



Request for Proposals Town of Hayden Resiliency Plan

The Town of Hayden (Town) is seeking a qualified consulting firm/s to submit a proposal for the Hayden Resiliency Plan. This resiliency plan will focus on five core areas:

1. Hayden Development Code Update
2. Public Works Studies, Water and Wastewater Rate Model Update & Infrastructure Growth Modeling
3. Financial Growth Impact Model
4. Environmental Resiliency Review
5. Community Health Assessment and Action Plan

The overarching goal of this process is to set Hayden on the path of a resilient future when it comes to growth (both land use and infrastructure), community health, operational resiliency, environmental sustainability, and financial resiliency.

The Town's preference is that one firm be the lead firm for the project, but we understand that some of these categories may not fall within each other so we will accept proposal for each category.

The Town's team that will be leading the project are below:

- Tegan Ebbert, Community Development Director; Lead, Land Use and Co-Lead on Operational Resiliency.
- Bryan Richards, Public Works Director: Lead, CIP Update and Infrastructure Growth Modeling.
- Ben Buell, Town Engineer, assisting Bryan and Tegan.
- Holly Harris, Fitness Director: Lead, Community Health Assessment and Plan Development.
- Mathew Mendisco, Town Manager: Lead on Financial Growth Impact Analysis and overall project lead.

Proposals are due via email delivery to Tegan Ebbert and Mathew Mendisco at tegan.ebbert@haydencolorado.org and mathew.mendisco@haydencolorado.org. Proposals are due on January 28th, 2025 at 3pm MST. Late proposals will not be accepted.

Below is a community background, scope of work for each category, and the timeline for completion of the overall project.



COMMUNITY BACKGROUND

Hayden is a rural community with a rich history influenced by cultural heritage, bountiful natural resources on adjacent Federal and State lands and the traditional western value of community and family. Hayden is a family-oriented community that blends a traditional hometown atmosphere with an independent spirit. Hayden's authentic feel, well-established neighborhoods and cooperative governance provides a solid foundation for a living experience that is fostering smart growth and encouraging creativity. Our purpose, vision, and mission statements are below which guide all decisions made at a policy level and administration level.

- **Our Purpose is Simple: We exist to be a place to THRIVE.**
- **Our Vision is Clear: Anyone looking for a more authentic life can find connection, acceptance, and prosperity.**
- **We are on a powerful Mission: Empowering each neighbor with sustainable investments, sufficient outdoor recreational resources, an inclusive & welcoming culture, and diverse means & opportunities to prosper.**

Recent growth in the last 4 years, mainly in the residential sector, is being driven by affordable housing issues in Steamboat Springs and Routt County, as well as the housing-related impacts of COVID-19 being experienced nationwide. Two large scale multifamily housing developments have broken ground, new housing permits are up year-over-year, and the Town is seeing several commercial/light-industrial buildings being built. Real estate pricing and availability is making it attractive enough for some developers to invest in Hayden, and it's seems to be happening fast. Growth in this sector is predicted to continue with increased interest to both live and work in Hayden as an option similar to other mountain resort areas of Colorado.

It is expected that the population of Routt County will continue to increase, and Hayden is poised to absorb some of that growth in upcoming years. Given that real estate pricing in Hayden remains lower than Steamboat Springs, Hayden's proximity to Steamboat and City of Craig (25 miles to Steamboat Springs, 16 miles to Craig), having Yampa Valley Regional Airport within our municipal limits, and our rural quality of life, Hayden will be the choice of many who move to the area looking to rent or purchase a home.

With the rapid growth that the development climate has ushered in there has been a shift in demographics (see attached data from 2017 and 2023), rising home prices, demand on the Town's resources, and pressure on its infrastructure. The Town of Hayden is in need of a resiliency plan that helps us deal decisions both today, and more importantly in the future.

