

PROPOSAL to

**Arapahoe County**

for

**Strategic Consulting Services**  
**RFP Solicitation 23-65**

Submitted by:

**Arrow Performance Group, LLC**

A Colorado-based Organizational Development  
Consulting Firm

November 21, 2023

November 21, 2023

RE: Solicitation 23-65 Strategic Consulting Services

Dear Arapahoe County Leadership Team;

"Where good things grow." In issuing this Request for Proposal, Arapahoe County leadership has recognized that sustaining this vision for county residents will require approval of new revenues by the voters.

Arrow Performance Group is pleased to submit this letter of interest to collaborate with the County's team and provide consulting services that will position the County to propose a fiscal ballot measure that community partners, elected officials, and ultimately, the voters will embrace.

Founded in 2004, Arrow Performance Group (APG) is an organizational development consulting firm that helps leaders create the most vibrant and healthiest organizations possible. Our mission is to bring positive impact to our communities and workplaces – one project at a time. APG partners with leaders to break through barriers and transform their organizations.

Our team for this project includes professionals experienced in developing and implementing successful local tax increase ballot measures, conducting statistically significant surveys, managing tax policy and administering government programs. We will use this experience and insight to work closely with your interdisciplinary staff team to organize, develop and implement a project that meets the County's objectives.

Thank you for your consideration of this letter of intent. We hope to have the opportunity to work with you as you meet the challenge of maintaining responsible fiscal management while supporting infrastructure, public safety and general services needs. We are excited about the prospect of working with your team and look forward to hearing from you! Feel free to contact me at 303 809-9713 or [Stuart@ArrowPerformanceGroup.com](mailto:Stuart@ArrowPerformanceGroup.com) if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stuart Thomas", is positioned above the typed name.

Stuart Thomas, Founder and Manager

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## The Arrow Performance Group (APG) Team and Experience

### Key Project Team Members

APG's team will include subject matter experts in each of the areas critical to developing the strategy, community support and ballot language critical to a winning measure.

**Lauren Hooten** - Lauren Hooten has extensive experience planning and managing ballot measures for public school districts in Colorado. In 2016, she led the development and execution of the Poudre School District's \$375 million bond and \$16 million mill levy override campaigns to support the construction of three new schools, a transportation facility, and to complete \$40 million in ongoing facilities improvements in the district's 54 school buildings. In 2019, Lauren led the development and execution of the district's \$19 million mill levy override to support increases in salary for teaching staff as well as increased mental health support and security measures in schools.

**Renny Fagan** - Renny Fagan has extensive experience in all aspects of Colorado public policy, government operations and budgeting. He was elected to three terms in the Colorado House of Representatives from El Paso County. As the Executive Director of the Colorado Department of Revenue, he led the creation of the first TABOR refund mechanism in 1997. As Deputy Attorney General, he was involved in constitutional litigation and legal advice to state agencies regarding TABOR. He frequently engaged in forming and implementing policy solutions that engaged many stakeholder groups.

**Randy Law, PhD** - Randy Law specializes in customer and employee experience design and has extensive experience segmenting customer groups, designing research, collecting and analyzing data including statistical analysis, and data presentation. Randy is a Co-Founder, CEO and Principal Consultant with Analytics and Insights Matter and is a strategic teaming partner with APG.

**Stuart Thomas** – Stuart specializes in project management, community outreach, facilitation and organizational systems thinking. He is the founder of Arrow Performance Group and has over 40 years of experience helping over 500 organizations in 15 industries to improve their performance.

**Team Capacity** - The APG team is available for this project and currently has no conflicts of interest in being able to provide the services described in this proposal. Lauren Hooten lives and works in northern Colorado. Thus, most of her involvement will need to take place online via Zoom or another online platform of Arapahoe County's choosing. See Attachment D – Resumes of Key Personnel.

### Firm Experience

**The Denver Department of Public Health & Environment (DDPHE) Anti-Stigma Campaign Project** was a two-year effort that involved establishing a baseline of Denver community behavioral health attitudes, beliefs, behaviors and levels of stigma experienced before implementing an anti-

stigma media campaign. The project also used post-campaign survey measures and analyses to confirm the impact the campaign had on the Denver community by increasing the likelihood that people living in Denver would seek behavioral health services while lowering perceived stigma levels for some groups. See Formative Assessment Report (click [here](#)) and the Evaluation Reports (click [here](#)).

**Medicaid Independent Behavior Health Provider Collaborative Project** - This two-year project for the Department of Health Care and Financing involved outreach to the state's 6,000 licensed therapists who participated in Medicaid to gather opinions about how to improve a complex process for credentialing providers, submitting claims and receiving payment. In addition to a statewide survey, we conducted 21 listening sessions statewide. We summarized the [findings](#) for the Department, and then facilitated collaborative teams in [problem-solving process](#) that included all stakeholder interests. The project required successfully facilitate stakeholder groups whose interests and positions were quite contentious.

See Attachment B – APG References

## Proposed Project Approach

### Project Understanding Arapahoe County, "Where good things grow."

The County Commissioners strive to continue efficient, fiscally responsible government while seeking to meet significant infrastructure, public safety and service needs at a time of population growth and structural fiscal constraints, including TABOR. If the County is to continue being a place where ["people and purpose prosper,"](#) the Commissioners recognize that "success depends on a solid partnership with County residents and elected officials." (2024 Recommended Budget, p. 138). To inform our work and prepare a foundation for public engagement, APG will begin by:

**Understanding the County's budgetary pressures** and unmet needs through (1) a review of budget documents, including expenditure and revenue trends and (2) interviews with the Finance Director and Chair of the Board of County Commissioners.

**Developing a stakeholder map.** For effective management of public engagement, APG will consolidate a list of key contacts for the County's municipalities, school districts and colleges, libraries and fire, water, sanitation, and recreation districts. We will also compile a list of key civic and economic organizational leaders that would include chambers of commerce, health and mental health organizations, primary industry employers, homeowners' associations and neighborhood organizations, safety-net nonprofits (such as those funded by the Aid to Agencies program), community-based organizations led by and serving communities of color.

