REQUEST FOR INFORMATION (RFI)

RFI NO. 307-26

FEES & SERVICES COST RECOVERY ANALYSIS

SCHEDULE OF EVENTS

• **RFI Issued**	**11/4/2026**		
• **Deadline to Submit Additional Questions**	**11/30/2026**	**11:00 P.M.**	**Local Time**
• **RFI Response Due Date**	**12/18/2026**	**11:00 P.M.**	**Local Time**

Purchasing Analyst of Record: Andrew Miskell, CPPB

Andrew.Miskell@ThorntonCO.gov

City Hall – 2nd Floor
Contracts and Purchasing Division
9500 Civic Center Drive
Thornton, CO 80229-4326

A. INTRODUCTION / PURPOSE

The City of Thornton, Colorado (Thornton) is issuing this Request for Information (RFI) to determine the availability and general capability of vendors to analyze and compare our current fees and services, excluding the City's utility rates and fees, across multiple departments to other jurisdictions. The goals of this RFI include, but are not limited to:

1) To gauge the level of interest of the Vendor community in providing such services to Thornton.
2) To have a better understanding full cost of services and programs as well as fees and charges options and policies that may be possible to implement in Thornton to meet community needs and expectations, through analysis and recommendations made by the Vendor.
3) To allow for initial feedback to Thornton so that Thornton can create a better scope of work/set of expectations for an eventual RFP.
4) To have a general understanding and approximate expectations from prospective Vendors regarding a future RFP's Scope of Work.

The intention of a future RFP would be to select a Vendor who would evaluate current cost-recovery levels and recommend a fee and costing philosophy that balances identified cost-recovery goals with public transparency, fiscal sustainability, community affordability, and administrative efficiency.

B. BACKGROUND

Thornton is a home rule municipality that is located directly north of Denver, Colorado, and is considered part of the Denver Metro area. Thornton has an expanding population with a current population that exceeds 150,000, with an estimated full buildout population of around 240,000. Sales and use tax and property tax are the primary sources of revenue for the City, making up over 68% of total revenues. Fees and charges make up approximately 13% of total revenues. Thornton collects fees and charges through the following departments: Parks, Recreation and Golf, Active Adult Meals, City Development, Police, Fire, Municipal Court, and the office of the City Clerk.

The City adopted a strategic plan that included goals to align financial planning with long-term assets, resource, and service needs in a sustainable way, while bolstering data-driven decision making and technology integration to improve organizational effectiveness. Action steps related to these goals include reviewing and assessing program and service net costs, evaluating current programs and services, current service fees and charges, and identifying new revenue streams, up to and including proposed tax increases which must be approved by voters.

The City offers standard programs and services and seeks to implement a cost allocation philosophy for direct and indirect costs. Establishing this framework is necessary to accurately determine the full costs of services and rationalize fees and charges imposed on residents and customers. Current policy requires fees to be reviewed every two years; however, City departments currently review fees and charges on an intermittent basis. Fees and charges are also located on different fee schedules or noted throughout the city code, and some fees are required to be approved by City Council.

Current and historical practices of the City in reviewing costs and services have seen the City review items in detail, trying to identify all direct and indirect costs associated with a specific service. This routinely causes delays centered around complex costs and fee calculations that are administratively burdensome and time consuming. Ultimately this results in reviews and updates not being completed in a timely and effective manner.

The City is seeking to establish a unified fee schedule that consolidates all general operations fees and charges that have clear explanation of and methodology for how it was created. This would entail a cost analysis for the entire city, and a revenue and fee analysis for general government operations. General operations include: Fire, Police, Parks, Recreation and Golf, Active Adult Meals City Development/Building, Municipal Courts, and City Clerk Services. As a part of this process, we are looking to establish a cost recovery methodology, while also having a policy discussion with Council regarding appropriate subsidy rates for current programs and services.

This will allow the City Council to have a full conversation on program and service expectations including a discussion on financial stability and costs for residents and customers, while exploring and discussing new revenue opportunities.

Vendors responding to this RFI are advised that Thornton is seeking information about capabilities of vendors and what information would be needed from the City for the vendor to complete their analysis, as well as to better understand what would be necessary to generate a reasonable scope of work for a future RFP. It is expected that a future RFP would be issued for this project in early 2027.

