

**REQUEST FOR QUALIFICATIONS (RFQ)  
KAYENTA TOWNSHIP**



**General Plan and Zoning Ordinance**

Kayenta Township  
P.O. Box 1490  
Kayenta, AZ. 86033

RFQ Issue Date: July 21, 2010  
RFQ Pre-proposal Meeting: August 3, 2010 at 10 am  
Deadline for RFQ questions: August 12, 2010  
Deadline for RFQ Submissions: Thursday August 19, 2010 at 3:00 pm

Notice is hereby given that the Development Services Department of the Kayenta Township is seeking proposals from qualified consulting firms to prepare a comprehensive update of the General Plan and Zoning Ordinance. Under the direction of the Development Services Director, the consulting firm is expected to perform responsible, professional work in the research, compilation of data, analysis and studies as described in the Request for Qualifications (RFQ).

Request for Qualifications may be obtained at the Kayenta Township, Development Services Department. A copy may be downloaded from the Township website at <http://www.kayentatownship.net/>.

Each proposal must be submitted in a sealed envelope and clearly marked on the outside "General Plan/Zoning Ordinance RFQ". RFQs will be accepted until August 19, 2010 at 3 p.m. Late and postmarked copies will not be accepted.

In order to insure that all interested firms have access to the same information, all questions must be submitted in writing to the Development Services Department. Questions will be accepted until Tuesday, August 3, 2010.

A pre-submittal conference will be scheduled approximately two weeks after the proposal is mailed out. You will be notified of the time and location. The purpose of the pre-submittal conference will be to answer any questions regarding work described in the RFQ. Consultant attendance is not required, but is strongly encouraged, as additional information may be provided.

Copies, written questions, submittal of RFQ should be to the attention of:

Adrian Holiday - Interim Director of Development Services  
Kayenta Township  
Development Services Department  
P.O. Box 1490  
Kayenta, AZ. 86033  
Email: [aholiday@kayentatownship.net](mailto:aholiday@kayentatownship.net)

## **I. INTRODUCTION**

The Kayenta Township is seeking proposals from qualified consulting firms to prepare an updated General Plan and Zoning Ordinance. The Proposal represents the initial step in the selection of a firm to prepare the documents. After review and evaluation of the submitted proposals, the Township will recommend the finalist to the Township Commission for award of contract.

## **II. BACKGROUND**

### **Township Characteristics:**

**The Kayenta Township is located within the Navajo Nation and within the Navajo County of Arizona. It is a quasi-independent governmental entity under the Navajo Local Governance Ordinance.**

The Township has a total land area of 3,606 acres. The majority of the Township is developed with residential use and housing units that are low income occupied which contributes to deprived residential neighborhoods.

Industrial land use is at a minimum and commercial land uses account for the majority of the businesses along the US Highway 163 and 160 corridors. The Highways represent the Township's commercial district with regional travel routes connecting adjoining states, communities and cities.

Kayenta serves as a regional hub for the surrounding area. It is the gateway to the world-renowned Monument Valley, a Navajo Nation park. Major facilities located in Kayenta Township include Kayenta Unified School District, Kayenta Community School, Bureau of Indian Affairs, Kayenta Chapter, Indian Health Service, Navajo Nation Police and Kayenta Volunteer Fire department. In the last few years, the Kayenta Township has seen much growth. In 2002, the Hampton Inn was completed, followed by Sonic, Airport Improvements, Animal Control, Streets Improvements and Napa Auto Parts. The completed design and anticipated construction phase for the Kayenta Hospital moving forward as planned. The Judicial District has secured project funding and is also moving forward into the construction phase this year.

The remaining land area is devoted to parks, public facilities, roadways, and other infrastructure. The Township is surrounded by largely undeveloped land under the local jurisdiction of the Kayenta Chapter of the Navajo Nation. The Township's population as of January 2000 was estimated by the United States Census Bureau to be 4,922 persons. Kayenta Township is eager to establish itself as a municipality to break barriers and recognize its abilities to perform for the community of Kayenta, Arizona.