## Engaging the Public and Developing Ballot Language

Successful ballot measures are predicated on robust community engagement to educate the community on the needs and challenges that Arapahoe County faces. APG's approach to community engagement and communication is multifaceted:

### Educational Communication Series

To educate the community on the county's budget needs, APG will design an educational communication series to help the public understand how the county's budget works as well as the county's fiscal needs. Developed with input from the county's interdisciplinary staff team, APG's educational series will include: key messages, recommendations for communications collateral, a recommended communication channel distribution strategy, and a suggested timeline for distribution. This design will equip Arapahoe County to brand and distribute educational content to target audiences across the county.

### Listening Sessions

To gather critical preliminary information regarding the Arapahoe County public's understanding of the county's fiscal challenges and needs, APG will design a series of preliminary listening sessions. These sessions may be formatted as town halls or focus groups, depending on the preference of the county team. APG recommends one listening session in each of the County's thirteen (13) communities. Session participants will hear messaging from the educational series and provide feedback to determine the extent to which the messaging is resonating. APG will poll participants pre- and post-session to evaluate the effectiveness of messaging shared regarding county challenges and needs.

APG recommends that Arapahoe County staff be the primary communicators and facilitators in these sessions. However, APG staff will also be available to support, should the county require additional facilitation support. APG will design these sessions and all associated materials. All logistics (i.e., locations, etc.) will be determined in partnership with county staff. APG will evaluate all data gathered in the sessions and will modify communication strategies and preliminary ballot language, as appropriate.

### Targeted Communication Plans

Using the demographic, psychographic, and polling/survey data that APG collects, APG will identify target audiences and messaging specific to the county's fiscal needs, budget challenges, and potential ballot measures. APG will develop a tailored communication plan for each target segment. APG's plan will recommend primary messages for inclusion in county communications, communications collateral, a communication channel distribution strategy, and a suggested

timeline for distribution. With these tailored plans, Arapahoe County will be equipped to brand and distribute audience-specific content.

### Community Engagement Sessions

Using the data gathered through polling/surveys and in the preliminary listening sessions, APG will develop a series of community engagement sessions designed for the identified target audience segments. These sessions will be opportunities to share information about county needs and services as well as to pilot test draft ballot measure language and gather feedback. The feedback gathered in the sessions, which can be held as town halls or focus groups, will be used to make iterative recommendations on ballot language and will also inform interactions on the ongoing communications plan to support this project. Participants in the community engagement sessions will be polled in a pre and post-session survey to evaluate the effectiveness of preliminary ballot language shared regarding county challenges and needs.

As with the listening sessions, APG will design these community engagement meetings and all associated materials. APG strongly recommends that County staff be the primary communicators and facilitators in these sessions. However, APG staff will also be available to support.. All logistics (i.e. locations, etc.) will be determined in partnership with county staff. APG will evaluate all data gathered in the and modify communication strategies and preliminary ballot language, as appropriate.

### Project Communications

When requesting for taxpayer approval, it is imperative that county staff and county elected officials serve as primary communicators of the county's needs and how additional support from the taxpayers will help to meet those needs. APG will provide the county with the communication and facilitation tools necessary to support extensive communication and community engagement. To support comprehensive communication through the project, APG will develop a project communication plan to guide regular messaging to key stakeholders. Project communications will also include monthly updates, drafted by APG, for the county to distribute to elected officials and any other key stakeholders as determined by county staff.

### Iterative Ballot Language Development

In partnership with county staff, APG will draft preliminary ballot language based on the county's fiscal challenges, needs, and ballot measure options. Throughout the project, APG will recommend strategic iterations of preliminary ballot language based on data gathered and public engagement feedback. APG will support iterations until the county finalizes the ballot language that it brings to its elected officials for action and potential ballot inclusion.

## Quantitative Data Collection

**Scope of Work, Paragraph 2.** APG will start by reviewing the most recent US census and American Community Survey (ACS) data available to create a comprehensive demographic profile of the Arapahoe County community., APG will also seek other existing information on Arapahoe County likely voters.

APG proposes to then collect primary survey data from a diverse sample of about 400 Arapahoe County likely voters to further refine target audience and message segmentation. APG will use these survey data and advanced analytics (e.g., cluster analyses) to create detailed segment profiles of Arapahoe County likely voters and the types of messaging that each would find most compelling and persuasive.

**Scope of Work, Paragraph 5.** APG will create and field a survey of about 1,000 Arapahoe county likely votes to understand their reactions and receptiveness to options under consideration, messaging themes and ballot language within each target audience and message segment. We will conduct inferential statistical testing (e.g., t-tests, ANOVAs) to determine which options, messages and draft ballot language are most effective within each target audience.

## Collaboration with County Staff

Partnership with the established interdisciplinary county staff team will be essential to the success of this project. Throughout the project, APG staff will hold regular status meetings with county staff to review project plans, progress, and support county staff in this work.

## Project Management

We will meet with you monthly and more frequently as appropriate for status updates.

## Proposed Project Fees and Expsnese

The estimated hours and associated fees for the project are provided by segment of work and person in Attachment E, Pricing / Fee Schedule. With a 20% contingency, estimated fees are \$389,556 and estimated surveying expenses are \$23,150 for a total of \$412,706. We are open to working with you to adjust these estimates during initial project planning activities. We are open to a time and materials contract in lieu of the estimates provided above.

Surveying expenses will be invoiced at actual and assume an online survey and a 3<sup>rd</sup> party's panel of respondents to complete the survey. No telephone surveying is included with the current pricing. We can adjust this estimate if you desire a different configuration.

The proposed monthly retainer amount is \$43,284, plus actual out of pocket expenses, over the course of the nine-month project.

APG will hold the rates in Attachment E, Pricing / Fee Schedule, as fixed and firm for the duration of the contract.



