**Answer:** The prior survey was done in approximately 2008 and was part of the greater comprehensive planning process so no individual budget information is available.

**Question #5:** What is the budget for the survey you are seeking in 2018?

**Answer:** The budget for this project is in the \$20,000 to \$40,000 range.

**Question #6:** How has the city used the results of prior surveys and what is your plan for using the new results?

**Answer:** This two part survey will be used for several purposes but are not limited to; formation of goals and policies related to the update of the City's comprehensive plan, updating the City Council's strategic plan and providing feedback to the City and its Departments regarding customer satisfaction with city services.

**Question #7:** Do you have a formal or informal preference for a Colorado firm?

**Answer:** There is no preference.

**Question #8:** If you have used the same survey firm for more than one of your prior surveys, how satisfied were you with the firm's performance?

**Answer:** All previous surveys are considered satisfactory.

**Question #9:** Same question as the above for your most recent prior survey vendor even if that vendor only conducted the survey one time.

**Answer:** All previous surveys are considered satisfactory.

**Question #10:** What is the desired number of completed surveys for the project?

**Answer:** The survey should be a statistically valid survey of the resident citizens.

**Question #11:** How do we access previous Grand Junction community surveys and reports?

**Answer:** Please see Questions 1 and 3.

**Question #12:** What weighting strategy is desired for this project? For example, post-stratification or raking?

**Answer:** The City expects the responding vendors to offer guidance as to the appropriate weighting strategy for this survey.

**Question #13:** The RFP mentions mail, web, and phone-based data collection methods. What methods of data collection were used in the past Grand Junction community surveys?

**Answer:** The survey conducted as part of the City's Comprehensive Plan (~ 2007) was a mailed survey.

**Question #14:** How large is the list of contacts that will be provided to the selected contractor (e.g., email addresses, home addresses, phone numbers)?

**Answer:** The City of Grand Junction does not have a current list of contacts but can make information available from its existing databases such as from utility billing and assessor's parcel information. Please see Question 22.

**Question #15:** What was the approximate length of past community surveys?

**Answer:** The length of past surveys should not dictate the length of this survey.

**Question #16:** What is the current budget for this survey project?

**Answer:** Please see Question 5.

**Question #17:** Who are the current/previous contractors/consultants for the community surveys?

**Answer:** The previous survey was conducted as part of the City's Comprehensive Plan. The City contracted with Winston Associates of Boulder, CO for the completion of this plan. The survey was conducted by a subcontractor of Winston Associates.

**Question #18:** What is your preferred method of billing? For example, Visa P-card payment, checks, etc?



**Answer:** Typically, invoices are submitted and payments made by check, but this could vary by contractor's preference.

**Question #19:** What quality assurance standards are required? For example, double data entry for mailed surveys, live in-house monitoring for phone surveys, soft launch data vetting, etc?

**Answer:** The proposed method of Quality Assurance should be included in your Proposal.

**Question #20:** What is the desired method for project status updates? For example, every other week email, conference calls, etc.

**Answer:** Your method of providing updates should be included in your Proposal.

**Question #21:** What is the sampling frame? For example, households, adult residents, residents that have live in Grand Junction 1 year or longer, adults who work in Grand Junction but live elsewhere.

**Answer:** The sampling frame will include City residents.

**Question #22:** Would it be possible to obtain either a mailing list of households in Grand Junction or an e-mail list of resident from the City?

**Answer:** Yes. The City's GIS system is able to conduct a query of all property owners within the City and create a mailing list. It pulls from the County Assessor data on property ownership, so any residents that are not property owners would not be included. The City also has contact information for residents that use City Water and Sewer services.

**Question #23:** Often times, when there is a question and answer period for an RFP, all questions and answers are published for all bidders to see. I did not see this as part of the RFP, so please let me know if you will be publishing all questions and answers after the deadline passes.

**Answer:** There is a calendar in the RFP document that defines the question and answer period, as well as the date the Addendum will be published. It can be found in Section 3.4 on page 9.

**Question #24:** Will the city be providing support for recruitment efforts in the form of reimbursement for recruitment activities and/or collaboration with the vendor on recruit respondents?

**Answer:** The awarded contractor will be responsible for any and all efforts related to seeking respondents for this survey, with the exception of the ability to utilize utility billing or the City's existing social media network for awareness and marketing of respondents if desired.

**Question #25:** Is there an initial budget to consider for this work?

**Answer:** Please see Question 5.

**Question #26:** Besides open-ended questions, is there any interest for other qualitative methods to complement the survey (i.e., focus groups or key informant interviews)?

**Answer:** The City will consider any survey techniques and methods the vendor finds effective in seeking responses to the survey.

**Question #27:** When was a City Survey last conducted in Grand Junction and who conducted it? Are the results available to Applicants?

**Answer:** Please see Questions 1, 2 3, 4, 13 and 17.

**Question #28:** What were the response rates for each of the tools used (online, phone, mailing) in previous surveys?

**Answer:** The responses were previously conducted only by mail. Though provided at the time, the response rate is not currently known.

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

All other conditions of subject remain the same.

Respectfully,

Susan Hyatt  
City of Grand Junction, Colorado

# ATTACHMENT 1

## Opinion Survey

### Grand Junction Comprehensive Plan 2008

Grand Junction vicinity of Mesa County currently has a population of about 100,000. By the Year 2035, the projected population for this area of the County is at least 200,000, possibly more, and there is enough land and water to accommodate the estimate. This increase in population will happen gradually, not overnight. As we grow, the character of the community is bound to change. However, we have the opportunity now to shape the kind of community we will become.

#### GROWTH AND DEVELOPMENT

**1. In regard to an overall plan for the valley, which of the following is closest to your opinion? N=471**

- 10%** The City and County should develop a plan and follow it closely
- 57** The City and County should develop a plan and only deviate from it if there is a public benefit as a result
- 33** The City and County can plan for the future but use the plan as a general guide and not something on which to base decisions
- 1** It is unnecessary for the City and County to develop a plan

*For the next set of questions, please refer to the scenarios shown and described in the cover letter:*

**2. Through policies and regulation, the City and County can encourage future growth to happen in various ways. In general, which single choice best describes how you think the City and County should grow? (CHOOSE ONE ONLY) N=463**

- 2%** Along existing major roadways and at major crossroads
- 9** Concentrated in the core of the City then gradually growing concentrically outward
- 50** Concentrated in mixed use centers throughout the region so that there are commercial, residential and employment land uses in all quadrants and not just in a few areas
- 2** Development should be allowed to happen where developers want without direction from the community or City / County
- 19** In smaller 'villages' scattered around the region to provide convenience goods to the immediate neighborhood with major shopping continuing to be in the center, or core (which includes downtown), of the City
- 15** A mix of all above
- 3** None of the above

**3. How important are each of the following as a basic objective for the comprehensive plan? Use a scale from 1 to 4 where 1 means "Not at All Important" and 4 means "Very Important."**

	NOT AT ALL IMPORTANT	VERY IMPORTANT	DON'T KNOW/ NO OPINION
A. Road connectivity: connect streets between neighborhoods to provide a variety of routes	<b>N=464</b>	<b>AVG=3.2</b>	
B. Shopping closer to where people live: more places to shop around the community; all commercial offerings are not in same general area	<b>N=474</b>	<b>AVG=3.2</b>	
C. Respects sensitive lands: avoid development impacts to river, streams, wetlands and wildlife habitat	<b>N=475</b>	<b>AVG=3.6</b>	
D. Efficient future growth: new development should be near existing services so upkeep of infrastructure does not cause strain on city services and budget	<b>N=466</b>	<b>AVG=3.2</b>	
E. A "grand green system": a city-wide system of parks and open space connected with trail system	<b>N=467</b>	<b>AVG=3.2</b>	
F. Improve and grow the downtown: redevelop areas downtown, encourage business locating in downtown, encourage more mixed use housing, allow multi-story development	<b>N=463</b>	<b>AVG=2.8</b>	
G. Encourage housing at prices and variety appropriate for all incomes	<b>N=468</b>	<b>AVG=3.4</b>	
H. More compact growth to keep overall city footprint as small as possible, encourage infill of vacant land rather than growing into agricultural areas	<b>N=466</b>	<b>AVG=3.2</b>	
I. Create a system of "connected centers": multiple modes of transportation (transit, trails, sidewalks, bike lanes, etc) connecting neighborhoods and town centers	<b>N=468</b>	<b>AVG=3.3</b>	

Which two objectives are **most** important to you in planning our future? **A. 17% B. 25% C. 41% D. 15% E. 19% F. 11% G. 26% H. 23% I. 21%**

Which two objectives are **least** important to you in planning our future? **A. 27% B. 25% C. 7% D. 19% E. 24% F. 35% G. 15% H. 23% I. 20%**

Are there any important planning criteria for evaluating the scenarios that have not been identified? Please list below:

4. How important are the following to improving the central part of Grand Junction that includes downtown? Use a scale from 1 to 4 where 1 means "Not At All Important" and 4 means "Very Important."

	NOT AT ALL IMPORTANT	VERY IMPORTANT	DON'T KNOW/ NO OPINION
A. Larger conference facility.....	N=439	AVG=2.2	
B. More bus/transit services .....	N=465	AVG=3.0	
C. More downtown living (infill, higher density residences).....	N=455	AVG=2.5	
D. More industrial-based jobs.....	N=451	AVG=2.8	
E. More lodging/hotels.....	N=453	AVG=2.4	
F. More mixed-use (office, commercial, residential) .....	N=456	AVG=2.7	
G. More office, professional-based jobs .....	N=456	AVG=3.0	
H. More service-based jobs (repair shops, dry cleaners, grocers).....	N=461	AVG=2.7	
I. More structured parking.....	N=462	AVG=2.7	
J. Parks and green space / gathering spaces.....	N=471	AVG=3.2	
K. Preservation of historic structures.....	N=470	AVG=3.3	
L. Taller building heights.....	N=443	AVG=2.3	
M. Other.....			

**AGRICULTURE**

5. A variety of opinions have been expressed in public meetings about preserving agricultural land. Which of the following is closest to your opinion? N=471

- A. 6% I don't think it is important to save agricultural land in the Grand Junction area --I support residential development there
- B. 20 I think we should save only larger productive agricultural areas in the Grand Junction area but not hobby farms, ranchettes, or unproductive land.
- C. 74 I think we should do everything we can to save any productive agricultural areas in the Grand Junction area.

(IF YOU SELECTED B OR C) There are several different ways that it may be possible to preserve agricultural land. Which of the following do you MOST support? (CHOOSE ONE ONLY) N=420

- 11% Create (through a public vote) a special tax to fund the purchase of land or development rights from farmers / ranchers
- 19 Develop other funding mechanisms to enable the purchase of land or development rights from farmers / ranchers
- 32 Zone the area for very large lot "ranchettes" (say at least 35 acres) to preserve large agricultural operations and an open feel
- 33 Allow higher density of development but only in exchange for cluster development, which will create pockets of higher density and areas of open land
- 4 Through regulations, require larger setbacks along roadways in the agricultural areas, to try to preserve at least the "feel" of open lands (but don't actually preserve farmland)

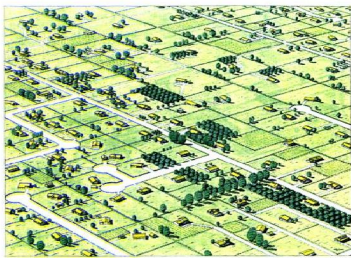


Figure 5.1: A representation of how the agricultural land would look if allowed to develop with large lot "ranchettes"

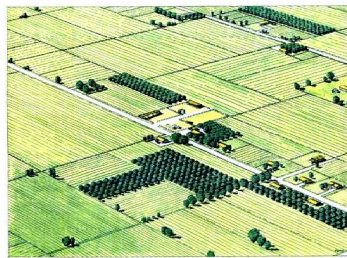


Figure 5.2: A representation of how the agricultural land would remain if purchased for conservation

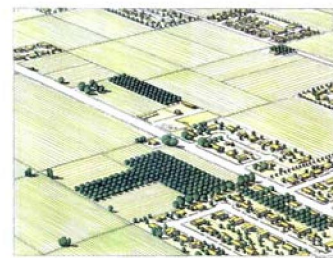


Figure 5.3: A representation of how some of the agricultural land could be preserved through clustered development.

