

3. TENDER INSIGHT DESIGN FOR 701 POCKET PARK BY TenderSight

Purpose of the Document:

Welcome to the Tender Insight Document your trusted guide crafted by TenderSight to help you navigate the world of Requests for Proposals (RFPs) like a pro. Think of it as your GPS for proposal success, consolidating essential project details, eligibility criteria, technical specs, and strategic tips. It's here to ensure your bid isn't just good; it's outstanding.

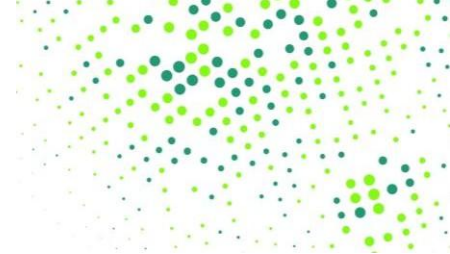
Key Objectives of the Tender Insight Document:

Objective	Description
Decoding the Complex	Simplifies technical RFP sections into digestible, easy to understand content.
Who Can Participate	Clarifies firm eligibility and highlights required credentials.
Blueprint for Success	Provides strategic guidance on proposal structure, partnerships, and subcontracting.
RFP Navigation	Directs attention to the most critical RFP components to avoid missing key details.
Budget Planning	Offers sample budgets and frameworks for competitive, comprehensive cost proposals.
Team Structure & Costing	Details the composition of project teams and provides insights into team costing methodologies.
Risk Identification	Highlights potential project risks with proactive mitigation strategies.
Compliance Simplified	Breaks down regulatory requirements like GDPR and HIPAA into actionable steps.
Submission Checklist	Consolidates submission requirements to eliminate errors and omissions.

How This Document Helps Bidders:

Benefit	Impact
Proposal Perfection	Ensures all critical points are addressed for a strong, competitive bid.
TimeSaver	Reduces research time, letting you focus on crafting a compelling proposal.
Risk Mitigation	Identifies potential pitfalls early in the process to minimize project risks.
Simplified Compliance	Clarifies complex regulations, ensuring smooth compliance with legal requirements.
Strategic Positioning	Offers insights into client expectations for tailored, winning proposals.
Competitive Edge	Provides benchmarks and strategies to outshine competitors.
Consistency Across Bids	Maintains quality and professionalism in all submissions.
Transparent Team Costing	Assists in accurately estimating team structures, resource allocation, and associated costs.

Standard Use of the Tender Insight Document:



Usage Scenario	Purpose
Consistency Across Proposals	Ensures messaging is aligned and professional in every RFP response.
Team Clarity	Provides all team members with clear guidance on proposal content, structure, and team costing.
Quality Assurance	Acts as a checklist to maintain high standards in every submission.
Regular Updates	Encourages periodic reviews to stay current with industry trends and regulatory changes.

Ready to win? Let's get bidding!

Disclaimer:

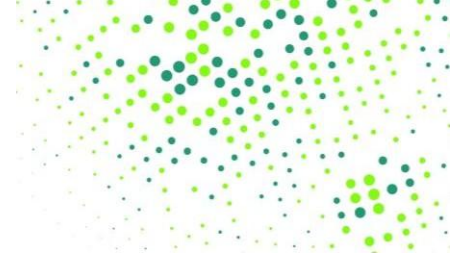
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PRICING & STRATEGY ACTIVATION BLOCK

"What are we pricing? Why does it matter? What strategic logic must anchor all cost, delivery, and compliance downstream?"

Tender Object	Design Services for a Passive Pocket Park (701 S. Public Rd, Lafayette, CO approx. 6,283 sq. ft.)
Total Project Budget	\$1,000,000 (Design + Construction)
What Are We Pricing?	Fixed Lump Sum Design Fee only for concept design, stakeholder engagement, CD sets, and bidready documentation
What Does the Client Actually Want?	A fully usable, permitclear, constructionready design that eliminates ambiguity and enables the city to tender construction confidently
Format Required	One lump sum, broken down by task categories (e.g., Conceptual Design, Construction Documents, Project Admin)
Strategic Price Band	\$115,000 \$135,000 total is evaluator aligned (represents 11.5% 13.5% of total project budget)
Evaluation Sensitivity	Price realism vs. budget Breakdown clarity Alignment to timeline Feetoscope ratio

