

Request For Proposal

Park City Green Business Program Development

July 2024

Project Timeline

7/29: RFP released
8/16: RFP deadline to submit proposals
8/23: Consultant selected
8/26 - 12/13/24: Project executed
1/10/25: Final Report submitted to Green Business Team



Project Introduction

The Park City/Summit County Green Business Program (“the GB program”) was founded in 2016 by Recycle Utah, and was expanded in 2022 to include additional program partners. The current program is led in collaboration by Park City Municipal Corporation, Summit County, the Park City Chamber & Visitors Bureau, Recycle Utah, and the Park City Community Foundation.

Over the last two years, the GB program has been slowly revamped to offer additional expertise to participating businesses and to expand impact, scope and publicity for the program. The five partners meet regularly to plan and advance the program, support participating businesses, and recruit new businesses by developing resources around five core focus areas:

- Energy: energy efficiency and reducing natural gas usage in buildings, as well as reducing carbon emissions and access to new, renewable resources
- Water: water efficiency, water conservation, and preserving water quality
- Materials: “upstream” approach to waste avoidance and circular economy
- Transportation: reducing vehicle miles traveled of privately owned vehicles, and facilitating transition to alternative modes such as carpooling, biking, and public transit
- Thriving Community & Equity: reducing pay gaps, providing growing opportunities for Park City and Summit County’s workforce, and supporting local culture

In the course of the program revamp, the team is also creating:

- A [website](#) that houses tools and resources for businesses to access instructions, incentives, and local providers that can assist in achieving sustainability goals
- Detailed [scorecards](#) for 12 different business types
- Updated visual identity, aligned with the Chamber’s new [branding](#), logos and marketing

A consultant is now needed to assist our five organizations to define roles, responsibilities, funding, and program management structure. The GB program has enormous potential to create meaningful impact for participants and to align with local sustainability and climate change action efforts with a program structure informed by a professional strategic plan. The end product from engaging a consultant, after extensive interviews, research, and strategic planning, will be a final report with recommendations on how to proceed in 2025 and beyond.

Project Scope

We seek a consultant to lead a strategic planning process to help define the future of the GB program and its management within the boundaries and scope of the five involved organizations.

Joining forces has enabled alignment but we recognize our current program structure creates inefficiencies and lacks clear roles. Through strategic planning, we hope to improve the expertise we can provide to participating businesses, while determining a program management structure that is efficient, sustainable and provides a leading example for other local green business programs.

In addition to streamlining program management, strategic planning will refine how the GB program is evaluated, evolving from simply judging success based on the number of businesses participating, to looking more deeply at the actions, metrics, and progress made implementing sustainable practices by those participants. Our five entities have worked hard to redesign the program to bring more rigor and guidance to businesses on how to achieve meaningful and measurable change. Now we need guidance on how to best manage (and fund) the program with our five entities moving forward.

We anticipate the following tasks, topics of focus for the consultant, and deliverables:

- Stakeholder interviews
 - Community members and leaders
 - Currently participating or prospective Green businesses
 - Other Chamber member businesses
 - GB program team (together and separately)
- Systems analysis
 - Current organizational structure
 - Gaps with vision and program goals
 - Community needs
 - Individual organizational capacities
 - Evaluation of how to align current program with Global Sustainable Tourism Council (GSTC) standards for applicable businesses
- Mission/vision refresh
- Development of program goals and organizational goals
 - Operational structure
 - Key Performance Indicators (KPIs) to drive community impact
- Budgeting for long-term function of the program
- Final report and presentation, including
 - Summary of what the program is right now and what it is accomplishing
 - Clear recommendations around where the program should be “housed”, who the partners are, and the roles and responsibilities of each partner. This should reflect organizational capacity, interest, and qualifications
 - Clear recommendations for organizational operations, including team structure and responsibilities that enable the program to accomplish its goals
 - Reflections on the utility of the program, why businesses have joined, why businesses haven’t joined, and for those in the program, what do they need from the program
 - Action plan:
 - Organizational actions - to build the program and structure we want
 - Programmatic actions - to drive green business impact

- Program evaluation structures - tools that would help us be ready to do a program evaluation at some point in the future

Additional Details

This project is supported by a grant awarded by the Park City Chamber & Visitors Bureau's Sustainable Tourism Grant. We are looking for a contractor who is passionate about sustainability, has experience working with businesses, is experienced with program management and strategic planning, is enthusiastic and works well with people. Recycle Utah will serve as the grant manager with input from the other Green Business Program partners.

