



CITY OF LITTLETON, COLORADO

REQUEST FOR PROPOSALS

PERFORMING ARTS VENUE STUDY

RFP PUBLISHED	October 2 nd , 2026
PRE-PROPOSAL MEETING	October 15 th , 2026 At 2PM
QUESTIONS DUE	October 20 th , 2026 At 2PM
Q&A PUBLISHED	October 23 rd , 2026
PROPOSAL SUBMISSION DEADLINE	October 30th, 2026 At 12PM
INTENT TO AWARD	November 2026
CONTRACT EXECUTION	December 2026

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ALL ATTACHMENTS ARE UPLOADED SEPARATELY IN RMEPS

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REQUEST FOR PROPOSALS (“RFP”)

The City of Littleton (“City”) is requesting proposals for a Consultant to administer a Performing Arts Venue Study. The City anticipates awarding a single contract for a term of twelve (12) months with the option to renew for an additional six (6) month term.

Proposals must be submitted electronically through [Rocky Mountain E-Purchasing System](#) (“RMEPS”) by October 30, 2026, at 12:00PM MT.

Pre-Proposal Meeting:

Proposers are encouraged to attend the pre-proposal meeting which shall take place virtually on October 15, 2026, at 2PM MT via the following Microsoft Teams link <https://teams.microsoft.com/meet/236500625818519?p=4KM3MTsL8ezelBYdbD>. Proposers may also attend by calling +1 213 493 9428, ID 530 963 341#.

The pre-proposal meeting is not mandatory, but proposers will be held responsible for all information presented at the meeting. The City will publish meeting notes and questions/answers in RMEPS as indicated on page 1.

No site visits or additional meetings will be offered by the City.

Questions:

All inquiries and questions regarding this RFP must be submitted electronically in RMEPS by October 20, 2026, at 2PM MT.

Selection:

A City selection committee shall review the proposals received and consider any causes for rejection or disqualification. Proposers may be requested to participate in interviews to further assess their qualifications.

RFP Designated Contact:

Ryan Rogers, City of Littleton Procurement Specialist, is the RFP Designated Contact. From the date of issuance of the RFP through completion of the selection process, any proposer who contacts City employees other than the RFP Designated Contact may be disqualified from further participation in the selection process, at the City’s sole discretion.

Section 1 - SCOPE OF WORK

INTRODUCTION

The City of Littleton is seeking the services of a qualified consulting firm to conduct a comprehensive Performing Arts Venue Feasibility Study. The goal of the Study is to assess the current state of performing arts facilities in Littleton, inventory existing available spaces, determine specific needs, and provide options for consideration. The study should address needs, uses, features, audience, cost, revenue, governance/operation, viability, and potential site possibilities. The development of this Study aligns with the City's commitment to arts, culture, heritage, and tourism initiatives. The Study will help identify City and community priorities for strengthening the creative sector, emphasizing the importance of arts and cultural planning within the overall City's planning process. Proposals from qualified consulting firms will be evaluated based on the clarity, specificity, and feasibility of the proposed goals, strategies, and action items.

BACKGROUND

Littleton, Colorado is a thirteen (13)-square-mile City in Arapahoe County, roughly eleven (11) miles south of Downtown Denver. The City has a council-manager form of government with an elected mayor. Littleton is the county seat of Arapahoe County and is a part of the Denver–Aurora–Lakewood, CO Metropolitan Statistical Area. The City population was 46,652 at the 2020 United States Census, ranking as the 20th most populous municipality in Colorado. Current City population is estimated at 50,000. Born as a small agricultural community during the peak of the Gold Rush, Littleton has continued to thrive thanks to agriculture, railroads, manufacturing, and aerospace—plus a strong spirit of community and reinvention. Littleton has long been characterized by strong civic engagement and commitment to cultural life. It offers a vibrant arts scene, anchored by a dynamic historic downtown, live theatre and music, a Smithsonian-affiliated museum, and dozens of community-driven cultural organizations.

The Arts & Culture Board (ACB) consists of eleven (11) members, appointed by Littleton City Council. The ACB provides policy advice to Council on the issues of art, culture, and tourism; encourages and supports the growth and expansion of culture and arts in the community; and fosters a vibrant, collaborative, and creative Littleton where arts and culture are defining features of the community's identity and unique character. The ACB, in collaboration with Littleton Museum staff, are charged with administering the Request for Proposals for this Study. This Study will build upon extensive groundwork already completed by the Arts & Culture Board, including arts ecosystem analysis, community engagement, and the adoption of the Arts & Culture Community Strategic Plan.