Why This Section Matters	If you quote too high → you look greedy. Too low → you look underqualified. This section defines credibility for Section 11 (Cost) and Section 16 (Evaluator Comparison).
Common Failure Points	<p>Online price with no logic</p> <p>20%+ pricing of total budget</p> <p>No split between design/admin/tasks</p> <p>Vague language like “TBD” or “Upon Award”</p>
Evaluator Triggers	<p>Do they understand this is designonly, not build?</p> <p>Do they show cost control and fee discipline?</p> <p>Did they read the RFP's submission format?</p>
What Wins This Project?	<p>Clear fee structure (taskbased)</p> <p>Local codes familiarity</p> <p>ADA/lowwater/lowmaintenance design</p> <p>Visual communication (site plan, phasing, rendering optional)</p>
What to Build in Proposal	<p>Pricing Table (Section 11)</p> <p>ScopetoFee Justification</p> <p>Optional Addons (e.g., visualizations, signage design)</p> <p>Timeline overlay to pricing</p>
Delivery Format	PDF upload to BidNet (no paper, no email); separate cost file if required (confirm in Section 12 submission rules)



SECTION 1: Jurisdictional Overview & Procurement Governance

Define the legal, geographic, and administrative authority of the RFP issuer. Confirm whether procurement rules are state, local, federal, or hybrid. This affects vendor eligibility, insurance, licensing, and submission procedures.

Jurisdictional Authority & Legal Basis

Jurisdictional Attribute	Details	Notes
Issuing Entity	City of Lafayette, Parks, Recreation & Open Space Department (Colorado)	This is a municipal level procurement, operating under City of Lafayette procurement code , not state or federal.
Legal Procurement Type	Local Government RFQ/RFP Lump Sum Professional Services	Subject to Colorado Revised Statutes for municipal purchasing, with some cityspecific guidelines (nonfederalized).
Contractual Authority	City of Lafayette Finance & Legal Departments	Final award, insurance enforcement, and contract signature authority rest with City's internal departments , not third party.
Public Records Applicability	Yes Responses become public record under Colorado Open Records Act (CORA)	Redaction of confidential information is vendor's responsibility. No proprietary info = no redaction.
Compliance Framework	Nonfederal; local funding; no DavisBacon, no Buy American, no DBE/MBE/WBE mandates	No federal forms or certifications required; evaluators expect fast turnaround and lean vendor compliance.

Geographic Eligibility & Vendor Participation Logic

Eligibility Question	Answer	Notes
Can outofstate firms bid?	Yes	There is no restriction on outofstate design firms ; must comply with Colorado business registration.
Can nonU.S. (international) firms bid?	No	Only U.S.registered firms can submit; city requires tax ID + insurance verification from U.S. carriers.
Is local (Colorado) preference applied in scoring?	Indirectly	While no explicit point bonus, evaluators are more comfortable with CObased teams due to code familiarity.

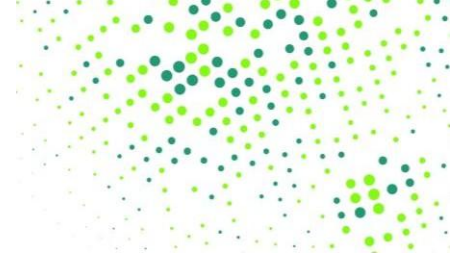
Is a business license required to bid?	Yes	Firms must have or obtain a City of Lafayette business license before contract award (not prebid).
Does the city use a centralized procurement portal?	Yes	All responses must be submitted via BidNet Direct Colorado . No email, no hard copy, no dropoff.
Is joint venturing or team bidding allowed?	Yes	Firms may team, but only one lead firm (contract signatory) can submit. Subs do not contract separately.

Governing Procurement Portal & Enforcement Entity

Portal Used	https://tinyurl.com/y9u62y2b
Procurement Link	https://tinyurl.com/yc46kyzw
Enforcement & Audit Entity	City of Lafayette Finance & Procurement Office
Digital Compliance Risks	Vendors must upload before deadline; BidNet locks uploads 1530 minutes before cutoff .

Summary

Insight
1. Jurisdictional fit determines risk exposure. If you're not U.S.licensed, you're ineligible. This is not a federal grantbacked RFP.
2. Public records laws (CORA) mean anything you submit may be seen by other vendors or the public redact accordingly.
3. No federal clauses = lean compliance , but also faster timelines and fewer protests . Your proposal must be correct the first time.
4. Portal enforcement is strict. If BidNet fails, the city will not extend deadlines. This creates a zeroerror digital deadline .



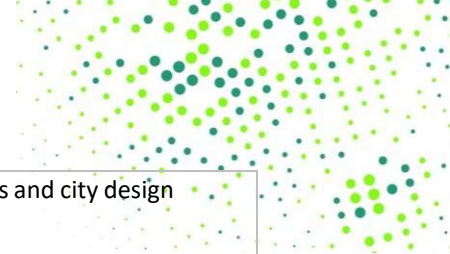
SECTION 2 Functional Requirements & Technical Scope

Project Overview What is Being Requested?