Sketches: Ken Last

**HOUSING / NEIGHBORHOODS**

6. With regard to the trade-off between commuting distance and land cost and taking into consideration the cost of gas, travel time, traffic hassles, wear and tear on your vehicle and a given amount of money to spend on a home, where do you place yourself in this spectrum? N=460

Would choose a townhome or condo if it limited driving and I could walk to stores, restaurants

16%

16

Would accept a smaller home on a small lot and commute 15 - 30 minutes each way

32

24

Would commute more than 30 minutes each way to have larger home/lot

11

7. Which type of unit best describes your current residence? And, as you consider the next stage of your life over the next five years or so (including the potential for marriage, purchasing your first home, retirement, children leaving home, etc.) if you continue to live in the Grand Junction area, what housing type do you think is realistic and achievable for you and your household?

CURRENT N=451	FUTURE N=415	
25%	29%	Single-family home on large lot (half acre or more)
58	21	Single-family home on small lot (smaller than half acre)
5	5	Townhome
8	2	Apartment or condominium
4	2	Mobile home
0	5	Community housing for older residents, with or without assisted living
n/a	38	Will be in my current home in five to 10 years

8. To provide the right balance of housing for various lifestyles, ages, and incomes in Grand Junction, do you think we have the right amount, too much, or too little of the following:

	TOO LITTLE	JUST ABOUT RIGHT	TOO MUCH
Mobile homes N=457	6%	61%	33%
Townhomes N=449	50	46	4
Single-family homes on small lots (smaller than half acre) N=455	31	60	9
Apartments / condominiums N=452	55	38	7
Assisted living for senior citizens N=452	43	53	4
Single-family homes on large lots (half acre or more) N=453	24	52	24

9. Most neighborhoods have some good and not-so-good aspects. If you were to create the ideal neighborhood for you and your family, how important would the following be? Use a scale from 1 to 4 where 1 means "Not At All Important" and 4 means "Very Important."

	NOT AT ALL IMPORTANT	VERY IMPORTANT	DON'T KNOW/ NO OPINION
A. Being able to walk to work.....	N=458	AVG=2.5	
B. Living close to a park.....	N=467	AVG=3.0	
C. Living close to an elementary school .....	N=457	AVG=2.2	
D. Having neighborhood businesses nearby (café, small stores, beauty salon, groceries, gas).....	N=469	AVG=3.1	
E. Living close to walking/bike paths .....	N=468	AVG=2.9	
F. Living close to a downtown with entertainment, restaurants and shopping within walking distance .....	N=468	AVG=2.3	

## COMMERCIAL / INDUSTRIAL DEVELOPMENT

10. Please rate how important the following are to you with respect to the type of future commercial development you think is needed in the Grand Junction area. Use a scale from 1 to 4 where 1 means "Not At All Important" and 4 means "Very Important."

	NOT AT ALL IMPORTANT	VERY IMPORTANT	DON'T KNOW/ NO OPINION
A. Another large, enclosed shopping mall (like Mesa Mall) .....	N=465	AVG=2.1	
B. Smaller commercial centers (small grocery store, cafés, video store) convenient to residential neighborhoods.....	N=468	AVG=2.8	
C. Big discount stores with lots of parking (like Super Wal-Mart, Costco, etc.) .....	N=467	AVG=2.2	
D. More medium-sized shopping (like J.C. Penney's, Kohl's, Target, Walgreens, etc.) spread throughout the community .....	N=470	AVG=2.8	

11. Industry provides a large number of jobs for our community and plays an important role in our economy. How/ where do you prefer to see industrial land uses (outdoor storage, trucking operations, oil and gas processing, freight operations) locate? Mark all that apply.

N=461

- 51% In a concentrated area such as near the airport
- 36 In a concentrated area such as the west end of Grand Junction
- 17 Scattered in many locations around the community
- 10 In the central part of the City such as south of downtown
- 45 In outlying areas such as north of I-70
- 39 In outlying areas such as the Whitewater area

## PARKS AND RECREATION

12. Please rate how important the following are to you regarding the expenditure of City funds for new or expanded facilities, using a scale from 1 to 5 where 1 means "Spend Less" and 4 or 5 means "Spend More." N=466

	SPEND LESS		SPEND SAME	SPEND MORE		DON'T KNOW/ NO OPINION
				Only if taxes not raised	Even if taxes go up	
A. Large parks with soccer and baseball/softball fields (like Canyon View)	12%	14	40	26	7	
B. Smaller neighborhood parks with turf areas and playgrounds	5%	9	42	31	12	
C. A large recreation center (including swimming pool, weight room, exercise equipment, indoor basketball, etc.)	15%	11	19	26	29	
D. Natural areas (greenways and/or greenbelts) and sensitive environmental areas for walking, nature observation	6%	11	28	30	26	
E. Expand riverfront park system	8%	12	28	29	23	

13. Of the issues listed in Question 12, which do you consider to be the highest priority for the City to create, expand or improve?

A. 7% B. 22% C. 30% D. 28% E. 14% Highest priority

## TRANSPORTATION

14. Would you support the City spending more, less or the same (as today) on the following transportation-related improvements? N=466

	SPEND LESS		SPEND SAME	SPEND MORE		DON'T KNOW/ NO OPINION
				Only if taxes not raised	Even if taxes go up	
A. Wide roads for efficiency (speed) in getting to destination	8%	9	37	28	18	
B. Trees, landscaped medians, etc. to make roadways more attractive	17%	19	34	23	8	
C. Major increase in bus service or other public transportation mode	5%	13	31	30	21	
D. Not to have to drive for every trip; many types of land uses (entertainment, parks, shopping, restaurants, recreation center, etc.) within walking distance to where I live	10%	11	35	27	17	
E. Walking/bike paths	6%	12	38	22	21	
F. Traffic calming / slowing traffic down	17	14	35	23	12	

15. Of the issues listed in Question 14, which do you consider to be the highest and lowest priority for the City to create, expand or improve? A. 30% B. 4% C. 19% D. 18% E. 15% F. 13% Highest priority A. 18% B. 27% C. 7% D. 11% E. 11% F. 27% Lowest priority

16. Almost everybody, anywhere, complains about traffic. As we optimize for traffic by adding more lanes, and design for higher speeds, the roads become less accommodating to pedestrians and less appealing for residences ('walled streets' and / or traffic lanes right next to sidewalks). Which of the following is closest to your opinion? (CHOOSE ONE ONLY) N=468

- 19% Traffic is a significant problem and we should do everything possible to move cars through town with minimum slow-downs, even if it means a less attractive community
- 28 We should bring back more balance between the needs of traffic and making our community livable and attractive. I would accept slightly lower traffic efficiency in exchange for more pleasing streets and better adjacent neighborhoods
- 25 We should provide a mix of uses close to where people live to shorten distances – at least for some convenience shopping
- 29 Major streets should equally accommodate cars, buses, walking and biking

## NOW A FEW QUESTIONS ABOUT YOU . . .

Just a few more questions about yourself to assist in classifying your responses. Please remember that all responses remain strictly confidential and are reported only in group format.

17. *In what year were you born?* 19\_\_\_\_\_ **N=471 AVG=48.7**
18. *Are you:* **56% Male 44% Female N=471**
19. *Do you live in the city limits of Grand Junction?* **N=475**  
**59% Yes 39% No 2% Not sure**
20. *Using the map shown on the following page, which of the following best describes the location of your residence? (CHECK ONE) N=469*  
**0% Area 1 1% Area 5 10% Area 9**  
**6% Area 2 9% Area 6 21% Area 10**  
**9% Area 3 1% Area 7 5% Area 11**  
**12% Area 4 12% Area 8 15% Area 12**
21. *How long have you lived in the Grand Junction area?* **N=474**  
**AVG=18.5** years OR  Check here if less than a year
22. *Including yourself, how many people live in your residence?*  
**N=469 AVG=2.5**
23. *How many members of your household are under age 18?*  
**N=466 AVG=0.6**
24. *How many members of your household are age 65 or over?*  
**N=464 AVG=0.4**
25. *Which of the following best describes your household?*  
**N=472**  
**20% Adult living alone**  
**4 Single parent with child(ren)**  
**37 Couple, no child(ren)**  
**29 Couple with child(ren)**  
**2 Unrelated roommates**  
**2 Family members and unrelated roommates**  
**5 Immediate and extended family members**
26. *How is your household likely to change over the next 5 years?*  
**N=464**  
**55% Household unlikely to change**  
**12 Will have children/more children**  
**13 Children will leave home**  
**1 Elderly parent will move in**  
**2 Will no longer have roommates**  
**5 Will retire**  
**23 Will purchase a new / different home in the area**  
**3 Will move out of the Grand Junction Area**
27. *Do you own or rent your current residence?* **N=474**  
**91% Own 0% Staying with friends or family**  
**9% Rent 0% Other: \_\_\_\_\_**
28. *What is your household's total monthly rent or mortgage payment?* **N=427**  
**AVG=\$843 MED \$849**
29. *Which best describes your satisfaction with the housing unit in which you reside?* **N=475**  
**50% Very satisfied 9% Not satisfied**  
**40% Satisfied 1% Very dissatisfied**
30. *How many jobs do you hold?* **N=471 AVG=1.12**
31. *If you work, how do you TYPICALLY get to work?* **N=354**  
**85% Drive a car alone 0% Bus**  
**6% Ride share with one or more others 6% Bike/walk**  
**4% Telecommute**
32. *Including yourself, how many persons living in your household have jobs (of at least 20 hours per week)?* **N=466 AVG=1.4**
33. *Where do members of your household work? Enter number of people who work in the following locations:*  
**# of Persons N=374**  
**78% Grand Junction area**  
**1 Clifton**  
**3 Fruita**  
**1 Palisade**  
**15 Other:**
34. *Try to estimate how many hours on a typical day, on average, your family spends driving to/from the following (add everyone's time for each category):* **N=433**  
**Driving to/from work AVG 1.0 hours**  
**Driving to/from school AVG 0.1 hours**  
**Driving to/from shopping AVG 0.6 hours**  
**Driving to/from errands AVG 0.7 hours**  
**Total AVG 2.7 hours**
35. *What is your total household annual income before taxes?* **N=433**  
**3% Less than \$15,000 18% \$60,000-74,999**  
**4 \$15,000-19,999 13 \$75,000-99,999**  
**6 \$20,000-24,999 9 \$100,000-124,999**  
**9 \$25,000-34,999 5 \$125,000-149,999**  
**11 \$35,000-44,999 4 \$150,000-199,999**  
**16 \$45,000-59,999 4 \$200,000 or more**

*Do you have any additional comments concerning topics addressed in this survey?*

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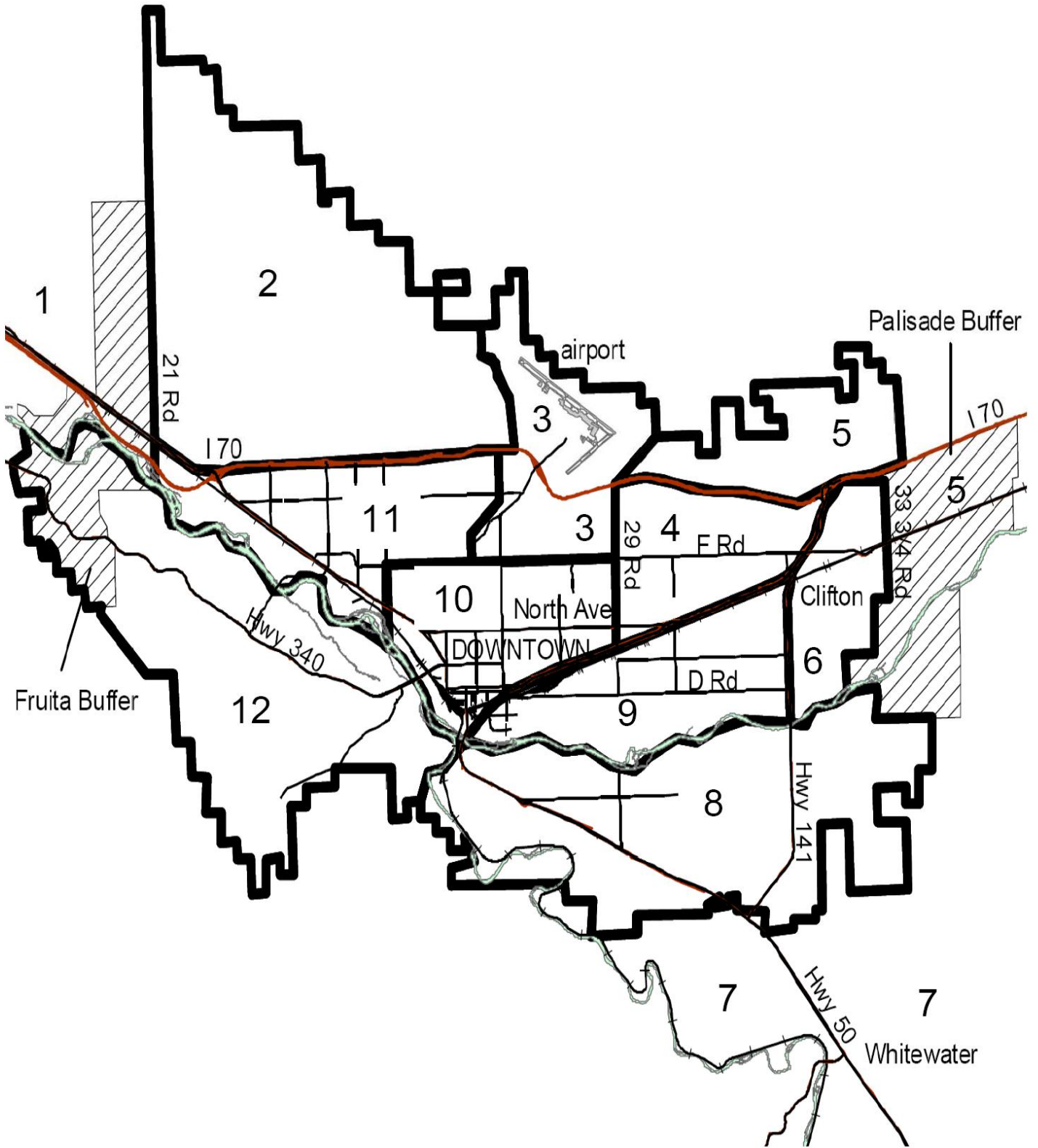


