

## Integrated Resource Plan 2075 Request for Proposals

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**Table of Abbreviations**

Abbreviation	Definition
Denver Water	DW
E-Team	Executive Team
IRP	Integrated Resource Plan
PDT	Plan Development Team
PLT	Project Leadership Team
PMT	Project Management Team
PST	Plan Strategy Team
RFP	Request for Proposals
ROI	Return On Investment
SLG	Service Level Goals
SLS	Service Level Standards
WBS	Work Breakdown Structure

**1. Requests for Proposals**

Denver Water (DW) is soliciting proposals to provide technical and plan development support for its Integrated Resource Plan (IRP). The primary purpose of the IRP is to establish a secure water future for DW’s customers through 2075 and develop a strategy for integration of plans and teams across the organization. The IRP will be developed through a comprehensive planning process that will include the entirety of DW’s system: Water Use, Water Supply, Water Treatment, Water Distribution, Water Reuse/One-Water, and Watersheds. The selected Consultant will work closely with DW’s staff to complete the IRP. The planning effort is anticipated to be completed within two years of the contract award date. This Request for Proposals (RFP) is for the entire two years of the project.

## 2. Introduction/Background

### 2.1 Focal Question

In the face of an uncertain future, how can DW best prepare its water system to align with the strategic plan and continue achieving its mission through 2075 and beyond?

### 2.2 Guiding Principles

- Promote a customer-centric approach.
- Provide a framework for water system decision making in the near-, mid-, and long-term.
- Integrate other key DW plans and processes (e.g., Infrastructure Master Plan, Asset Management Plan, Sustainability Plan, Watershed Plan).
- Plan for the entire water system through flexibility, diversification, and adaptability.
- Address known and emerging uncertainties through scenario planning.
- Engage with stakeholders across DW.
- Challenge conventional planning and use a process grounded in data to encourage innovative thinking.
- Look at solutions within the urban watershed through a one-water lens.

### 2.3 Select High-Level Goals

- Meet the guiding principles, goals, and objectives of the DW Strategic Plan.
- Actively populate the long-term financial forecast so that the right system improvements are implemented at the right time, and for the right cost.
- Incorporate climate change adaptation into the long-term financial forecast and all other DW operations to preserve opportunities for the future.
- Provide a framework for integration with the Infrastructure Master Plan, Asset Management Plan, Sustainability Plan, and other key DW plans.
- Inform and incorporate policy guidance from the Board of Commissioners.
- Create an integrated water system and plan for managing that system.
- Create strategies to increase DW's resiliency to successfully face the uncertainties inherent in climate change, population growth patterns, and regulatory change.
- Be a collaborative effort that seeks input and knowledge sharing from the entire organization.
- Promote holistic, one-water approaches.
- Evaluate environmental, economic, and societal benefits and impacts of IRP strategies to maintain or improve the Colorado way of life.
- Build on the work completed in the State Water Plan to develop a plan specific to DW's needs.

### 2.4 Overview

Long-term planning has always been a key element in DW's ability to meet customers' needs in a rapidly growing, semi-arid region. Today's customers benefit from a reliable water system, much of which was planned decades ago. In 1997, DW issued its first IRP. In 2002, the IRP was revised to encompass new challenges to the water system. From 2008 to 2011, DW developed a scenario planning process to account for the uncertainties involved with long-range planning. In 2018, DW began another planning effort, which utilized scenario planning across the entire organization and developed an Adaptive Plan.

The new IRP will develop an Adaptive Plan for Water Supply, Water Use, Water Treatment, Water Distribution, Water Reuse/One Water, and Watersheds by incorporating concepts of Adaptive Planning and decision making under deep uncertainty. The IRP will include an update to customer Water Use projections and a One Water concept that may expand options for utilizing urban water sources and DW's reusable Water Supply. A wide variety of supply and demand management options available to DW will be considered. These options include conservation, Water Reuse, development of new Water Supply and storage projects, system refinements, and cooperative projects with other entities. These options will be aimed at meeting the future water needs of DW's customers in a manner that is reliable, responsible, and integrates with evolving water sector dynamics and conditions.

Working with project management and technical experts from DW, the responsibilities of the IRP Consultant will be to provide technical support, plan development support, and project management services for the IRP.

### 3. Approach

The proposed approach is outlined below, however Consultants are free to suggest changes to the approach. The Project Leadership Team (PLT) will be comprised of key Executive Team (E-Team) members that will guide the policy for the IRP. DW will manage the development of the IRP using a Project Management Team (PMT) comprised of the Chief Water Resource Strategy Officer, the Water Resource Planning manager, and the project manager. The Plan Strategy Team (PST) is comprised of key Water Resource Planning members who will guide the strategy for development and completion of IRP 2075 and serve as the first set of eyes on all IRP development and documentation. The PLT, PMT, and PST will guide interaction with the DW Board. The cadence of Board interaction will vary but generally the IRP Team will go to the Board 4-6 times per year. The Plan Development Team (PDT) will be comprised of the PST, representatives from all Technical Teams, and additional support experts as needed. There will also be Project Support Experts that will address key issues such as water rights, stakeholder involvement, and financial analysis. This organization of DW personnel is shown in *Figure 1*.