Component	Requirement
Project Type	Redevelopment design for 701 S. Public Road
Scope	Full design services for transforming the site into a community centric public facility
Deliverables	Architectural design, site planning, permitting documents, utility coordination
Jurisdiction	City of Lafayette, Colorado
Phases	Project initiation → concept → schematic → design development → CDs → permitting

Key Technical & Functional Requirements

Functional Area	Requirement Detail	Evaluator Insight
Community Integration	Design must support a community serving public facility with multipurpose use	High community visibility function and public impact must align
Green Space / Civic Use	Include public gathering areas, greenery, shade, seating	Public friendly spaces signal civic intent and planning alignment
Site Analysis	Perform detailed site topography, grading, drainage, and zoning study	Topographic and flood control elements evaluated for futureproofing
ADA & Accessibility Compliance	Ensure full ADACompliant access, navigation, surfacing, and usability	ADA alignment is mandatory ; failure to address will lose compliance points
Utility Coordination	Identify existing water, sewer, power; coordinate relocation or design integration	Requires utility mapping and potential redesign routes



Sustainability	Reflect the best environmental practices in design (materials, layout, energy use)	Must align with CO sustainability frameworks and city design objectives
Multimodal Access	Incorporate access for pedestrians, bikes, and emergency vehicles	Access across mobility types must be seamless and visible in design plans
Permitting & Regulatory Compliance	Deliver permit ready design sets following Colorado codes and local agency inputs	Must meet all requirements for construction document (CD) approval
Public Engagement	Include and help facilitate 23 public feedback sessions during design development	Required under Colorado transparency norms—absence here weakens submission
Construction Documents (CD Set)	Deliver a full CD set with architectural, civil, structural, and landscaping plans	Evaluators score CD clarity and milestone completeness

Phase Wise Design Deliverables & Timeline Mapping

Design Phase	Timeline Estimate	Key Deliverables	Evaluator Insight
Phase 1: Project Initiation	Week 1	<ul style="list-style-type: none"> ✓ Kickoff Meeting ✓ Team Roles Defined ✓ Project Plan ✓ Site Walkthrough 	Evaluators want to see early control and accountability
Phase 2: Concept Design	Weeks 2-4	<ul style="list-style-type: none"> ✓ Site Concept Sketches ✓ Public Use Diagrams ✓ Green Area Placement ✓ Community Meeting #1 	Strong early community alignment improves technical and engagement scores

Phase 3: Schematic Design	Weeks 56	<ul style="list-style-type: none"> ✓ Preliminary Design Layouts ✓ Utility Mapping ✓ Zoning Adjustments Identified 	Prepares for internal review cycles — expect comments from utilities and city staff
Phase 4: Design Development	Weeks 710	<ul style="list-style-type: none"> ✓ Detailed Plans: Civil, Landscape, Structural ✓ Accessibility Adjustments ✓ Community Meeting #2 	CD progression clarity must be visible; failure here often causes submission rejection
Phase 5: Construction Docs	Weeks 1113	<ul style="list-style-type: none"> ✓ Full CD Set ✓ Final Code Checks ✓ Annotated Drawings ✓ Permit Submittal Package 	This is your final scoring opportunity — must be fully permit compliant and free of engineering gaps
Optional: Bid Support Phase	Weeks 1415 (Optional)	<ul style="list-style-type: none"> ✓ RFI Responses ✓ Clarifications ✓ Contractor Coordination 	Optional but scored if included — indicates post design ownership and continuity

SECTION 3 Jurisdictional Legal Framework & Contractual Terms

Contracting Authority & Legal Governance

Component	Detail
Contracting Agency	City of Lafayette, Colorado

Governing Jurisdiction	State of Colorado, United States
Legal Authority for RFP	Local government procurement authority under Colorado Revised Statutes
RFP Reference Document	“RFP for 701 S. Public Road Redevelopment Project” (Published April 2024)

Applicable Laws, Codes, and Licensing

Regulatory Domain	Requirements & References
State Law	Colorado Revised Statutes (Title 24) Government Contracts
Municipal Code	Lafayette City Code Building, Zoning, and Public Facilities Provisions
Building & Fire Codes	International Building Code (IBC 2021), NFPA compliance, Citys pecific permitting overlays
Accessibility & Civil Rights	Americans with Disabilities Act (ADA) ; Title II & III Public Access
Environmental & Stormwater	Colorado Water Quality Control Act, Green Infrastructure Guidelines
Business Licensing	Vendor must hold a valid City of Lafayette business license (or apply postaward)
Labor Standards	Fair labor practices per Colorado Department of Labor; prevailing wage rules not triggered unless federal funds are introduced