The Town of Hayden is a rural community of approximately 2,100 residents located in Northwest, Colorado directly 25 miles west of Steamboat Springs, CO and 16 miles east of City of Craig, CO. Hayden is a full-service municipality providing the following services:

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- Police
- Water and Wastewater
- Community Development (which covers Planning and Economic Development)
- Parks and Recreation
- Finance
- Arts and Culture

Hayden is home to the Yampa Valley Regional Airport, has immediate access to several public land sites (closest is 5 minutes), we are within 5 and 10 minutes of two amazing State Parks (Yampa River State Park and Elkhead State Park), and we are 35 minutes away from the second largest ski area in Colorado, Steamboat Resort.

Hayden has been a town of significant change over the last five years. In addition to the growth mentioned above we are facing the transition of our economy as our traditional reliance on the coal extraction industry comes to an end. Our housing landscape has been turned on its head as we no longer are the land of attainable homeownership, and development is happening at an alarming rate for a community that had been largely unchanged for decades. As we are rapidly facing a new frontier of decision making, we need to make sure we are making decisions that not only feel good in the present, but also make sense 20, 30, and 40 years on the future.

Why Resiliency?

We often find that these types of “plans” operate in silos, never considering their impacts on other facets of the community/environment/etc (ie Development Codes requiring irrigated, maintained grass lawns in climates where it is averse to water conservation goals). This process will involve pulling together these plans (and older ones), evaluating the data, and drilling down to determine the inconsistencies, conflicting issues, and pinch points. The goal is to create a more cohesive, thoughtful basis for making decisions. The Hayden Resiliency Project will result in five focus area plans and an executive summary tying each plan together. It will provide the community with a decision matrix model for the future. Outside of the development code, this plan will act as an action plan for the current and future Town Councils. All of the plans will be developed through the lens of resiliency and ensuring that to the extent possible they work together and minimize conflict. Below we have detailed each plan expectations and desired outcomes.

Hayden Development Code Update

The Town of Hayden (Town) is seeking a qualified consulting to rewrite/update of the Hayden Development Code for the purpose of aligning it with the Hayden Forward Master Plan (Master Plan) and interfacing with the other focus areas of the Resiliency Study.



Hayden is seeking a creative team with a public engagement approach where Town staff and the consulting team can collaboratively work with the community to rewrite the Development Code. The rewrite/updates will have a focus on creating clarity in the procedures and standards for applicants and community members, modernizing code language and standards, and better consider community resiliency in the decision make process.

CONSULTANT ROLE AND SCOPE OF SERVICES

The Hayden Forward Master Plan was adopted in January, 2021 and the Hayden Housing Needs Assessment and Action Plan were published in 2022 (a copy of the Master Plan and associated Appendices, as well as the Housing Needs Assessment and Action Plan can be found on the Town website <https://www.haydencolorado.com/planning-and-zoning>).

As part of the Hayden Resiliency Project, the Hayden Development Code will need to be consistent with the other resulting plans and studies in the sense that it considers growth/development/changes through the lens of resiliency. This project will involve a highly detailed, side-by-side analysis of the existing regulations and the Hayden Forward Master Plan to determine the following:

- Which existing regulations are fully supported by the Hayden Forward Master Plan and can remain as written,
- Which existing regulations are not supported by the Hayden Forward Master Pan and, therefore, should be eliminated, and
- Which existing regulations are supported by the Hayden Forward Master Plan, but need to be clarified, reworded, or amended to reflect the relevant policies, current terminology, new strategies, or resiliency criteria.

The analysis will also need to identify the policies and action items included in the Hayden Forward Master Plan that are not currently addressed in the regulations and should be implemented through new regulations and standards. Code changes should enable the Town to process large-scale and new types of development applications, with confidence that the impacts of such projects will be adequately identified, addressed and mitigated. All regulations and standards should reflect up-to-date research and best practices on the most effective means of accomplishing the stated goals and policies of the Master Plan. Other stakeholders that will be involved in the process of drafting the standards and regulations include several Town Departments, Planning Commission and the Hayden Town Council, Routt County, state agencies, the construction, design and development industries, and non-profit organizations. It is expected that a technical advisory committee of local subject experts would meet regularly to help guide and inform the development of and revisions to regulations.