Figure 1: DW IRP 2075 Organizational Chart

The IRP Process is shown in Figure 2 and outlined below:

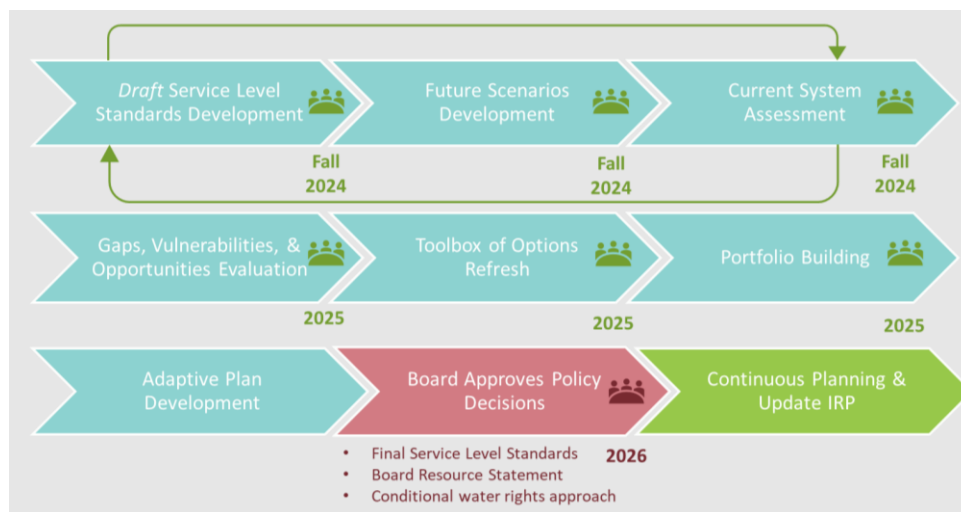


Figure 2: IRP 2075 Process

1. Service Level Standards (SLS) are system performance metrics that define the reliability of DW’s system and guide asset management and capital projects. In general, the SLS are customer centric, meaning that they address elements that customers of DW would acutely feel impacts from if they were not met.

SLSs were developed in the previous IRP efforts and are being updated for IRP 2075. Additionally, Service Level Goals (SLG) are being developed in IRP 2075. SLGs go above and beyond SLS. While SLS are basic standards that should always be met, SLG are goals that DW plans to meet, but during certain times and emergencies can be unmet. For example, DW will always meet the treated water regulations, however DW has goals that go beyond that, which we will plan to always meet but can be foregone in the case of extreme or emergency conditions such as wildfires.

2. Future Scenarios are developed. Utilities traditionally develop four to eight scenarios but can develop as few or many as they desire depending on the selected approach to decision making under deep uncertainty. We are still determining the exact number of scenarios for IRP 2075.
3. A Current System Assessment is then performed to assess the ability of the water system to meet SLS and SLG today. Based on this analysis, SLS may be determined to be too conservative or not conservative enough, leading to updates in the SLS and remodeling of the current system.
4. The Gaps, Vulnerabilities, and Opportunities assessment looks at the water system's ability to meet the SLS in each Future Scenario without any upgrades to the system. This shows our areas with Gaps or Vulnerabilities in the future system and potential areas with Opportunities to share resources through partnerships or operate the Water Supply system in new and creative ways.
5. A Toolbox of Options is created to develop potential solutions that will fill Gaps or Vulnerabilities in the future and/or fulfill Opportunities. These Options include but are not limited to: conservation, reuse, development of new Water Supply and storage projects, system refinements, treatment system upgrades, distribution system upgrades, watershed management, and cooperative projects with other entities.
6. Portfolios are built for each Future Scenario to see which Options work within them and how Options work together. Portfolios also develop project sequencing to ensure resources are available for all projects and future rate increases remain affordable for customers.
7. An Adaptive Plan pulls together everything that was learned over the process of the IRP into a plan that adapts to the future as it changes. DW identifies Options that work across multiple futures – i.e., no- and low-regrets Options and Options to preserve, which leads to the development of project prioritization in the Capital Improvement Plan. Adaptive pathway triggers are then identified and associated with certain projects and future Options to avoid overbuilding of the system by waiting until the last responsible time to invest in a project. The IRP recommends a set of strategies to help guide DW's efforts related to system reliability and resiliency, as well as smart practices related to the management of water resources, efficiency, Watersheds, and land use. The IRP also considers public policy, regional cooperation, protection of human and environmental health, and maintenance of a high quality of life in our semi-arid climate.
8. Continuous Planning is the process of implementing the Adaptive Plan and continuously updating it as we learn more about key system drivers.

The Plan Strategy Team will develop the IRP planning framework outlined above, and both the Plan Strategy and Plan Development Teams will execute the work. The Technical Teams will establish the initial Service Level Standards & Goals, develop the Planning Futures, compile the results of the Gaps and Opportunities Analysis, and create the Toolbox of Options. Further Technical Team details are outlined below:

### 3.1 Water Use Technical Team

The Water Use Team will be responsible for estimating future water demands and developing demand management strategies for the IRP. This will include conducting a Current System Assessment which will identify risks and uncertainties associated with current and potential demand projections, planned and future conservation, and demand management practices. The Team will determine baseline conservation and Water Use efficiency assumptions for the initial Service Level Standards and Planning Futures, identify Gaps and Opportunities, and develop water conservation and efficiency Options for inclusion in the Toolbox of Options.

The Team will also develop demand reduction strategies for emergency management situations such as water system failures, system outages, or other factors that would cause loss of supply system capacity, treatment capacity, or delivery capacity. Emergency demand management Options are focused on water system failures and outages and will be considered as alternatives to developing backup or redundant water system facilities. Those efforts will be closely coordinated with the other Teams. The modeling will be done by DW and the Consultant will help develop and analyze Options. This Team will be a major focus of the work throughout IRP 2075.

