

**TAHOE REGIONAL PLANNING AGENCY  
SUSTAINABLE RECREATION INITIATIVE  
REQUEST FOR PROPOSALS (RFP)**

**Lake Tahoe Future of Tourism Shared Vision &  
Destination Stewardship Roadmap  
RFP # 210022**

**Announcement:** June 14, 2021

**Project Description:** The Lake Tahoe Sustainable Recreation and Tourism Partnership is seeking proposals from a firm (or team of firms) to develop a shared vision and implementation roadmap for Lake Tahoe as a sustainable destination.

The selected team will work closely with the visitors' authorities, USDA Forest Service, Tahoe Regional Planning Agency (TRPA), Nevada Office of Outdoor Recreation, Tahoe Fund, local jurisdictions, as well as other public and private partners.

**Evaluation:** Bids will be evaluated based on costs and qualifications as described in this RFP. Selection will be made by the Partnership and/or steering committee. Interviews may or may not be completed depending on the quantity and/or quality of bids received.

**Questions:** All questions should be submitted in writing to the RFP Coordinator:

Jennifer Self  
Tahoe Regional Planning Agency  
PO Box 5310  
128 Market Street  
Stateline, NV 89449  
775-589-5261  
jself@trpa.gov

## 1. Introduction

The Lake Tahoe Sustainable Recreation and Tourism Partnership is seeking professional services to develop a shared vision and implementation roadmap for the future of tourism in the region. The vision and roadmap would serve as guideposts for collective decision making and action and be developed by a collaboration of public and private partners.

The Partnership will serve as the steering committee for the visioning and planning process. This body includes [Lake Tahoe Visitors Authority](#), [North Lake Tahoe Resort Association](#), [Incline Village Crystal Bay Visitors Bureau](#), [USDA Forest Service Lake Tahoe Basin Management Unit](#), [TRPA](#), [Nevada Division of Outdoor Recreation](#), [Tahoe Fund](#), and other state and local public and private partners. The first phase will be to gather and analyze existing foundational and baseline research, studies, and data to provide a comprehensive view of the current state of tourism for the Lake Tahoe region. This may include visitor and local perceptions of tourism and outdoor recreation, drivers and deterrents of tourism to the region, and in-depth visitor profiles (particularly between the overnight visitor and day-tripper). Based on the results of this research, the consultants and Steering Committee will develop a shared vision for desired conditions and values, as well as mission and goals for sustainable recreation and tourism. This process would ultimately result in an implementation roadmap to achieve desired results and the best approach to have an effective impact with myriad private and public partners in the region.

## 2. RFP Schedule & Submission Process

### Public Records:

The documents submitted in response to this RFP should be considered public information and subject to FOIA disclosure. Restrictions on any information submitted will render a bid non-responsive.

TRPA assumes no contractual obligation to enforce any exemption on behalf of a respondent to the RFP.

### RFP Coordinator:

Upon release of this RFP, all communications concerning this proposal request should be directed to the RFP Coordinator listed below. All written questions and requests for clarification must be received by the deadline on the RFP schedule listed below. Email shall have the subject stating: **“RFP INQUIRY – RFP# 210022, Sustainable Recreation and Tourism Shared Vision and Implementation Roadmap .”** Responses will be posted to the website <http://www.trpa.org/document/rfps/> in accordance with the RFP schedule listed below. The respondent should rely only on written statements issued by the RFP Coordinator.

Jennifer Self  
Tahoe Regional Planning Agency  
PO Box 5310  
128 Market Street  
Stateline, NV 89449  
775-589-5261  
[jself@trpa.gov](mailto:jself@trpa.gov)

**RFP Schedule:**

TRPA anticipates the following schedule, which is subject to change:

Date of Announcement:	Monday, June 14
Proposing Firms’ Questions Due:	Friday, June 18
Questions and Answers posted to <a href="http://www.trpa.gov">www.trpa.gov</a>	Monday, June 21
Deadline for Proposal Submissions:	Tuesday, July 6 at 5:00 pm PST
Sealed Proposals Opened:	Wednesday, July 7
Selection of Consultants for Interviews (if necessary):	Thursday, July 8
Consultant Interviews (if necessary):	July 9-14
Anticipated Award of Contract:	Friday, July 16

Late proposal submissions will not be considered and will be returned unopened to the sender.

