

**NOTICE  
REQUEST FOR PROPOSALS  
Castle Peak Senior Care Operational Review and Analysis  
EAGLE COUNTY, COLORADO**

Eagle, Colorado

*January 19, 2024*

Eagle County is soliciting proposals for an operational review and analysis of Castle Peak Senior Care and Rehabilitation, a 64-bed skilled nursing and assisted living facility located in Eagle, Colorado. This Request for Proposals (“RFP”) will be non-exclusive. Eagle County reserves the right to purchase supplies or services from other professionals.

**Proposals must be received by email. Please email responses to [jill.klosterman@eaglecounty.us](mailto:jill.klosterman@eaglecounty.us) on or before 5 p.m., MDT, February 16, 2024.** Any proposal received after this time will not be considered unless good cause is shown as determined by Eagle County in its sole discretion.

The proposal document may be obtained at the Finance department, 500 Broadway, Eagle, Colorado during the hours of 8:00 a.m. to 5:00 p.m., Monday through Friday. The complete document is also available at [www.eaglecounty.us](http://www.eaglecounty.us).

Contact information:

Jill Klosterman  
PO Box 850  
Eagle, CO 81631  
[Jill.klosterman@eaglecounty.us](mailto:Jill.klosterman@eaglecounty.us)  
(970) 471-0196

The RFP will be published on the county website: [www.eaglecounty.us](http://www.eaglecounty.us).

## REQUEST FOR PROPOSALS INSTRUCTIONS TO PROPOSERS

1. Eagle County, Colorado will be receiving *proposals* by email at [jill.klosterman@eaglecounty.us](mailto:jill.klosterman@eaglecounty.us) on or before 2/16/2024 at 5 p.m. MDT.
2. Any question, interpretation or clarification regarding this Request for Proposals (RFP) is required 7 calendar days prior to the due date. Responses, if any, will be issued by addenda posted to [www.eaglecounty.us](http://www.eaglecounty.us). All questions regarding this proposal must be in writing to Jill Klosterman, Chief Financial Officer. Questions may be emailed to [jill.klosterman@eaglecounty.us](mailto:jill.klosterman@eaglecounty.us). Please call to verify receipt of your questions. No additional questions will be accepted after the date and time referenced above unless good cause is shown as determined by Eagle County in its sole discretion. Oral interpretations shall be of no force and effect.
3. One copy of your proposal is required.
4. Eagle County reserves the right, in its sole discretion, to reject any and all proposals submitted in response to this RFP, to waive or not waive informalities or irregularities in proposals received or RFP procedures. Eagle County also reserves the right to re-advertise, or to otherwise provide the services as determined by Eagle County to be in its best interest, and to accept any portion of the proposal deemed to be in the best interests of Eagle County to do so, or further negotiate cost, terms or conditions of any proposal determined by Eagle County to be in its best interests.
5. Eagle County may, at its sole discretion, modify or amend any and all provisions herein. If it becomes necessary to revise any part of the RFP, addenda will be provided through posting at [www.eaglecounty.us](http://www.eaglecounty.us). Eagle County reserves the right to extend the RFP submittal date or to postpone the award of an agreement.
6. All proposals will be reviewed by a selection committee and any other review as determined to be necessary. Respondents may be asked to supplement their initial proposals with additional written material. Eagle County may short-list respondents based upon an evaluation of the written submittals. Eagle County may arrange for in-person interviews with the short-listed respondents for a detailed presentation.
7. The selected proposal will be the one considered the most advantageous regarding price, quality of service, qualifications and capabilities of respondent to provide the specified service, respondent's familiarity with Eagle County and any other factors the County may consider as determined by Eagle County in its sole discretion. Eagle County may award a contract even if not the lowest priced proposal based upon a review of the identified factors.
8. Respondents are encouraged to clearly identify any proprietary or confidential data or information submitted with the proposal. Regardless of whether or not so marked, Eagle County will endeavor to keep that information confidential, separate and apart

from the proposal. Notwithstanding the foregoing, respondent acknowledges that Eagle County may be required to release the information in accordance with the Colorado Open Records Act or order of the court.