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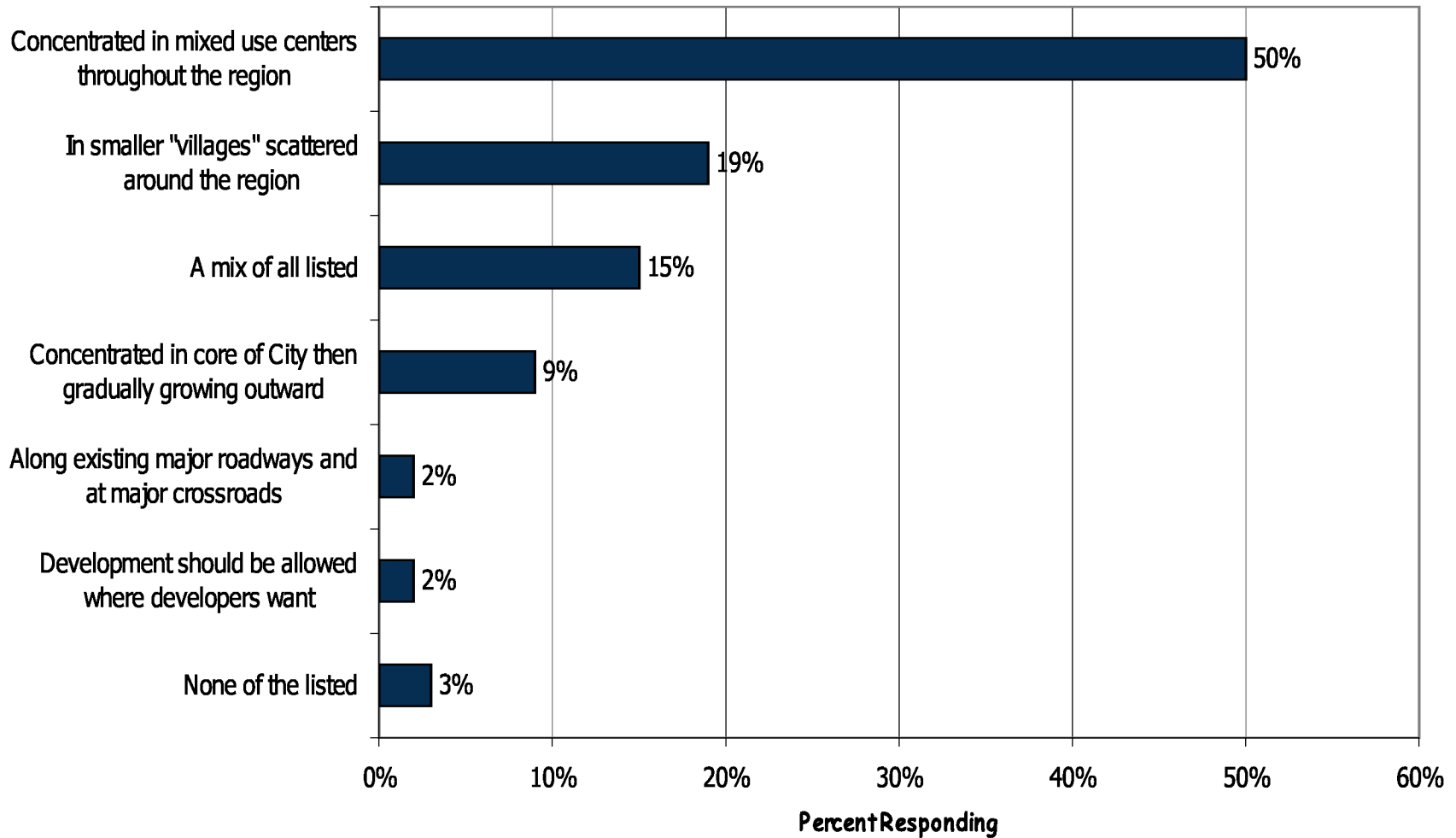
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**THANK YOU for your participation in this important survey!**  
**Your opinions will be extremely helpful in the City and County Comprehensive Planning efforts.**

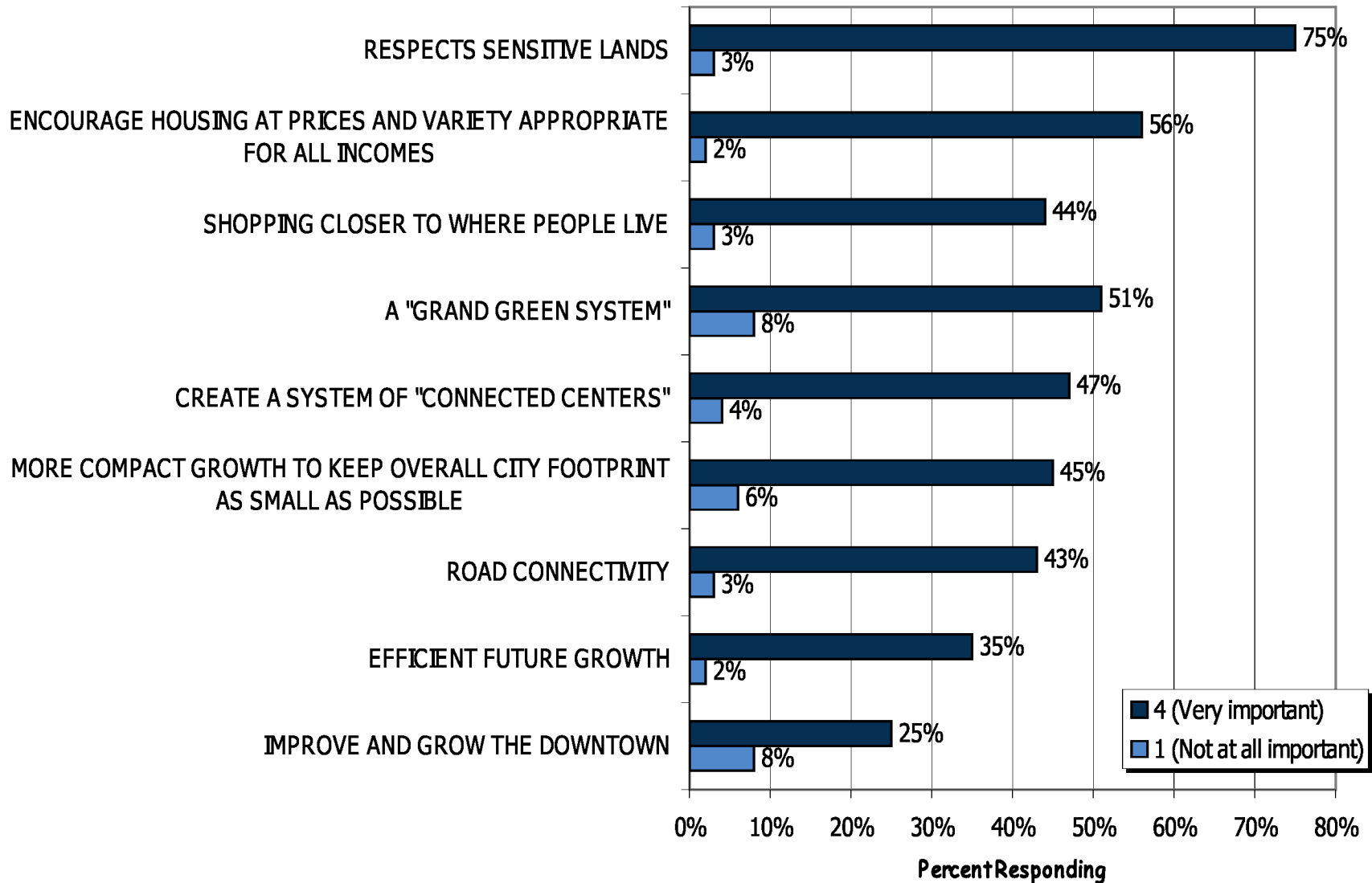




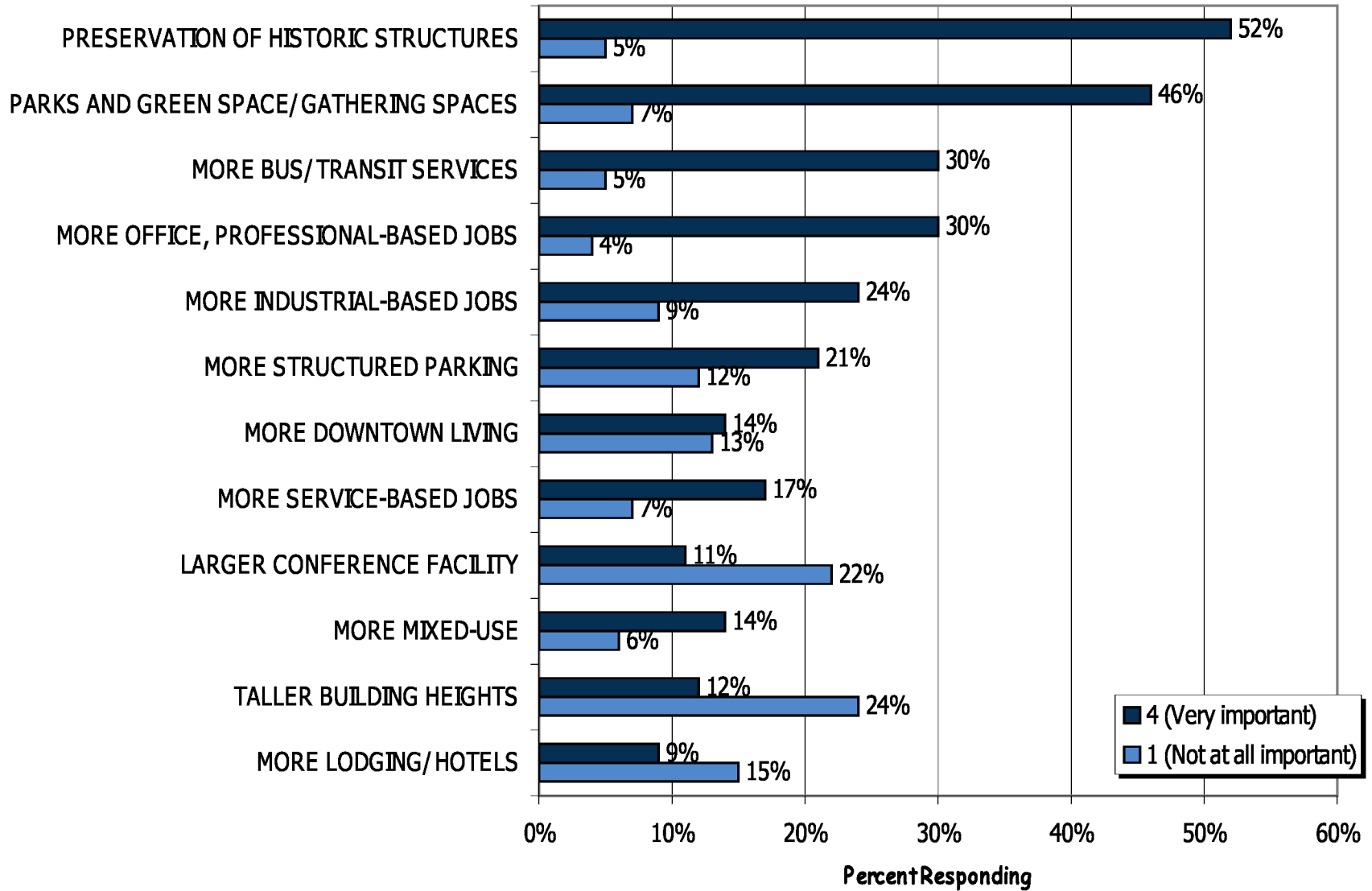
**WHICH SINGLE CHOICE BEST DESCRIBES HOW YOU THINK THE CITY AND COUNTY SHOULD GROW**