## **III. THE GENERAL PLAN AND ZONING ORDINANCE UPDATE**

Township of Kayenta has relied upon a neighboring municipality's Zoning Ordinance. The Township is ready to adopt its own zoning code. The General Plan was originally adopted in 1985 and updated in 2003. The most recent revision took place in 2009 it

included the Township's values and vision implementation strategies and the Community's economic and development progress over a projected 20-year period.

### **Role of the General Plan and Zoning Ordinance**

At the most basic level, the General Plan represents a Township's vision for the future, and provides a guide to achieving that vision. The updated General Plan must be prepared with the unique challenges, constraints and opportunities of the Kayenta community in mind. At minimum, the General Plan must:

- *Address Community Issues.* Kayenta is extremely limited in available, developable land, therefore the Township must develop strategies to maintain and improve existing neighborhoods, planned developments and specific plan areas in a manner consistent with its long term objectives. The General Plan should be able to identify potential infill sites that can transition from obsolete or inappropriate land uses to the highest level and best use for each site.
- *Identity and Image.* The General Plan should be able to define and emphasize the City's unique characteristics and develop goals and policies to capitalize on that unique identity.
- *Be User Friendly.* The General Plan should express the Township's vision in clear and concise terms and leave the technical discussion of traffic, noise, infrastructure, etc. to the appendices. The Township encourages the consultant to minimize the amount of text in favor of graphic depictions, including photos, drawings, illustration, maps, tables, vignettes and other graphic tools. The General Plan should have all land use maps updated in a colored format. The maps should be provided in PDF and electronic format/GIS format.

### **General Plan Elements**

The Township is in the process of updating the Housing Element where the Consultants will be expected to incorporate the Housing Element with the General Plan to achieve consistency.

The Township wishes to consider including two additional elements as a result of the strategies outlined in the current General Plan. The additional elements are described below:

- **Economic Development-** Focus on strategies the Township can implement to improve the economic vitality of its commercial and industrial areas and attract new development.
- **Sustainability-** identify opportunities for sustainable development that are consistent with Township cultural values and available resources.

**General Plan Elements to be developed by the consultant shall include:**

- **Resource Conservation and Development**
  - Air Quality**
  - Water Supply/Water Quality**
  - Scenic Quality/Design Aesthetics**
  - Soil Conservation**
  - Urban Wildlife Habitat**
  - Urban Forestry**
  - Culturally Sensitive Areas**
  
- **Community Resources**
  - Urban Form/Environmental Design**
  - Land Use**
  - Relationship to Surrounding Chapter and Nation Uses**
  - Natural Hazard Preparedness/Mitigation**
  - Economic Development**
  - Parks and Recreation**
  - Community Facilities**
  - Housing (to be incorporated from plan prepared by Kayenta Township)**
  
- **Infrastructure**
  - Roads/Circulation/Transportation**
  - Drinking Water Systems**
  - Wastewater Treatment and Reuse**
  - Energy Supply**
  - Solid Waste Management**
  - Telecommunications**
  - Public Safety**

**Zoning Ordinance Update**

To achieve the highest level of internal consistency and realize the vision of the General Plan, the Township is requesting that a comprehensive Zoning Ordinance be completed in conjunction with the General Plan. The Zoning Ordinance should support and help to carry out the policies and goals of the General Plan. The Township wishes to move beyond the microscopic detail of land-use defined traditional zoning codes to a broader, yet enforceable, urban form-based code where applicable. The Township places special emphasis on the need to preserve its character enhances quality of life for its residents and visitors while accommodating infill and growth. The visual quality of the built environment (building form and landscaping), and the walkability and design response to climatic conditions (public space) are overarching goals which, when taken together, will define the Township's urban form.