C. HOW TO SUBMIT YOUR RESPONSE

Questions shall be submitted to the Purchasing Analyst listed on this RFI, only. Please do not contact other members of Thornton directly for additional information. If you do have questions for Thornton regarding this RFI, please submit them via a direct email by the time and date listed in the Schedule of Events above. All questions submitted to the Purchasing

Analyst shall be answered via a written addendum, which will be posted to BidNet Direct and to Thornton's Current Solicitations website https://solicitations.thorntonco.gov/solicitations.

Responses to this RFI from Vendors shall be emailed to the Purchasing Manager, Andrew Miskell, at Andrew.Miskell@ThorntonCO.gov. Note, Thornton reserves the right to request clarifications as needed following receipt of submissions from Vendors.

BidNet Direct (www.BidNetDirect.com) offers both a pay and free option for Vendors to utilize for downloading and submitting various solicitations for Thornton and for other municipalities across the United States. If you have questions on how to sign up and create your Vendor portal or technical support regarding how to use the BidNet Direct product, please call (800) 835-4603.

D. ITEMS TO ADDRESS IN RESPONSE

The following items are requested to be included within your response to this RFI.

1. Contact Information;
    a. Please include a primary contact person with name, title, phone number, and email.
2. A Brief Company Background;
    a. One (1) page or less.
3. A Completed Questionnaire (see below, section H. Questionnaire); and
4. Vendor Comments.
    a. May include any comments regarding the project description provided by Thornton in this RFI.
    b. May include any Scope of Work suggestions regarding design, implementation, management, technology, etc., that Thornton should consider beyond those in the questions below.

E. AWARD

No award shall be made from this RFI. Information submitted by any Vendor will be done so voluntarily and with the understanding that a formal Request for Proposal (RFP) or Invitation to Bid solicitation may or may not be issued as a result from this RFI.

City Hall – 2nd Floor
Contracts and Purchasing Division
9500 Civic Center Drive
Thornton, CO 80229-4326

F. RESPONSE COSTS

All costs related to the preparation of a response and any related activities are the sole responsibility of the responding Vendor. Thornton shall assume no liability for any costs incurred by responding Vendors throughout the RFI process.

G. CORA

All items submitted by interested Vendors may be subject to Colorado Open Records Act (CORA) requests, unless proprietary and confidential information has been identified by the Vendor. All proprietary and confidential Vendor information should be clearly marked prior to submittal to Thornton. Please note Thornton is not seeking any confidential/proprietary information and would prefer Vendors refrain from submitting this type of info.

H. QUESTIONNAIRE

Thornton appreciates your assistance by providing responses to the following questions:

RFI Required Responses

1. General Company Information:
    a. Name;
    b. Headquarters location;
    c. Years in existence; and
    d. Website address.

2. Has your firm completed similar cost and fee analysis projects for other municipalities, and if so, what types of services were reviewed.

3. Is there a best practice that your firm sees as to how often municipalities should comprehensively review fees?

4. Has your firm completed any of the following types of unified fee schedule projects for other governmental clients before?
    a. Parks
    b. Recreation and Golf Services
    c. Active Adult/Senior Citizen Meals
    d. City Development/Planning/Building
    e. Policing

f. Fire/EMS and Medical Operations
g. Municipal Courts
h. Other general municipal operations

5. Could you provide an example of a review process you would recommend between major fee studies?

6. What information would be requested from the City to assist in establishing a unified fee schedule and cost analysis?

7. What trends are you seeing nationally regarding municipal cost recovery and fee governance?

8. How do you approach and determine appropriate subsidy levels for municipal programs and services?

9. As part of your consulting and analysis service, what recommendations has your firm been able to develop or propose that have led to a sustainable, organization-wide cost allocation methodology that supports budgeting, performance analysis, and future fee studies?

10. Are there new and innovative practices that your firm has observed other municipalities have considered or implemented recently? If so, can you provide an example or two?

11. Would you recommend presenting multiple cost methodology options to a client?

12. Can you provide examples of recommendations you have provided on prior cost and fee analysis reviews?

13. What challenges would you foresee in accounting for the differences in service delivery models and offerings among municipalities, and how do you generally account for these differences?

14. What is the typical cost range for a cost and fee analysis for a municipality with a population of 150,000 residents that covers all general government operations?

The remainder of this page has been left blank intentionally.