9. Eagle County will not pay for any information requested herein, nor is it liable for any costs incurred by the respondent in connection with its response to this RFP.

10. No work shall commence nor shall any invoices be paid until the successful respondent has entered into a fully executed agreement with Eagle County and provides the requested proof of insurance.

11. No telephone or oral proposals will be accepted.

12. Proposals must be clearly identified in the email submittal by proposal title. Responsibility for timely submittal of proposals lies solely with the respondent. Proposals received after the closing time specified will not be considered unless good cause is shown as determined by Eagle County in its sole discretion.

13. Respondent(s) who submit a proposal are responsible for becoming fully informed regarding all circumstances, information, laws and any other matters that might, in any way, affect the respondent's role and responsibilities. Any failure to become fully knowledgeable shall be at the respondent's sole risk. Eagle County assumes no responsibility for any interpretations made by respondents on the basis of information provided in this RFP or through any other source.

14. All respondents must include a fully executed Proposal Form with their proposal.

15. Eagle County reserves the right to award an agreement to the respondent that demonstrates the best ability to fulfill the requirements of the project based upon our evaluation of the selection criteria.

16. This RFP is not intended to completely define the contractual relationship to be entered into with the successful respondent(s).

17. Upon identification by Eagle County of the successful respondent, Eagle County will give the successful respondent the first right to negotiate an agreement acceptable to Eagle County. In the event that an agreement satisfactory to Eagle County cannot be reached, Eagle County may enter into negotiations with one or more of the remaining respondents. Eagle County may choose to discard all proposals and re-issue another RFP.

18. The successful respondent will perform all of the work or services indicated in the proposal in compliance with the negotiated agreement.

19. The successful respondent(s) shall comply with the following insurance language which shall be included in the agreement to be awarded unless otherwise agreed to in writing by Eagle County:

Consultant agrees to provide and maintain, at Consultant's sole cost and expense, the following insurance coverage with limits of liability not less than those stated below:

a) Types of Insurance.

i) Workers' Compensation insurance as required by law.

ii) Auto coverage with limits of liability not less than \$1,000,000 each accident combined bodily injury and property damage liability insurance, including coverage for owned, hired, and non-owned vehicles.

iii) Commercial General Liability coverage to include premises and operations, personal/advertising injury, products/completed operations, broad form property damage with limits of liability not less than \$1,000,000 per occurrence and \$2,000,000 aggregate limits.

iv) Professional Liability Insurance with prior acts coverage for all Services required hereunder, in a form and with an insurer or insurers satisfactory to County, with limits of liability of not less than \$1,000,000 per claim and \$2,000,000 in the aggregate. In the event the professional liability insurance is on a claims-made basis, Consultant warrants that any retroactive date under the policy shall precede the effective date of this Agreement. Continuous coverage will be maintained during any applicable statute of limitations for the Services and Project."

The successful respondent(s) shall comply with the following other insurance requirements which shall be included in the agreement to be awarded:

b) Other Requirements.

i) The automobile and commercial general liability coverage shall be endorsed to include Eagle County, its associated or affiliated entities, its successors or assigns, elected officials, employees, agents and volunteers as additional insureds.

ii) Consultant's certificates of insurance shall include all sub-consultants as additional insureds under its policies or Consultant shall furnish to County separate certificates and endorsements for each sub-consultant. All coverage(s) for sub-consultants shall be subject to the same minimum requirements identified above. Consultant and sub-consultants, if any, shall maintain the foregoing coverage in effect until the Services are completed. In addition, all such policies shall be kept in force by

Consultant and its sub-consultants until the applicable statute of limitations for the Project and the Services has expired.

