Request for Proposals

Phase 2 Centralized Business & Resource Hub Planning
Grand County, Colorado

Issued by: Grand County Rural Health Network
RFP Release Date: 2/24/26
Proposal Due Date: 3/20/26
Questions Due Date: 3/4/26
Interview Date Range: 3/31/26 – 4/1/26
Award Notification Date: 4/10/26
Project Start Date: 5/1/26

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Overview and Purpose

For more than two decades, Grand County has envisioned a Centralized Business & Resource Hub – a central, community-owned space uniting health and human service organizations, government entities, businesses, and community amenities (hereafter referred to as "the Hub"). The Hub will strengthen collaboration among service providers, enhance access for residents, and promote local economic vitality.

In 2023, Grand County Rural Health Network (GCRHN) led Phase 1 planning, facilitated by the Steadman Group, engaging over 200 residents and stakeholders through focus groups, surveys, and public meetings. The process confirmed strong community support for a centralized Hub in Granby with a potential satellite in Kremmling, identified priority services such as behavioral health, primary care, housing, and wraparound social supports, and outlined desired features like shared community space, affordable tenancy, and inclusive design.

The *Grand County Business & Resource Hub Final Report* recommended next steps including a feasibility study, business plan, ownership and facility management structure, tenant and space allocation planning, and ongoing community engagement. Stakeholders also emphasized the

importance of advancing this work without new tax burdens and in continued partnership across sectors.

Building on these findings, GCRHN now seeks a qualified consultant or consulting team to lead Phase 2 planning, which includes:

- A Feasibility Study to assess financial, operational, technical, and legal viability; and
- A Business Plan to define ownership, governance, tenant mix, and long-term sustainability.

The consultant will work in collaboration with GCRHN and key partners through a phased contract structure, allowing work to begin immediately and expand as resources become available. A future Phase 3 would likely focus on architectural and building design and capital campaign planning and implementation to fund construction and long-term operations.

Background and Context

Grand County, Colorado, is a rural mountain community located approximately 60 miles west of Denver. The county's population is about 15,860 (U.S. Census, 2021), with an uninsured rate of 11.2% - higher than the state average. Approximately 6.8% of residents live in poverty, but a high cost of living means that the self-sufficiency standard for a family of four is 350-400% of the Federal Poverty Level (FPL). Most public benefits are limited to households below 250% FPL. In other words, a family must earn two to four times more than the income thresholds for assistance programs to make ends meet. Approximately 63% of Grand County's population lives under 400% FPL, meaning a majority of families struggle to afford basic needs despite being ineligible for assistance.

The county spans over 1,800 square miles, and roughly 75% of the land is national forest or other public lands, leaving vast distances between communities. This translates to a population density of only about eight people per square mile. Such geographic dispersion, combined with limited transportation options and workforce shortages, presents significant challenges to delivering healthcare, behavioral health, housing, and other supportive services equitably.

GCRHN has long served as a backbone organization for health and human service collaboration, working alongside public, nonprofit, and private partners to advance health equity and well-being. Through Phase 1 planning and 20+ years of community dialogue, there is broad consensus that the Hub would help address these challenges by:

- Co-locating services to reduce travel burdens and improve access.
- Facilitating collaboration among providers and reducing duplication of effort.
- Supporting local workforce and economic stability through shared facilities and resources.
- Creating a welcoming, community-centered space that strengthens belonging and inclusion.

Community stakeholders have confirmed Granby as the preferred location for the Hub, with potential for a satellite site in Kremmling to serve the west end of the county. Desired features include shared meeting and training space, affordable tenancy, childcare and community kitchen areas, and flexible design to accommodate co-located providers and businesses. Prioritized services include government and nonprofit health and human services, behavioral health, housing, and resources for those with disabilities.

Supporting background materials, including the *Grand County Business & Resource Hub – Final Report (2023)*, are available at: https://gcruralhealth.org/collective-impact/centralized-building/

Scope of Work

The consultant will collaborate with GCRHN, community partners, and stakeholders to complete the following tasks in Phase 2. Work may be implemented as funding allows.

The ideal consultant will be able to support both the feasibility study (Phase 2A) and business plan (Phase 2B) deliverables of this RFP. Funding for Phase 2B has not yet been confirmed. Proposers should structure Phase 2B as a clearly defined and separately priced scope. Please include scope of work for Phase 2A - Feasibility Study at $20,000 maximum, and scope of work for Phase 2B - Business Plan (anticipated maximum $30,000, contingent upon funding).

The initial consulting contract will move forward with Phase 2A and the ability to extend to Phase 2B when funding is secured.

Phase 2A – Feasibility Study

1. Stakeholder Interest:
    - Confirm and document organizational and tenant interest, space needs, and participation in ongoing planning workgroups.
2. Market Feasibility:
    - Assess demand for co-located services and potential tenant interest.
    - Analyze community demographics, service gaps, and alignment with regional needs.
3. Technical Feasibility:
    - Review infrastructure requirements, zoning, and regulatory constraints.
    - Coordinate with county and municipal planning departments and the Grand County Building Commission.
4. Financial Feasibility:
    - Develop capital and operational cost estimates.
    - Identify potential funding mechanisms (grants, loans, partnerships).
    - Evaluate long-term financial sustainability and return on community investment.
5. Legal & Operational Feasibility:
    - Assess regulatory requirements and governance considerations.