## Attachment

### Attachment A – Required Submittal Form



**ARAPAHOE COUNTY**

**Arapahoe County Finance Department  
Purchasing Division  
5334 South Prince Street, Room 480  
Littleton, Colorado 80120**

**REQUEST FOR PROPOSAL  
REQUIRED SUBMITTAL FORM**

**SUBMITTED BY:**

Company Name: **Arrow Performance Group, LLC**

Contact Names: Sales/Customer Service: Stuart Thomas, Founder and Renny Fagan, Senior Consultant


Address: 501 S. Cherry St. Ste. 1100, Denver, CO 80246

Phone: (303) 809-9713 (Stuart) / (303) 263-2698 (Renny)

Email(s): [Stuart@ArrowPerformanceGroup.com](mailto:Stuart@ArrowPerformanceGroup.com) / [Renny@ArrowPerformanceGroup.com](mailto:Renny@ArrowPerformanceGroup.com)

The undersigned hereby affirms that:

- He/she is a duly authorized agent of the vendor;
- He/she has read all Terms and Conditions and technical specifications made available in conjunction with this solicitation and fully accepts and acknowledges this offer is consistent with the specifications and terms and conditions, unless specific variations have been clearly and expressly listed in the offer.
- The Offer is in all respects fair, without outside collusion or otherwise illegal action.

By 	11/20/2023	84-157-5013
Signature of Authorized Agent	Date	FEIN
Stuart Thomas	Founder / Manager	<a href="mailto:Stuart@ArrowPerformanceGroup.com">Stuart@ArrowPerformanceGroup.com</a>
Typed/Printed Name of Agent	Title of Agent	Agent email

**PAYMENT TERMS:** If the vendor does not accept a percentage discount, the County standard is net thirty (30) days after the date that the County receives an accurate invoice and has accepted the product or service. Payment is the date of the check mailing or date of the credit card transaction.

Discount: NA% \_\_\_\_\_ Days, Net: 30 Days, Accept Visa without additional fee? No \_\_\_\_\_

**VARIATIONS:** The vendor shall identify all variations and exceptions to any RFP documents. Submittal of a Vendor Contract is considered excessive in Variations and may be cause for determining that the Bid/Offer is non-responsive and ineligible for award. For each variation listed, reference the applicable section of the solicitation document as per the example below. If no variations are listed here, it is understood that the vendor's Offer fully complies with all terms and conditions. Attach additional Variation sheets in the same format as below.

Page #: \_\_\_\_\_ Item # or Section: \_\_\_\_\_ Variance \_\_\_\_\_

**SUBMITTAL INSTRUCTIONS:**

Proposals shall be submitted in the order listed below with each section clearly identified.

- Submit questions and submittal ON-LINE at BidnetDirect.com before deadlines
- Cover & Executive Summary. Detail Firm's and employees' Capabilities, Experience & Licensing
- Details of Proposal – Proposed products & services, implementation timeline and warranties.
- Completed Submittal Forms including this sheet and all other attachments specifically requested including a Performance Measures Form when requested.
- Required Documentation – Provide documentation that satisfies the request.
- Pricing – All fee and costs associated with the proposal.
- Insurance – Checking this box accepts that the insurance requirements listed by the County are acceptable unless listed in the variations on the previous page.
- CONFIDENTIAL information, if any, MUST be stamped as such on each page and submitted separately.
- Please initial to acknowledge Addenda, if any, have been considered in your proposal:

*SWT*  
#1 Nov. 6, 2023\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

**REFERENCES:**

- Check here if Firm's standard reference sheet is attached, otherwise, use the space below.

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

Name: \_\_\_\_\_ Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone No: \_\_\_\_\_ Email: \_\_\_\_\_

Describe type of work/service performed or items supplied: \_\_\_\_\_

**See Attachment B on next page**

**Arapahoe County must have on file a completed W-9 prior to doing business with contractors.**

## Attachment B – APG References

### Reference #1

- Name: Poudre School District
- Project: General Operations, Ballot Measure Development
- Years: 2019
- Address: 2407 LaPorte Avenue, Fort Collins Colorado
- Primary Contact: Madeline Noblett, Chief Information Officer
- Phone: 970-567-1579
- Email: [mnoblett@psdschools.org](mailto:mnoblett@psdschools.org)
- Project Description: In 2019, Poudre School District sought and successfully passed a \$19 million ballot measure to raise teacher salary, provide increased mental health supports, and improve school safety.

### Reference #2

- Name: Denver Department of Public Health and Environment (DDPHE)
- Project: Behavioral Health Anti-Stigma Campaign
- Years: 2021 - 2023
- Address: 101 W Colfax Ave, Suite 800, Denver, CO 80202
- Primary Contact: Robert M. McDonald, , Executive Director and Public Health Administrator
- Phone: (720) 865-5484
- Email: [bob.mcdonald@denvergov.org](mailto:bob.mcdonald@denvergov.org)

Project Description: The Denver Department of Public Health & Environment (DDPHE) embarked on an effort to reduce stigma related to behavioral health conditions in 2021 while partnering with AIM, Arrow Performance Group and a media consulting partner. A comprehensive stakeholder segmentation and a formative assessment were conducted at the beginning of the project to measure Denver community baseline knowledge, attitudes, beliefs, behaviors and levels of behavioral health stigma experienced before implementation of the anti-stigma campaign. Relevant literature was reviewed along with conducting interviews, focus groups and a survey to gather appropriate information to identify and better understand audience and message segments for the campaign. Insightful analysis of the information revealed the greatest sources of social influence on feelings of behavioral health stigma.

In addition to serving as baseline campaign success metrics and measures, these Formative Assessment findings were used as input into campaign message design and development for a specific audience. These baseline audience measures were combined with data gathered after the campaign was complete to verify the shifts in knowledge, attitudes, beliefs, behaviors and stigma that had occurred as a result of the anti-stigma campaign.

Note: In this project, AIM / Randy Law was the lead contractor with DDPHE and APG was a subcontractor to AIM.