**Proposal Submission:**

Electronic submission of proposals via email, file transfer, or other method is preferred. RFP and cost proposal are submitted separately, and cost proposal is only opened for proposals that meet format requirements. Send electronic submissions to [bids@trpa.org](mailto:bids@trpa.org) with the subject line as **“DO NOT OPEN – RFP# 210022 Sustainable Recreation and Tourism Shared Vision and Implementation Roadmap RFP Response {lead firm name}”** and **“DO NOT OPEN – RFP# 210022 Sustainable Recreation and Tourism Shared Vision and Implementation Roadmap Cost Proposal {lead firm name}”**.

Mailed submissions will be accepted if submission is too large to transmit digitally. Please include hard copies and digital files on a thumb drive. Mailed submissions must be received by TRPA before the RFP deadline.

Address written proposals to: Tahoe Regional Planning Agency  
Attention: Jennifer Self  
**Subject line: “DO NOT OPEN – RFP# 210022 Sustainable Recreation and Tourism Shared Vision and Implementation Roadmap RFP Response {lead firm name}” and “DO NOT OPEN – RFP# 210022 Sustainable Recreation and Tourism Shared Vision and Implementation Roadmap Cost Proposal {lead firm name}”**  
128 Market Street, Suite 3A  
PO Box 5310  
Stateline, NV 89449-5310

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All opened proposals and accompanying documentation become the property of TRPA and will not be returned. Any late proposals will be returned unopened.

**Terms and Conditions:**

- TRPA reserves the right to amend the RFP schedule or issue amendments to the RFP at any time. TRPA also reserves the right to cancel or reissue the RFP, to reject any or all proposals, to waive any irregularities or informalities in the selection process, and to accept or reject any item or combination of items. TRPA reserves the right to request clarification of information from any bidder or to request supplemental material deemed necessary to assist in the evaluation of the proposal. TRPA reserves the right to accept any agreement deemed by the agency to be in its best interest. This RFP does not obligate the TRPA to accept or contract for any expressed or implied services.
- In the event that the bidder to whom any services are awarded does not execute a contract within thirty (30) calendar days after TRPA approval, TRPA may give notice to such bidder of intent to award the contract to the next most qualified bidder or to call for new proposals and may proceed to act accordingly.
- TRPA will not reimburse any bidder for any of the costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews.
- Selected consultant(s) will be expected to sign the TRPA Consultant Services Agreement listed on <https://www.trpa.org/document/rfps/> .. Any desired edits to this agreement should be included in the Contractor's proposal. Desired edits may not be accepted by TRPA.
- The Consultant or its employees may be subject to the provisions of Article III (a)(5) of the Tahoe Regional Planning Compact (P.L. 96-551, 94 Stat. 3233, Cal. Gov't Code Section 66801, N.R.S. 277.200), which requires disclosure of any defined economic interest and prohibits such persons from attempting to influence Agency decisions affecting certain economic interests.
- Bidder shall thoroughly examine and be familiar with these terms and conditions of the TRPA Consultant Services Agreement. The failure or omission of any bidder to receive or examine this document shall in no way relieve any bidder of obligations with respect to this proposal or the subsequent contract.
- Bidder must certify to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency. TRPA will verify bidders' status by checking the SAM system.
- All subcontractors, if any, used by the selected consultant will require prior written consent of TRPA and will be subject to all provisions stipulated in the TRPA Consultant Services Agreement.
- This contract may be funded by federal and state grant awards and may subject to federal and state grant award requirements including, but not limited to, cost principles and administrative regulations including but not limited to travel and per diem rates, mileage rates, and allowable cost requirements.

### 3. Project Description

#### Overview of the Project:

##### **A. Need & Objectives**

The Sustainable Recreation and Tourism Partnership wants to develop a shared vision to reimagine the future of tourism and recreation. This need has surfaced to address the current and growing strain on the region's natural resources, our economy, and amenity infrastructure.

Our goal is to determine what sustainable recreation and tourism could look like in the long term (next 10-20 years) while managing short-term challenges including preserving quality of life for local residents.

This process will honor the disparate objectives of myriad public and private partners in the region while revealing and calling attention to where there is common ground and value add for all involved. This process will define a shared vision; engage and inform the public, local thought leaders, and relevant private industry; and develop an implementation roadmap for collective action.

Through this process we will look to achieve the following:

1. Gain a comprehensive understanding of the current state and trends of tourism and outdoor recreation in the Lake Tahoe region using existing and available research, studies, plan, and data.
2. Define the strengths, weaknesses, opportunities, and threats to the region as a destination.
3. Document, review, and analyze current regional initiatives that relate to sustainable recreation and tourism and destination management, as well as any gaps.
4. Develop and implement an innovative strategy for engagement with the public, local thought leaders, and public and private partners to gain community input and buy-in in the development of a shared vision and implementation roadmap, as well as education on sustainable tourism principles.
5. Develop and propose a 10-20 year vision and mission for the future of tourism in the region.
6. Define tangible action steps to achieve that shared vision and move towards collective action.

