



DANE COUNTY
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION

REQUEST FOR PROPOSAL (RFP)

Revised 06/2021

RFP NUMBER: 121071

RFP TITLE: **DANE COUNTY PARKS AND ZOO
ACCESS AND EQUITY PROGRAM
EVALUATION**

RFP DEADLINE: **Tuesday, August 31, 2021
2:00 p.m. (CST)**

**PROPOSALS
MUST BE
UPLOADED TO:** **Purchasing Bid Dropbox
www.danepurchasing.com**

Late, faxed, mailed, hand-delivered or unsigned proposals will be rejected

**DIRECT
ALL INQUIRES TO:**

Megan Rogan
Purchasing Officer
(608) 283-1487
rogan.megan@countyofdane.com
www.danepurchasing.com

PROPOSAL SUBMISSION CHECKLIST

- | | | |
|---|--|--|
| <input type="checkbox"/> Update Vendor Registration | <input type="checkbox"/> RFP Response
(Separate from Cost Proposal) | <input type="checkbox"/> Upload RFP Response and Cost Proposal to Purchasing Bid Dropbox |
| <input type="checkbox"/> Read Entire RFP Document | <input type="checkbox"/> Cost Proposal
(Separate from RFP Response) | |

DATE ISSUED | July 16, 2021

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1.0 RFP OVERVIEW

1.1 **Introduction**

The purpose of this document is to provide interested parties with information to enable them to prepare and submit a proposal according to the specifications set forth within this document.

The County intends to use the results of this process to award a contract or issue of purchase order for the product(s) and or services(s) stated.

The Dane County Purchasing Division is the sole point of contact for questions and issues that may arise during the RFP process.

1.2 **Clarification of the Specifications**

All inquiries concerning this RFP must be **emailed** to the **person indicated on the cover page** of the RFP Document.

Any questions concerning this RFP must be submitted in writing by e-mail on or before the stated date on the **Calendar of Events** (Section 1.4).

Proposers are expected to raise any questions, exceptions, or additions they have concerning the RFP document at this point in the RFP process. If a proposer discovers any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP, the proposer should immediately notify the contact person of such error and request modification or clarification of the RFP document.

Proposers are prohibited from communicating directly with any employee of Dane County, except as described herein. No County employee or representative other than those individuals listed as County contacts in this RFP is authorized to provide any information or respond to any question or inquiry concerning this RFP.

1.3 **Vendor Conference**

[There will not be a vendor conference.](#)

1.4 **Calendar of Events**

Listed below are specific and estimated dates and times of actions related to this RFP. The actions with specific dates must be completed as indicated unless otherwise changed by the County. In the event that the County finds it necessary to change any of the specific dates and times in the calendar of events listed below, it will do so by issuing an addendum to this RFP and posting such addendum on the Dane County [website](#). There may or may not be a formal notification issued for changes in the estimated dates and times.

DATE	EVENT
July 16, 2021	RFP Issued
August 10, 2021	Last day to submit written inquiries (2:00 p.m. CST)
August 13, 2021	Addendums or supplements to the RFP posted on the Purchasing Division website
August 31, 2021	Proposals due (2:00 p.m. CST)
September 2021	Interviews (if needed)
October 2021	Vendor Selection/Award

1.5 Evaluation Criteria

The proposals will be scored using the following criteria:

Proposal Requirements	Percent
Staff Qualifications (Section 3.3)	15%
Statement of Qualifications (Section 3.5)	25%
Timeline (Section 3.6)	5%
Project Approach (Section 3.7)	35%
Cost	Percent
Cost (Section 4)	20%
Total	100%

1.6 Submittal Instructions

Proposals must be received in the Purchasing – Bid Dropbox located on the www.danepurchasing.com website no later than the date and time indicated within the RFP Deadline field on the RFP Cover Page or addenda. Late, faxed, mailed, hand-delivered, or unsigned proposals will be rejected unless otherwise specified. Dane County is not liable for any cost incurred by proposers in replying to this RFP.

All proposals must be saved in PDF format unless otherwise specified within the RFP document and the file name shall include the RFP# and name of business submitting proposal.