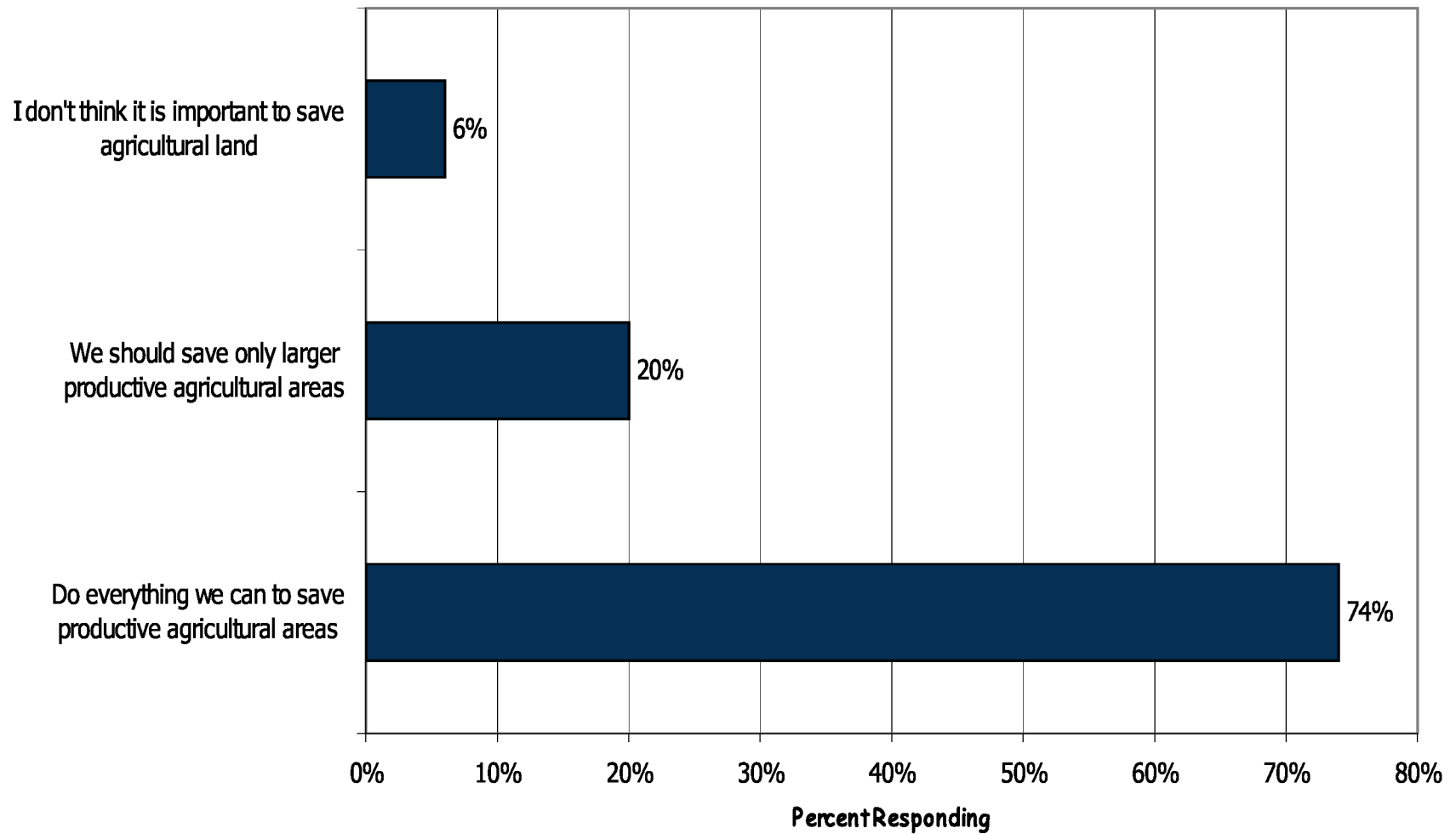
### Importance of basic objectives for the comprehensive plan



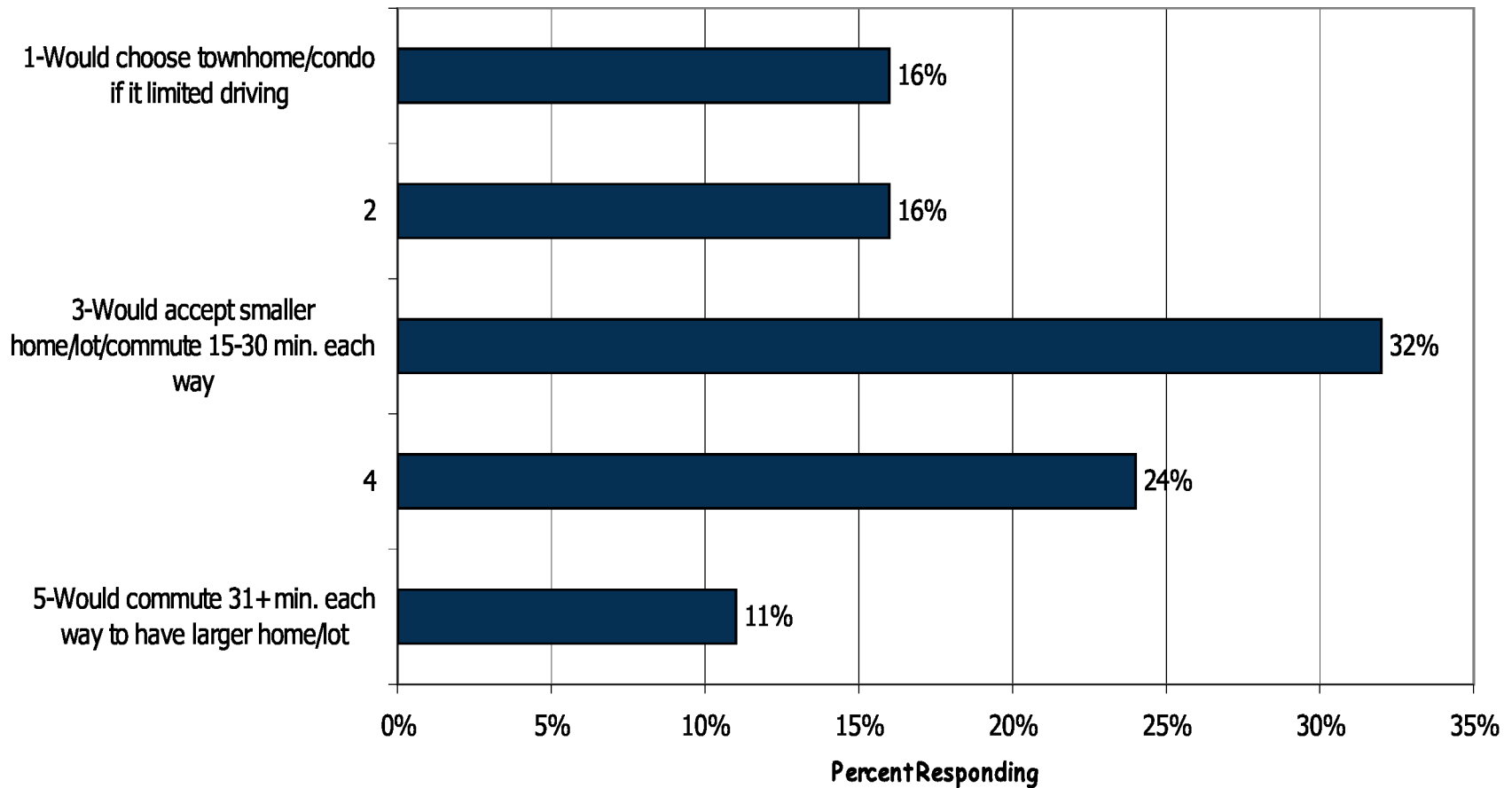
### Importance of improvements to central Grand Junction



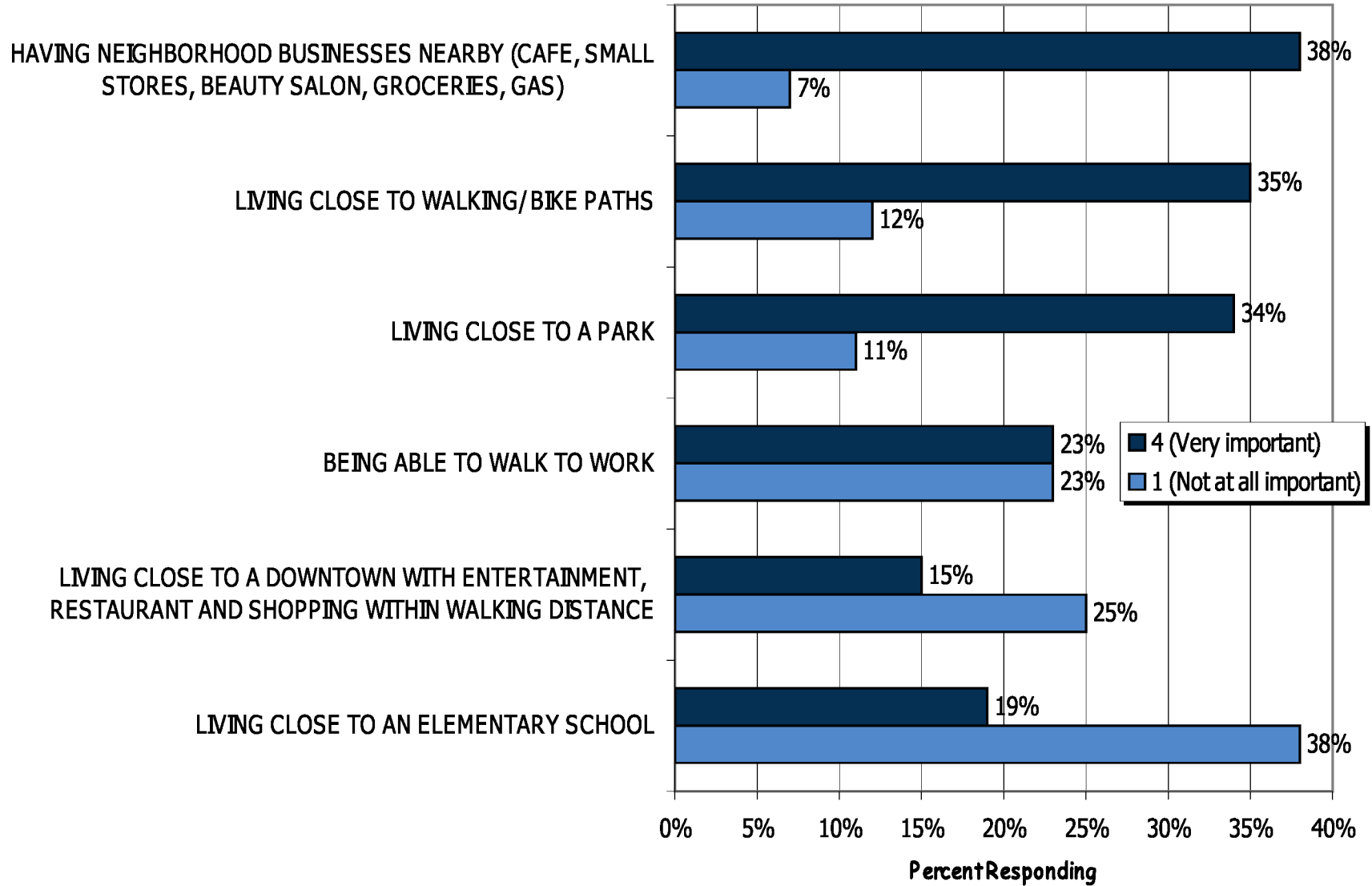
### WHICH IS CLOSEST TO YOUR OPINION REGARDING PRESERVATION OF AGRICULTURAL LAND