### 3.2 Water Supply Technical Team

The Water Supply Technical Team will be responsible for developing information related to Water Supply to support the IRP. The Team will identify, model, and evaluate Water Supply Options for inclusion in the Toolbox of Options. There is a large amount of information available of supply Options that have been studied in the past that will be used and updated as needed by the Supply Team. The Team will also consider and explore new Options that may not have been evaluated previously. The Team will contribute to the System Assessments, Service Level Goals, Planning Futures, Gaps and Opportunities and Toolbox of Options. The modeling will be done by DW and the Consultant will help develop and analyze Options. This Team will be a major focus of the work throughout IRP 2075.

### 3.3 Water Treatment Technical Team

The Treatment Team will analyze benefits, costs, and Options for increasing the modularity of the DW treatment plants, as well as Options to respond to changing regulations, contaminants of emerging concern, and other water quality concerns such as treatability impacts from climate change. Previous studies should be expanded, as needed, to develop a long-term plan for upgrading the existing facilities. The focus shall be on maintaining and improving treatment performance, not necessarily on increasing treatment capacity. Development of the Toolbox of Options may include analysis of future treatment plant capacity, location, and how potable reuse will change the Water Treatment needs of DW. The Team will be responsible for contributing to the System Assessments, Service Level Goals, Planning Futures, Gaps and Opportunities and Toolbox of Options. This Team will not need to recreate work done previously and will capitalize on previously completed studies.

### 3.4 Water Distribution Technical Team

The Distribution Team will be responsible for running DW's distribution system model for the IRP planning effort. This Team will utilize a previously developed model by updating demands and growth patterns. The Team will contribute to the System Assessments, Service Level Goals, Planning Futures, Gaps and Opportunities and Toolbox of Options. The modeling will be done by DW and the Consultant will help develop and analyze Options.

This Team will not need to recreate work done previously and will capitalize heavily on previously completed studies.

### 3.5 Water Reuse/One Water Technical Team

One Water at DW refers to the urban water cycle, the value of urban Watersheds, and the interdependence between sources and uses in an urban setting. This Technical Team will focus on alternative water supplies, including recycled water, graywater, blackwater, rainwater, and stormwater uses and planning. DW's Reuse/One Water Technical Team will leverage ongoing efforts as a starting point for the Reuse/One Water efforts within the IRP. These efforts will be closely coordinated with the Supply, Water Use, Treatment, and Distribution Teams.

The Team will contribute to the System Assessments, Service Level Goals, Planning Futures, Gaps and Opportunities and Toolbox of Options. A substantial amount of original work and analysis will be needed to develop and evaluate Water Reuse Options and bring One Water concepts into the IRP. Water Reuse Options will include increased non-potable reuse as well as the integration of indirect and direct potable reuse. This Team will be a major focus of the work throughout IRP 2075 and will build upon the DW One Water Plan.

### 3.6 Watershed Technical Team

The Watershed Technical Team will focus will be on identifying, quantifying, and prioritizing forest management and watershed quality monitoring Options. In order to do this, the Team will develop water quality and wildfire scenarios for evaluation. Return on investments in our approach to watershed management is also a priority for this team. The Team will be responsible for contributing to the System Assessments, Service Level Goals, Planning Futures, Gaps and Opportunities and Toolbox of Options. The Consultant will lead the water quality modeling efforts, as well as develop and analyze Options. This work will build on the Watershed Plan by developing additional high-level Options as needed. This Team will be a large focus of the work throughout IRP 2075 and will build upon the studies previously completed by the Watershed Program.

### 3.7 Planning Concepts Integrated into each Technical Team

3.7.1 *Climate Change Adaptation:* The IRP will include a strong emphasis on climate change adaptation, mitigation, and considerations for planning under a changing and uncertain climate future. The Consultant must demonstrate experience in identifying and mapping climate change threats to water utility vulnerabilities and in proposing comprehensive adaptation solutions. This expertise will be integrated across the various business functions represented by each IRP Technical Team, ensuring that climate adaptation is a core component of our long-range planning. Proposals should highlight familiarity with climate science and climate adaptation strategies as well as a proven track record of successful implementation in similar projects.

3.7.2 *Equity and Justice:* The IRP will include a strong emphasis on promoting equity and justice in our planning processes. The Consultant must demonstrate experience in identifying and addressing equity and justice issues within the context of water utility planning and operations, and in proposing inclusive solutions that benefit all communities served and all Watersheds from which DW collects water. This expertise will be integrated across the various business functions represented by each IRP Technical Team, ensuring that equity and justice considerations are core components of our long-range planning. Examples of



incorporating equity and justice include prioritizing green space for low-income neighborhoods, reducing the heat island effect, reducing air and water pollution, and balancing affordability with needed infrastructure upgrades. Proposals should highlight familiarity with equity- and justice-driven strategies and a proven track record of successful implementation in similar projects.

#### 4. IRP Consultant

The IRP Consultant will be part of an integrated team responsible for the delivery of the IRP. It is recognized that all of the work for the IRP is highly collaborative, and that the success of the IRP will require seamless coordination and collaboration between the IRP Consultant and DW. The IRP Consultant will perform all of its services at the direction of and under the authority of DW's IRP Project Manager or designee. The roles of the IRP Consultant for the entire IRP process include the following:

- Team with DW's IRP Project Management Team in managing IRP Project tasks, budget, and schedule.
- Coordinate with the DW IRP Plan Strategy Team in determining strategies to achieve the IRP goals.
- Support DW's Plan Development Team in executing on IRP tasks and coordinating Technical Team activities.
- Provide expert technical support to DW Technical Teams (Watersheds, Water Supply, Water Use, Water Treatment, Water Distribution, and Water Reuse/One Water).
- Assist DW Technical Team leaders in planning meetings, workshops, and other coordination activities as needed.
- Develop technical models, dashboards, and tools for analysis throughout the IRP and during the following Continuous Planning phase.
- Prepare IRP documentation (meeting notes, technical memoranda, reports, editing, graphics support) in collaboration with DW's staff.