METHODOLOGY

The City's preferred completion date for the study is mid-2027; however, the City recognizes that the study may take six (6) to twelve (12) months to complete.

Before beginning the feasibility study, the Consultant shall meet with the City to understand its needs and study objectives and provide recommendations on how best to conduct the study to achieve those objectives. Following this meeting and before the study begins, the Consultant

shall provide a written action plan outlining the recommended approach, phases of work, proposed schedule, and pricing breakdown. The Consultant shall not start the study until written approval from the City is received.

The Consultant shall maintain the assigned project personnel for the duration of the project. Any personnel substitutions shall require prior approval from the City.

DESIRED OUTCOMES

The purpose of this study is to determine whether a performing arts facility is feasible and if so, the appropriate size, location, and management of such a facility. The feasibility study has been envisioned around the following eight desired outcomes:

1. Analysis of both current and future needs of various constituents and potential partners (arts & culture non-profits, quasi-governmental agencies, City departments, Arapahoe Community College, South Suburban Parks & Recreation District, the Downtown Development Authority, Littleton Public Schools, etc.).
2. Recommendation on number, size, quality, and type of performance spaces (theater, rehearsal, reception, dressing rooms, etc.) as well as other required amenities that may be necessary to accommodate the facility (parking, pedestrian access, etc.).
3. Provide an analysis of audience demand for the performing arts in the community, based on comparable markets and industry research. Estimate the number of hotel/motel/short-term rental nights that may result from the facility for its first five years of operation.
4. Forecast market demand for the proposed facility for a ten-year period. Provide projections addressing the number of events, attendees, and amount of space to be utilized – categorized by local, regional, and national audience.
5. Prepare a financial projection of direct operational expenses (personnel, contract services, utilities, industry-specific equipment, maintenance and repair, supplies, etc.) and indirect expenses (advertising and promotion, administrative fees, professional services, insurance, etc.).
6. Prepare a financial projection of estimated revenues for five years of operation (space and equipment rentals, ticket sales, performances, sponsorships and advertising, and other incomes). Include a recommendation based on interviews and feedback on how to address the space needs of local arts and culture non-profits in an affordable and accessible manner.
7. Provide a recommendation regarding ownership, governance, management, and staffing of the Performing Arts Center (may involve public and/or private dual ownership).

8. Determine whether a new performing arts center is viable. Would a new facility best address the identified needs, or could those needs be better met through expansion of existing facilities, shared-use arrangements, partnerships, or another approach?

DELIVERABLES

Needs Assessment Report

Acceptance criteria: Documents current gaps in performing arts space in the City; quantifies unmet demand using actual evidence (surveys, interviews, usage data from existing venues, waitlists); benchmarks demand indicators against comparable communities.

Market and Demand Analysis

Acceptance criteria: Defines a market area; estimates potential audience size and realistic market capture rates; identifies which programming types are in demand and why; ties projected attendance to real comparable-market data.

Potential User and Partner Inventory

Acceptance criteria: a categorized list of arts organizations, schools, colleges, community groups, and commercial presenters who could use the facility; include current space needs, frequency of use, and current workarounds; where possible, include documented expressions of interest (letters, survey responses) rather than assumed interest.

Governance and Operating Model Options

Acceptance criteria: presents viable governance and ownership structures (e.g., City-run, nonprofit-operated, hybrid, conservancy); each option includes precedent examples from comparable facilities, staffing and liability implications, and pros/cons; provides recommended model and the reasoning behind it.

Five-Year Operating Budget per Scenario

Acceptance criteria: estimate projected revenues and expenses for each potential facility recommendation, covering staffing, maintenance, utilities, programming costs, etc.

Revenue Capacity Assessment

Acceptance criteria: estimate earned revenue (rentals, ticketing, sponsorships) for each facility scenario, based on market analysis and comparable facility benchmarks.

Final Written Feasibility Report with a Clear Recommendation

Acceptance criteria: synthesizes findings from deliverables; states a clear recommendation (build, don't build, or an alternative approach); identifies key risks, opportunities, and next steps. Must be approved by the City before completion of contract.