#### Reference #3

- Name: Health Care Policy and Financing (HCPF)
- Project: IPN, RAE, HCPF Collaboration Project
- Years: 2022 and 2023
- Address: 303 E. 17th Ave, Denver, CO 80203
- Primary Contact: John Laukkanen, Behavioral Health Strategy Manager
- Phone: (720) 724-4390
- Email: [john.laukkanen@state.co.us](mailto:john.laukkanen@state.co.us)
- Project Description: This was a complex organizational review and problem-solving project that included creating recommendations to improve delivery of Medicaid services to patients through over 6,000 independent behavioral health providers and coordinated through five regional accountability entities (RAEs) across seven regions in Colorado. This project involved facilitating and creating alignment among stakeholders who held differing and sometimes contentious viewpoints.

## Attachment C – Performance Measures

### PERFORMANCE MEASURES FORM INSTRUCTIONS:

The County’s Purchasing Department has incorporated Performance Management into our culture. When vendors submit offers to the County in response to solicitations for **Services** (not associated with the primary purchase of goods or software), they shall identify the goals by which they will monitor and report their performance providing the services. Vendor performance shall be documented as to (a) Price/Cost, (b) Punctuality/Responsiveness (c) Quality/Reliability, and optionally (d) Sustainability/or Innovation.

The awarded vendor will self-score their defined measures prior to contract renewal. The department will review the vendor’s self-scored measures. Performance measures will be queried for every year of the contract. Performance measures reporting will partially inform re-contracting with or renewing a contract with a vendor.

*SERVICES means:* the furnishing of labor, time, effort, maintenance, etc., by a contractor with an initial contract amount of more than \$100,000.

Company name & contact name: Arrow Performance Group, LLC \_\_\_\_\_

Email: Stuart@ArrowPerformanceGroup.com Phone: 3 0 3 8 0 9 - 9 7 1 3 \_\_\_\_\_

Date: Nov., 21, 2023 \_\_\_ ACG Department: Finance \_\_\_\_\_

Solicitation/waiver date: 23-65 / Oct. 27, 2023 \_\_\_\_\_

#### (a) Price/Cost

*Example Measure: Consultant will submit detailed invoices substantiating amounts requested.*

1. Consultant will submit invoices cross-referenced with tasks worked. \_\_\_\_\_

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#### (b) Punctuality/Responsiveness

*Example Measure: Reporting of project status will occur monthly with the County and contractor’s Project Manager or contact.*

1. Project status updates will occur monthly and written summaries of the meeting will be provided within 5 business days following the meeting.

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#### (c) Quality/Reliability - Provide at least one measure.

*Example Measure: Revisions are drafted within two weeks with no more than 3 revisions prior to final.*

- 
1. A project timeline will be developed for the project during the project organization activities. The timeline will be visually updated and provided as an attachment during each monthly status update. Variances between planned and actual will be illustrated.
  2. We will conduct quarterly lesson learned sessions between the project sponsor and APG leads to continually improve the project process. \_\_\_\_\_
- 

**(d) Sustainability and/or Innovation (optional)**

*Example Measure: Digital reports delivered to the County 95% of the time will reduce the use of paper.*

1. To save fuel costs, virtual meeting will be conducted as possible, appropriate and mutually agreed upon. \_\_\_\_\_
  2. Electronic tools (e.g., online surveys and data gathering tools) and reports will be used in place of paper-based tools to reduce use of paper. \_\_\_\_\_
-

## Attachment D – Resumes of Key APG Personnel

### Lauren E. Hooten

#### EDUCATION

##### Princeton University

- Bachelor of Arts (B.A.) Art and Archaeology, 2007
- Certificates: Spanish Language and Culture, Portuguese Language and Culture, Latin American Studies GPA: 3.711 Honors: Cum Laude
- Thesis: Fortification Design in the Spanish and Portuguese Empires: A Comparative Approach
- University of Denver
- Master of Arts (M.A.) Communication Management, 2017 Concentration: Public Relations
- GPA: 4.00 Honors: Academic Excellence
- Thesis: Countering Spin: The Ethics of Public Relations in the Public Sector

##### University of Colorado, Boulder

- Doctor of Philosophy (Ph.D.) Arts of the Americas, Department of Art and Art History Degree in progress (Doctoral Candidate, ABD), anticipated completion Spring 2024 GPA: 4.00
- Dissertation in Progress: More than Military: Decolonial Approaches to Defensive and Militaristic Architecture in Colonial Mexico

#### UNIVERSITY TEACHING EXPERIENCE

- Instructor of Art History, University of Colorado, Boulder
- Instructor of record and course designer for undergraduate courses in art history, including ARTH1600: U.S. Art Across Cultures and ARTH1500: Global Arts and Visual Culture.
- Instructor of Art History, Colorado State University
- Instructor for undergraduate courses in art history, including ART 111: Global Art History II - Art in the Era of Global Connection, 500-1700 C.E.
- Adjunct Professor of Communications, University of Denver
- Adjunct professor in the graduate school program in Communications Management at the University of Denver. Courses taught include COMM4301: Brand Management Strategies,

COMM4146: Ethics in Public Relations, and COMM 4154: Media Channels and Technology. Designed and developed graduate level courses in Ethics in Public Relations and Media Channels and Technology.

**Adjunct Professor of Art History and Public Relations and Marketing, Columbia College** Adjunct professor in undergraduate school program in Public Relations and Marketing and Business Project Management at Columbia College. Courses taught include MGT332: Public Relations and MGMT385: Business Project Management; ARTS 111: Art and Ideas I; ARTS 105: Art Appreciation.