The Zoning Ordinance should:

- Be consistent with the General Plan avoiding any legal inconsistencies
- Provide adequate language specific to the needs of the Township
- Be clear and precise, and user friendly
- Provide development standards that are not in direct conflict with other standards and regulations
- Avoid repetitiveness
- Specify the relevant reviewing bodies and processes needed to accurately process applications
- Review and make adequate recommendations to discretionary and ministerial project processes including appeal procedures
- Provide an updated colored zoning map and form, in PDF and GIS format.
- Include specific infill design guidelines for all Township zones
- Include a section for drought resistant plant material and xeriscape (plant palette)
- Apply where applicable smart growth, green building standards and form based code principles
- Re-evaluate PUDs, mixed use, setbacks, buffers and privacy issues, non conforming uses, lighting

#### **IV. DOCUMENTS TO CONSIDER**

The Township refers to a number of organization, governments and documents that directly relate to the goals and polices of the current General Plan. These documents are in hardcopy and found on their home websites format as follows:

- Kayenta Township - General Plan
- Kayenta Chapter – Planning and Zoning, Kayenta, Arizona
- Navajo Tribal Utility Authority (N.T.U.A.), “Commercial and Residential Services”
- Arizona Department of Commerce “Arizona Planning and Zoning Handbook” Third Edition, October 2004  
<http://www.azcommerce.com/doclib/smartgrowth/handbook/p&zhandbook.pdf>
- Southwest Planning & Marketing in association with CommunityByDesign RME Santa Fe Engineering & Surveying “Kayenta Market Study and General Plan – Phase 1 Land Use Inventory” Dated: April 2005
- Southwest Planning & Marketing in association with CommunityByDesign RME Santa Fe Engineering & Surveying “Kayenta Market Study and General Plan – Phase 2 Land Use Inventory” Dated: April 2005
- Kayenta Township Commission “2002-03 Capitol Budget & Capitol Improvement Program Town of Kayenta” Dated: April 2003
- ESI Corporation “Kayenta Township – Short-Term Economic Development Plan” Dated: September 2007
- ESI Corporation “Kayenta Township – Strategic Economic Development Plan” Dated: September 2007
- ESI Corporation “Kayenta Township – Strategic Economic Development Plan Supplemental White Paper” Dated: September 2007
- Arizona Department of Transportation (A.D.O.T.), Traffic Volume Counts

- Maricopa Association of Governments (M.A.G.), Phoenix, Arizona
- Navajo Nation Government, Window Rock, Arizona
- Navajo Nation Historic Preservation Department, Window Rock, Arizona
- Navajo Parks and Recreation Department, Window Rock, Arizona
- Navajo Nation Capital Improvement Office, Window Rock, Arizona
- Kayenta Unified School District - Operations Department, Kayenta, Arizona
- Kayenta Community School, Kayenta, Arizona
- Bureau of Indian Affairs (B.I.A.), Albuquerque, New Mexico
- Navajo County Public Works – Planning and Zoning, Holbrook, Arizona
- Any other information required by the Consultant and not accessible by planning staff shall be obtained by the Consultant.

## **V. SCOPE OF SERVICES**

The Scope of Services listed below serve as a minimum guide:

### **1. COORDINATION**

- a. Participate in bi-weekly staff meetings or as needed.
- b. Coordinate with all pertinent United States Government, Navajo Nation, Kayenta Chapter, State, county and local agencies.

### **2. ANALYSIS**

- a. Review relevant United States Government, Navajo Nation, Kayenta Chapter, State, county and local documents and assess current conditions.

### **3. OUTREACH**

- a. Prepare, present and distribute all notices, memos, staff reports, articles, advertisement in radio, newspapers, announcements/updates for website in English and Navajo. Presentation shall be conducted in power point with handouts approved by staff.
- b. Develop a Community Outreach program in compliance with Navajo Nation law and specify the number of workshops/meetings proposed.
- c. Ensure that every person who wishes to express an opinion has the ability to do so.
- d. Provide Navajo interpreter services during workshop meetings.
- e. Flexibility of having workshops during workday evenings and/or on Saturdays.