The Consultant work consists of the following tasks. They are explained in detail in the scope of work in the following section:

- Task 1: Project Management and Coordination
- Task 2: Service Level Standards Development
- Task 3: Current System Assessment
- Task 4: Future Scenarios Development
- Task 5: Future System Gaps, Vulnerabilities, & Opportunities Evaluation
- Task 6: Toolbox of Options Refresh
- Task 7: Portfolio Building
- Task 8: Adaptive Plan Development
- Task 9: Continuous Planning

## 5. Summary Scope of Work

### 5.1 IRP Work Plan

DW developed a summary of work for the IRP based on its planned study approach, proposed technical methods, and a conceptual two-year schedule. This scope is intentionally left vague to allow the Consultant to propose modifications to the process and explain the corresponding benefits. The work plan details may be adapted to changing conditions as the IRP progresses, however DW intends to stay within the two-year schedule.

The Consultant tasks are detailed below. Once an IRP Consultant is selected, the Scope of Work for Tasks 1-9 will be negotiated and DW and the IRP Consultant will complete an Agreement. This Scope of Work will detail the entire two years of the project.

### 5.2 Consultant Summary of Work

The following is a general description of the duties required of each IRP task as it relates to the Consultant. The six Technical Teams described above will each complete an assessment for Tasks 2-6.

- Task 1: Project Management and Coordination
  - The Consultant project manager will work closely with the DW project manager to keep the project on schedule, within the defined scope, and on budget.
  - The Consultant project manager will work closely with the IRP Project Management, Plan Strategy, and Plan Development Teams to coordinate the activities of all the DW Technical Teams and ensure the IRP goals are met.
  - The Consultant will work closely with the DW team on meeting coordination and prep.
  - Meetings
    - Program Kickoff Meeting: Setup, facilitate, and document a kick-off meeting with the Project Management Team to discuss the overall IRP, including objectives and critical success factors, DW's expectations, DW and Consultant team roles and responsibilities, and communication procedures.
    - Project Manager Meetings: Conduct weekly, 30-minute Project Management meetings with the Program Manager to report on metrics, review costs and schedule projections, maintain and manage the ongoing Program log of decisions, changes, and action items, and coordinate all facets of the Program to ensure Program objectives and milestones are being achieved.
    - Plan Strategy Team Meetings: Conduct weekly, one-hour with the PST to develop the plan to accomplish upcoming tasks and coordinate additional meetings as needed to ensure Program objectives and milestones are being achieved.
    - Plan Development Team Meetings: Conduct weekly, one-hour with the PDT to accomplish tasks and coordinate across the Technical Teams to increase integration and collaboration.
    - Workshops: Workshops will often include attendees that expand beyond just the Technical Team members and will require additional preparation of materials and opportunities for obtaining feedback from attendees. Workshops are to be held

- selectively when deemed necessary by the Program Manager to facilitate decision making. Some workshops are identified in the following tasks, while more may be selectively identified as the work progresses.
- Board Meetings: Prepare materials for 4-6 meetings per year.
  - Executive Team Meetings: Prepare materials for 6 meetings per year.
  - Deliverables – The Consultant will prepare and finalize the following:
    - Monthly invoices
    - High-level meeting minutes documenting decisions made and action items
    - Communication Support: Provide technical information to DW to be used to develop communications information for various stakeholder groups and outreach efforts.
  - Task 2: Service Level Standards Development
    - The majority of this work has already been completed by DW.
    - The Consultant will review this work and suggest changes to the Service Levels if needed.
    - Deliverables – DW will prepare and finalize the following (the Consultant will review documentation and help finalize it):
      - Technical memo
      - Memo appendices for each Technical Team
      - Summary tables and documents as needed
      - Meeting minutes
  - Task 3: Current System Assessment
    - The majority of the modeling and analysis will be done by DW.
    - The Consultant will review this work and suggest changes if needed.
    - Deliverables – DW will prepare and finalize the following (the Consultant will review documentation and help finalize it):
      - Technical memo
      - Memo appendices for each Technical Team
      - Summary tables and documents as needed
      - High-level meeting minutes documenting decisions made and action items
  - Task 4: Future Scenarios Development
    - The majority of this work will be done by DW.
    - The Consultant, in coordination with the Plan Strategy and Plan Development Teams, will help facilitate the development of scenarios for the near-, mid-, and long-term futures. This includes assistance with developing the Future Scenario development process and interaction with the E-Team and Board.
    - Note: The number of scenarios is yet to be determined and there will be a balance between gaining additional knowledge from each scenario and the amount of time it takes to assess each one. For budget development, assume 4 scenarios, but feel free to propose the number of scenarios you see benefiting the process.
    - Meetings
      - Up to two 4-hour workshops may be held to develop the scenarios.
    - Deliverables – The Consultant will prepare and finalize the following:

- Technical memo
  - Summary tables and documents as needed
  - High-level meeting minutes documenting decisions made and action items
- Task 5: Future System Gaps, Vulnerabilities, & Opportunities Evaluation
  - The Consultant will help the Technical Teams evaluate Gaps, Vulnerabilities, and Opportunities for each water system component in meeting the service level standards and goals in each planning future. The Gaps and Vulnerabilities will be determined by the Technical Teams as the difference between the capabilities of the current water systems and the facilities and programs needed to meet Service Levels in each of the Planning Futures. Unused capacity and other available resources will be identified as available Opportunities for collaboration with other entities. Traditionally for many utilities, this analysis has focused on the Gaps, but we will also focus on the Vulnerabilities and potential Opportunities for regional collaboration.
  - Modeling for the Water Use & Water Supply Teams will be done in-house. The Consultant will help analyze the modeling results.
  - The Consultant may assist in the evaluation for Watersheds, Treatment, Distribution, and Reuse/One-Water.
  - The Consultant will begin development of a long-range planning assessment tool for further use and evaluation during the rest of the IRP and the Continuous Planning process.
  - Meetings
    - Technical Team Meetings: Technical Teams consisting of DW and Consultant team members will collaborate and produce much of the work required for this task. The purpose of these meetings will be to review the Program work progress. Conduct 30-minute weekly Technical Team meetings for the active or upcoming task work.
    - Two 3-hour workshops may be held to discuss the outcomes of this evaluation.
  - Deliverables – The Consultant will prepare and finalize the following:
    - Technical memo
    - Memo appendices for each Technical Team
    - Summary tables and documents as needed
    - High-level meeting minutes documenting decisions made and action items
- Task 6: Toolbox of Options Refresh
  - The Consultant will help update the Toolbox of Options developed in the previous IRP efforts. Among all 6 technical teams, there were 140 Options developed. In IRP 2075, the Options will be revised, and some may be added or deleted.
  - Options will include an analysis of the Gap, Vulnerability, or Opportunity to be filled, including volume of storage or water savings, capital cost, and O&M cost.
  - The Consultant, in coordination with the Plan Development Team, will establish criteria to evaluate and compare Options during the Portfolio development process, while minimizing triple bottom line impacts (economic, social, and environmental) and meeting service level goals.
  - The Consultant will continue to update the long-range planning assessment tool developed in Task 5.
  - Meetings

- Technical Team Meetings: Technical Teams consisting of DW and Consultant team members will collaborate and produce much of the work required for this task. The purpose of these meetings will be to review the Program work progress. Conduct 30-minute weekly Technical Team meetings for the active or upcoming task work.
      - A 4-hour workshop may be held for each of the Technical Teams to review the previous Toolbox of Options and develop new Options as needed.
    - Deliverables – The Consultant will prepare and finalize the following:
      - Technical memo
      - Memo appendices for each Technical Team
      - Summary tables and documents as needed
      - High-level meeting minutes documenting decisions made and action items
- Task 7: Portfolio Building
  - The Consultant, in coordination with the Plan Development Team, will develop representative Portfolios of Options from the Toolbox to utilize Opportunities, address Vulnerabilities, and meet the Gaps in each planning future while minimizing triple bottom line impacts.
  - The Consultant, in coordination with the Plan Development Team, will use Portfolios to evaluate priorities for strategic planning. While many utility IRPs are designed to fill Supply-Water Use Gaps, because this is an *integrated* plan, we will be focusing on filling Gaps from ALL Technical Teams in addition to addressing Vulnerabilities and utilizing Opportunities.
  - The Consultant, in coordination with the Plan Development Team, will evaluate triple bottom line impacts (economic, social, and environmental). Focusing on financial impacts, rate increases, and affordability will be a key component of this evaluation.
  - The Consultant will utilize the previously mentioned long-range planning assessment tool for development and evaluation of representative Portfolios.
  - Meetings
    - A 4-hour workshops may be held to develop Portfolios.
  - Deliverables – The Consultant will prepare and finalize the following:
    - Technical memo
    - Summary tables and documents as needed
    - High-level meeting minutes documenting decisions made and action items
- Task 8: Adaptive Plan Development
  - The Consultant, in coordination with the Plan Strategy Team, will create an Adaptive Plan to implement Portfolio Options as needed to meet Service Level Standards for the next 50 years. This will include identification of near-term low-regrets actions, Options to be explored and preserved for potential future use, and specific triggers for implementing mid-term and long-term Options (Adaptive Plan).
  - The Consultant, in coordination with the Plan Strategy Team, will develop methods for improved integration with the capital budget and other key DW plans, such as the Infrastructure Master Plan, Asset Management Plan, Sustainability Plan, etc. This process will provide a more holistic and effective means to evaluate assets.

- The Consultant will develop triggers for implementing mid-term and long-term Options. This has been explored by DW and many other utilities with varying levels of success. This will be a major focus of this IRP.
- The Consultant will develop a Return on Investment (ROI) evaluation of all Options, with particular focus on Watershed investments as well as avoided infrastructure and operational costs due to Water Use efficiency and alternate water system operations. This will also be a major focus of the Portfolio development processes.
- Meetings
  - A 1.5-hour intro to Adaptive Planning workshop.
  - Three 3-hour workshops may be held to develop an Adaptive Plan with specific teams throughout DW.
- Deliverables – The Consultant will prepare and finalize the following:
  - Technical memo
  - Summary tables and documents as needed
  - High-level meeting minutes documenting decisions made and action items
- Task 9: Continuous Planning
  - The Consultant will evaluate the benefit of our previous Continuous Planning process and provide recommendations for additional Continuous Planning ideas and methods that build upon the current foundation. Particular focus will be on tracking triggers and communication. They will evaluate the benefit of the previous Annual State of the System Report and Annual Planning Workshop.
  - The Consultant will evaluate the benefits of a planning assessment tool in Continuous Planning and develop one if desired.
  - Deliverables – The Consultant will prepare and finalize the following:
    - Draft documents for the first year of Continuous Planning efforts