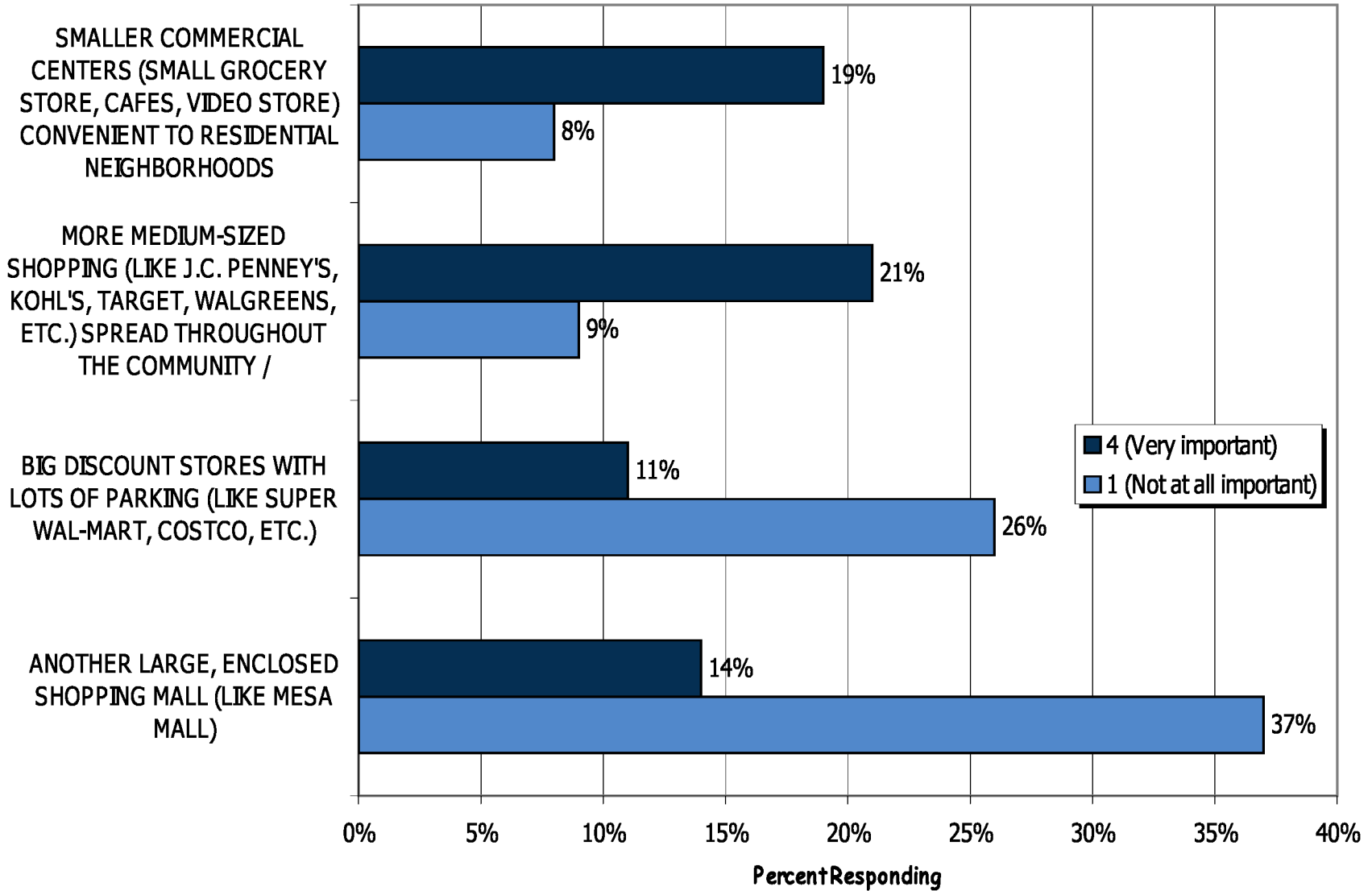
**WITH REGARD TO COMMUTING DISTANCE AND LAND COST AND TAKING INTO CONSIDERATION THE COST OF GAS, TRAVEL TIME, TRAFFIC HASSLES, WEAR AND TEAR ON YOUR VEHICLE AND A GIVEN AMOUNT OF MONEY TO SPEND ON A HOME, WHERE DO YOU PLACE YOURSELF IN THIS SPECTRUM**



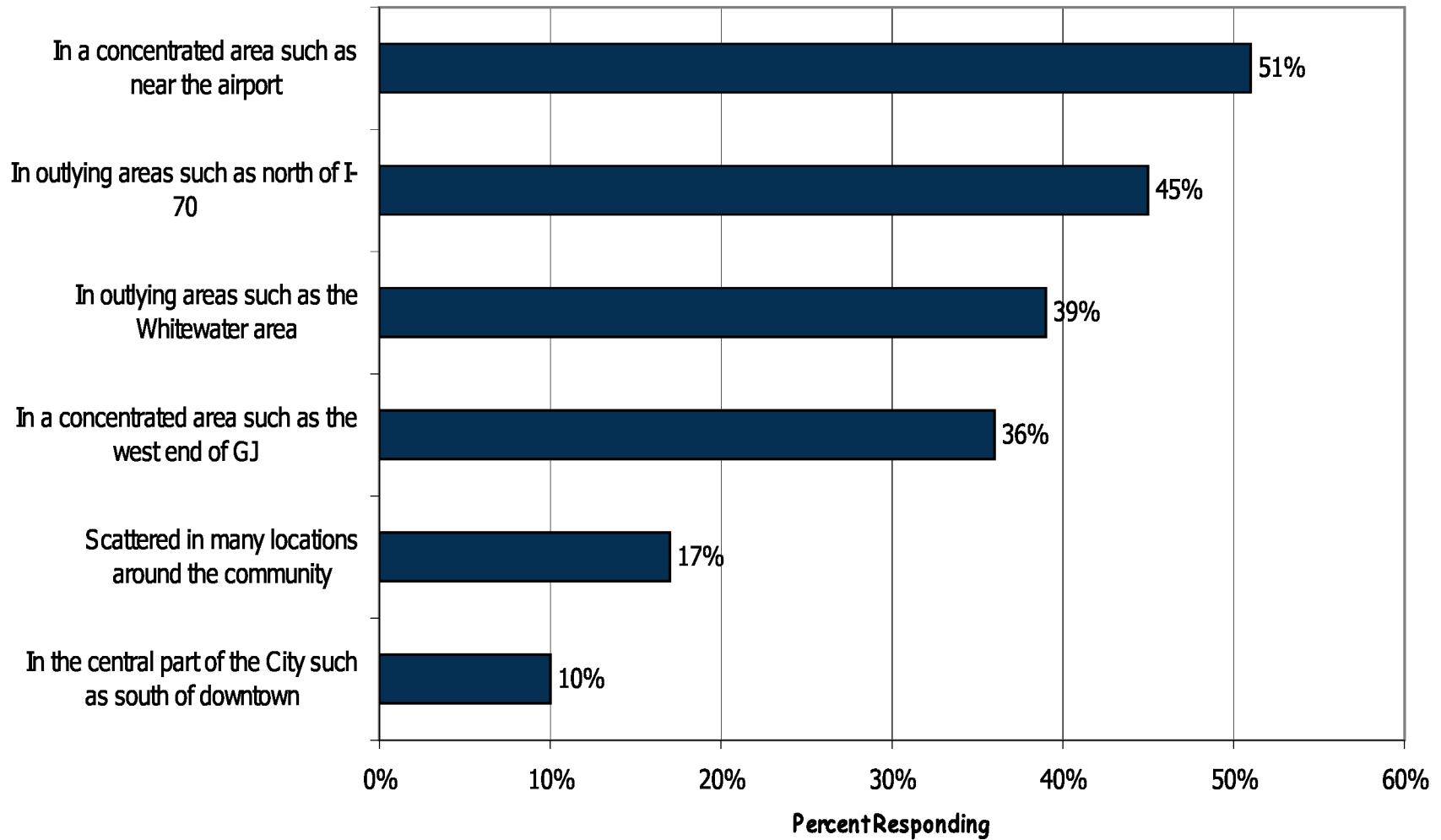
### Importance of the following to your "ideal neighborhood"



### Importance of future commercial

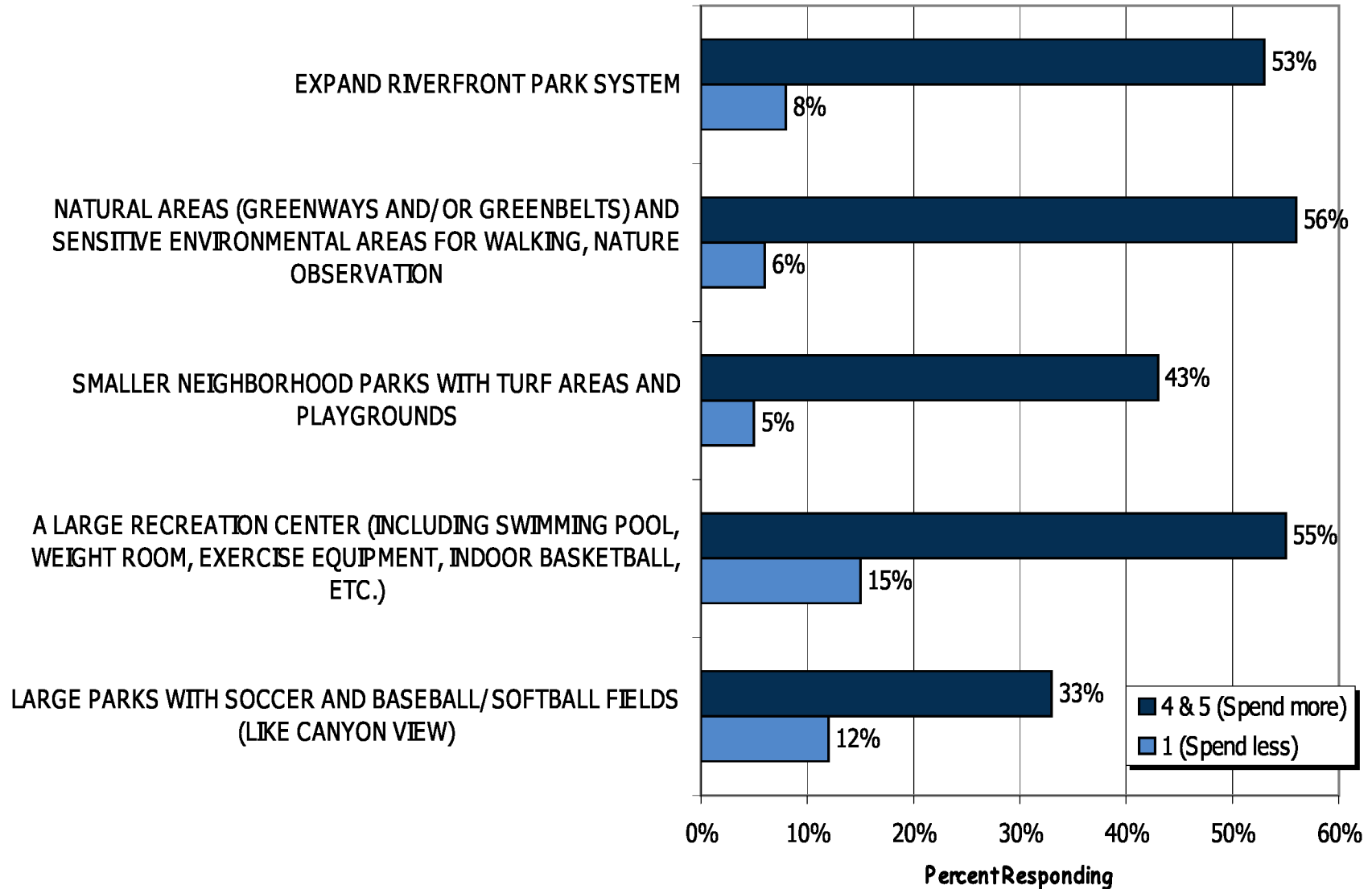


**HOW/WHERE DO YOU PREFER TO SEE INDUSTRIAL LAND USES LOCATE (OUTDOOR STORAGE, TRUCKING OPERATIONS, OIL & GAS PROCESSING, FREIGHT OPERATIONS)**