### **4. REVISIONS**

- a. All comments by Township staff, Planning Commission, Township Council, public and other stakeholders shall be addressed.
- b. Prepare and track revisions to drafts as required by Township Staff.

### **5. PREPARATION**

- a. Include all material as described in Section III of this RFQ.
- b. Review, evaluate and provide updates to all aspects and contents of the General Plan and Zoning Ordinance for a comprehensive update and consistency with Navajo Nation law.
- c. Prepare General Plan and Zoning Ordinance responsive to the unique challenges, constraints and opportunities of the community.

- d. Avoid generalized statements that do not realistically apply to the needs of the Kayenta community.
  - e. Organize in a clear and concise manner, easily readable and include use of color graphs, photos, illustrations, and maps as appropriate.
  - f. Draft and final documents shall be in Microsoft Word, PDF and Excel format and GIS where applicable.
  - g. Prepare drafts as required by staff for review.
  - h. Provide all necessary drafts of resolutions, ordinances and other pertinent documentation required by Township for the adoption and approval of the General Plan and Zoning Ordinance update.
  - i. Provide ten (10) final bound copies and master document on CD.
6. PUBLIC HEARINGS
- a. Attend all needed Planning Commission and Township Commission meetings. Specify the number of meetings proposed.

## VI. SELECTION PROCESS

The Township will use the following process to select the consultant team for the General Plan program:

- **Qualifications of Project Team.** The qualifications of consultant firm and each team member, and subconsultant.
- **Experience.** The relevant and current experience of each member of the team detailing the team members' involvement with the projects described and the outcomes (i.e. met timeline, adoption, etc.).
- **Quality of Work Plan.** The approach to be taken by the Consultant including the scope of services and deliverables.
- **Comprehensiveness.** Ability to provide comprehensive, clear and concise answers to the information requested by the RFQ.
- **Schedule.** Proposal of an effective timeline allotting reasonable time ranges per task and demonstration of ability to meet project schedule.
- **Knowledge.** Demonstrated knowledge of Navajo Nation, federal, and local laws, rules and regulations.
- **Cost.** Provide a detailed Not To Exceed cost quotation in relation to the services and products to be provided including a contingency amount.
- **Native American preference.** Native American majority owned firms shall be given preference if all qualifications stated in this RFQ are adequately demonstrated.

## VII. FORMAT REQUIREMENTS

1. **Cover letter.** A cover letter providing basic Consultant information including proposed Project Manager contact information, introduction and brief description demonstrating understanding of the Township of Kayenta.
2. **Table of contents.**
3. **Submittal of ten (10) bound copies.**

4. **Work Plan.** A description of the consultant's philosophical and organizational approach to the project. This portion of the proposal should describe how the consultant proposes to capture the essence of the Township's vision and translate them into goals, objectives and policies. It should also indicate how the final products will be organized, formatted, and presented in a user friendly document.
5. **Scope of Services.** Detailed Scope of Services providing detailed information on all of the work tasks required to complete the General Plan/Zoning Ordinance Update.
6. **Qualifications.** Information on the firms' qualifications and experience. Projects performed by key staff members that are no longer with the bidder's firm shall not be listed among the references. The information should be brief and include the following:
  - a. General firm information including the firm size, years in business, organizational chart, number and position of each proposed team member, and the number and size of current projects being worked on by the firm and any subconsultants.
  - b. Identification, qualifications, and experience of all persons to be assigned to the project team organization including subconsultants, the assignment of responsibilities, and the percentage of time that each team member is envisioned to devote to this project.
  - c. Three most recent project references that the proposed project team has completed, detailing specific tasks worked on, implementation, outcome (met timeline, etc.) and any innovative and unique concepts incorporated into the projects.
7. **Commitment.** Commitment that the consultant team, especially the project manager(s), shall remain in place for the duration of the update.
8. **Schedule.** A proposed schedule detailing the total length of time necessary to prepare the General Plan/Zoning Ordinance Element and related environmental document describing significant milestones during the preparation period.
9. **Cost.** Provide separate cost categories with detailed budget addressing the following three parts:
  - a) General Plan Update
  - b) Planning & Zoning Ordinance

The detailed budget should be prepared in a table format identifying item by item costs for all components of the project, showing the cost per team member (hourly rate) for each specific task shown in the Scope of Services, plus the cost of any reimbursable items (printing, mileage, etc.). The project cost shall reflect a not to exceed amount. If a contract is awarded, the Township will pay on a percentage completed for each phase of the Scope of Services.