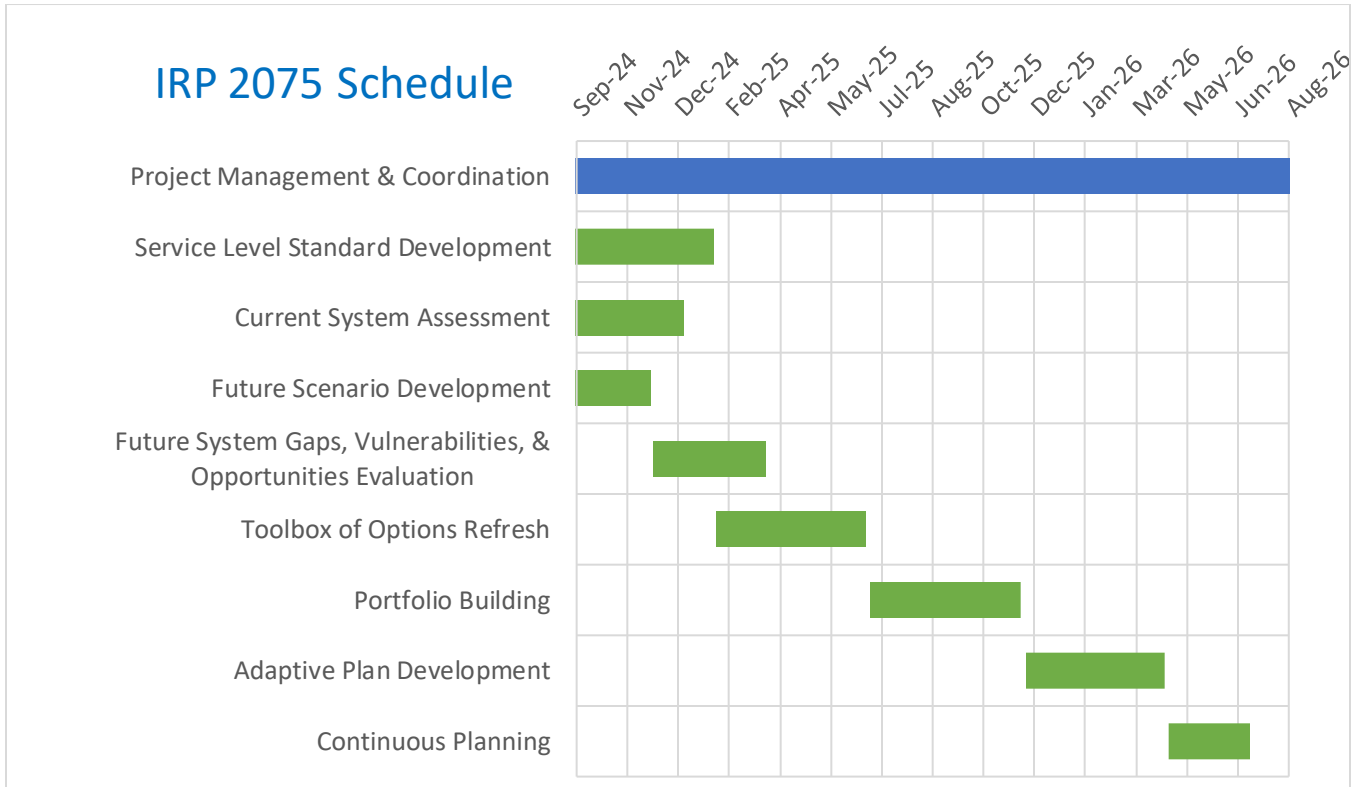
## 6. Project Schedule & Budget

### 6.1 Proposal Schedule

A.	Issue RFP -----	June 24, 2024
B.	Pre-Proposal Meeting -----	July 10, 2024
C.	Questions Due -----	July 12, 2024
D.	Addenda to the RFP (if needed) -----	July 17, 2024
E.	Proposals Due -----	July 24, 2024
F.	Short-List for Interviews -----	July 31, 2024
G.	Interviews/Workshops -----	August 7-9, 2024
H.	Final Selection -----	August 12, 2024
I.	Contract Award -----	September 11, 2024
J.	Notice to Proceed -----	September 11, 2024

## 6.2 IRP Schedule

DW has developed a conceptual schedule for completing the IRP over a period of approximately two years. An overview of the schedule is shown in Figure 3. This schedule will require efficiency at all levels and close collaboration between DW and the IRP Consultant Team to meet scheduled milestones. Consultant may suggest modifications to this schedule, understanding that DW intends to stay within the two-year schedule. Consultants responding to this RFP should be willing to collaboratively adjust workloads and tasks as needed to maintain the schedule for their work responsibility.



**Figure 3. Conceptual IRP Development Schedule**

## 6.3 IRP Budget

The overall Consultant budget should be kept at \$700,000-\$850,000. The amount of effort in each Task should be similar to the amount of time shown in the schedule in Figure 3 and defined in the Tasks in Section 5.2, however it is up to Consultant to propose how the budget plays out in a Work Breakdown Structure (WBS). Note that because the Service Level Standard Development, Current System Assessment, and Future Scenario Development overlap those individual efforts will require less work.

## 7. Administrative Requirements

### 7.1 Requests for Information

This RFP contains the instructions governing the proposals to be submitted and the material to be included therein, mandatory requirements which shall be met to be eligible for consideration, and other requirements to be met by each proposal.

Any requests for clarification or additional information regarding submission of this RFP shall be addressed at a mandatory pre-proposal meeting or shall be submitted in writing via e-mail ([rachel.pence@denverwater.org](mailto:rachel.pence@denverwater.org)) no later than July 12, 2024.