- iii) Insurance shall be placed with insurers duly licensed or authorized to do business in the State of Colorado and with an “A.M. Best” rating of not less than A-VII.
- iv) Consultant’s insurance coverage shall be primary and non-contributory with respect to all other available sources. Consultant’s policy shall contain a waiver of subrogation against Eagle County.
- v) All policies must contain an endorsement affording an unqualified thirty (30) days notice of cancellation to County in the event of cancellation of coverage.
- vi) All insurers must be licensed or approved to do business within the State of Colorado and all policies must be written on a per occurrence basis unless otherwise provided herein.
- vii) Consultant’s certificate of insurance evidencing all required coverage(s) is attached hereto. Upon request, Consultant shall provide a copy of the actual insurance policy and/or required endorsements required under this Agreement within five (5) business days of a written request from County, and hereby authorizes Consultant’s broker, without further notice or authorization by Consultant, to immediately comply with any written request of County for a complete copy of the policy.
- viii) Consultant shall advise County in the event the general aggregate or other aggregate limits are reduced below the required per occurrence limit. Consultant, at its own expense, will reinstate the aggregate limits to comply with the minimum limits and shall furnish to County a new certificate of insurance showing such coverage.
- ix) If Consultant fails to secure and maintain the insurance required by this Agreement and provide satisfactory evidence thereof to County, County shall be entitled to immediately terminate this Agreement.
- x) The insurance provisions of this Agreement shall survive expiration or termination hereof.
- xi) The parties hereto understand and agree that County is relying on, and does not waive or intend to waive by any provision of this Agreement, the monetary limitations or rights, immunities and protections provided by the Colorado Governmental Immunity Act, as from time to time amended, or otherwise available to County, its affiliated entities, successors or assigns, its elected officials, employees, agents and volunteers.
- xii) Consultant is not entitled to workers’ compensation benefits except as provided by Consultant, nor to unemployment insurance benefits unless unemployment compensation coverage is provided by Consultant or some other entity. The Consultant is obligated to pay all federal and state income tax on any moneys paid pursuant to this

Agreement.”

21. Further, the successful respondent(s) shall comply with the following indemnification language which shall be included in the agreement to be awarded:

Indemnification. The Consultant shall indemnify and hold harmless County, and any of its officers, agents and employees against any losses, claims, damages or liabilities for which County may become subject to, insofar as any such losses, claims, damages or liabilities arise out of, directly or indirectly, this Agreement, or are based upon any performance or nonperformance by Consultant or any of its sub-consultants hereunder; and Consultant shall reimburse County for reasonable attorney fees and costs, legal and other expenses incurred by County in connection with investigating or defending any such loss, claim, damage, liability or action. This indemnification shall not apply to claims by third parties against the County to the extent that County is liable to such third party for such claims without regard to the involvement of the Consultant. This paragraph shall survive expiration or termination hereof.”

**REQUEST FOR PROPOSAL  
PROPOSAL FORM**

**THIS PROPOSAL FORM MUST BE SUBMITTED WITH YOUR PROPOSAL**

TO: Eagle County, Colorado  
500 Broadway  
Post Office Box 850  
Eagle, CO 81631

**Re: Castle Peak Senior Care Operational Review and Analysis**

The undersigned, having examined the Instructions to Proposers and any and all documents related to the above referenced RFP:

- (a) agree to comply with all conditions, requirements, and instructions of the Request for Proposal as stated or implied therein;
- (b) Acknowledges the right of Eagle County, Colorado in its sole discretion to reject any or all proposals submitted, and that an award may be made to a proposer even though not the lowest cost;
- (c) Acknowledges and agrees that the discretion of Eagle County, Colorado in selection of the successful proposers shall be final, not subject to review or attack; and
- (d) Acknowledges that this proposal is made with full knowledge of the foregoing and full agreement thereto.