10. **Insurance.** Identification of all available insurance coverage (e.g., Errors and Omissions, Workers Compensation, Automotive, Commercial General, Professional Liability) the firm may have.
11. Any additional information that would reflect the bidder's ability to provide the services described in this RFQ.

## VIII. SUBMITTAL REQUIREMENTS

1. **Copies.** Request for Qualification may be obtained at the Development Services Department.
2. **Questions.** All questions must be submitted in writing to the Development Services Department. Answers to questions will be made in writing and distributed to all interested firms.
3. **RFQ Submittal.** Each proposal shall be submitted in sealed envelope and clearly marked on the outside "General Plan/Zoning Ordinance Update RFQ". Proposals will be accepted until August 19, 2010 at 3:00 p.m. Late submittals will not be accepted.
4. **Pre-submittal Conference.** A pre-submittal conference will be scheduled approximately two weeks after the proposal is advertised. Consultant attendance is not required but is strongly encouraged. Date, time, and location of the presubmittal conference will be sent to all firms requesting and RFQ package within two weeks of the RFQ's availability.
5. Questions and Proposal submittals shall be addressed to:

Adrian Holiday  
Development Services Director  
Development Services Department  
Township of Kayenta  
P.O. Box 1490  
Kayenta, AZ. 86033

## **IX. ADDITIONAL INFORMATION**

### **Right to Reject Proposals**

The Township of Kayenta reserves the right to reject any or all proposals, or any part of any proposal, to waive minor technicalities, or to solicit new proposals on the same project. Proposals may be rejected for any alterations of form, additions or alternatives not requested, incomplete proposals, or irregularities of any kind.

### **Notification of Withdrawal of Proposals**

Proposals may be modified or withdrawn prior to the time and date specified for proposal submission by formal written notice from an authorized representative of the consultant. Proposals submitted will become the property of the Township of Kayenta after the proposal submission deadline and may be released as a public document after that time.

### **Option of Township to Terminate Agreement in Event of Failure to Complete Work**

The term of the agreement between the selected consultant and the Township shall continue until completed, or until terminated by either party as provided herein. Either party may terminate the agreement at any time upon giving of thirty (30) days written notice to its intention to do so.

### **Indemnification**

The consultant shall indemnify, defend and hold harmless, the Township against all liabilities or loss, and against all claims or actions based on or arising out of injury to, or death of persons or damage to or loss of property caused by acts or neglect of the consultant, his/her employees or agents in connection with the performance of this RFQ. Interested firms shall be responsible for performing the work under this contract and shall be liable for his/her own negligence and the negligence acts of his/her employee.

### **Insurance**

The consultant shall at their own cost and expense, procure and maintain during the term of this agreement, the following:

- Commercial General Liability Insurance, in an amount not less than \$1,000,000 per occurrence and \$2,000,000 general aggregate for bodily injury, personal injury and property damage;
- Comprehensive Automobile Liability Insurance, which provides for total limits of not less than \$1,000,000 combined single limits per accident applicable to all owned, non-owned and hired vehicles;
- Statutory Workers' Compensation required by the Labor Code of the State of Arizona and Employers' Liability Insurance in an amount not less than \$1,000,000 per occurrence. Both the Workers' Compensation and Employees' Liability policies shall contain the insurer's waiver of subrogation in favor of Agency and City, and their elected officials, appointed officials, agents, employees, officers, volunteers and servants;
- Professional Liability (Errors and Omissions) Insurance, appropriate to Consultant's profession, against loss due to error or omission in an amount not less than \$1,000,000.