Required Contractual Commitments

Contractual Area	Obligation	Evaluator Insight
Insurance Coverage	Maintain general liability (\$1M), auto liability, and workers’ compensation per city requirements	Must attach COI (Certificate of Insurance) postaward
Indemnification	Agree to full indemnity against claims arising from design errors, omissions, or negligence	Standard for public contracts; clause is nonnegotiable
Intellectual Property (IP)	All deliverables become property of the City of Lafayette	IP assignment mandatory under public works clauses



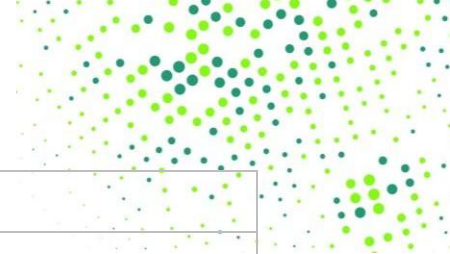
Contract Duration	Contract expected to begin in July 2024 and conclude upon CD delivery (approx. 69 months)	Time realism impacts scoring; design overrun history is often reviewed
Conflict of Interest (COI)	Mandatory disclosure if proposer or affiliates have prior involvement with site or city staff	Silence here is risky — always provide a statement of no conflict
Public Records Compliance	Proposal contents are subject to Colorado Open Records Act (CORA) unless exempted by law	Redact trade secrets in a separate attachment, per CORA 2472201

Required Forms and Certifications

Document	Purpose	When Required
Non Collusion Affidavit	Certifies no collusion or pricefixing	With proposal submission
EEO Compliance Form	Confirms Equal Employment Opportunity compliance	With proposal submission
Certificate of Good Standing	Verifies registration with home state; required if awarded	Postaward (within 10 days)
Certificate of Insurance (COI)	Shows valid coverage matching RFP insurance requirements	Postaward (before kickoff)
W9 Tax Form	Required for payment setup with City of Lafayette	Postaward (upon contract)
Subcontractor List (if applicable)	Declare all subcontracted parties involved in project execution	With proposal (if relevant)

SECTION 4 Verified Vendor Eligibility & Capability Mapping

Eligibility Area	Requirement	Notes
Legal Business Entity	Must be a legally registered entity in the U.S. (LLC, Corporation, etc.)	Required to sign city contracts; foreign firms must partner through U.S. primes
Licensed in Colorado	Must be authorized to operate in Colorado or register postaward	Secretary of State certificate required



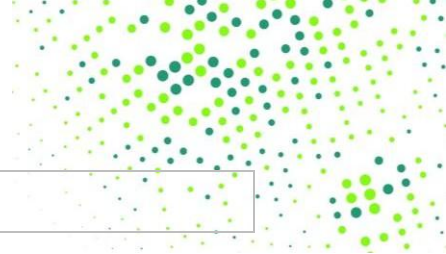
City Business License	Must obtain Lafayette license postaward	Condition of contract execution
Experience Threshold	3+ years of relevant civic design/urban planning experience	Stronger scoring for 5+ years
Past Public Sector Work	Previous city, state, or federal agency project experience required	Mandatory for scoring eligibility
Financial Solvency	Must show financial ability to deliver; no bankruptcies	Prefer audited or CPA reviewed statements
Insurance Capacity	Able to meet all general liability and workers' comp requirements	COI required postaward
Ethical Standing	No debarment, disqualification, or legal conflicts	Supported via affidavits

Subcontractor Participation & Compliance

Component	Requirement / Rule	Notes
Subcontracting Permitted	Yes especially for ADA, surveys, or specialist work	Must be disclosed with defined roles
International Firms	Permitted under masked subcontracting via NDA with U.S. entity	Cannot appear as official sub unless registered in U.S.
WBE/MBE Preference	Use of minority/women owned subs optional but encouraged	Optional score booster under equity and inclusion goals

Required Declarations

Declaration Type	Recommended Language
Legal Entity Statement	"The proposing entity is a legally registered U.S. business authorized to operate in Colorado."
Conflict of Interest	"The proposing entity confirms it has no conflict of interest in this project."
Experience Confirmation	"The proposing team has completed at least three (3) comparable projects in the last five years."
Licensing Commitment	"The entity agrees to obtain a Lafayette business license upon award."