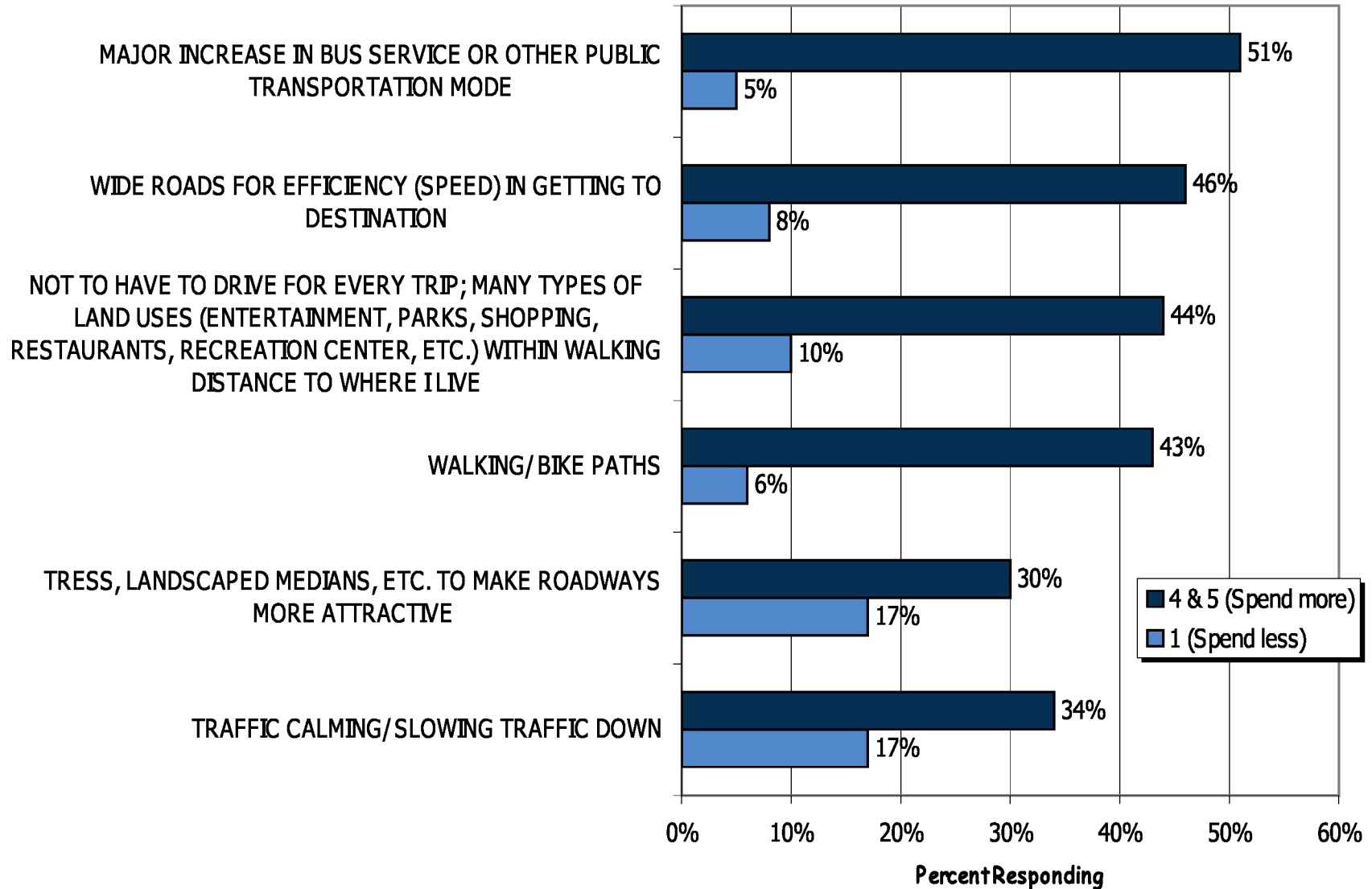




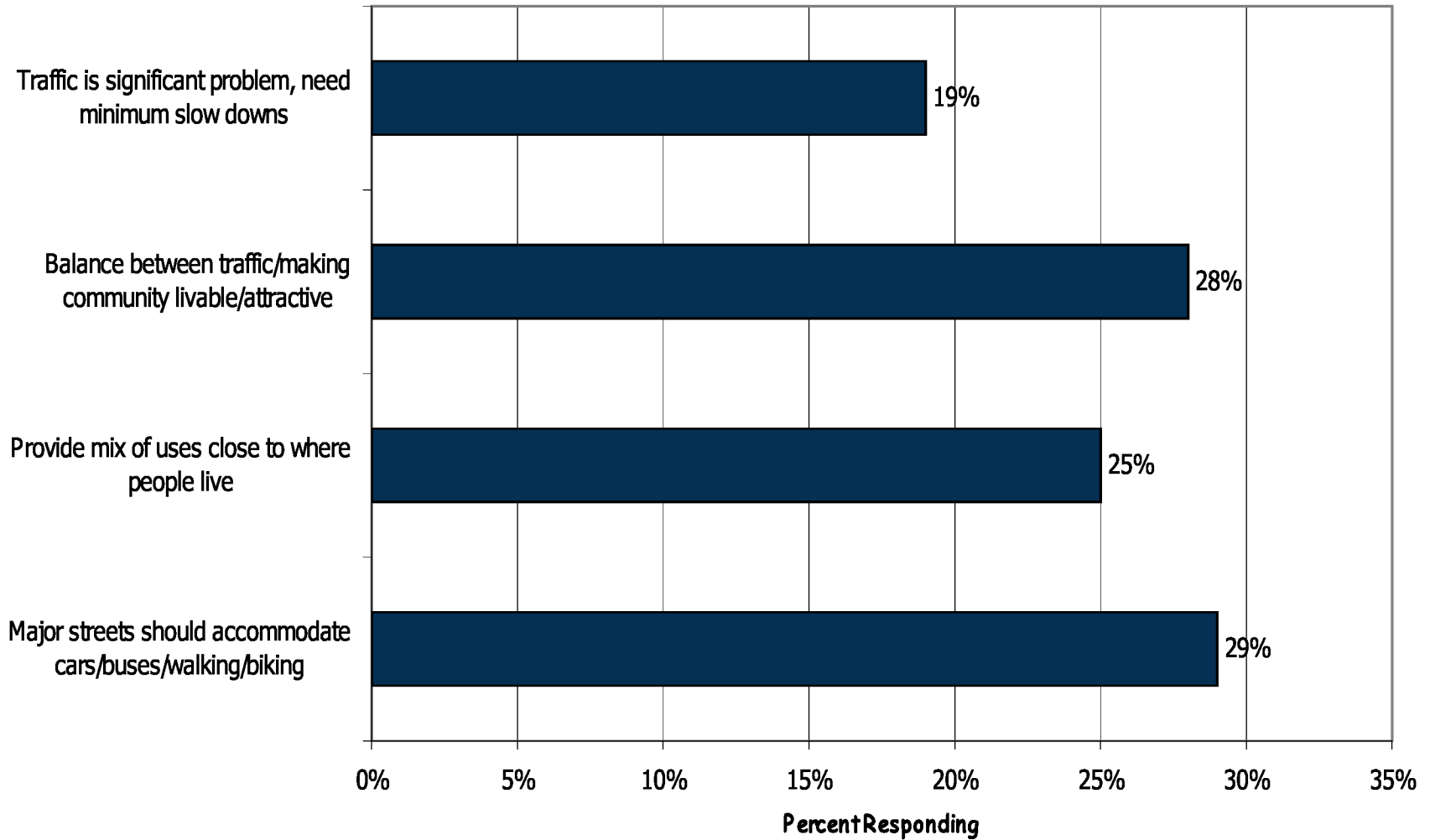
### Expenditure of City funds for new/expanded recreation facilities



### Spending on transportation-related improvements



**REGARDING TRAFFIC, WHICH OF THE FOLLOWING IS CLOSEST TO YOUR OPINION**



# PROPOSAL— City of Grand Junction 2018 Community Survey

**August 14, 2018**

Prepared by:

*RRC Associates LLC*  
4770 Baseline Road, Suite 360  
Boulder, CO 80303  
303/449-6558  
[www.rrcassociates.com](http://www.rrcassociates.com)

Primary Contact:

Chris Cares  
303.396.1615  
[chris@rrcassociates.com](mailto:chris@rrcassociates.com)



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## A. Cover Letter

August 14, 2018

City of Grand Junction

Attn: Susan Hyatt

Via email: [susanh@gjcity.org](mailto:susanh@gjcity.org)

Dear Susan and Members of the Selection Committee:

Our team at RRC Associates appreciates the opportunity to present our qualifications to conduct the 2018 City of Grand Junction Community Survey. We are excited about the possibility to work with the City and are confident that we can provide information that will prove useful to you in assessing community feedback regarding many issues pertaining to Grand Junction and its citizens. Our firm conducted the 2008 Comprehensive Plan survey for the City.

We are experts in gathering data, but also, as planners and other professionals with longtime experience in community development, we never lose sight of the purpose of a community survey program, which is to gather information to help make decisions and to advance community objectives. The collection of information as well as the analysis of findings and presentation of results are all important.

**The approach we are proposing includes two primary survey techniques: 1) a mailed survey to a randomly selected group of households (which could alternatively be completed online via a secure password-protected survey) 2) an online, open link survey. The total cost would be \$22,500.** Our proposed methodology has been successful in over 100 municipalities in capturing a holistic view of resident opinions. The mailed survey and online password-protected survey provides the basis for the statistically-valid sample, which is then compared to open link responses from residents who were not included in the initial sampling frame but would still like to participate. We would work with City Staff to develop, refine, and ensure the survey reflects the objectives for the update of Grand Junction's Comprehensive Plan.

**RRC Associates tailors each community survey project to the specific needs of the client.** We are flexible in our approach to the scope of the work, the research timeframe, and the associated budget. We look forward to the opportunity to bring to bear our strengths as a firm—extensive experience with surveys, both nationally and locally, as well as proven techniques for data collection, management, and analysis. We are confident that the results of our work with the City will prove valuable and enlightening. We look forward to hearing from you.

Sincerely,  
RRC ASSOCIATES



C. Chris Cares  
Managing Director

## B. Qualifications/Experience/Credentials

### Methodology

RRC Associates understands the strengths and weaknesses of the various tools for gathering information and opinions; we can implement a community survey for the City using a variety of techniques. Such techniques have proven successful in multiple Colorado communities and in cities across the United States.

**Our recommended approach is a mail/web-based survey fielded to a random sampling of City residents, augmented with an open link version of the online survey.** We suggest that this survey would entail the following aspects:

- **A mailed survey to a random sample City of Grand Junction households** (one survey per household). The mailed survey would include a cover letter explaining the research and **provide an opportunity to complete the survey online, through a password-protected website.** This would provide an additional, user-friendly choice for completing the survey while maintaining the statistical validity of the random sample mailing. Further, in instances where surveys are submitted online, we would minimize data entry costs while also providing an opportunity for respondents to more easily elaborate on their responses to open-ended questions.
- An online **“open link” version** of the survey would also be created to **provide an opportunity for residents and households that were not reached via random sampling** to participate in the research. We often use this technique to expand input and allow for creative ideas, as well as to provide a mechanism for broad community engagement in the research (links to this survey can be posted on the City’s website, at City facilities, etc.). However, we note that we typically keep the “open link” survey responses separate from the random sample responses so that the integrity of random sampling is maintained.

This blended methodology offers the following benefits:

- Allows residents flexibility to participate in a way that is convenient for them, which leads to higher likelihood to participate. Offering a robust assortment of means to participate leads to higher response rate among residents.
- Comparison of resident opinions from both the mailed survey and the open link respondents allows for deeper insights from a wide variety of residents and households.
- Ensures a statistically-valid sample of responses are gathered for segmentation and comparison across the community.

The survey would cover topics in both phases of the proposed scope, including community values for the Comprehensive Plan update and customer satisfaction topics for the Strategic Plan.