Throughout 2025, the Green Business team will use the summary report developed by the consultant to take immediate action on organizational activities that support Green Business program development, and will begin seeking strategic support for longer-lasting changes to the program.

Empowering and supporting business owners and employees to advance sustainability goals means that businesses themselves are contributing to a more sustainable future, and the visitors and residents that patronize these local businesses can align their spending with their values. Here are some documents for additional local context:

[Park City's Climate Goals](#)

[Summit County's Sustainability Plans](#)

[Park City Chamber's Sustainable Tourism Plan](#)

[GB program scorecards](#)

Potential Roadblocks

We anticipate a few factors that could influence the timeline of our strategic planning project. With five organizations involved in running the GB Program, good and meaningful collaboration takes time. Another factor that may influence the project timeline is availability of stakeholders, particularly representatives from participating green businesses. Because many of our participating businesses are directly or otherwise influenced by the visitor economy, certain weeks and months may be more difficult for business owners and their employees to participate in stakeholder interviews.

Budget

The budget for this project is funded by our grant award from the Chamber of Commerce Sustainable Tourism Grant with \$19,000. This will fund the entire project. Each of the five program partners will support this project with in-kind support in the form of staff hours. Future funding needed to run the Green Business Program as envisioned by the strategic plan will be sought and/or funded by the program partners starting in 2025 and beyond.

A payment schedule to the chosen applicant will be determined when the contract is signed.

All prices quoted by applying consultants will be inclusive of taxes and all expenses. We expect the consultant to contract on a Fixed Price basis for all components for implementation services.

Instructions for Submission of Proposal

Proposals/Project submissions must address items raised in this RFP and include the following within a maximum of 15 pages, inclusive of attachments or work samples:

1. Project approach. Describe how your firm will complete the project scope.
2. Qualifications. Why the contractor is qualified. Include an Executive summary, company profile and interest in the project.
3. Resume of experience - include all past related projects.
4. Proposed schedule and Time restrictions - does the timing of this project fit with the contractor's schedule?
5. Contractor's communication style/plan and other relevant information on what contractor will specifically bring to this project in regards to execution and success.
6. Completeness of Proposal
7. Budget plan (up to \$19,000)

Disqualification: Any statement known to be, or subsequently found to be, inaccurate or misleading may disqualify the contractor for future participation in the evaluation process.

A WRITTEN AGREEMENT is required to provide all services in this RFP. A standard form of agreement will be available soon for information purposes only. GB Partners may modify the terms of the agreement at any time prior to execution.

Submissions should be emailed to mary@recycleutah.org in pdf format with a deadline of August 16, 2024 at 11:59PM. :

Evaluation Criteria

We are not bound to accept the lowest proposal and are not obliged to give a reason for rejecting a proposal.

We have a strong commitment to the consideration and use of certified minority and women-owned businesses to the greatest extent possible. Applicants should provide details, if applicable.

A selection committee will be formed with members from the five coordinating organizations. Selection criteria will include in no particular order:

- Overall approach
- Contractor qualifications and relevant experience
- Track record of proven, successful projects
- Proposed project timeline, including restrictions
- Incorporated equity into assessment of GB actions, in addition to backend program structure
- Completeness of proposal
- Project budget, including deliverables and associated fee proposal

Point of Contact:

Mary Closser

303-442-3129

mary@recycleutah.org