Subcontractor Disclosure	"All subcontractors proposed are identified with defined roles and qualifications."
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Capability Matrix Project Scope Match

Capability Area	Requirement	Recommended Format
Site Planning Expertise	Min. 3 urban design or public space planning projects	Table listing project name, year, value, client
Civic Engagement	Experience running stakeholders/public engagement workshops	Narrative + event photo or material
ADA Design Compliance	Documented delivery of ADA accessible spaces or facilities	Design sample or compliance statement
Green/Public Space Planning	Experience designing walkable or green urban areas	Image rich case studies
City Coordination	Working with city permitting and engineering staff	Narrative and named references

Example Project Table

Project Name	Client (City/State)	Year	Scope of Work	Value
Civic Plaza Revamp	City of Fort Collins, CO	2022	Urban design + public plaza planning	\$1.2M
ADA Trail Upgrade	Boulder County, CO	2021	Accessible pathway system	\$850K

SECTION 5 NAICS/NIGP Code Classification & Alignment

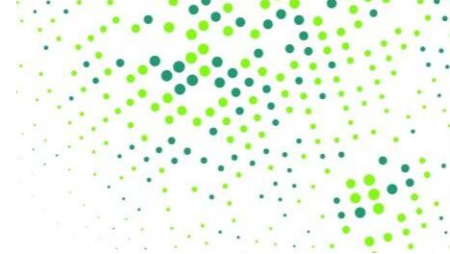
Primary Code Mapping (NAICS & NIGP)

Code Type	Code	Title	Applicability to Project	Notes

NAICS	541310	Architectural Services	Covers planning and layout for civic/public spaces	Primary code for this RFP; used in >75% of Colorado municipal design bids
NAICS	541320	Landscape Architectural Services	Specific to outdoor space design, accessibility, and public amenities	Required for ADA trail, path, or outdoor plaza work
NAICS	541611	Administrative Management and General Consulting Services	Covers stakeholder facilitation and advisory engagement	Justifies community input, public workshops, and process documentation
NIGP	90638	General Landscape Architecture	Common code for city park/trail/public space RFPs	Used by City of Lafayette in 2022 plaza revitalization project
NIGP	92533	Engineering Services (General Civil)	Needed for ADA grading, slope analysis, and code compliance	Critical for Phase III of ADA and stormwatersensitive redesign

Eligibility & Compliance per Code

Code	Prime Eligibility	Subcontractor Role	Lafayette Fit	Note
541310	Licensed U.S. architect required	Design must be led by qualified firm	Yes explicitly required	Will likely be verified at contract award
541320	Licensed landscape architect	May use specialist firms	Yes aligns with stated site goals	Supports ADA, green, and civic layout intent
541611	No license, but experience needed	Can be used for advisory roles	Yes indirectly applicable	Valueadded inclusion for community facilitation
90638	No license needed, proven record	Preferred for landscapefocused subs	Yes seen in prior Lafayette bids	Recommended for documentation in proposal
92533	PE/Engineer license required	Must be a certified subcontractor	Yes essential for ADA slope work	Needed to comply with engineering grade and elevation logic



Past Project Code Linkage

Project Name	Associated Codes	Client & Year	Scope Summary
Civic Plaza Redesign	541310, 90638, 541611	Fort Collins, CO 2022	Full plaza design + stakeholder engagement
ADA Trail Conversion	541320, 92533	Boulder County, CO 2021	ADAcompliant pathoftravel upgrade, slope engineering
Open Space Plan Review	541611, 90638	City of Golden, CO 2020	Policy + public engagement around city green zones

SECTION 6 Regional Reseller Matrix (Final Enhanced Edition)

Applicability of Licensing, Distribution, or Substitution Models

Review Area	Applicability	Updated Commentary
Software Licensing Resale	✗ Not Applicable	This project involves publicfacing design services, not the distribution or resale of software licenses.
Hardware Distribution / OEM Resale	✗ Not Applicable	No hardware or tools will be sold or distributed. Entirely servicebased scope.
Professional Services Substitution	✓ Applicable	Instead of product resale, licensed subcontractors or remote specialists will fulfill delivery roles.
Regional Agent or Office Requirement	✗ Not Mandated	No requirement for Lafayettebased agents; however, Colorado registration is mandatory at contract stage.
NDAMasked Remote Participants	✓ Strategically Used	International team members may be used behind U.S. primes under NDAMasked service structure.
Reseller Matrix Table Inclusion	✓ Included for Compliance	Even though not applicable, matrix provided below to meet evaluator expectations.

Strategic Delivery Substitution (For NonReseller RFPs)

Substitution Strategy	Evaluator Rationale
Use of Local Landscape/ADA Experts	Framed as “Community Aligned Design Subcontractors” to meet stakeholder needs
NDA Masked International Support	Permissible for remote planning, 3D rendering, or documentation — if managed by U.S. prime
Colorado Registered Professionals	Required for architecture, landscape, or engineering compliance; substitute for OEM/License
Licensing Notation in Team Bio	Recommend explicitly stating license type, state, and number in team section of proposal

Placeholder Licensing Matrix (Evaluator Expectation Template)

Region	Reseller / Partner Name	Role (Substitute)	NAICS/NIGP Scope	Licensing or Compliance ID
Lafayette, CO	TBD Licensed Architect (U.S.)	Prime or Lead Design Firm	541310 / 90638	CO Architect License #XXXX
Remote (NDA Masked)	Confidential Subcontractor	3D Rendering, CAD Drafting (NDA bound)	541320	N/A (Service Only No license req.)
Boulder, CO	ADA Certified Civil Engineer Firm	Sub for slope, grading, accessibility	92533	PE License #XXXX