## RRC Associates Experience and Staff

**Firm Description.** RRC Associates is a research, planning, and design firm founded in 1983 and based in Boulder, Colorado. We have 13 persons on staff, representing a variety of disciplines and advanced degrees. The group has been blended to allow us to provide competent and cost-effective information gathering services and consulting to a wide range of clients, who often include cities, counties, special districts, convention and visitor bureaus, and chambers of commerce. RRC Associates has many years of experience conducting a variety of surveys, including broad community/citizen surveys in towns and counties throughout the western United States which serve as input to community comprehensive plans and master plans, focused studies of parks, recreation, trails, and open space needs assessments, evaluations of governmental services, and studies of housing needs assessments.

**Capabilities.** RRC has extensive experience with all types of research analytical tools and methods, including citizen surveys of varying types and formats, such as Internet, mail, telephone, and intercept surveys; focus groups; executive interviews; panel research; hosting of public workshops; and other public input programs. RRC has full statistical analysis capabilities for fielding surveys of all types and for performing survey analysis of the nature that will be needed for the 2018 Grand Junction Community Survey. RRC utilizes a variety of software tools to analyze and visually illustrate survey findings, including SPSS, Tableau, and a variety of Microsoft products.

**Staff and Project Management.** Several of RRC's staff members have worked for municipalities and understand the "public sector perspective," including Chris Cares, principal in charge for the project. We believe our combination of directly related community survey experience, skilled staff, attention to detail, and timely delivery of work product makes RRC Associates uniquely qualified to meet the research needs of Grand Junction. Key personnel who would be responsible for the citizen survey include the following:

***Chris Cares, Director/Principal:*** The principal in charge of the 2018 Grand Junction Community Survey project would be Chris Cares. Chris possesses a diverse background in quantitative and qualitative research for a wide variety of clients. A founding partner of RRC Associates, he specializes in practical applications of research to problem solving for public sector, non-profit and business clients. Chris has extensive experience in the creation and analysis of tourism, recreation, snow sports, and other applied research projects, as well as more general web-based research programs. His research and recommendations have helped to shape community decision-making and the design, marketing and communications strategies of a wide variety of clients.

***David Becher, Director of Research:*** David has diverse experience managing and conducting many types of market research and planning projects for public and private sector clients in his more than two decades at RRC. With an educational background in urban and regional planning, public administration, and business administration, David works extensively in the areas of survey research, economic and demographic research, community planning, and affordable housing.



**Jake Jorgenson, Ph.D. – Senior Research Analyst:** Jake has over a decade of experience in visitor research specifically revolving around parks and public land, outdoor recreation, community perceptions and tourism. Since joining RRC Associates, he has served as the lead analyst on park and recreation needs assessments/master plan surveys, community expectations projects, and tourism and recreation analyses. Prior to RRC, Jake worked for the Institute for Tourism and Recreation Research at the University of Montana where he led research projects for destinations across the state.

RRC typically uses a "team" approach both within its own office as well as in affiliation with other specialists, where appropriate and helpful to the client. Other staff members involved in the project will include research support staff. We believe the breadth of skills encompassed by the firm and the corresponding flexibility are important assets. We also offer a number of different categories of billing rates, ensuring that we have personnel that are appropriate to the particular work assignment.

Billing rates for those to be involved with the City of Grand Junction Community Survey are:

- Chris Cares: \$180/hour
- David Becher: \$150/hour
- Jake Jorgenson: \$90/hour

## C. References and Project Examples

The following projects are examples of RRC's work in recent years on similar scales and scopes. RRC has conducted over 100 community and park/recreation studies in municipalities across the United States, with multiple in Colorado. Select references are presented below with project summaries along with a more comprehensive review of past work in the appendix.

### **The Grand Profile**

RRC Associates teamed with RPI Consulting to create a data-driven community profile for Grand County, Colorado. The goal of local leaders was to create a single source of information that could be used to understand and market the economic opportunities in the County. Numerous methods of primary and secondary research were used to collect meaningful information on visitors, residents, businesses, infrastructure, lodging and real estate. Specifically, RRC conducted surveys to profile visitors to the County in summer and winter, residents, employers and employees of local businesses. Together, these differing segments of the community will be important to future studies and economic opportunities including those in transportation (transit services), workforce housing and new economic development initiatives. The information serves a variety of needs at the Grand County level, but also to benefit the towns (including Winter Park, Fraser and Granby) and other stakeholders. An outcome of the project was the creation of an accessible database that can be updated regularly and readily used by the community for a variety of purposes.

*Reference:*

Jeremy Kennell, Economic Development/Project Manager, Winter Park & Fraser Chamber, 970.283.3547, PO Box 3236, Winter Park, CO 80482  
[jkennell@playwinterpark.com](mailto:jkennell@playwinterpark.com)

**Boulder Valley Comprehensive Plan 2015/16**

RRC Associates conducted a statistically-valid survey and series of 6 focus groups to gather resident input, which helped to guide and inform the 2015/16 update of the Boulder Valley Comprehensive Plan. The surveys and focus groups addressed a variety of topic areas that are important focus areas for the BVCP update, including community values, livability and growth management, design, building height, developer requirements, neighborhood issues, and related topics. A written report highlighted key learnings from the study, and the results were also presented to both the City of Boulder City Council and Planning Board in separate sessions.

*Reference:*

Jean Gatzka, Senior Planner, City of Boulder, Boulder, CO, 303.441.4907,  
1777 Broadway, Boulder, CO 80302 [gatzaj@bouldercolorado.gov](mailto:gatzaj@bouldercolorado.gov)

*Additional References:*

Suzanne Silverthorn, Community Information Officer, Town of Vail, 970.479.2115,  
75 S. Frontage Road, Vail, CO 81657 [ssilverthorn@vailgov.com](mailto:ssilverthorn@vailgov.com)

Lucy Kay, CEO/President, Breckenridge Tourism Office, 970.453.5054, Breckenridge, CO,  
111 Ski Hill Road, [lkay@gobreck.com](mailto:lkay@gobreck.com) and Shannon Haynes

**Examples of Final Deliverables**

In the following examples of deliverables for other projects similar in size and scope, we hope to demonstrate both our breadth of services, as well as the new and evolving techniques we employ to analyze community data.

- Boulder Valley Comprehensive Plan
  - [2016 Boulder Valley Comprehensive Plan Survey](#)
  - [Boulder Valley Comprehensive Plan 2016 Community Survey Summary Report](#)
- Town of Vail Community Survey
  - [Town of Vail Community Survey 2016 Final Report](#)
- Data Analysis Tool: [Open-Ended Comments Explorer](#)
  - Designed to help communities go beyond quantitative results, and harvest “open ended” comments in meaningful ways. This dynamic tool supports the

exploration of qualitative community opinions by allowing the user to filter and segment the data by key variables of interest.

### D. Fee Proposal

#### Timing and Schedule

The timing and schedule of the research is flexible. We can start any time upon authorization to proceed. For the proposed work program, we suggest a timetable of 12 weeks, although it could be condensed somewhat if timing is of particular importance to the City. We anticipate beginning work immediately upon authorization to proceed, mostly likely by early September. We remain flexible and will work with the City to implement a survey schedule that best meets its needs while obtaining the most comprehensive citizen feedback possible.

#### Estimated Timeline

TASK	APPROX. TIME TO COMPLETE TASK	CUMULATIVE TIME
Kick-off meeting / editing of survey instrument	2 weeks	2nd week
Outreach and promotions to generate interest of residents and generate awareness/buy-in	2 weeks	4th week
Distribute mail survey and online password-protected web survey to a random sampling of Grand Junction households	2 week	6th week
Begin the open link survey to all interested residents who did not participate in the mail survey	2 weeks	8th week
Questionnaire returns and data entry	1 week	9th week
Analysis of data, including cross-tabulations and open-ended comment evaluation	2 weeks	11th week
Final reporting and summary presentation	1 week	12th week
<b>TOTAL TIME</b>	<b>12 weeks</b>	

## Project Cost and Staff Hours

Costs for each phase of the project and estimated hours required by RRC Associates are provided below. Note that our budget estimates are designed to be all-inclusive for all work and expenses associated with the project to the best of our knowledge at this current time, including questionnaire design, printing, postage (both outgoing and return postage), data entry, tabulation of results, analysis, report production, summary reports of research highlights, and any miscellaneous hard costs (shipping charges, etc.).

### Project Costs and Hours

<b>Project Component:</b>	<b>Cost per Phase</b>	<b>Estimated Work Hours per Phase</b>
<b>Questionnaire development</b>	<b>\$3,000</b>	<b>15-20</b>
<i>Kickoff meeting to confirm study parameters</i>	✓	
<i>Preparation of and editing survey instrument</i>	✓	
<b>Survey deployment and data collection</b>	<b>\$8,200</b>	<b>20-30</b>
<i>Survey mailing / survey fielding (including mailing paper survey, programming online survey, printing, postage, handling of paper survey)</i>	✓	
<i>Data entry / data management</i>	✓	
<b>Data processing and analysis</b>	<b>\$5,500</b>	<b>20-30</b>
<i>Statistical analysis / tables and graph generation Comparison to past City surveys Cross tabulation of segments of interest</i>	✓	
<b>Final reporting of results</b>	<b>\$3,500</b>	<b>15-20</b>
<i>PowerPoint report (including executive summary, methodology, research findings, graphs, open-ended comments, and cross-tabulations of results). Deliver 1 electronic copy.</i>	✓	
<b>Final presentation of results</b>	<b>\$2,300</b>	<b>10-12</b>
<i>Final presentation (1) of results to City Council and/or citizen groups (including direct travel expenses: mileage and travel time billed at 50% of the standard billing rate)</i>	✓	
<b>SURVEY RESEARCH TOTAL</b>	<b>\$22,500</b>	<b>80-112</b>

<b>Optional services:</b>		
<i>(Optional) Additional trip for survey design/preparation, additional presentation, etc.</i>	<b>\$1,800</b>	<b>10-12</b>
<i>(Optional) Reminder postcards (includes printing)</i>	<b>\$3,000</b>	<b>10-12</b>
<i>(Optional) Translation of surveys into Spanish</i>	<b>\$2,000</b>	<b>5-6</b>

**SECTION 6.0: SOLICITATION RESPONSE FORM**  
**RFP-4427-17-SH**

*Offeror must submit entire Form completed, dated and signed.*

Total cost to provide services as described: \$ 22,500

WRITTEN: Twenty-two thousand five hundred dollars.

-----  
*The Owner reserves the right to accept any portion of the work to be performed at its discretion*  
-----

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

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

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and 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.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of n/a percent of the net dollar will be offered to the Owner if the invoice is paid within n/a days after the receipt of the invoice.

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

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

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

RRC Associates  
Company Name – (Typed or Printed)  
David Belin  
Authorized Agent Signature  
4770 Baseline Rd, Ste. 360  
Address of Offeror  
Boulder, CO 80303  
City, State, and Zip Code

Dave Belin  
Authorized Agent – (Typed or Printed)  
303-396-1622  
Phone Number  
davidb@rrcassociates.com  
E-mail Address of Agent  
August 14, 2018  
Date

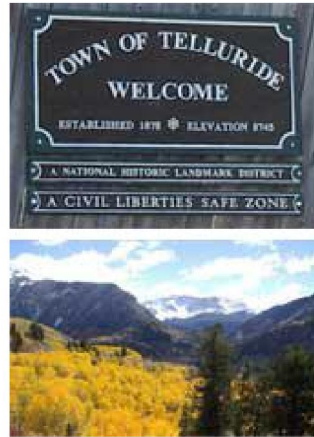
## E. Additional Data

(see subsequent pages)

RRC has extensive experience with community surveys for towns, cities, and counties as a tool for obtaining input to comprehensive plans and other policy/planning issues. Typically, the goal of the studies is to obtain citizen input on a variety of topics related to determining community needs and priorities for the future (and how they will be paid for), as well as evaluating current municipal services. Frequently the goal is to establish and implement a comprehensive vision of a city's future, supported by community-wide consensus. The studies also assist in the formulation of policy statements that guide the assessment of Comprehensive Plans and Growth Management Policies.