Executive Summary and Presentation Deck

Acceptance criteria: a concise summary suitable for public or City Council distribution; a presentation deck ready to deliver to ACB and/or City Council. Must be approved by the City before completion of contract.

FAQ

Q: What is the anticipated budget or maximum funding available for the study?

A: The budget for this study is not to exceed \$115,000.

Q: When must the study begin and be completed? Are there specific City decision dates it must support?

A: Projected start date would be within 30 days of contract approval. ACB and staff will meet with vendor to determine benchmarks. Run time for full study is estimated at six (6)-twelve (12) months, with a goal for completion of mid-2027

Q: Should the facility inventory and needs assessment cover only Littleton, or a broader regional market?

A: The venue study territory would be within the designated City of Littleton boundaries. Local market research may include the Denver metro area.

Q: What prior studies, facility inventories, attendance records, financial information, or potential-user contacts will the City provide?

A: The following documents have been provided:

- Horizon 2027
- Arts & Culture Community Strategic Plan (2025)
- Arts & Culture Board (ACB) Strategic Plan 2.0 (2023)
- 2026 City of Littleton Resident Survey
- Envision Littleton Comprehensive Plan (2019)
- City of Littleton Arts and Culture Economic Impact Report (2026)

Q: Are interviews, surveys, focus groups, or public meetings expected? Who should be consulted, and will the City help coordinate participation?

A: Yes. Interviews, surveys, focus groups, and public meetings are expected. A broad cross-section of the Littleton community should be consulted, including community stakeholders, arts & culture non-profits, quasi-governmental agencies, City departments, Arapahoe Community College, South Suburban Parks & Recreation District, the Downtown Development Authority, Littleton Public Schools, etc. The City will help coordinate participation.

Q: Has the City identified sites for evaluation, or must the Consultant identify them? How many sites should receive detailed consideration?

A: No. The City has not identified sites. The Consultant shall identify three (3)-five (5) potentially viable sites for detailed consideration.

Q: Are general space and capacity recommendations sufficient, or are conceptual layouts, drawings, or architectural services expected?

A: General space and capacity recommendations are sufficient. Architectural plans are not expected.

Q: Are there existing owners, operators, or partners to consider, or should all potential structures remain open?

A: All potential ownership and operation structures should be evaluated.

Section 2 - PROPOSAL REQUIREMENTS

Proposals should not exceed fifteen (15) pages in length using a minimum of 11 point font for all body text. Proposers are encouraged to follow [State of Colorado Accessibility Guidelines](#). The page limit is not affected by the cover letter, Attachment A, divider pages, table of contents, or required forms.

Provide the following information, in the order listed below.

DO NOT SKIP ANY QUESTIONS. DO NOT INCLUDE ANY ADDITIONAL DOCS OR INFO IN YOUR PROPOSAL THAT THE CITY DID NOT REQUEST.

Company Information

- Provide your company name and physical office location.
- Provide the name and email address of the individual authorized to represent your company.

Approach and Project Understanding

- Provide a description of your understanding of the City's objectives and the intended outcomes of the study.
- Provide your proposed approach to delivering the outcomes listed in the scope of work.
- Provide the key assumptions, proposed data sources, and information or assistance needed from the City.
- Provide any potential recommendations the Consultant may make for the study after meeting with the City.
- Provide any concerns the Consultant may have with the scope of work or overall project.

Community Engagement

- Provide a description of how the Consultant will gather input from residents, arts and culture organizations, and other stakeholders.
- Provide an explanation of how stakeholder input will inform the study's analysis and recommendations.

Qualifications and Experience

- Provide documentation of three (3) performing arts or cultural facility feasibility studies, including the client, scope, completion date, and project outcomes. Provide the name, title, phone number, and email address of a reference for each project the City may contact. Projects performed for government entities are highly preferred.
- Provide a description of any of the Consultant's qualifications and experience they feel is relevant to the scope of work for this project.

Assigned Personnel

- Provide the names, roles, and responsibilities of the project manager, key personnel, and any subconsultants assigned to the project. Any subconsultants shall be identified as such.
- Provide a brief description of the assigned personnel's relevant qualifications, experience, and why the person can benefit the project.
- Provide information demonstrating the proposed team's availability and anticipated level of involvement throughout the project.
- Confirm that the Consultant can maintain the same personnel throughout the duration of the project. Barring any unforeseen circumstances (family emergencies, sudden illnesses, etc.).