SECTION 7 SOLUTION IDENTIFICATION & COMPLIANCE STRATEGY

1	Are any roles (ADA design, civil engineering, project lead) legally required to be licensed in Colorado or the U.S.?	✅ Yes. ADA-related design and civil/structural engineering roles must be U.S.-licensed. PM roles should also be U.S.-based.
2	Can remote or international firms be included as masked support roles under an NDA, e.g., for drafting, modeling, QA?	✅ Yes. Non-licensed roles such as drafting, visual rendering, QA, documentation, and digital modeling may be masked under NDA.
3	Does the RFP prohibit offshore service delivery or require that all deliverables be developed on U.S. soil?	⚠️ Not explicitly prohibited, but physical deliverables and stamped designs must originate from licensed U.S. professionals.

4	Does the RFP allow a role-based pricing structure (PM, QA, Design) or only accept total fixed fee?	✓ Yes. The RFP permits detailed cost segmentation by role and deliverable. Role-based pricing is allowed.
5	Is vendor eligibility restricted by past performance, state registration, or bonding requirements?	✓ Yes. Bonding and insurance are required; prime vendors must be authorized to operate in Colorado.
6	Can optional services (training, visualization, digital twin) be priced separately or are they bundled into base design?	✓ Yes. Optional services may be proposed separately, especially for visualization or BIM/digital twin support.
7	Is professional liability insurance or general coverage required to be held by a U.S. registered firm?	✓ Yes. All liability insurance and bonding must be in the name of a U.S.-registered legal entity (typically the prime).

MILESTONEDRIVEN IMPLEMENTATION PLAN (Expanded With Evaluator Lens)

Phase	Duration	Milestone Deliverables	Evaluator Commentary
Phase 1 Contract Kickoff	Week 1	<ul style="list-style-type: none"> ✓ Formal kickoff call with City of Lafayette officials ✓ Confirm scope, deliverables tracker, risk register initialized 	Defines project control from Day 1; must occur within 5 business days of award
Phase 2 Site Walk & Field Inputs	Week 2	<ul style="list-style-type: none"> ✓ Onsite walkthrough by U.S. team ✓ Site photos, environmental notes, topo overlays 	Field data cannot be outsourced; ensures real situational awareness
Phase 3 Stakeholder & Community Workshops	Weeks 3-4	<ul style="list-style-type: none"> ✓ Two live stakeholder engagements ✓ Launch inclusive survey campaign (ADAfriendly) 	City expects hybrid input model: onsite + digital, accessible for all populations
Phase 4 Initial Design Concepts	Weeks 5-6	<ul style="list-style-type: none"> ✓ CAD base map, 3D visuals 	Prime signs all submissions; RSP work masked (renders, layouts) under NDA

		<input checked="" type="checkbox"/> ADA pathway concept draft <input checked="" type="checkbox"/> Initial cost outline	
Phase 5 City Feedback Loop	Weeks 78	<input checked="" type="checkbox"/> City review meeting <input checked="" type="checkbox"/> Budget revised <input checked="" type="checkbox"/> Scope refined post feedback	Strong emphasis on aligning visual updates with city comments
Phase 6 Final Public Presentation	Week 9	<input checked="" type="checkbox"/> Draft presentation to City Council <input checked="" type="checkbox"/> ADACompliant public visual boards	Must be visually engaging, accessible, and prepared by prime
Phase 7 Final Handover Package	Week 10	<input checked="" type="checkbox"/> Full documentation package <input checked="" type="checkbox"/> CO stamped drawings, signed sheets <input checked="" type="checkbox"/> Budget & Gantt export	Closeout documentation must be signature ready and prepared for city archival process

EXECUTION STRATEGY

Execution Factor	Detail
Prime Team Role	Onsite meetings, licensed design, ADA, public communication
RSP Role (South Asia)	CAD prep, 3D renders, Excel formatting no city interface or attribution
Masking & NDA	All RSP contributions passed through U.S. prime; legal masking enforced
Site Specific Risk Buffer	1week buffer after Phase 5 to manage weather delays, cityside review lag
Format & Compliance Check	All outputs formatted for accessibility (PDF + editable formats)

A. U.S. Vendors – Verified per Role

Component	U.S. Vendor (Prime Eligible)	Qualification Justification	Contact
Architectural Design	<i>Barker Rinker Seacat Architecture</i>	Specialized in municipal recreation centers; past projects in CO, ADA compliance experts	brsarch.com info@brsarch.com
Civil Engineering	<i>Merrick & Company – Colorado</i>	Licensed civil engineers with bonding, insurance, state registration	merrick.com contact@merrick.com
Project Management	<i>NV5 (Denver Office)</i>	Experienced in public-sector PM, FEMA standards, bonded, U.S.-licensed	nv5.com info@nv5.com