Some of our projects have included:

- **Boulder Valley Comprehensive Plan Survey**
- **Downtown Durango Market Assessment**
- **Town of Snowmass Village Community Survey**
- **Town of Telluride Comprehensive Plan**
- **Town of Pagosa Springs Community Survey**
- **Mountain Village Community Surveys**
- **Washington City, Utah Community Survey**
- **Town of Estes Park Economic Development Plan**
- **City of Steamboat Springs Community Survey**
- **Town of Vail Community Survey**
- **City of Longmont Retail Expenditure Survey**
- **North Lake Tahoe Community Survey**
- **Town of Erie Community Survey**
- **Town of Breckenridge Community Survey**
- **Park County Planning Survey**
- **Glenwood Springs Community Survey**
- **Chaffee County Planning Survey**
- **Grand Profile (Grand County, CO)**
- **Wheat Ridge Neighborhood Revitalization Strategy Study**
- **Town of Carbondale Retail Expenditure Survey**



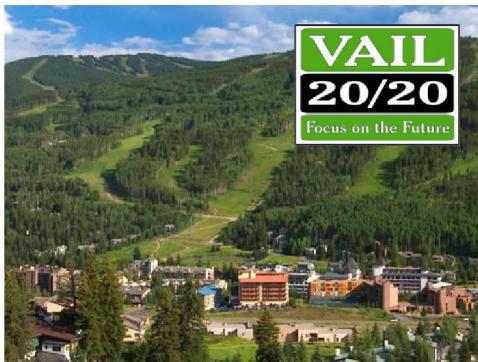
Telluride Master Plan



Washington City, Utah Community Survey



Steamboat Springs Community Survey



Town of Vail Community Survey | The State of Vail Project



North Lake Tahoe Community Survey



Breckenridge Community Survey





## Parks and Recreation, Open Space and Trails Needs Assessments in Colorado

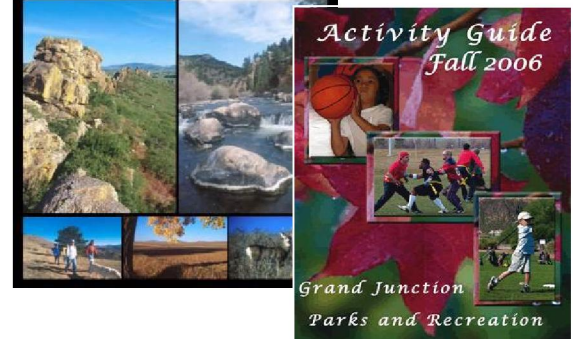
RRC has extensive experience with parks and recreation, open space and trails needs assessment studies for cities, counties, and recreation districts. The goal of the studies is to obtain citizen input on a variety of topics related to parks and recreation use and community priorities for future improvements, with particular emphasis on gauging support for community recreation centers and aquatic facilities. A variety of research techniques are used in the studies, including telephone, mail, Internet, user surveys, and focus groups. Current satisfaction levels with existing facilities and programs are also measured, as is the relative importance of specific new priorities, facilities, and policies most desired and needed by the communities. Results and conclusions from the research help guide the development of recreation master plans in the communities.

Some of our clients include:

- **City of Louisville Parks and Recreation**
- **Town of Erie Parks, Recreation, Open Space, and Trails**
- **Town of Frederick Parks and Recreation**
- **Town of Windsor Parks and Recreation / Ed and Ruth Lehman YMCA**
- **City of Fort Collins Parks and Recreation**
- **Mid Valley Metro District / Crown Mountain Parks and Recreation District**
- **Vail Recreation District / Town of Vail Parks and Recreation**
- **Washington Park Master Plan Survey, Denver, CO**
- **Denver Recreation Centers**
- **Prospect Recreation and Park District**
- **City of Steamboat Springs Parks and Recreation**
- **Town of Hayden Parks and Recreation**
- **City of Cripple Creek Parks and Recreation**
- **Town of Carbondale Parks and Recreation**
- **Boulder Valley School District Athletic Facilities**
- **Black Hawk Open Space and Heritage**
- **City of Boulder Parks and Recreation**
- **City and County of Broomfield**
- **Larimer County Open Lands**
- **City of Evans Parks and Recreation**
- **Grand Junction Parks and Recreation**
- **City of Brighton Parks and Recreation**
- **Fraser Valley Metropolitan Recreation District**
- **City of Lafayette Parks and Recreation**
- **Pagosa Springs Parks and Recreation**
- **Town of Dillon Parks and Recreation**
- **Silverthorne Recreation and Culture Department**
- **Jefferson County Open Space Parks**



Downtown Denver



Carbondale Parks and Recreation



City and County of Broomfield



## DAVID E. BECHER

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David has diverse experience managing and conducting many types of market research and planning projects for public and private sector clients in his more than two decades at RRC. With an educational background in urban and regional planning, public administration, and business administration, David works extensively in the areas of survey research, economic and demographic research, community planning, and affordable housing.



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### Education

Master of Business Administration: University of Colorado/Boulder, 2003  
Master of Urban and Regional Planning: University of Colorado/Denver, 1997  
Master of Public Administration: University of Colorado/Denver, 1997  
Bachelor of Arts, Philosophy/Environmental Studies: Williams College, 1990

### Professional Experience

*2008 to present* DIRECTOR OF RESEARCH, RRC Associates, Boulder, CO  
*1992 to 2008* RESEARCH ANALYST & SENIOR RESEARCH ANALYST, RRC Associates, Boulder, CO

### Representative Projects

#### Community Planning/Affordable Housing

- Snowmass Housing Needs Assessment, CO
- Boulder Downtown & Hill Capacity Analyses, CO
- Telluride Region Growth Study, CO
- Boulder Regional Economic Analysis, CO
- Monroe County Employment Generation Study, FL
- Aspen Employment Generation Study, CO
- Teton County Housing Nexus Study, WY
- Colorado Indicators Pilot Project, CO

#### Community Survey Research

- Boulder Valley Comprehensive Plan Survey, CO
- Durango Housing and Transportation Survey, CO
- North Lake Tahoe Community Survey, CA
- Erie Community Survey, CO
- Breckenridge Community Survey, CO
- Steamboat Springs Community Survey, CO
- Roaring Fork Valley Transportation Survey, CO

#### Skier Research

- NSAA National Demographic Study, US
- NSAA Kottke Survey, US
- Colorado Ski Country USA
- Crested Butte, CO
- Jackson Hole, WY
- Vail Resorts, CO/CA/UT
- Mt. Bachelor, OR
- Kicking Horse, BC
- Canadian Ski Council, CA

#### Economic & Fiscal Impact Analysis

- Snowbasin Cost/Benefit Analysis, UT
- Winter X Games Economic Impact Analysis, CO
- Economic Impact of Skiing in Colorado, CO
- Economic Impact of Skiing in Wisconsin, WI
- River Run Fiscal & Economic Impact Analysis, ID
- South Lake Tahoe Retail Market Analysis, CA
- Montrose Regional Economic Analysis, CO
- Rendezvous Fiscal Impact Analysis, CO
- Crested Butte Planning & Economic Model, CO
- Bend Concert Series Economic Impact, OR
- State of Aspen: Economy & Housing Chapters, CO
- Mammoth Lakes Budget Projections, CA
- Floyd Hill Master Plan – Market Assessment, CO

#### Tourism / Visitor Research

- Aspen Summer Visitor Research, CO
- Snowmass Strategic Tourism Plan, CO
- Jackson Hole Airport User Research, WY
- Sun Valley Airport User Research, ID
- North Lake Tahoe Visitor Research, CA
- Downtown Boulder Visitor Research, CO
- Vail Special Events Research, CO
- Park City Special Events Research, UT
- Central Reservations Assoc. of Destination Resorts –  
booking pattern, consumer, & hotel research
- DestiMetrics lodging booking pattern research
- American Hotel & Lodging Association –  
Unionization & Visa analyses

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## JAKE D. JORGENSEN

Jake possesses extensive experience in recreation and tourism planning and visitor research. He specializes in exploring resident opinions, visitor behaviors, management solutions, and statistical modeling to address the challenges of each client. His personal philosophy is grounded in providing practical solutions through research while using both traditional and innovative research methodologies. Jake has been involved in developing models of visitor preferences for the National Park Service, future development of municipal county parks and recreation plans, and visitor monitoring strategies for multiple tourism organizations. Throughout the Western U.S., he has first-hand knowledge of the challenges and issues faced by land managers, tourism operators, and local communities. Jake specializes in survey research with a focus on psychological constructs and understanding individuals' decision-making process in a tourism environment.



### Education

Doctor of Philosophy, Forestry and Conservation Science: University of Montana, 2016  
 Master of Science, Recreation Management: University of Montana, 2013  
 Bachelor of Science, Recreation and Tourism Studies: University of North Dakota, 2010

### Professional Experience

*2017 to present* SENIOR RESEARCH ANALYST, RRC Associates, Boulder, CO  
*2011 to 2017* RESEARCH ASSISTANT / POST-DOCTORAL RESEARCHER, The Institute for Tourism and Recreation Research, University of Montana, Missoula, MT

### Representative Projects

#### Visitor Profile and Tourism Research

Yellowstone National Park  
 Glacier National Park  
 Custer National Forest  
 Gallatin National Forest  
 Breckenridge, CO  
 Denver, CO  
 Golden, CO  
 Steamboat Springs, CO  
 State of Montana  
 Gardiner, MT  
 Whitefish, MT  
 Missoula, MT

#### Multi-Season Recreation Market Assessment

Howelsen Hill, CO  
 Gooseberry Preserve, UT  
 Little Ski Hill, ID

#### Ski Area Research

Whitefish, MT  
 Grand Targhee, WY  
 Mission Ridge, WA

#### National Ski Areas Association

Beginner Conversion  
 Kottke End of Season Report  
 National Demographic Report

#### City and County Parks and Recreation and Citizen Surveys

Amherst, NY  
 Arlington Heights, IL  
 Chatham County, GA  
 County of San Luis Obispo, CA

Darien, CT  
 Galesburg, IL  
 Greenbelt, MD  
 Gunnison, CO

Henderson, NY  
 Saratoga Springs, NY  
 St. Cloud, FL  
 Woodridge, IL

## C. CHRIS CARES

Chris possesses a diverse background in public and private planning. A founding partner of RRC Associates, he specializes in practical applications of research using a variety of techniques including survey and qualitative research, modeling and applied analysis to solve problems in city planning, administration, and business applications. Chris and the RRC team are frequently called upon to apply survey research tools to support policy-oriented studies including housing needs assessments, parks and recreation studies, planning initiatives and other strategic analyses by communities and resort operators. Chris has overseen hundreds of community/citizen surveys in towns and counties throughout the United States. With RRC's assistance these results have often been incorporated into master plans, policy documents or regulations.



### Professional Experience

*1983 to present* MANAGING DIRECTOR/FOUNDING PARTNER, RRC Associates, Boulder, CO

### Representative Projects

#### Housing Needs Assessments / Strategic Plans and Surveys

Aurora Consolidated Plan  
 Boulder, Lafayette, Longmont, Broomfield and Westminster, CO  
 Carson City, NV  
 Eagle County and Town of Vail, CO  
 Gilpin County, CO Housing Survey  
 Gunnison County, CO  
 Mammoth Lakes, CA  
 Oklahoma City, OK

Pitkin/Garfield County, CO  
 Pueblo, CO United Way Survey Research  
 (Household/Key Informant) and City of Pueblo  
 Routt County, CO  
 San Miguel County/Ouray County, CO  
 Santa Fe, NM  
 Town of Vail Nexus Study  
 City of Aspen Workforce Housing Analysis

#### Parks and Recreation Surveys / Needs Assessments

Broomfield, CO  
 Cedar Rapids, IA  
 Eagle-Vail, CO  
 Erie, CO  
 Grand Junction, CO  
 Oklahoma City, OK  
 Larimer County, CO  
 Jefferson County, CO

Louisville, CO  
 Palm Springs, CA  
 San Diego County, CA  
 State of New Mexico  
 Steamboat Springs, CO  
 Spokane, WA  
 Superior, CO

**Tourism and Ski Area Visitor Research** (examples include National Ski Areas Association, Colorado Tourism Office, Vail Resorts, Copper Mountain, Telluride Ski and Golf Company, Crested Butte Mountain Resort, Aspen Skiing Company, Town of Breckenridge and Breckenridge Tourism Office)

### Education

Master of City Planning: Harvard University, 1975  
 Bachelor of Arts, Political Science: University of Rochester, 1972  
 University of Michigan, 1971

### Further Work Experience

*1977-81* PLANNER/ASSOCIATE, Gage Davis Associates—Boulder, CO  
*1976-77* PLANNER, City of Boulder—Boulder, CO