Example of how to name the files:

120012 – Vendor Name – RFP Response

120012 – Vendor Name – Cost Proposal

To Submit a Proposal:

1. Go to www.danepurchasing.com and click on Purchasing – Bid Dropbox or click on the Open RFP's and Bids page link.
2. Click on the Submit a Bid button within the green Purchasing Bid Dropbox.
3. Type in the Email, First Name, Last Name and Company information and click Continue.
4. Drag and drop the RFP files one at a time into the “Drag files here” box.
5. After all files have been placed into the “Drag files here” box, click on the blue Upload button.
 - a. The file upload status can be seen for each document uploaded.
 - b. After each document reaches 100%, it will say “Uploaded”.
6. Confirm all files have been uploaded and then close out of the window.

2.0 PROJECT OVERVIEW AND SCOPE OF SERVICES

2.1 Definitions and Links

The following definitions and links are used throughout the RFP.

County: Dane County

County Agency: Department/Division utilizing the service or product.

Dane County Purchasing website: www.danepurchasing.com

Fair Labor Practices websites: www.nlrb.gov and <http://werc.wi.gov>

Purchasing

Proposer/Vendor/Firm/Contractor: a company submitting a proposal in response to this RFP.

2.2 Introduction

The purpose of this document is to provide interested parties with information to enable them to prepare and submit a proposal for a review of factors influencing access and equity in Dane County Parks and the Henry Vilas Zoo, with findings and recommendations.

The County intends to use the results of this process to award a contract(s) or issuance of purchase order for the product(s) and or services(s) stated above.

The contract resulting from this RFP will be administered by Dane County, Office of the Dane County Board of Supervisors.

The Dane County Board of Supervisors

The Board of Supervisors is a 37-member elected legislative body for the County of Dane. Its officers, elected by the Board for 2-year terms, include a Chair, two vice-chairs, and two sergeants-at-arms. The County Board Chair has overall responsibility for coordinating the activities of the Board. In addition, day-to-day management of the Board's activities is carried out through the Office of the County Board, which has two professional staff and one support staff reporting to the Board Chair. Funding for contracted program review services has been appropriated to this office. The Board's staff provide budget management, policy analysis, sustainability coordination, and legislative management and research services.

The County Board's Executive Committee provides oversight for the Office of the County Board and for contracted program evaluation activities. The Executive Committee has approved this program evaluation topic.

The contract administrator will be Lisa MacKinnon, Sustainability and Program Evaluation Coordinator in the Office of the Dane County Board.

This Request for Proposals (RFP) is issued on behalf of Dane County by the Purchasing Division, which is the sole point of contact for the County during the procurement process.

2.3 Scope of Services/Specification Overview

2.3.1 Project Description

SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

The Dane County Board of Supervisors is soliciting proposals from interested firms and/or individuals to conduct an evaluation, using a racial and social equity lens, of Dane County Parks and the Henry Vilas Zoo and to provide recommendations for strategies and actions that would further advance racial and social equity and access at Dane County Parks and the Henry Vilas Zoo.

2.3.2 Objectives

The objective of contracting for these services is to provide an unbiased, independent review of the Dane County park system and zoo to:

- 1) Gain a better understanding of the demographics of who is currently using our parks and zoo and how they are using these places.
- 2) Gain a better understanding of who is *not* visiting our parks and zoo and what the barriers are, or if there are other reasons why they are not visiting our parks and zoo.
- 3) Provide specific recommendations to the County Board Office that will remove identified barriers to racial and social equity and access, including access to people of all abilities, at Dane County Parks and Henry Vilas Zoo and improve racial and social equity and access to people of all abilities to facilities, lands, properties, and programming.

2.3.3 Scope of Services to be Provided

This review will focus on racial and social equity and access at Dane County Parks and Henry Vilas Zoo to address the issues identified in Section 3.7.

The project scope should be limited to Dane County Parks and Henry Vilas Zoo policies, practices, programming, facilities, lands, and properties. The selected individual or firm will be expected to effectively research the identified issues and facilitate any focus groups, interviews, surveys, and/or stakeholder meetings that will be conducted or convened to gather information regarding equity and access in the Dane County park system and the zoo.

The internal personnel the selected individual or firm will interact with will include: Directors and staff representing Dane County Land and Water Resources Department, including the Dane County Parks Division, and the Henry Vilas Zoo. In addition, the selected individual or firm is expected to gather information from external stakeholders, such as current park and zoo users and non-users, as well as organizations and members of the public representing a diversity of races, ethnicities, gender identities, and abilities.

The selected individual or firm will be expected to provide a report that addresses all issues identified in Section 3.7.