Key stakeholders include business and industry leaders, visitors' authorities, the Washoe tribe, public lands managers, recreation managers, non-profits and environmental groups, health and public safety officials, local and regional government, public health and safety officials, and civic leaders.

##### **B. Background**

When you speak with the local community, partners, and visitors about their expectations of outdoor recreation in Lake Tahoe it often includes intimate experiences surrounded by breathtaking beauty, access to some of California and Nevada's best trails and waterways, and memories that leave a lasting impression. The reality, however, can be vastly different from

those expectations – hours spent in traffic only to find there is no parking spot at the trailhead they were going to, litter and trash along our beaches, and so on.

Lake Tahoe receives approximately 15 million annual visits. To put this in perspective, Lake Tahoe is roughly one-third the size of Yosemite National Park, yet receives three times the number of visits. And, of those visits, approximately 40-42% are day trippers.

Tahoe's \$5 billion annual economy is undeniably based on tourism. Yet, the basin remains heavily reliant on outdated economic models that value quantity over quality and ultimately make our communities and businesses and our environment more susceptible to boom and bust visitor cycles.

While most global tourism destinations are struggling to get visitors and rebound from the COVID-19 pandemic, Lake Tahoe's visitation and outdoor use throughout 2020 did not take a hit. In fact, overall visitation to Tahoe last year was comparable to previous years. While most lodging and the local businesses felt the burden of the shutdowns, our outdoor spaces continued to see high use and there were unprecedented visitation surges during non-peak times. And, this was despite full forest closures, one of the most extreme wildfire seasons in California's history, and stay-at-home orders.

The most common challenges the region faces are nothing new to the region nor other outdoor recreation destinations across the globe – careless behavior, changes in visitor demographics, new and different visitation patterns, visitation surges, etc. However, the COVID-19 pandemic and related pressures such as limited staffing, public health protocols, and rapid response opening and closures made these challenges harder to manage and impossible to ignore. COVID has been a catalyst for regional coordination and partnership alignment.

On February 25, 2021, over 65 public and private executive level partners came together to start an important dialogue: being more intentional about how the region wants to present Tahoe and what expectations we will hold out to those who come here, and how to tackle systemic challenges the region is facing in visitor management. From that dialogue, workshop participants identified a need to establish a shared vision of Tahoe's tourism and outdoor recreation future, as well as the need to have continued coordination and alignment among public and private partners through collective impact for destination and visitor management. This workshop was the emphasis for this proposal.

Partners agree that the time is now to be intentional about our approach; to “see the whole picture” of how visitation is impacting Tahoe's environment, our economy, the users experience; and our communities before it is too late.

There is recognition that partners have made great strides in planning for infrastructure. The Regional Transportation Plan adopted this year is a prime example of that. The plan envisions connected technology; a 15 minute transit service between hot spots and urban centers; and specific strategies to move people to, from, and around the region.

The void partners have recognized in visitor and destination management now is how we go about (collectively) fostering the good behavior and stewardship of 15 million visitors, as well as identifying a new economic model that makes public and private partners bottom line more sustainable and helps to fund much needed infrastructure improvements. This is what we are trying to address.

**C. Suggested Scope of Work (final scope to be discussed with winning bidder and stakeholders; the number of meetings, workshops, etc. subject to change as the project evolves)**

**Task 1: State of tourism in the Lake Tahoe region (i.e. status and trends)**

Identify and document status and trends related to outdoor recreation and tourism for Lake Tahoe. Consider existing documents, available data, studies, stakeholder input, and other relevant information.

This task may provide the following:

- The current status and trends of community and visitor use perceptions and experience; amenity infrastructure and capacity; relevant social, economic, and environmental conditions influencing visitation; visitor management implementation challenges; and the existing economic model.
- Detailed visitor profiles and use estimations (particularly the overnight visitor and day-tripper), including economic impact specific to duration and types of activity.
- Strengths, weaknesses, opportunities, and threats to the region as a destination and existing organizational structures.
- An overview of current regional initiatives that relate to sustainable recreation and tourism and destination management, as well as any gaps.

Deliverable:

- Professional white paper.

**Task 2: An innovative strategy for engagement with the public, local thought leaders in the realm of outdoor recreation and tourism, public and private partners, the Washoe Tribe and local businesses**

Input from public and private partners, including business leaders, and the local communities is vital to develop a shared vision and path forward towards a more sustainable future.