### **FELLOWSHIPS & SCHOLARSHIPS**

- George F. Reynolds Dissertation Fellowship, College of Arts & Humanities, University of Colorado Boulder, 2023-24
- Art History Graduate Scholarship, University of Colorado, Boulder, 2022-2023
- Eloise Timmons Memorial Graduate Student Award, University of Colorado, Boulder, 2022-2023
- Welman Family Endowed Scholarship Fund, University of Colorado, Boulder, 2022-2023

### **RECENT CONFERENCE PRESENTATIONS**

- University of Oregon Symposium: Cross-Pollination – New Modes of Comparison, 2022. Paper presented entitled “The Evolution of Colonial Mexican Identity: A Diachronic Study of Maps.”
- Rocky Mountain Pre-Columbian Association Research Colloquium, 2023. Paper to be presented entitled “More than Military: Pre-Hispanic Defensive Architecture and Ritualistic Militarism and Its Implications for Decolonial Interpretations of Sixteenth Century Fortresses and Fortress Monasteries in Mexico.”

### **PROFESSIONAL EXPERIENCE**

#### **Poudre School District, Chief of Staff**

Chief of Staff and a member of the district’s leadership team for the ninth largest school district in Colorado, serving as the second in command to the Superintendent. Design, manage, and lead complex projects and programs, communications initiatives, process improvement efforts, systems, and strategic planning district-wide from original concept through final implementation and evaluation via a highly collaborative and alignment-driven approach.

#### **Freelance Consulting**

Freelance consultant offering project management, marketing, communications, and course development support. Recent freelance work has included developing strategic marketing plans for



Denver-area companies, collaborating part-time with Arrow Performance Group to teaching project management training courses to professionals along the Colorado Front Range utilizing Project Management Institute (PMI) methodology; supporting public health organizations through direct project management consulting; and conduct supporting research for course development for The Great Courses series in collaboration with professors at University of Denver.

**Colorado State University, Assistant Director**

Assistant Director of Foundation Relations, building and managing relationships with national and Colorado-based foundations on behalf of the university.

**The Pew Charitable Trusts, Project Manager**

Manager of the California Cultural Data Project (CDP), a technology-based philanthropic venture dedicated to strengthening the arts and cultural sector in California and nationwide.

**The Barnes Foundation, Associate**

Museum associate responsible for developing and delivering unique educational tours through the Barnes collection and grounds.

**The Montgomery School, Spanish Teacher**

Spanish teacher for Pre-kindergarten, fourth grade, and sixth through eighth grades. Responsible for curriculum development, implementation, and comprehensive instruction.

**PROFESSIONAL AWARDS & ACKNOWLEDGEMENTS**

- Public Relations Society of America Silver Anvil Award of Excellence 2016
- National School Public Relations Association Gold Medallion Award 2016
- Colorado School Public Relations Association Medallion Award 2016

**LANGUAGES**

- Native proficiency in English
- Fluency in Spanish and Portuguese
- Professional Proficiency in French and German

**VOLUNTEERING**

- Mentoring Program, Department of Art & Art History at University of Colorado, Boulder

## Renny Fagan

### **Overview**

Extensive experience with government, policy and membership nonprofit organization, including serving in the Colorado Legislature and in leadership roles for a Colorado Governor, Colorado Attorney General, U.S. Senator and Colorado Nonprofit Association. Consistently gained consensus among stakeholders, led strategic decisions for organizations and built relationships with businesses, community organizations and elected officials. Thorough knowledge of nonprofit organizations and their operating environment.

### **Senior Consultant, Arrow Performance Group, February 2022- present**

- Provide consulting, facilitation and strategic advice to government agencies and nonprofit organizations to solve problems by gathering stakeholder input, building relationships, improving business processes, coaching leaders and identifying key policy factors. Conduct strategic planning and board development sessions for nonprofits.

### **President & CEO, Colorado Nonprofit Association, March 2009- Feb. 2021**

- Led statewide association with 1,600 nonprofit, business and individual members that delivers professional development resources and advocates for public policies for a strong nonprofit operating environment.
- Initiated state legislation to grow charitable giving, including a 2018 state law that enables Coloradans to donate their state income tax refund to any one of over 5,000 eligible nonprofits of their choice.
- Developed close working relationships with Offices of the Governor and Secretary of State. Regularly commented on proposed revision to Colorado Charitable Solicitation Act rules.
- Lobbied Colorado Congressional delegation on federal tax policies to support charitable giving, preserve tax-exempt status and fund government programs delivered by nonprofits.
- Regularly conducted training for nonprofits on how to work with elected officials and influence policy or administrative decisions. Frequently travelled the state to speak with nonprofits about state or federal policy issues.
- Board chair for National Council of Nonprofits that advocates for federal policies and supports state associations.
- Negotiated merger of Association with nonprofit organization in Colorado Springs; worked with legal counsel on merger agreement.
- Initiated and negotiated sale of wholly owned insurance agency subsidiary to form significant financial corpus for Association.

- Negotiated agreement with five nonprofits for collaborative shared space; negotiated commercial ten-year commercial lease with Association as master tenant.

**State Director, United State Senator Ken Salazar, Dec. 2006-Feb. 2009**

- Managed eight regional offices across Colorado that were responsible for maintaining relationships with local and state elected officials, federal agencies, business groups and other associations. Regional staff also solved a wide range of business and constituent problems.
- Supervised state staff in implementing regional plans and projects related to agriculture, public lands, water, renewable energy, federal expenditures, health care, transportation and education.
- Represented the Senator at business, community and local government meetings.

**Deputy Attorney General, Colorado Attorney General's Office, Jan. 1999-Dec. 2006**

- Managed 45 attorneys and staff providing legal services for Governor, Treasurer, Secretary of State, Judiciary, state colleges and universities, and the Departments of Education, Human Services, Health Care Policy & Financing, Labor & Employment, Public Health & Environment, Personnel and Administration with legal services billings of \$4.8 million.
- Coordinated teams on complex and constitutional cases. Argued in Colorado Supreme Court and U.S. Tenth Circuit Court of Appeals.
- Drafted emergency public health orders for pandemics and bioterrorism. Spoke at local government emergency preparedness conferences on public health law.
- Negotiated intergovernmental agreement with Southern Ute Indian Tribe for air quality regulation in southwest Colorado. Drafted implementing state legislation. Testified before U.S. Senate Indian Affairs Committee on federal legislation implementing the agreement.
- Lead negotiator to settle class action lawsuit against Colorado Mental Health Institute of Pueblo regarding treatment and re-entry into community.
- Lead negotiator for two state departments to resolve Colorado Benefits Management System litigation to timely issue SNAP and Medicaid eligibility determinations.