The following areas have been identified as issues of particular importance:



- Incorporation of resiliency criteria into the decision-making process. How will a decision impact the Town, community, environment, infrastructure today but also 50, 80+ years in the future.
- Increased community engagement/public notice strategies.
- The exploration of density incentives, deed restrictions, and other tools to create permanent affordability in housing.
- The development of regulations and standards designed to implement key elements of other plans and studies in the Hayden Resiliency Project.
- Strategies to better incorporate consideration for infrastructure improvements necessary for a development into the regulatory process.

Once a conceptual framework has been developed, the proposed new and amended regulations and standards will need to be publicly vetted and refined, if necessary, in response to community input. The consultant will be expected to design and conduct a thorough community outreach program. The outreach and engagement program should include:

- A public engagement timeline that considers in-person and remote meeting options,
- community meetings held in Hayden and with various stakeholders to ensure that the full spectrum of community and subject matter experts' input, and
- public hearings with Planning Commission and the Board of County Commissioners.

The consultant will be expected to assist staff in guiding the final draft of the Hayden Development Code through adoption.

The consultant's scope of work will be to organize, manage and assist Town staff with bringing the Hayden Development Code into full alignment with the Hayden Forward Master Plan while clarifying processes and standards. Staff does not feel that all of the development code needs rewritten, but some of it is clearly out of date with the master plans vision as well as the Town's purpose, vision, and mission statement.

Public Works Studies, Water and Wastewater Rate Model Update & Infrastructure Growth Modeling

The Town would like to conduct three separate Public Works studies and update its water and wastewater CIP. We believe that these studies tie directly to our overall resiliency as well as the growth that may occur in the future. They are missing pieces of the Public Works puzzle to help our Public Works department better manage operations and we will have a better understanding of what future infrastructure will be needed for each parcel that is yet to be developed within the Town. The selected consultant will be responsible for performing the following studies:

Infiltration and Inflow (I&I) Study

- Perform an Infiltration and Inflow (I&I) study of the wastewater collection system.



- Identify sources of I&I and assess their impact on the capacity and performance of the wastewater system.
- Provide recommendations for mitigation measures and prioritize areas for rehabilitation or repair.
- Develop cost estimates and implementation strategies for addressing identified issues.

Water Loss Study

- Conduct a comprehensive water loss study of the water distribution system.
- Identify sources of water loss, including leaks, meter inaccuracies, and unauthorized consumption.
- Assess the financial and operational impact of water loss on the system.
- Provide recommendations for mitigation measures, including prioritized repair or replacement strategies.
- Develop cost estimates and timelines for addressing identified issues.

Infrastructure Growth Modeling

- Based on land use code updates and future land use map, develop an infrastructure model that forecasts the necessary infrastructure needs for undeveloped parcels. This will be done with assumed densities and uses by Town staff. The goal is to have a clearer understanding of the needs as folks come to develop land. This should include a capacity growth concept plan for both the water and sewer plants. The desire of the concept plan is to see if the Town can use its existing systems to meet regulation standards and expand its capacity to meet the Town's growth plan of undeveloped property within the Town with assumed densities.

Water Rate Model Update

- Update the Town's existing water and wastewater model with the above CIP updates to provide an updated model for rates. The Town had the model done in 2017 and includes all of its water and wastewater infrastructure by age, useful life model, and cost for replacement. Model can be shown to interested parties in a locked model.