Regular public communication will occur through a variety of approaches to create a number of opportunities for public input and to provide helpful information about perceptions of tourism in Tahoe.

The strategy should incorporate both physical and digital outreach and engagement tactics and be flexible to changing COVID-19 guidelines. At a minimum, four public workshops, webinars, meetings, town halls, etc. should be conducted. Develop and implement an outreach strategy to gain input and buy-in from the broader public and stakeholders within the corridor.

The strategy should accomplish the following:

- Provides community input and buy-in in the development of a shared vision and implementation roadmap.
- Educates and informs the community on sustainable tourism models and principles.
- Provides guidance on how to engage with the business community around sustainable tourism principles.

- Provides opportunities for existing local businesses to participate in the process so they can help shape the shared vision and provide their perspective on the visitor experience.
- Provides opportunities for community members to share their perceptions of tourism in the region and participate in developing the shared vision.
- Respects the Washoe community by involving them in determining ways to protect and interpret Washoe cultural, historic, and natural resources values.

Deliverables:

- Strategy for engagement work plan and timeline.
- Summary report of all engagement tactics, numbers, and other relevant information.

### **Task 3: A long-term shared vision and values related to the future of recreation and tourism for Lake Tahoe**

Using input from Tasks 1 & 2 as well as other sources, determine what sustainable recreation and tourism will and could look like in the next 10-20 years and how to best manage the increased pressure from visitation and outdoor recreation while providing continued quality of life for our local communities and businesses to thrive.

- Provides shared values, desired conditions, and expected visitor and use behavior.
- Outlines a desired economic model for a more sustainable tourism future.

Deliverable:

- A shared vision and mission statements.

### **Task 4: An implementation roadmap to guide decision making**

Using best practices, case studies, subject matter experts and input from Tasks 1-3, define and prioritize tangible action steps to achieve that shared vision and move towards collective action.

- The goals and objectives that flow from the agreed upon shared vision and mission.
- Provides a “jump start” 1 year action plan.
- Provides tangible action steps and/or strategic tactics to achieve the shared vision over the longer term.
- Provides a collective impact structure or other approach for planning and implementation of visitation and use management strategies. This would include any necessary agreements and/or MOUs, an organizational charter with vision, mission and objectives; decision making authority and processes; and a funding strategy for implementation projects over the next five years.
- Provides guidance on how partner organizations could use and integrate the shared vision and implementation roadmap into their planning processes.
- Provides guidance on how to continue forming connections between the shared vision and our communities, local businesses, and the public.
- Provides best practices and/or case studies for other global destinations with sound and proven economic models to support sustainable recreation and tourism.
- Provides direction on tactical metrics to gather and use to inform decision making.



Deliverable:

- Vision and implementation roadmap document/report developed by the consultant team(s) in collaboration with the steering committee and project partners.
  - Case Study examples: *[used for reference purposes only, does not depict exact deliverable to be completed]* [New Zealand](#); [Norway](#); and [Sedona, Arizona](#); [Colorado](#).

**Task 5: Steering Committee Support**

Lead and deliver the shared vision and implementation roadmap and support the Partnership during the process.

- Develop the work plan.
- Identify roles, responsibilities, and assumptions.
- Help identify partner organizations that should be a part of the steering committee.
- Organize one to twice monthly check in meetings with a project steering committee.
- Participate in bi-monthly project development team meetings. These meetings will include the steering committee plus additional stakeholders.
- Conduct three (3) focus group meetings with a broader stakeholder group that will include representatives from businesses, recreation and entertainment managers, and user groups.

Deliverable:

- Project work plan, steering committee participation recommendations, and management materials. (e.g. Gantt chart)
- Organized files, digital resources used or consulted throughout the project.
- Agendas, PPT presentations, and meeting notes for all steering committee meetings.
- Approximately three presentations on the status and final deliverables of the project.

**Term of Engagement:**

It is the intent of the Agency to contract for services presented herein for a term of one-year. The Agency reserves the right to extend the term of this contract for up to two one-year terms subject to the annual review of the Agency, the satisfactory negotiation of terms (including a price acceptable to both the Agency and the selected firm), and the annual availability of an appropriation.

**Project Schedule:**

The terms of this agreement shall commence on July 5, 2021 and shall expire on June 30, 2022. The parties shall have the option to renew the contract for an additional one (1) year term, such renewal is not automatic. The contractor or the Partnership may terminate this agreement at any time, provided that all compensation earned or costs incurred prior to such termination shall be payable to the contractor.

In your response to this RFP, please include a high level Gantt chart for all tasks.