## 7.2 Minimum Qualifications

Interested firms that meet the qualifications are invited to submit a proposal for providing professional services as the IRP Consultant. Detailed qualification submittal requirements shall be incorporated in the proposal as outlined in Section 7.4 and a one-page confirmation shall be provided summarizing the firm's ability to meet the following qualifications:

### A. Experience:

- The selected IRP Consultant shall be experienced in providing a full range of services for the full IRP process, as outlined in Section 5 – Summary Scope of Work.
- The IRP Consultant shall be a firm regularly engaged in the business of providing or managing planning studies for water utilities.
- The IRP Consultant Team shall be led by a Project Manager with applicable project experience including projects requiring similar planning methods. The Team shall also include engineers, planners, scientists, affordability experts, and communications experts with applicable project experience.

### B. Conflict-of-Interest:

- All Consultants and sub-Consultants interested in proposing on the IRP shall not be in a conflict-of-interest position including the ongoing work related to the Moffat Collection System Project managed by the U.S. Army Corps of Engineers.
- It is the responsibility of the proposers to identify any potential conflict-of-interest. DW will ultimately determine the eligibility of all Consultants and sub-Consultants. Please contact Rachel Pence at [rachel.pence@denverwater.org](mailto:rachel.pence@denverwater.org) with questions regarding eligibility.

## 7.3 Proposal Submission

Respondents are requested to submit one electronic copy of the proposal, including the firm's price proposal, provided as a pdf. Responses shall be in the format noted. DW reserves the right to disqualify any response submitted incorrectly. Responses including a confidential price proposal shall be emailed to Rachel Pence, IRP Project Manager, at [rachel.pence@denverwater.org](mailto:rachel.pence@denverwater.org).

### Submittal Instructions:

- A. Proposals (including both technical and price proposal) shall be emailed directly to [rachel.pence@denverwater.org](mailto:rachel.pence@denverwater.org). Proposals received after the deadline will be discarded or returned to the Respondent unopened.
- B. Both the technical and price proposals shall contain the signature of a duly authorized officer or agent of the Respondent's company empowered with the right to contractually bind the Respondent.



- C. Proposals become the property of DW upon receipt. The content of proposals will be kept confidential until an award is made, after which the content will no longer be kept confidential, except as provided herein.
- D. Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are modified shall be resubmitted according to the above instructions prior to the proposal submission deadline.

#### 7.4 Proposal Requirements

Proposals shall be limited to 25 single-sided, standard 8.5x11 inch pages (minimum 11-point font) and include the following information in the order shown. The Cover Letter, Resumes, and the Price Proposal will not be counted toward this page limit.

- A. Cover Letter – One to two pages, not included in the page limit.
- B. Qualifications Summary – Provided as outlined in Section 7.2 (limited to a single page).
- C. Project Approach – Include any unique solutions or insights on the IRP. While the general outline of the tasks is provided, please propose any changes to the suggested structure. The tasks are intentionally left vague to allow the Consultant to provide innovative approaches to the IRP.
- D. Organization Chart – Show the Team structure and duties including how the IRP Consultant Team will integrate with DW’s Teams and all sub-Consultants (11inch x 17-inch format is acceptable as single page count). Note: A non-mandatory 5% Small Business Enterprise participation goal has been set for the IRP Consultant.
- E. Biographies – Provide biographies/summaries of at least three (3) of the most applicable planning efforts the firm has managed or executed in the last ten years and describe the firm’s roles and responsibilities on the project and the roles and responsibilities of proposed team members on these projects. Highlight the firm’s experience with scenario planning, integrated and Adaptive Planning efforts, and trigger development. Project biographies (one to three pages, 11-inch x 17-inch format is acceptable, and each sheet will count as a single page) shall include the following:
  - a. A description of the project and its similarity to the IRP
  - b. Project name
  - c. Project location
  - d. Project budget and contract amount
  - e. Key personnel involved
  - f. Key project issues
  - g. Responsibility of the firm on the project
  - h. Projects shall have been conducted by one or more of the proposed team members
  - i. Provide a reference(s) for each of the projects including complete and current contact information
- F. Resumes – Include key team members (one to two pages maximum per resume, not included in the page limit) and any sub-Consultants.
- G. Price Proposal – Provide a manpower labor estimate in the form of a detailed WBS by labor type/hours for each Task and the corresponding hourly rates (11inch x 17-inch format is acceptable). List all assumptions made to develop the WBS. The Price Proposal shall include the following:

- a. A complete and detailed WBS shall be submitted for all Tasks as described in Section 5.2. The WBS will be the basis for negotiating and finalizing the IRP Consultant's initial Professional Services Agreement.
- b. Provide a valid 2024 labor rate sheet including how overhead/indirect costs will be included in your rates.
- c. Provide a proposed labor rate escalation approach for three years (to be negotiated).

### 7.5 Addenda to the Request for Proposal

If it becomes necessary to revise any part of the RFP, an addendum will be placed online at [Denverwater.org](http://Denverwater.org) prior to **July 17, 2024**. Respondents are responsible to check online prior to submission of their proposal and acknowledge receipt of addendum(s) within their proposal.

### 7.6 Mandatory Pre-Proposal Meeting

A pre-proposal meeting is scheduled for **July 10, 2024, 2:00-3:00 p.m.** in the Board Room of DW's Administration Building, 1600 West 12<sup>th</sup> Avenue, Denver, Colorado, 80204. A virtual option will be available upon request. Attendance is mandatory for the primary Consultants. Attendance for sub-Consultants is not mandatory but encouraged.