Financial Growth Impact Model

The Town is seeking to build a financial growth model based on future development within the Town. What we are seeking is a model that can be feed certain data points in terms of development which will then make estimates based on the Town's primary tax revenue categories. The Town understands that these will always be estimates but the model should be interactive to allow for updating based on real data. Our goal is to know when development is occurring, what kind of revenues should be expected both in the short -term and long-term. We would look at this to be relatively the same as the Town's water model where certain criteria are accepted within the model and then things like "density", "single family vs. multi-family" or "commercial or light industrial" can be entered and the model will produce estimates of revenue. This model will be used for budgeting but also used as an internal tool for land use review and infrastructure review.

Environmental Resiliency Review

The consistent theme of this RFP is to gain a better understanding of the Town's systems and ensuring that we are operating with resiliency and building sustainability. To ensure that is happening the below scope of work is requested of the selected firm.

- Conduct a risk and resiliency assessment of critical infrastructure, including water, wastewater, stormwater, and environmental risks that include climate change and potential natural disasters.
- Recommend mitigation strategies and prioritization of improvements.
- Assess current operations, including staffing, equipment, and emergency response capabilities to implement the mitigation strategies.

Community Health Assessment and Action Plan

The Town of Hayden understands that all of the above studies will not mean much if our community does not have the necessary community health infrastructure. A health community is a resilient community that thrives for the long-term and is a key component of our resiliency plan. We also know that over the years Hayden's community health system has fallen, particularly within the adult health arena. We also have a desire to look at the community health from a "whole community" aspect which includes food, water, shelter, education, substance abuse, etc. Below we have went into what we are looking for and the expectations for a long-term action plan.

Methodology and Approach:

To ensure a data-driven methodology, the firm should review accurate data from reliable sources, as well as evidence-based interventions during the process of developing this plan.

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Data Review (included but not limited to):

- Behavioral Risk Factor Surveillance System (BRFSS)
- Mental Health America (MHA)
- Colorado Central Cancer Registry
- Colorado for Health and Environmental Data (CoHID)
- Colorado Healthy Kids Survey (HKCS)
- Colorado Behavioral Health Administration Advisory Council (BHACC)
- Colorado Department of Public Health and Environment Nutrition Services (CACFP), (WIC)
- CDC's Social Vulnerability Index (SVI)
- U.S. Census Bureau
- U.S. Incident Data

Research the community

- Consider what community members want, what needs to change, and what assets are available.
- Collaborative participation and community engagement. Having the community members take ownership of the plan.
- What is impacting the residents of Hayden? What do the residents want? What needs to change? What health resources does Hayden lack?

Recruit community members

- Business leaders, school, and any individuals who are advocates for improving the overall health of the community.

Develop a shared vision

- The reasons for implementing a CHIP and define the ultimate future goal.
- Prioritize health issues. Examples include effects of population growth, pollution, health trends over time, existing resources, possible intervention strategies
- Access to basic health Care
- Behavioral health
- Health and Wellness
- Create goals, strategies and owners
- Track and report progress

With the Town of Hayden poised to see unprecedented growth over the next several years and likely continuing over a period of decades, a strong Community Health System is imperative to the health of our community and the implementation of the above resiliency plans.



Access to Care Goals and Objectives: Access to Care is a cornerstone for ensuring that community members can obtain necessary medical services promptly. The intent is to identify and mitigate these barriers, whether they be financial, geographical, or cultural, to facilitate easier access to healthcare services. This focus also aligns with the broader goal of enhancing healthcare equity and ensuring that every community member, regardless of their socio-economic status, can obtain the necessary medical care. Goals include:

- Increase access to health care for individuals in need of care.
- Children screenings
- Assisting with enrollment in Medicaid
- Women’s Health – Mammograms, Prenatal, Post Pregnancy
- Men’s Health – Prostate, Mental Health, Annual exam

Health and Wellness Goals and Objectives: Encouraging Health and Wellness is imperative for promoting a higher quality of life and preventing the onset of chronic diseases. Nurturing a culture of wellness that embraces a wide range of areas including physical activity, nutritious eating, and preventive healthcare. The aim is to foster a holistic approach towards health, encouraging community members to take proactive steps in managing their health, and creating supportive environments that promote healthy behaviors and choices. This strategic focus not only addresses immediate concerns but also lays a foundation for a healthier community in the long-term. Goals include:

- Address food insecurity for youth and adults in Hayden.
- Decrease youth vaping rates.
- Support caregivers in the community.
- Lower obesity rate.
- Assist in supporting the recovery for members of community who have undergone surgeries that require post physical therapy.