By submission of this proposal, and signature below, the respondent acknowledges that he has the authority to sign this Proposal Form and bind the company named below. The proposer further acknowledges that Eagle County, Colorado has the right to make any inquiry or investigation it deems appropriate to substantiate or supplement information contained in the proposal and related documents, and authorizes release to Eagle County of any and all information sought in such inquiry or investigation.

Company Name: \_\_\_\_\_  
Title of Proposer: \_\_\_\_\_  
Signature of Proposer: \_\_\_\_\_

# REQUEST FOR PROPOSAL

## PROJECT DESCRIPTION

Castle Peak Senior Care, LLC owns and operates a 64-bed skilled nursing and assisted living facility in Eagle, Colorado. Castle Peak Senior Care and Rehabilitation (“Castle Peak” or the “Property”) was constructed in 2016 and funded through a combination of a USDA Rural Development community facility loan, soft debt from both Eagle County Housing and Development Authority and Augustana Care, and community fundraising. Since its opening in 2016, and specifically in the last few years, Castle Peak has experienced large operating losses and cash flow deficits.

As there were very limited opportunities for the aging population to receive care in Eagle County, Eagle County Government worked closely with Cassia (previously Augustana) to bring this project to the community. Eagle County made a significant cash donation in 2023 and has budgeted another cash infusion in 2024. Cassia has also been subsidizing this facility with significant cash contributions.

Eagle County Government is seeking a consultant to perform a review of the Castle Peak operations and financial practices to identify any areas that could generate additional income or reduce expenditures with the goal of assisting Castle Peak in achieving financial stability.

## SCOPE OF SERVICES

Eagle County Government seeks a qualified and experienced professional to review Castle Peak operations and provide a written report analyzing the following objectives:

1. Identify operational inefficiencies
  - Assess workflows, staffing levels, and resource allocation to pinpoint areas where operations are not optimized.
  - Evaluate the use of technology in daily operations and its impact on efficiency.
2. Explore revenue enhancement opportunities
  - Analyze current revenue streams and billing processes.
  - Focus on identifying internal processes that can be optimized to enhance revenue including payor mix and collections.
3. Identify cost saving measures
  - Conduct a comprehensive review of current expenses.
  - Focus on supply chain management and vendor contracts.
  - Explore possibilities for more cost-effective practices and resource utilization.
4. Provide recommendations for improvements
  - Develop a set of actionable recommendations based on the findings from the first three objectives. These should address how to rectify inefficiencies and implement cost-saving measures while enhancing revenue.



These objectives should be met primarily by conducting interviews with key staff members and reviewing financial statements, budgets, and operations reports and utilizing financial ratios, benchmarks, and industry best practices.

## **PROPOSAL SUBMITTAL REQUIREMENTS**

1. **Proposal Form.** Must be signed and submitted with response.
2. **Qualifications.** Briefly explain your company's qualifications to provide the services requested, e.g., years in business, staffing, vehicles to be utilized and experience.
3. **Experience.** Minimum requirements include proof of experience designing and implementing similar projects. Please include resumes of key personnel that will be part of the team.
4. **Schedule.** Please include a draft timeline including a start time and final delivery date.
5. **Budget/Pricing.** Please provide a proposed cost estimate for this project.
6. **Familiarity with Eagle County.** Provide a narrative describing familiarity with Eagle County.
7. **References.** Please provide three (3) references from current customers receiving the same or similar service(s). Include name of entity, contact name and telephone number.
8. **Legal Issues.** Are there any lawsuits, federal, state or local tax liens, or any potential claims or liabilities against you, your company or the officers of the company at this time or within the last three years? If so, please explain.
9. **Deliverables.** Please include a timeline with proposed start and end dates as well. At project completion, we expect a comprehensive report that includes at least, but not limited to: executive summary of findings, detailed analysis of operational and financial aspects of the property, and recommendations for improvement.
10. **Evaluation Criteria** Eagle County will consider these criteria when reviewing submitted proposals: experience and qualifications, schedule, familiarity with Eagle County, price and proposed method to completing this review.