Cost Structure

- The City recognizes that estimating the total project cost may be difficult before meeting with the City and developing the final action plan. At this stage, provide your proposed billing structure and an itemized breakdown of anticipated charges, including flat fees, hourly rates, reimbursable expenses, and any other costs.
- Provide a description of how the Consultant plans to provide the best value for our budget of \$115,000.00.

Forms

1. Signed Contract Certification Form (**Attachment A**)
2. Certificate of Good Standing issued by the Colorado Secretary of State

Section 3 - RFP TERMS AND CONDITIONS

A. INTERPRETATIONS AND ADDENDA:

Should a proposer find a discrepancy or omission in this RFP, or should a proposer be in doubt as to the meaning of any provision of this RFP, the proposer should submit their question in RMEPS, and any necessary clarifications or addenda will be provided by the City in writing. Proposers are solely responsible for obtaining and reviewing all addenda.

THE CITY WILL NOT BE RESPONSIBLE FOR ANY ORAL INSTRUCTIONS OR INTERPRETATIONS GIVEN BY OR TO ANYONE. It shall be conclusively presumed that the proposer did, before submitting a proposal, closely review the RFP, all exhibits/attachments, and other items relevant to the RFP.

The instructions contained within are not intended to completely define the proposed contractual relationship between the City and the successful proposer. The awarded contract will be similar in form to the attached Sample Contract (Attachment B), but the City reserves the right to make changes and additions prior to contract execution at the sole discretion of the City.

B. PRICING:

All prices quoted shall be firm and fixed for the specified contract period. All City of Littleton sales taxes, which may become due and payable as a result of materials purchased for this contract, **shall not be included** in the amount of the proposal and shall not be reimbursed. The proposer is solely responsible for determining any and all direct and incidental costs associated with performing the work, including but not limited to, insurance, bonds, permits, licenses, tools, vehicles and equipment, labor, minimum wage requirements (if applicable), overhead, and any other related costs.

C. ELECTRONIC PROPOSAL SUBMISSION:

The City will only accept and consider proposals electronically submitted via RMEPS. Registration with RMEPS is available at no charge. Hardcopy proposals or proposals submitted by any other means will not be accepted. The City is not responsible for the actions or lack thereof on the part of the proposer in regards to their interaction with RMEPS, and the City does not have access to or control the vendor side of RMEPS; for technical assistance, contact RMEPS at 1-800-835-4603.

Costs for developing proposals in response to this RFP are entirely the obligation of the proposer and shall not be chargeable in any manner to the City. This includes travel to and from the City for the purpose of participating in any interviews as part of the selection process.

Proposers cannot modify submitted proposals after the proposal submission deadline. Any proposer, upon their authorized representative's written request, will be given permission to withdraw their proposal at any time before the proposal submission deadline.

D. CONFLICT OF INTEREST:

The proposer and its subsidiaries, affiliates, subcontractors, principals, or employees shall not engage in any transaction, activity or conduct which would result in a conflict of interest. If applicable, prior to submitting a proposal, the proposer must disclose to the City RFP Designated Contact any and all current or potential conflicts of interest, including transactions, activities, or conduct that would affect the judgment, actions, or work of the proposer by placing the proposer's own interests, or the interest of any party with whom the proposer has a contractual arrangement, in conflict with those of the City. The proposer should contact the City RFP Designated Contact with any questions regarding what may constitute a conflict.

The City, in its sole discretion, shall determine the existence of a conflict of interest and may disqualify proposals in the event such a conflict exists.

Proposers must comply with the City's Code governing [prohibited unethical acts](#) and [conflicts of interest](#).

E. CONTRACT EXECUTION:

Using the Contract Certification Form (Attachment A), proposers shall indicate whether all terms and conditions of the Sample Contract are acceptable, or whether the proposer has any proposed modifications. The City reserves the right to conduct negotiations with the successful proposer(s) and to accept scope of work revisions prior to contract execution.

The successful proposer must be properly registered to do business in the State of Colorado or provide certified documentation indicating that the proposer meets an exemption under C.R.S. § 7-90-801(2).