Our end goal is to develop an action plan that is implementable and collaborates with existing systems and entities while also making it long-term visioning, yet implementable.

REQUEST FOR PROPOSAL PROCESS

RFP Process

The Town is asking firms to make proposals based on the above scopes of work with costs associated to complete the work in a NOT TO EXCEED amount within a time frame of roughly 1 year from the start date which we anticipate being Mid-February 2025. Staff plans on helping where possible but it should be assumed that only 10% of total can be completed by Town staff.

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Organization and collaboration will be lead by the CU student team with Town oversight. It should be understood that the selected proposal may be used to request additional grant funding to support the completion of this project, but the Town does intent to complete the project regardless of grant funding and has allocated the funds in its 2025 budget. The following process is proposed:

- January 8, 2025** Issue RFP via Town website and BidNet at <http://haydencolorado.org/bids-rfps> as well as all available other areas.
- January 15th, 2025** **Interested firms request access to files folder with all existing plans. Access will be provided by Tegan or Mathew and can be requested via email.**
- January 21st, 2025** **All RFP questions are due to Town staff with responses provided by January 23rd, 2025 by 5pm MST.**
- January 28th, 2025** RFP's due at **3:00 p.m. Mountain Daylight Time January 28^h, 2025. LATE PROPOSALS WILL NOT BE ACCEPTED.** Proposals must be emailed in a PDF format to Tegan Ebbert and Mathew Mendisco, Community Development Director and Town Manager at tegan.ebbert@haydencolorado.org and mathew.mendisco@haydencolorado.org, and a hard copy with an electronic copy on memory stick mailed to Town of Hayden, Attn: Tegan Ebbert and Mathew Mendisco, 178 West Jefferson, P.O. Box 190, Hayden, CO 81639.
- January 31st, 2025** **Review of RFP Responses, Town Administration interviews and Finalist(s) Determination**
- February 6th, 2025** Final interview (if needed) with Town Council.
- February 7th, 2025 Selected firm notified of Award and Finalization of Contract with Town staff.
- February 17th, 2025 Anticipated Start Date for Firm

Note: The above schedule is subject to change at the Town's discretion. Changes and clarifications to the RFP will be made by posting updates via Town website. Firm should be prepared to start within the time frame above.

RFP Evaluation



The RFP evaluation and selection criteria include:

- A. Relevant Experience & Project Manager Experience
 - a. What experience with similar projects does the team have?
 - b. What projects has the Project Manager led?
 - c. Does the firm have a good record of demonstrated results from previous plans?

- B. Project Approach/Scope
 - a. Are the minimum elements addressed?
 - b. Do additional tasks suggested by the consultant tend to improve the quality of the end product?
 - c. How well does the proposed scope assure accomplishment of an effective plan?
 - d. How well is the project approach explained and justified?

- C. Public Relations & Public Outreach Experience
 - a. How much experience does the consultant/team show in working with public committees?

- D. Cost
 - a. The cost will be weighted in relation to other proposals received and shall be evaluated relative to the number of hours of professional consulting services to be received by the Town and the overall level of expertise of the specific firm's personnel proposed to do the work for the Town.

- E. Qualified Personnel
 - a. How many members of the team have worked together on previous similar projects?
 - b. What local knowledge is evident in the team make-up?
 - c. Does the team meet the objectives of the project?
 - d. How well does the team understand the concept/goal of this project?