Services to be provided by the successful proposer will include: Data collection and analysis; interviewing County staff and other stakeholders; survey and interview design, planning, and facilitation; review of records, reports, and other information as appropriate; review and analysis of Dane County Land and Water Resources, Parks, and Zoo policies, procedures, and programs; review and analysis of relevant County goals and outcomes while procuring needed goods and services for County departments and County success in

SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

achieving goals for racial and social equity; review and analysis of national best practices with respect to equity in contracting and procurement; periodic project status reports to the Office of the County Board; production of a final written report; and presentation of findings and recommendations to the County Board and/or committees at the completion of the project.

2.3.4 Current Operations

County government provides services "from A to Z"—from the Airport to the Zoo. The County Executive's Office, 20 County departments, and 6 Elected Constitutional Offices address the full range of community needs. The County is the governmental body responsible for many local services, from human services, to highway maintenance, to public safety and criminal justice.

Dane County government is committed to becoming a more racially equitable, socially just, and accessible institution in all areas, including: County infrastructure; County operations; County budgets, policy and programs; and in County communities. Over the course of the last several years, Dane County has taken a number of steps to advance racial and social equity, including creation of the Office for Equity and Inclusion (OEI) and development of teams dedicated to making improvements in racial and social equity and access across the county government.

The Dane County Board of Supervisors conducted an independent analysis of racial equity across all county operations, which GARE and Center for Social Inclusion (CSI) completed in September 2015. (See Dane County Racial Equity Analysis on the Dane County Board documents webpage [here](#)). In this comprehensive study, multiple recommendations and strategies were enumerated to move Dane County to a more responsive, equitable, and just organization. According to the report, "national best practice suggests government is most successful in addressing racial inequity when all employees and the institution normalize racial equity as a key value, operationalize racial equity via new policies and institutional practice, and organize, internally and in partnership with the community and other institutions." This evaluation is intended to further advance equity and access across Dane County operations and services.

Dane County Land & Water Resources Department

The Dane County Land & Water Resources Department's mission is to protect and restore Dane County's natural resources and to promote the sustainable and environmentally responsible enjoyment of those public natural areas. Programmatic areas in the department include lakes and watershed, park operations, land acquisition, conservation, and lake management.

In 2018, the Dane County Land & Water Resources Department developed an [Equity and Inclusion Plan](#) that includes actions and ideas to increase the diversity of our workforce, and identify and remove barriers so that all Dane County residents have equal access to our programs and services. The Equity and Inclusion Plan builds on equity initiatives already underway in our department.

SECTION 2 – PROJECT OVERVIEW AND SCOPE OF SERVICES

One initiative in the plan is to identify and remove barriers for people accessing department services. A large component of this initiative area is to gain a better understanding of the demographics of who is currently using our park system and what barriers exist that could be preventing people from accessing our parks or other services. A few items we identified as potential barriers include:

- Language
- Transportation
- Financial
- Awareness
- ADA Access
- Perception of safety/security

Dane County Parks welcomes nearly 4 million visitors annually and manages over 12,000 acres of land, including:

- 26 Recreation Parks ([7 Dog Parks](#))
- 20 Wildlife Areas
- 14 Natural Resource Areas
- 4 Historical or Cultural Sites
- 2 Forests
- Over 100 miles of trails (bike, equestrian and cross-country ski trails)
- 5 campgrounds and multiple adult and youth group camping sites
- Lussier Family Heritage Center

Henry Vilas Zoo

The Henry Vilas Zoo's mission is to provide exceptional animal care and conserve wildlife through local engagement and global partnerships. The Zoo's vision is to maintain the Henry Vilas Zoo as a loved community treasure, globally recognized conservation leader, and forever accessible.

Henry Vilas Zoo was founded in 1911, and is one of nine remaining free Association of Zoos and Aquariums (AZA) accredited zoos in North America. Though the zoo's 28-acre footprint ranks it as a "small" zoo, close to 800,000 visitors on average per year means our reach is well beyond what one would typically expect from a zoo of our size. We believe that our zoo has a unique audience compared to most other zoos as proximity to downtown Madison, the University of Wisconsin campus and local hospitals, as well as free admission, likely provide high accessibility to a wide range of our community.

The Zoo also developed a Diversity, Equity and Inclusion Plan in 2018, which addresses many of the same goals related to workforce and access to the campus and programs. Information on current visitation, and reasons for/barriers to use of the Zoo would help advance these initiatives.