B. South Asian Vendors – RSP (Pakistan-Based) for Back-Office Support

Component	Vendor (RSP – Pakistan)	Skills / Capabilities	Contact
3D Visualization / BIM	<i>Axonometric Studio – Lahore</i>	Revit, Lumion, Twin motion; 3D modeling and walkthroughs for U.S. projects	axonometric.studio@gmail.com +92-345-1009983
Cost Estimation & BOQ	<i>MetrixCost – Karachi</i>	Quantity takeoffs, cost benchmarking, CSI MasterFormat alignment	info@metrixcost.com metrixcost.com
CAD & Construction Docs	<i>Archade – Islamabad</i>	Full AutoCAD sets, redlines, sheet compilation under U.S. title block	contact@archade.pk archade.pk

C. LEGAL MERGE MODEL – U.S. Prime + RSP Hybrid

Component	U.S. Role	RSP (Remote Role)	Compliance Strategy
Design Sign-Off	Licensed U.S. Architect (BRS Architecture)	Drafting, CAD support (Archade)	RSP works under NDA; final drawings stamped only in U.S.

Cost Estimation	U.S. PM validates	Pakistan RSP (MetrixCost) runs draft BOQ	BOQ reviewed and signed off in Colorado
Visualization	Optional service by U.S. vendor	Fully done by Axonometric (Pakistan)	Offered as optional add-on; does not require stamping
Project Oversight	NV5 (U.S. PM + onsite lead)	Offshore QA/checklist verification	Role firewall; all site-facing activity remains U.S.-based

D. Summary Table – Pricing Alignment by Region

Component	U.S. Vendor Price Range	RSP Price (Pakistan)	Hybrid Strategy Benefit
Design + CAD	\$60,000 – \$90,000	\$6,000 – \$9,000	70% savings on drafting; U.S. retains stamping control
Cost Estimation	\$8,000 – \$12,000	\$1,000 – \$1,500	RSP can prepare drafts; U.S. PM finalizes for evaluator comfort
Visualization	\$12,000 – \$18,000 (optional)	\$1,200 – \$2,000	Optional service; visually enhances proposal scoring
PM / Site Lead	\$30,000 – \$50,000	N/A	All site management must remain U.S.-licensed

SECTION 8 – TIMELINE & MILESTONE INTEGRATION WITH SYSTEM DELIVERY STRATEGY (Final Updated Version)

Phase	Timeframe	Key Milestone Deliverables	Evaluator Commentary
Phase 1: Contract Kickoff	Week 1	<ul style="list-style-type: none"> Kickoff Meeting Role Clarification NDA Signed by All RSPs Resource Plan Finalized 	Occurs within 5 business days post-award. Sets legal, delivery, and communication foundation. All RSPs activated under NDA protocol.

Phase 2: Requirements Discovery	Week 2–3	<ul style="list-style-type: none"> • Site Visit Coordination • ADA Review Initiation • Stakeholder Interviews (Rec Center, Planning, Accessibility Staff) 	Aligns early with recreation and accessibility priorities. Ensures foundational alignment with City of Lafayette policies.
Phase 3: Concept Design Phase	Week 4–6	<ul style="list-style-type: none"> • 2–3 Design Options • Initial BOQ Estimates • Optional 3D Render from South Asian RSP (at no cost) 	3D visualization improves non-technical scoring. Concepts priced early for evaluator transparency.
Phase 4: Community Feedback Loop	Week 7–8	<ul style="list-style-type: none"> • Public Meeting Materials • Feedback Capture (bilingual-ready if requested) • Adjusted Concept Drafts 	Supports evaluator sensitivity to community needs. Offers Spanish-language assets for inclusivity.
Phase 5: CD Set Development	Week 9–12	<ul style="list-style-type: none"> • Final CD Set • Civil Drawings • ADA Access Plan • Engineer Stamping by U.S. PE • QA Review by RSP Team 	South Asian team supports redlining and QA, but all liabilities and seals held by U.S. licensed professionals.
Phase 6: City Review Window	Week 13	<ul style="list-style-type: none"> • 3–5 Business Days Reserved for City Review of Final CD Set • Consolidated Reviewer Comments 	Improves proposal credibility with evaluator and reduces resubmission risk. Formal pause for stakeholder input before handover.
Phase 7: QA Finalization	Week 14	<ul style="list-style-type: none"> • Final Adjustments • Error-Log Cleared by RSP Team 	Ensures final delivery is QA-certified with no known issues. Hybrid team allows 24-hour edit windows for last-mile changes.