The Town administration shall review the RFP proposals and will decide to interview a selected and limited number of firms in order to make a final "short-list" determination that will participate based on the timeline above.

RFP Submittal Content and Format

The RFP shall be provided in one electronic copy (PDF format, on a memory stick – these materials can be emailed if not over 15Mb in file size) and one physical copy by **by dates**



provided above. All submission materials shall be retained by the Town and not returned. At a minimum the RFP response shall include:

1. Letter of transmittal.
2. The submittal shall include a full explanation of qualifications for the individuals and companies that would be working on the project. A summary of qualifications should include at a minimum:
 - Consultant team organizational profile including background and experience of the team and the primary staff members who are proposed to work directly on the project. Listing of company name of any sub-consultants and the addresses of their office locations along with contact information. List key projects the project team has worked on in the past 5 years that are of similar type and magnitude to this RFP and include reference contact information.
 - Current resume of the project manager that outlines experience related to managing and facilitating a housing needs assessment as described above. Specific examples should be included of similar projects which were facilitated by the project manager including references.
 - Minimum number of hours per week each individual will be specifically dedicated to this project during the project. Please note if the Town awards a contract, it will preclude changes in personnel and/or major change in hours of individual personnel unless approved by the Town.
3. Proposed Approach/Scope: Develop and describe the tasks that must be accomplished to complete the project and a narrative description of how the firm proposes to execute the tasks. Describe how the firm will be able to collect or verify field data in a timely fashion. Describe particular challenges which you foresee this project presenting and your approach for addressing these challenges. Describe your approach to public involvement and innovation.
4. Cost Estimate:
 - The consultant shall provide a cost estimate for completing the entire project including a lump sum dollar figure for all consultant and sub-consultant services, fees, and charges as well as document and graphics preparation, reproduction, and delivery. Separately break out and show all associated reimbursable costs for providing these services (e.g. office space, phone, travel, reproduction, etc.). The budget should include all anticipated costs.



- Provide an itemized list and your proposed cost (either lump sum or hourly rate) for optional services that may be of benefit to the Town but are not identified in this RFP.

Contact and Questions

Please refer to <http://haydencolorado.org/bids-rfps/> for information on this RFP. Contact Tegan Ebbert, Community Development Director, and Mathew Mendisco, Town Manager, for questions at Tegan.ebbert@haydencolorado.org and mathew.mendisco@haydencolorado.org or call (970) 276-3741 and ask for either Tegan or Mathew.

SPECIAL CONDITIONS

1. Town is open to suggestions other than those listed in this proposal which consultants believe would be of value to producing the best updated Hayden Development Code for the Town of Hayden.
2. The Town intends to select a consultant and proceed to contracting for an agreed upon Not-To-Exceed amount.
3. The Town of Hayden shall not be liable for any costs incurred for the preparation of this RFP.
4. The Town reserves the right to reject any or all proposals, to waive any non-material irregularities or information in any Proposal, and to accept or reject any item or combination of items. The Town further reserves the right to cancel the contract if a final scope of services cannot be acceptably agreed to between the selected consultant and the Town.
5. The Town reserves the right to inspect the business reputation or other qualifications of any firm, and to reject any proposal, irrespective of quoted prices, if it is determined to be lacking in any of the essential components to assure acceptable standards of performance. The Town reserves the right to obtain financial data or other supplemental information concerning the consultant or any sub-consultant.
6. All proposals received shall become the property of the Town. All proposals shall become a public record and shall be regarded as public records except for those parts of each proposal which are defined by the proposer as business or trade secrets, provided that such parts are clearly marked as “trade secret”, “confidential”, or “proprietary.”

SERVICE CONTRACT REQUIREMENTS

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The selected consultant(s) will be responsible for maintaining the level and type of insurance, employment practices, and other details established by the Town of Hayden Service Contract. A sample Town of Hayden Service Contract can be found with the other materials on the Town website at <http://haydencolorado.org/bids-rfps/>.