3.0 RFP RESPONSE PREPARATION REQUIREMENTS

Proposals shall be organized to comply with the section numbers and names as shown below. Each section heading should be clearly marked. Graphics may be included. The RFP sections which should be submitted/responded to are:

3.1 Attachment A – Vendor Information

3.2 Table of Contents

Provide a table of contents that, at a minimum, includes all of the sections as identified below. Listings of sub-sections and graphics/tables also may be included. Section dividers are encouraged.

3.3 Staff Qualifications

Provide a resume or CV describing the educational and work experiences for all individuals who would be assigned to the project.

3.4 Proposer References

Proposers must include in their RFPs a list of organizations, including points of contact (name, address, and telephone number), which can be used as references for work performed in the area of service required. Selected organizations may be contacted to determine the quality of work performed.

3.5 Statement of Qualifications

The proposer shall include a narrative and examples to describe experience in each of the following areas:

1. Knowledge of and experience with best practices for qualitative and quantitative data collection and analysis.
2. Knowledge and experience working with a diverse population of people and demonstrated cultural competence, including ability to gather data from non-English speakers
3. Knowledge of and/or access to national standards and best practices relating to racial and social equity and access for people of all abilities at public facilities, particularly as they relate to outdoor recreation, parks, and zoos (with a focus on facilities, policies, and programming).
4. Experience evaluating the effectiveness of organizational programs and processes, policies, and operations.
5. Experience developing and recommending effective strategies, policies, and procedures, and evaluating the comparative efficiency and cost-effectiveness of recommendations made based on the program review. Provide examples of experience developing and recommending effective strategies for improving agency or program management, procedures, policies, and outcomes, particularly as they have affected racial and social equity and access outcomes.

3.6 Timeline

The County desires to consider and assess the results of this program evaluation and begin implementation of recommendations by summer 2022.

The findings and recommendations from this evaluation will be used immediately in several ways:

1. To inform efforts relating to both departments’ Diversity, Equity and Inclusion Plans and help them increase accessibility for people of all abilities to our grounds and programs.
2. To inform upcoming planning processes including:
 - a. Henry Vilas Zoo’s Interpretive Master Planning process and implementation of new signage and interpretive media throughout the Zoo, to occur October 2021-September 2023.
 - b. Dane County Parks’ 2023-2027 Parks and Open Space Plan update identifying recreational needs and significant natural, cultural, and historical resources in the County to be considered for protection.

Both of these planning processes will begin in summer 2022. The successful proposer will be able to commit to this timeline to deliver the project goals, address all specific issues outlined for the program review in the Project Approach (Sec. 4.6), and produce satisfactory deliverables on time.

Include a timeline for project completion that incorporates the following required milestones (including any “blackout dates” where activities cannot be scheduled). Regular communication of progress on these timeline items with the County Board Office is expected, explain how this communication will occur.

October or November 2021

- Anticipated contract start date
- Project Kickoff meeting with Dane County project team to make introductions and align expectations for the project, including scope of work, anticipated deliverables, and timeline.
- Request all necessary existing preliminary data and information (reports, plans, etc.) regarding Dane County Parks and Henry Vilas Zoo, including department and Dane County priorities regarding racial and social equity and access, and any relevant data from the Office for Equity and Inclusion.
- Design, plan, and begin implementation of data collection methods for project.
- Begin review and analysis of existing Dane County park system and zoo demographic data, reports, plans, and other relevant information.

November-December 2021

- Schedule and conduct stakeholder interviews to gather information from Dane County Parks and Henry Vilas Zoo directors and staff (these can be virtual format).
- The internal personnel the selected contractor will interact with could include: Directors and staff of Land and Water Resources, Dane County Parks, Henry Vilas Zoo, Zoo Commission, and the Office for Equity and Inclusion.
- Conduct initial data collection, which could include but is not limited to initial on-site work at zoo and selected parks properties, and focus groups or other participatory activities with external stakeholders from targeted populations/Dane County parks and zoo users and non-users
- Make any follow-up requests for additional necessary data and information.
- Identify data gaps, common themes, issues, questions, and concerns regarding racial and social equity and access at Dane County Parks and Henry Vilas Zoo based on information and input gathered from data research as well as interviews with department directors and staff.