**Executive Director, Colorado Department of Revenue (Cabinet Position), Aug. 1992-Jan. 1999**

- Chief Executive Officer for 1,500 employees and \$100 million budget that collects state and local taxes, administers drivers licensing and motor vehicle registration, regulates liquor, gaming, racing, trucking and motor vehicle dealer industries and operates the Colorado Lottery.

- Led innovation and adoption of electronic transactions, including the first online individual income tax filing in the nation and electronic clearance of commercial trucks at ports of entry.
- Implemented employee-developed customer service reforms and practices to achieve speed, accuracy and convenience in customer transactions. Department received two Total Quality Management Awards from Governor for employee developed process improvements.
- Responsible to the Governor in crafting first state tax refund mechanism required by TABOR; negotiated with legislators during Special Session.
- Negotiated gaming compact revisions with Southern Ute and Ute Mountain Ute Indian Tribes.

**State Representative, Colorado General Assembly, El Paso County, CO 1986-1992**

- Elected to three terms in district where voter registrations favored the other party.
- Extensive constituent contact through door-to-door visits, town meetings, attending civic events and local government meetings.
- Focused on school finance, tax policy, land use and air quality issues.
- Instructor at University of Colorado, Colorado Springs teaching a graduate course in public policy formation and an undergraduate state government course.

**Attorney, Spurgeon, Haney & Howbert PC (later Holland & Hart), Colorado Springs, CO 1981-1986**

- Trial attorney for corporate and individual clients on commercial litigation involving contracts, secured transactions, banking, bankruptcy and landlord tenant matters.
- Chair of Young Lawyers Section, Colorado Bar Association. Outstanding Young Lawyer, El Paso County Bar Association.

**Community Involvement**

- Russell T. Tutt Leadership and Service Award, El Pomar Foundation, 2021
- Colorado Commission on Higher Education, 2015-2019, Vice-Chair for one year
- National Council of Nonprofits, Board member, Chair for 2 years, 2013-2019
- Mile High United Way, Board of Trustees, Co-Chair Public Policy Committee and Diversity, Equity and Inclusion Committee, 2013-present
- Colorado Education Initiative, Board, 2019-present
- Colorado Channel Authority, Board, 2015-present
- Denver Metro Chamber Leadership Foundation, Board, 2014-2020

- Colorado CPA Society, Board, 2016-2021
- Denver Mayor's Office of Strategic Partnerships, Advisory Board, 2010-2016

### **Education**

- Northwestern University School of Law, J.D., 1981
- University of Chicago, B.A. in Political Science, 1978

## Randy Law, PhD

**Overview:** Randy is a Human Experience analytics professional with over 20 years of business and technical experience delivering solutions to mid-sized and large organizations. He designs analytics and insights to inform prioritization of organizational investments and actions that yield the largest lift in positive human experiences and organizational performance. Randy accomplishes this through advanced engagement management, collaboration, and technical skills for clients in a variety of industries:

### **Analytics and Related Skills**

- Analytics & insights thought leadership
- Broad multivariate statistics experience
- Predictive / causal modeling 10+ years
- Design & conduct applied research studies

### **Consulting and Delivering Results**

- Project Management Professional
- Lead client & cross-department teams
- Executive communications and presentations
- Build team trust and effectiveness

### **Professional Experience**

#### **ANALYTICS AND INSIGHTS MATTER – Highlands Ranch, CO**

**2018 - Present**

Analytics and Insights Matter (AIM) empowers businesses to discover with precision and confidence the best actions to take that will improve your customers' experience and your business performance.

**Co-Founder, CEO & Principal Consultant:** Co-founded AIM, lead business development and service delivery. Example client engagements:

- Behavioral Health Needs Assessment – Led multi-disciplinary team that completed the Denver Behavioral Health Needs Assessment (BHNA) project with the Denver Department of Public Health and Environment in December 2022 while also serving as quantitative research, analytics, and insight Principal Consultant.
- Predictive Models – Developed causal models for several large organizations that delivered quantitative insights into the primary drivers of customer experience ratings, customer value and the financial performance of business locations.
- Customer Segmentation – Identifying the most valuable customer segments, their distinguishing characteristics and how to market to them more effectively for a regional credit union.

- Customer Journey Maps – Developed customer journey map metrics and identified primary touchpoint improvement opportunities across multiple personas and journey stages for a Fortune 50 technology company.

#### **MARKET FORCE INFORMATION – Louisville, CO**

**2013 - 2018**

Market Force works with hundreds of the world’s largest consumer companies helping them delight their customers and power their financial performance through customer intelligence - comprehensive insight into their stores and customers.

**Vice President – Analytics & Insights:** Lead Analytics Department that delivers all client-facing predictive analytics services while also providing professional services directly to some of our largest clients.

- Department Leadership – Set vision for department in collaboration with executive team. Lead development of several professional analysts while planning and managing client work assignments, product development and conducting deliverable and presentation quality control.
- Business Development – Write and deliver analytics proposals with sales team. Analytics is part of almost every client proposal and is considered one of the highest value-added parts of our service offering.
- Consulting Services – Designated lead analyst and “face to the client” with several of our largest accounts including a global restaurant chain with over 1,400 locations globally and a petro-convenience enterprise with several thousand locations in the US.

#### **ARROW PERFORMANCE GROUP LLC (APG) – Greenwood Village, CO**

**2010 - 2012**

Front Range consulting firm that assists clients in driving outstanding results through innovative strategy, organizational transformation and insightful measurement.