Proposers cannot be presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency. By submitting a proposal, proposers certify they have not, within a three year period preceding this RFP, been convicted of or had a civil judgment rendered against them for a commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, local) contract or subcontract; violation of Federal or state antitrust statutes relation to the submission of offers; commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making a false statement(s), tax evasion, or receiving stolen property; or presently been indicted for, or otherwise criminally or civilly charged by a governmental entity with, the commission of any of the offenses enumerated above. Proposers shall provide immediate written notice to the City if, at any time prior to contract award, the proposer learns that its certification was erroneous when submitted or has become erroneous by reasons of changed circumstances. If it is later determined that the proposer knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City may terminate the contract resulting from this RFP for default; termination for default may result in additional charges being levied for the costs incurred by the City to initiate activities to replace the awarded contractor.

No rights to provide goods or services shall arise unless and until the awarded contract is signed by the City and approved by ordinance/resolution, if applicable. Failure to comply with any of the requirements to execute the contract within 10 days of the City's request shall be just cause for the annulment of the award. Award may then be issued to the next qualified proposer, or work may be readvertised, or may otherwise be handled at the City's sole discretion. The City shall not incur any liability whatsoever if the awarded contract is not approved by ordinance/resolution or City Council.

The awarded contract shall be non-exclusive. In the City's best interests, the City reserves the right to purchase the same materials and services through other procurements.

F. COLORADO OPEN RECORDS ACT:

Any information submitted with the proposal shall become public information, subject to release, under the Colorado Open Records Act (C.R.S. §§ 24-72-201 through 205) ("CORA"). It is the responsibility of the proposer to ensure that no confidential or proprietary information is included in the proposal that the proposer would not wish to be released, or to identify in its proposal any information the proposer deems confidential, or which contains proprietary information, patents, copyrights, or trade secrets. The proposer must provide justification of what information, upon request, should not be disclosed by the City under CORA. The City may otherwise use or disclose the information submitted by the proposer for any purpose, unless its use is so identified and restricted by the proposer; however, the proposer's opinion of what constitutes confidential information under CORA is not binding upon the City. The City shall be held harmless from any claims arising from the release of information within the proposal.

G. ACCESSIBILITY:

In accordance with the [City's Digital Accessibility Statement](#), please contact the RFP Designated Contact if you encounter any accessibility barriers or would like to request reasonable accommodations such as remastered PDFs, sign language interpretation for a meeting, etc.

Section 4 - SELECTION PROCESS

A. EVALUATION CRITERIA:

Proposals shall be evaluated based on the criteria below and other relevant considerations as determined by the selection committee. Proposals shall also be evaluated to confirm the proposer has conformed with the requirements of the RFP (signed forms, etc.), and to confirm the proposer is not in arrears to the City, in default with the City, or otherwise subject to award disqualification. The City may, if it deems necessary, request clarifications, conduct discussions or interviews, or request best and final offers.

- Approach and Project Understanding
- Community Engagement
- Qualifications and Experience
- Assigned Personnel
- Cost Structure

B. PROPOSAL ACCEPTANCE AND DISQUALIFICATION:

In the City's best interests, and at the City's sole discretion, the City reserves the right to cancel, suspend, or modify the solicitation; to reject any or all proposals; and/or to waive informalities, irregularities, or omissions in any proposals. As the City deems necessary and appropriate, and in its sole discretion, the City reserves the right to make any inquiries or other follow-up required to verify or clarify information provided by the proposer. Any one or more of the following causes may result in the disqualification of a proposer and the rejection of a proposal:

- i. Failure to provide complete information, pricing, and/or documentation as required.
- ii. Submission of more than one proposal for the same work from an individual, firm, partnership, or corporation under the same or different names.
- iii. Evidence of collusion among contractors; participants in such collusion may receive no consideration for award for any future work.
- iv. Default, breach, or termination of other contracts pertinent to proposer's ability and willingness to perform contractual obligations.
- v. Breach or violation of terms and conditions of existing City contracts, licenses, or permits.
- vi. Delinquent federal, state, or local tax obligations; or outstanding debts to the City.
- vii. Federal debarment or suspension.
- viii. Omissions or fraudulent statements.
- ix. Lack of competency as revealed by the proposer's submission, or lack of ability to operate as required.
- x. Uncompleted work which, in the judgment of the City, might hinder or prevent the prompt completion of additional work if awarded.
- xi. Conviction or indictment of a proposer or proposer's staff for a felony involving violence, including sexual offenses, and/or listing of same on the Colorado sex offender registry or a similar sexual offender registry of another state or the federal government.
- xii. Not being in good standing with the Colorado Secretary of State.
- xiii. Failure to disclose potential conflicts of interest.