December-January 2022

- Convene and facilitate a meeting (via videoconference) of the Dane County project team and Land and Water Resources, Dane County Parks, and Henry Vilas Zoo to brief the group on the summary of preliminary research findings, including common themes, issues, questions, and concerns identified, and to hear additional input from stakeholders.
- Research and analyze national best practices, particularly from similarly-situated local governments, for racial and social equity and aces in outdoor recreation, parks, and zoos with a focus on the common themes, issues, questions, and concerns identified.

February 2022

- Research and develop draft report on preliminary findings and recommendations regarding racial and social equity and access in Dane County Parks and Henry Vilas Zoo. Include draft recommendations regarding resources (additional data, technology, personnel, etc.) needed to implement recommendations.
- Research and develop draft recommendations regarding benchmarks for tracking County achievement and implementation of recommendations.

SECTION 4 - ATTACHMENT A – VENDOR INFORMATION

- Draft report and recommendations submitted to the County Board Office project manager for review and additional input by Dane County staff project team and other identified stakeholders.
- Review of draft report and gathering of input on report will be facilitated by and conveyed to the consultant by the County Board Office project manager.

March 2022

- Public presentation by consultant of summary of draft findings and themes to a joint meeting of the Executive and Environment, Agriculture and Natural Resources committees of the County Board, with stakeholders and members of the public invited (can be a virtual format).

Spring to early summer 2022 (March-June 2022)

- Conduct additional/follow-up data collection, which could include but is not limited to additional on-site work at zoo and selected parks properties, and focus groups or other participatory activities with external stakeholders from targeted populations/Dane County parks and zoo users and non-users.

June 2022

- A final round of on-site data collection at the zoo and selected Dane County Parks properties should occur in early summer as that is when these sites experience the highest use.
- Finalize research, findings, and recommendations based on additional data collection, best practices research, and input from Dane County stakeholders to improve racial and social equity, as well as access for people of all abilities, at the Henry Vilas Zoo and Dane County Parks.
- Draft final report with findings and recommendations -- include strategies, timeline, funding needs, and potential sources of grant or foundation funding for capital or operating initiatives.
- Final Report Due to County Board Office

3.7 **Project Approach**

Include a narrative explaining the proposer’s project approach. The proposer’s approach to this project should include the following elements:

1. Maintenance of open and regular communications regarding project status with the Office of the County Board and the designated Dane County project team throughout the course of the project.
2. Reviewing all current relevant reports, plans, policies, programming and demographic data provided by Dane County Parks and Henry Vilas Zoo (as well as Office for Equity and Inclusion, where relevant). This research should include identification of any gaps in data that is needed to effectively assess who is and is not currently using the park system and zoo, what barriers exist to racial and social equity and access to the parks and zoo, what knowledge users and non-users possess about the facilities and programming offered by the parks and zoos.
3. Gathering information and input, including qualitative and quantitative data that is not currently collected, to identify common themes, issues, questions, and concerns regarding racial and social equity and access at Dane County Parks and the Henry Vilas Zoo. This information will be sourced through contacts with identified County departments, staff, and external stakeholders, such as current park and zoo users, as well as organizations and members of the public representing a diversity of races, ethnicities, gender identities, and people of all abilities.
4. Identify strengths and weaknesses in the current Dane County Parks and Henry Vilas Zoo policies, programming, and facilities with respect to racial and social equity and access for people of all abilities.
5. Designing, planning, and conducting a series of virtual stakeholder interviews with selected department directors and staff about programming, equity and access efforts and challenges, etc.
6. Designing, planning, and implementing data collection methods, including but not limited to conducting a series of on-site surveys of park and zoo users at Dane County parks and the zoo with sites and logistics to be determined in consultation with the Dane County project team. For the on-site surveys at the parks and zoo, at least one surveying effort should occur in early summer 2022. ****NOTE:** To get the data we need from current users, we believe the selected data collection methods should include an in-person survey at the parks and zoo talking to visitors and gathering quantitative and qualitative data. We have a lot of parks in the system, so the Dane County team could work with the contractor to identify a few different locations for this portion of the project.

SECTION 4 - ATTACHMENT A – VENDOR INFORMATION

Data to collect from current Dane County Parks and zoo *users* includes *but is not limited to*:

- a. User demographics (by county facility/property location and activity(ies))
 - b. What facilities/activities are they using at the parks and zoo (disaggregated by demographic categories)
 - c. What barriers have people faced accessing Dane County Parks and Henry Vilas Zoo properties, facilities, and programming (e.g., Language, Transportation, Financial, Awareness, ADA Access, Perception of safety/security, other barriers?)
 - d. Are there other reasons, beyond possible barriers, that prevent people from visiting the parks and zoo?
7. Designing, planning, and conducting on-site surveys or focus groups of park and zoo *non-users* at neighborhood/city parks, Dane County community centers or other community gathering locations where diverse populations are present, with sites and logistics to be determined in consultation with the Dane County project team and selected organizations and/or sites.