**Partner:** Developed business and led delivery of multiple research-oriented engagements with clients in the agricultural, manufacturing, healthcare, education, non-profit and other industries.

- Market Needs Analysis – Determined market demand and current supply levels for Denver-based nonprofit organization’s services in existing and potentially new Colorado market. Multi-layered quantitative model of service demand levels for new and existing market was created using primary and secondary research data.
- Brand Equity and Customer Satisfaction Study – Custom brand equity and customer satisfaction surveys, and depth interviews used to measure multiple brand facets and satisfaction levels for a Colorado-based agricultural retailer. Customers anonymously rated client and eight competing organizations in five geographic markets on branding.
- Change Readiness Assessment – Custom employee survey and depth interviews used to assess Denver-based hospital system for current level of overall functioning and readiness

for continued growth and organizational change. Detailed action plan created with executives for organizational development in critical success factors needed for sustained growth and change.

**ANTON COLLINS MITCHELL LLP (ACM) – Denver, CO**

**2009 - 2010**

Premier Denver based provider of audit and accounting, consulting, employee benefits plans, tax and wealth management services.

**Director of Organizational Effectiveness:** Provided leadership, best practices and direction in improving ACM effectiveness and efficiency as an organization.

- Employee Survey – Led full lifecycle development and deployment of operations oriented Employee Survey. Key areas of inefficiencies identified were addressed in operational plan for following quarter.
- Project Management System – Reduced audit project budget variances by 18% in first 6 months by driving development, training and operational support for ACM branded audit project management methodology.

**MCKESSON TECHNOLOGY SOLUTIONS (MTS) – Westminster, CO**

**2003 – 2009**

A subsidiary of the \$112B McKesson parent company, MTS is a \$3B healthcare leader in software, hardware, automation, services and consulting to hospitals, physician offices and home health.

Director of WorkOut Program (2008 – 2009)

- Leveraged GE WorkOut and related frameworks to identify and remove wasteful work practices from core operations and redirect latent organizational talent to more productive work
- Director, Globalization Governance Office (2006 – 2008)
- Drove transformation of software maintenance and testing within MTS by selectively outsourcing and offshoring those parts of the software development lifecycle
- Sr. Manager, Project Management Office (2003 – 2006)
- Launched and led 15 person Research and Development Project Management Office (PMO) across MTS that set the standard for project management throughout MTS

**PEOPLESOFT / J.D. EDWARDS (Now Oracle) – Denver, CO**

**2003**

\$2.4B organization that offered collaborative enterprise software and the consulting, education, and support that helps customers get the maximum return on their technology investments.



**Senior Program Manager – Enterprise CRM Initiatives:** Led projects that supported corporate customer relationship management (CRM) initiatives including the enterprise customer satisfaction survey program and applied operations modeling

- Survey System Acquisition and Integration – Drove RFP process and initiated customer satisfaction survey system acquisition before JDE merger with PeopleSoft. Led integration of global customer satisfaction survey programs between organizations during merger, including updates to business analytics.
- Quantitative Operations Models – Designed multivariate quantitative models to assess impact of operational changes on customer satisfaction, loyalty and revenue for combined operations. Aligned senior executives from both organizations around customer satisfaction survey program attributes that framed their decision-making.

**CORE INTEGRATION PARTNERS, INC. (Now VIP Consulting) – Denver, CO** **2001 – 2003**

Systems integration consulting firm that is complete provider of business intelligence, data warehousing and analytic solutions for Fortune 1,000 and government organizations.

**Senior Project Manager:** Led solution delivery teams, created and trained services methodology, wrote project-based proposals and delivered management “best practices” training seminars.

**GATEWAY COMPUTERS (Now part of Acer Group) – Denver, CO** **1999 – 2001**

\$3.6B Company that develops, manufactures, markets and supports broad line of desktop and portable PCs, digital media PCs, servers, workstations and PC-related products.

**Project Manager:** Planned, led and delivered data warehouse, business intelligence, customer relationship management and enterprise resource planning reporting information systems integration projects with geographically distributed teams.

**ERNST & YOUNG, LLP (Now Cap Gemini Ernst & Young) – Denver, CO** **1998 – 1999**

\$9B management and IT consulting firm offering services in business strategy, operations, people and information management.

**Senior Consultant:** Planned and delivered data management components for data warehouse and customer relationship management business solutions.

**THE VANDAVEER GROUP, INC. – Houston, TX** **1996 – 1998**

Management consulting firm specializing in individual and organizational performance improvement through targeted human resource and organizational development approaches.

**Consultant:** Managed variety of projects including applied research studies, technology development, employee assessment processes, business plan development, and job analyses.

- Consumer Products Customer Segmentation Study – Defined unique customer segments for \$40B consumer products client using hierarchical cluster analysis from nation-wide survey of customer preferences and demographics. Study findings used to refine shampoo marketing strategies.
- Employee Attrition Study – Analyzed internal client data to determine primary causes of unwanted employee attrition. Findings used to plan future employee retention programs for \$150B global energy client.
- Managed Executive Assessment Center – Defined requirements for, developed and managed Executive Assessment Center reporting system that extended contract with \$50B telecommunications company, representing 25% of firm’s revenue.

### **PROTECTIVE & REGULATORY SERVICES – Austin, TX**

**1993 – 1996**

6,000 Employee state agencies charged with protecting children and adults at risk of abuse or neglect, and licensing group day-care homes, day-care centers, and registered family homes.

**Research Associate:** Delivered research, data transformations, analysis and report writing services for four-year study designed to identify risk factors for and reduce incidence of child abuse and neglect.

- Large Scale Data Transformation and Restructuring – One million record statewide database was imported, restructured and merged with research subject database to include Child Protective Services delivery information and recidivism outcomes.
- Multivariate Statistical Modeling – Addressed core research program questions using wide variety of analytic techniques including descriptive statistics, z-scores, t-tests, ANOVA models, correlations, linear and logistic regression, factor analysis, chi-square, structural equation modeling and time-series analysis.
- Research Report, Publications and Presentations – Wrote technical reports and summarized research findings throughout four-year study, presented at conferences and published in conference proceedings and project final report to grantor.