- o Review potential ownership, leasing, and co-location models.
6. Recommendations:
  - o Synthesize findings and provide a clear decision framework for advancing design and implementation.

Phase 2B – Business Plan – anticipated with funding confirmation

1. Stakeholder Commitments:
   - o Confirm and document founder and tenant commitments.
2. Ownership and Governance Structure:
   - o Analyze multiple options, including non-equity and equity-based collaboratives, nonprofit ownership, LLC, or cooperative models.
   - o Recommend a structure best suited to long-term sustainability and community benefit.
3. Service and Tenant Mix:
   - o Define core service categories, anchor tenants, and shared facility components.
   - o Recommend space allocation and co-location strategies that foster collaboration and efficiency.
4. Operational Plan:
   - o Outline management, staffing, maintenance, and shared services structure.
   - o Include technology and communication systems required for successful operation.
5. Financial Plan:
   - o Develop multi-year projections for revenue and expenses.
   - o Provide recommendations for operating budgets and cost-sharing models.
6. Marketing and Community Engagement Plan:
   - o Outline branding, outreach, and community education strategies.
   - o Include a plan for continued community and stakeholder engagement during Phase 2 and beyond.
7. Implementation Roadmap:
   - o Provide a sequenced timeline for Phase 3 design and capital campaign readiness.
   - o Identify short-term actions to maintain momentum and accountability.

Phase 3 - Anticipated

At the conclusion of Phase 2, the consultant's deliverables will position GCRHN to advance to Phase 3, anticipated to include:

- Architectural and engineering design: development of conceptual, schematic, and design drawings; space planning; and capital cost verification.
- Capital campaign planning and implementation: creation of a fundraising and financing strategy, case for support, public messaging, and campaign infrastructure to fund construction and ongoing operations.

Deliverables

- Phase 2A: Comprehensive Feasibility Study Report summarizing all findings and recommendations, including documented stakeholder interest and preliminary space needs.
- Phase 2B: Business Plan including governance, operational, and financial frameworks, including formalized tenant commitments and space allocation strategy.
- Presentation of findings to GCRHN staff, Board of Directors, and community partners.

Consultant Qualifications

The ideal consultant or team will demonstrate:

- Proven experience in feasibility and business planning for community, health, or multi-tenant facilities.
- Knowledge of cross-sector partnerships and co-located services.
- Expertise in financial modeling, facility planning, and stakeholder engagement.
- Commitment to equity-centered, community-driven planning.
- Familiarity with Colorado or similar rural/mountain communities preferred.

Proposal Requirements

Proposal Format (maximum 10 pages, excluding appendices):

1. Cover Letter summarizing interest, qualifications, and approach
2. Project Understanding and methodology for completing the feasibility study and business plan
3. Work Plan and Timeline with key tasks, deliverables, and milestones separated by Phases 2A and 2B
4. Cost Proposal with hourly rates and a phased or scalable budget structure
5. Team Qualifications
6. Examples of Comparable Projects (with links or attachments)
7. References (minimum of two recent clients)

Budget Expectations:

As a nonprofit organization, GCRHN balances moving work forward with funding request timelines and confirmed resources. We have secured $20,000 for Phase 2A. We have requested additional funding for Phase 2B and anticipate award notification in June 2026. Proposals must align with these budget parameters.

Proposals should include a clearly defined phased or scalable cost structure that outlines:

1. A core scope of work that can be fully completed within the confirmed $20,000 Phase 2A allocation; and
2. Optional or expanded activities, submitted as a separate and clearly priced scope, that could be added if Phase 2B funding is secured (for example, detailed financial modeling, architectural coordination, or additional stakeholder engagement).

Phase 2B funding is not guaranteed. GCRHN reserves the right to contract for Phase 2A only and to amend the agreement if additional funds are awarded.

Proposals should clearly identify fee structure (fixed fee or hourly), not to exceed amounts per phase, and a payment schedule tied to deliverables.

Submission Instructions

1. Questions may be submitted to cwsmith@gcruralhealth.org by 3/4/26; responses will be provided by 3/13/26.
2. Submit proposals to cwsmith@gcruralhealth.org in PDF format by 3/20/26 at 5:00 PM MST.
3. Interviews will be conducted between 3/31 – 4/1/26.
4. Notification of project award will be 4/10/26.

Project Timeline

Estimated project timeline is May 1, 2026 – November 15, 2026

Evaluation Criteria

Proposals will be evaluated based on:
- Understanding of project goals and community context.
- Relevant experience and technical expertise.
- Feasibility and clarity of proposed work plan.
- Cost-effectiveness and scalability.
- Commitment to equity, inclusion, and community engagement.

About Grand County Rural Health Network

GCRHN is a nonprofit community health alliance advancing health equity through advocacy, collective impact, community organizing, and direct services. Founded in 1999, GCRHN partners with health providers, government, and community leaders to ensure that everyone in our community has what they need to thrive. Learn more at: gcruralhealth.org.