### **Required Qualifications:**

A firm(s) submitting a proposal represents that it is fully qualified, staffed, and equipped to properly perform any agreed upon conditions and work as requested in this bid proposal and as represented in the proposal.

Highly preferred qualifications:

- Comprehensive understanding of the tourism, outdoor recreation, and visitor management industry.
- Extensive experience working with and developing shared planning documents or visions with a myriad public and private industry sectors.
- Experience in sustainability initiatives and demonstrated work products of long-term management plans with a focus on sustainable tourism challenges.
- Demonstrated ability to engage with large, diverse stakeholder groups and ability to facilitate public outreach programs to garner input in a safe and inclusive environment.
- Demonstrated ability to produce planning documents and management plan for a wide variety of audiences and purposes. (e.g. legislative, community, funding competitiveness, etc)

## **4. Minimum Required Proposal Contents**

### **Minimum Required Proposal Contents:**

1. Main Proposal. Max Page Limit: 10
  - a. Project approach: description of work and overall approach, specific techniques that will be used and specific administrative and operations expertise to be used
  - b. Schedule: Provide a Gantt chart with project timeline by specific tasks.
  - c. Cost Proposal: **Cost proposal should be broken down by specific tasks**, showing hourly labor rates, level of effort and material, and/or by milestones and deliverables.
2. Supplemental Materials. Max Page Limit: 10
  - a. Team Organization: Describe how the project team will be organized to facilitate effective management, implementation, and evaluation. Add detailed information on the consultant project manager, their qualifications, roles and responsibilities
  - b. Team Facilities and Resources: Describe your teams physical office(s), remote work procedures, COVID-19 operations, office hours, and available technology (ex: Zoom, Drive, Adobe Cloud, etc).
  - c. Qualifications and Experience: Provide a summary of company and project team qualifications.
  - d. References: Provide a minimum of three (3) client references of similar sized and/or governmental accounts which the bidder has served in a similar capacity over the past five years and/or is currently serving. Provide a contact person, telephone number, and email address for each reference customer.
  - e. Past Projects: Please include links to two to three (2 to 3) relevant examples of similar projects completed by the project team.
  - f. Sub-contracts: Identify all sub-contracts that are to be used, description of each and the work by each sub-consultant/sub-contractor. No work shall be subcontracted unless listed in the technical proposal. Sub-consultant resumes should be provided.

## **5. Notification and Selection Process**

### **Review of Proposals:**

After the deadline date the steering committee shall review and evaluate all proposals for responsiveness to the RFP to determine whether the Proposer possesses the professional qualifications necessary for the satisfactory performance of the services required. The steering committee shall also investigate qualifications of all Proposers to whom the award is contemplated, and the steering committee may request clarifications of proposals directly from one or more Proposers.

In reviewing the proposals, the Agency and the partnership may consider the following:

1. The experience and past performance of the Proposer and its agents, employees, and sub-consultants in completing projects of a similar type, size, and complexity.
2. The Agency may consider Proposer's timely and accurate completion of similar projects within budget.
3. The specific recent experience of the Proposer and its agents, employees, and sub-consultants in auditing governmental entities and especially transportation entities.
4. The feasibility of the proposal based upon the performance and cost schedules, and the methodology to be used by the Proposer.
5. Proposer's understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP.
6. Proposer's proposed language for the Professional Services Agreement.
7. TRPA makes a good faith effort to contract with small, minority, and women owned business enterprises. Accordingly, the TRPA strongly encourages small, minority, and women owned businesses to reply to this RFP.

### **Award of Agreement:**

Upon completion of the review period, the Agency shall notify those respondents whose proposals will be considered for further evaluation and negotiation. All notified respondents may be required to make presentations and negotiate in good faith in accordance with direction from the Agency. Any delay caused by respondent's failure to respond to direction from the Agency may lead to a rejection of the proposal.

If the Agency determines, after further evaluation and negotiation, to award the Agreement, the Standard TRPA Two-Party Contract Agreement shall be sent to the successful respondent for the respondent's signature. No proposal shall be binding upon the Agency until after the Agreement is signed by duly authorized representatives of both the Auditor and the Agency.

Should the selected applicant and TRPA be unable to agree to the terms of a contract within thirty (30) calendar days after TRPA approval, TRPA will reserve the right to disqualify the consultant and go to the second ranked consultant if a deal cannot be negotiated. with the highest ranked consultant.

The Agency reserves the right to reject any or all proposals, and to waive any irregularity. The award of the Agreement, if made by the Agency, will be based upon a total review and analysis of each proposal and projected costs.

TRPA will contract with the party that will best accomplish the project objectives for the best value and in the best interests of the Agency.