### **Education**

- **PhD**, Personality and Social Psychology, University of Texas at Austin (Emphasis in quantitative methods)
- **MA**, Clinical Psychology, Michigan State University
- **BS**, Psychology, Michigan State University

### **Certifications, Affiliations, Training**

- Customer Experience Professionals Association (CXPA – member since 2019)
- Project Management Institute (PMI – member since 2001)

- PMI Project Management Professional (PMP - Certified continuously since 2001)
- Forrester Customer Experience Conference (with AI/ML), New York, NY (2017)
- Colorado Performance Excellence (CPEX) Examiner (2011)
- GE WorkOut Facilitator and Designer training by Robert H. Shaffer & Associates (2007)
- CMMi L2 Training on Measurement & Analysis, Project Planning, and Project Monitoring and Control (2006)

## Stuart Thomas

**Leadership Profile** – Confident, professional executive who takes a systems approach to help leaders transform their organizations. This results in a workforce that is effective and efficient in their positions and customers who are satisfied with the services being delivered. Stuart has worked in over 15 industries in most functions with over 400 organizations. He has exceptional relationship management, facilitation, business analysis, and organizational skills.

### Core Skills

Strategic Planning	Leadership Alignment	Executive Coaching
Change Management	Facilitation	Project Management
Organizational Review	Business Analysis	Agile / Scrum Practices
Organizational Design	Stakeholder Requirements	Measures of Success

### Professional Experience

**Arrow Performance Group, LLC (Founder)** 1999 – Present

- Utilizes an organizational systems approach to assess organizations and identify improvements
- Brings strong program and project skills to projects
- Works with leaders to plan, design and achieve increased levels of performance

**Accenture (Andersen Consulting), Denver, CO. Senior Manager thru Assoc. Partner** 1990 – 1999

**Arthur Andersen & Co. (Andersen Consulting), Denver, CO. Staff thru Manager** 1980 – 1989

### Education

- University of Denver – Master of Science; Information Technology, 2002.
- University of Denver – College of Professional Studies; Emerging Leaders Program, 1995.
- Colorado State University – Master’s in Business Administration, 1980.
- Miami University, Oxford, Ohio – Bachelor of Arts in Chemistry, 1978.

### Certifications

- Project Management Professional (PMP) and the Agile Certified Practitioner (ACP) by the Project Management Institute (PMI) in 2013 and 2022 respectively
- Senior Professional Human Resources (SPHR) by the Human Resources Certification Institute (HRCI) and the SHRM Senior Certified Professional (SHRM-SCP) by the Society of Human Resource Professionals (SHRM) in 2015.
- Associate Certified Coach (ACC) – by the International Coaching Federation in 2021.

### Honors & Recognition

- Andersen Consulting – Denver, CO (1997); Diversity (Recruiting/Teambuilding) Recognition;

(1992 - 1995); Recognized firm wide in the field of performance excellence and quality management.

- Beta Gamma Sigma (Colorado State University and University of Colorado Denver)
- Phi Kappa Phi (Colorado State University)

**Community Service**

- Rwanda Leadership Foundation, Sonrise School computer lab Program Coordinator (2007 - 2009)

## Attachment E – Pricing / Fee Schedule

### Estimates by Work Segment

				<b>Total</b>	
	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated Fees</b>	<b>Key</b>
<b>Work Segment</b>	<b>Hours</b>	<b>Fees</b>	<b>Expenses</b>	<b>and Expenses</b>	<b>Deliverables</b>
1 Organize Project	38	\$ 8,715	\$ -	\$ 8,715	Updated workplan, project announcement, project kickoff
2 Understand Current Environment	77	\$ 14,890	\$ -	\$ 14,890	Understanding of budgetary pressures and stakeholder map
3 Education Communication Series	65	\$ 18,265	\$ -	\$ 18,265	Education series communication plan for Arapahoe County
4 Listening Sessions	157	\$ 34,935	\$ -	\$ 34,935	Listening session design and support for Arapahoe County staff
5 Survey / Polling	461	\$ 112,845	\$ 19,200	\$ 132,045	Survey findings documents (one for Task 2 and one for Task 5)
6 Ballot Language Development	49	\$ 14,005	\$ -	\$ 14,005	add this
7 Targeted Community Engagement Sessions	215	\$ 48,285	\$ -	\$ 48,285	Preliminary ballot language and support of iterations
8 Project Communications	152	\$ 42,670	\$ -	\$ 42,670	Communication plan and facilitation tools for County officials
9 Manage Project	130	\$ 30,020	\$ -	\$ 30,020	Project status updates and written reports
	1,344	\$ 324,630	\$ 19,200	\$ 343,830	
		20%	10%		
Contingency	269	\$ 64,926	\$ 3,950	\$ 68,876	
<b>Total Estimated Base Fees + Contingency</b>	<b>1,613</b>	<b>\$ 389,556</b>	<b>\$ 23,150</b>	<b>\$ 412,706</b>	

### Estimates by Skill / Person

The estimates below refer to the base estimates plus a 20% contingency for hours.

ITEM NUMB	QTY	UNIT	DESCRIPTION	UNIT PRICE
1.	420	Per hour	Ballot issue specialist / Lauren Hooten	\$295 / hour
2.	324	Per hour	Government / finance specialist / Renny Fagan	\$275 / hour
3.	236	Per hour	Data specialist / Randy Law	\$275 / hour
4.	156	Per hour	Project manager and facilitator / Stuart Thomas	\$205 / hour
5.	0	Per hour	Senior Consultant – Other	\$205 / hour
5.	217	Per hour	Data Consultant	\$200 / hour
6.	260	Per hour	Staff Consultant	\$140 / hour

**Total estimate = 1613 hours. This is for estimated hours plus the 20% contingency.**