### 7.7 Award of Contract

A copy of DW's standard Consultant contract, including Non-Disclosure Provisions and other addenda, are attached in Appendix A and B. Proposers must list any requested modifications to these documents in their proposal. DW will consider the requested modifications to its contract template when evaluating proposals but makes no commitment to negotiate or include the modifications in a final contract between DW and the proposer. DW will not consider requested modifications to its contract template not identified in your proposal. DW reserves the right to reject any or all proposals.

DW will perform a complete review of the proposal items identified in Section 8 – selection criteria. A short-list may be developed for interviews and DW will make a final selection following interviews. Once an IRP Consultant is selected, the final scope of work for all Tasks will be negotiated and DW and the IRP Consultant will complete a Professional Services Agreement.

The IRP Consultant understands that DW's selection process incorporates an evaluation of key personnel, and that DW's decision to select the IRP Consultant is based upon the representation of the IRP Consultant's intent to use the key personnel for the duration of the IRP. The IRP Consultant shall agree to retain the listed Project Manager through the Substantial Completion of the IRP. Any replacement for key individuals shall be approved in advance and agreed to in writing by DW.

### 7.8 Respondent Responsible for Proposal Costs

DW is not liable for any cost incurred by any Respondent associated with the preparation of a proposal or the negotiation of an Agreement for services prior to the issuance of an Agreement. Respondent is responsible for costs associated with responding to the RFP including costs related to estimate preparation for work authorized under the Agreement.

The Respondent may be asked to present a proposal and/or to demonstrate the ability to provide products or services to DW's representatives at DW offices. The Respondent shall bear the costs for such presentations.

### 7.9 Economy of Proposals

The Respondent shall submit a complete and concise response to the RFP, which will be retained by DW. The Proposal shall be prepared simply and economically, while providing complete details of the Respondent's abilities to meet the requirements of the RFP.

### 7.10 Notification

Each Respondent submitting a proposal in response to this RFP will be notified in writing as to acceptance or rejection of the proposal. DW plans to release such letters within forty-five (45) days of the proposal submittal date. DW may delay this action if it is deemed to be in the best interest of DW.

### 7.11 Right to Reject Proposals and Negotiation

DW reserves the right to reject any and all proposals and to waive any formality in proposals received or to accept or reject any or all of the items in the proposal, if it is deemed in DW's best interest.

DW reserves the right to negotiate any and all elements of the proposal, if such action is deemed to be in the best interest of DW.

DW reserves the right to dictate the organization of the final consulting team. During the negotiation of the primary consulting contract, DW may specify subcontractors be substituted to perform specialty work, including components of the plan development tasks.

### 7.12 Confidentiality

The Respondent acknowledges that DW may be required to disclose any or all of the documents submitted with a Response, pursuant to the Colorado Open Records Act, C.R.S 2472-200.1, et seq. Under C.R.S § 2472-204(3)(a)(IV), DW may deny inspection of any confidential commercial or financial information furnished to DW by an outside party. Therefore, a Respondent shall clearly designate any documents submitted with its response that the Respondent deems proprietary or confidential, to aid DW in determining what should be disclosed in the event of a request for documents under the Colorado Open Records Act. Proposals submitted and terms and conditions specified in each Respondent's response shall remain the property of DW.

Proposers are also advised that the staff of the successful Proposer will be asked to execute Non-Disclosure Agreements (NDAs), which will remain in effect during the project and after its completion.

## 8. Selection Criteria

DW will perform a complete review of the Proposal items identified in the following sections. A short-list will be developed for interviews, and DW will make a final selection. Note that requested modifications to the contract template will be considered independently of the scoring system.

Selection Criteria	Weighted Value
Proposed Approach	40%
Project Personnel & Experience	40%
Cost & Work Hours	20%
Small Business Enterprise	BONUS

### 8.1 Proposed Approach (40%)

- A. Does the proposal show an understanding of the IRP objectives and the results that are desired from the IRP?
  - a. Demonstrate a clear understanding of the IRP needs and the firm’s approach to being an active, engaged, and committed IRP Consultant.
  - b. Identify the firm’s ability to add value, innovation, and efficiency to the IRP.
- B. Has the firm delivered similar planning efforts successfully with a similar approach?

### 8.2 Project Personnel and Experience (40%)

- A. Do the assigned personnel have the demonstrated skills and experience to provide the job functions described in Section 5? (Qualifications will be evaluated partly based upon experience of the individual
  - a. Identify project team and include previous similar projects with ties to the proposed team.
  - b. Demonstrate adequate resources and support services within the Denver Metro region for project management for the duration of the IRP.
- B. Is the Respondent capable of doing the work in all of the required areas?

### 8.3 Cost and Work Hours (20%)

- A. Is the WBS completed properly, detailed, and meeting IRP needs?
  - a. Provide a manpower labor estimate via a detailed WBS by labor type/hours for Tasks 1-9 along with a valid 2024 labor rate sheet including how indirect costs will be invoiced.
  - b. Provide a proposed labor rate escalation approach for three years (to be negotiated).
- B. Do the work hours presented accurately reflect the level of effort to complete each task?
- C. How do unit labor and overhead costs compare to other firms?
- D. Note: While being mindful of overall cost is important, higher importance will be placed on being creative with how to accomplish a large project with a tight budget.

### 8.4 Small Business Enterprise (Bonus)

- A. Does the proposal have at least 5% of costs being met by a Small Business Enterprise.
- B. A non-mandatory 5% Small Business Enterprise participation goal has been set for the IRP Consultant.