* **Note:** A focus group format could help us collect a broader diversity of voices in the [Parks and Open Space Plan](#) planning process. Currently, Dane County Parks uses an online survey to collect community input. Using focus groups to collect similar information from a broader audience would help us supplement the survey information. It could also help the zoo collect more diverse community input on the Henry Vilas Zoo Interpretive Master Planning process.

Data to collect from current Dane County Parks and zoo *non-users* includes *but is not limited to*:

- a. Non-user demographics
- b. Do city park users know about County park options?
- c. Would they *like* to use County parks? If so, what activities would they most likely engage in or amenities would they use?
- d. Would they *like* to visit the zoo? If so, what activities would they most likely engage in or amenities would they use?
- e. Do they know the types of activities and amenities available at County parks?
- f. If they are interested in visiting and using County parks and the zoo, but have not done so, what are their reasons for not visiting?
- g. Information regarding specific barriers to accessing parks and zoo properties, facilities, and programming (e.g., Language, Transportation, Financial, Awareness, ADA Access, Perception of safety/security, other barriers?)

* **Note:** The consultant shall indicate the processes they will use for gathering data from departments as well as for scheduling and conducting interviews, surveys and/or focus groups with the selected individuals. Include considerations for collecting data from non-English speakers.

SECTION 4 - ATTACHMENT A – VENDOR INFORMATION

8. Researching and analyzing all relevant information to enumerate findings and make recommendations on common themes, issues, questions, and concerns regarding racial and social equity and access at Dane County Parks and the Henry Vilas Zoo identified in stakeholder interviews and surveys conducted by the contractor, as well as via other research.
9. Review and summarize successful emerging national and international best practices, innovations, and models—particularly from similarly-situated local governments—around advancing equity and access in outdoor recreation, parks, and zoos.
10. Identify common themes, issues, questions, and concerns regarding racial equity identified in the staff interviews, focus groups, and/or surveys for further analysis.
11. Make recommendations for advancing racial and social equity, as well as access for people of all abilities, at Dane County Park and Henry Vilas Zoo.
12. Identify and discuss what is necessary (e.g., funding, technology, data, etc.) to implement various recommended options, and which recommendations will need further study.
13. Plan for, convene, and facilitate at least one interim briefing meeting (via videoconference or in-person) with the Dane County project team and other selected staff to brief the group on the preliminary research findings including common themes, issues, questions, and concerns identified, and to hear additional input on preliminary findings and recommendations.
14. Produce a Draft and Final Report that presents all findings, makes recommendations, and outlines what will be needed to successfully implement the recommendations.

Some specific questions we would like the selected consultant to address as a part of this program review include, *but are not limited to*:

- a. Does Dane County Parks and Henry Vilas Zoo need additional or better data or technology to measure demographics, and racial and social equity and access for people of all abilities? If so, what specific resources exist, how do they work, and how would they be implemented in the future?
- b. What is the current status of racial and social equity, as well as access for people of all abilities, at Dane County Parks and Henry Vilas Zoo?
- c. Of the identified barriers (if any) to equity and access at Dane County Parks and the Henry Vilas Zoo, is there a logical prioritization for addressing barriers based on County resources, jurisdiction, and infrastructure?
- d. What will the challenges be to addressing the identified barriers (financial, structural, jurisdictional, etc.) and what are some recommendations for meeting these challenges?
- e. What are current or emerging national and international best practices, innovations, and models—particularly in similarly-situated local

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- governments—around advancing racial and social equity, as well as access for people of all abilities, in outdoor recreation, parks, and zoos?
- f. Are there additional community partnerships that the park system and zoo can foster to advance and increase racial and social equity, as well as access for people of all abilities, at their grounds and facilities?
 - g. Are there tools (technological, programmatic, etc.) that can assist the park system and zoo in advancing and increasing equity and access at their grounds and facilities?
 - h. Based on your findings, what can Dane County Parks and Henry Vilas Zoo do to ensure a broader diversity of voices giving input during the next Parks and Open Space Planning and Zoo Interpretive Master Planning implementation?