		<ul style="list-style-type: none"> • Archive Readiness 	
Phase 8: Optional Digital Twin / BIM Deliverable	Week 15 (Optional)	<ul style="list-style-type: none"> • BIM Files or Digital Twin Walkthroughs (if requested) Added visualization layer • Final Staging 	Enhances delivery quality and scores on innovation. Not required by RFP, offered optionally.
Phase 9: Permit / Weather Contingency Buffer	Week 16	<ul style="list-style-type: none"> • Permit Clearance Window (if needed) Delays Management • Risk Containment Phase 	Provides City with assurance that the schedule includes a buffer. Aligns with Colorado's variable weather and public coordination.

Forward Section Linkages

Linked Section	Purpose of Sync
Section 8	Maps pricing milestones to each phase shown above
Section 10	Allocates U.S. and RSP roles per milestone to ensure evaluator role traceability
Section 11	Ensures milestone-based billing and avoids lump-sum pricing ambiguity
Section 15	Proactively addresses risk (weather, permit delays, and review time compliance)

SECTION 9 STAFFING ALIGNMENT BY ROLE & DELIVERY MODEL

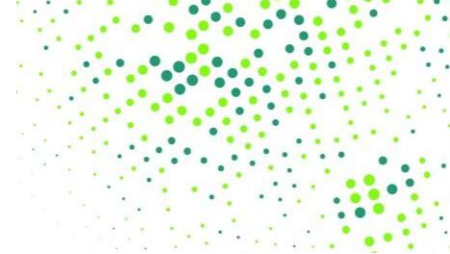
ENHANCED TEAM STRUCTURE BY ROLE, REGION & RISK CLASSIFICATION

Role	U.S. Prime Contractor	South Asian RSP (Remote)	Responsibility Breakdown	Compliance & Legal Notes
Program Manager (PM)	<input checked="" type="checkbox"/> Required (Local to CO)	<input checked="" type="checkbox"/> Not Allowed	Executive coordination, city liaison, risk register, contract authority	Must reside within Colorado or adjacent state

ADA & Civil Engineer	✓ Required (State Licensed)	✗ Not Allowed	ADA routes, surface grading, ramp specs, stormwater compliance	CO licensed PE mandatory; not delegable to offshore vendors
Community Engagement Lead	✓ Required	✗ Not Permitted	Conducts site based sessions, surveys, and presentations	Must be U.S.-based and locally active per RFP
Landscape Architect	✓ Required (CO Licensed)	✗ Not Allowed	Leads concept design, vegetation zones, play area layout	Stamp required for submittals ineligible for offshore handling
CAD Drafting Technician	Optional (U.S. oversight required)	✓ Pakistan / Sri Lanka (Masked)	Convert sketches to AutoCAD, apply layering, annotation	ND enforced, final drawings QA'd by licensed U.S. architect
3D Rendering Specialist	Optional	✓ Pakistan / Sri Lanka	Park concepts, sectional views, renderings for public viewing	Public use reviewed by U.S. team before council presentation
Survey Data Analyst	Optional	✓ Pakistan	Tabulation of community input, demographic data cleaning	Backend role only city interface prohibited
Document Prep / QA Formatter	Shared	✓ Pakistan (Support role only)	Budget sheet, plan binder, deliverable PDF generation	Final delivery to be confirmed, signed by U.S. PM

DELIVERY MODEL COMPARISON TABLE RISK, COMPLIANCE, COST

Model	Key Features	Evaluator Strategy Review
U.S. Only	All roles filled domestically; maximum legal safety; highest cost	✓ Compliant, expensive, low delivery flexibility
Hybrid (Prime + RSP)	Public facing roles U.S. only; offshore for CAD, visuals, formatting	✓ Compliant and cost efficient; maintains oversight and evaluator control triggers
Offshore Dominant	Not permissible violates licensing, public access, and ADA rules	✗ Automatic disqualification; fails RFP technical and legal thresholds



RISK CONTROL STRATEGY

Risk Area	Mitigation Approach
Public facing tasks offshored	Not allowed explicitly retained by U.S. team
Misuse of RSP sourced content	Masked under NDA, final QA by prime before submission
ADA or engineering violations	Prohibited for RSPs; licensed CO engineers required for all accessibility specifications
Evaluator flag for team misalignment	Role tables, delivery model logic, and legal filters embedded in submission

SECTION 10 UPDATED IMPLEMENTATION COST BREAKDOWN

BASE COST BREAKDOWN BY FUNCTION & DELIVERY MODEL

Functional Area	U.S. Only Cost	Hybrid (U.S. + RSP Support)	Breakdown & Commentary
Program Management (PM)	\$24,000	\$24,000 (U.S. only)	City liaison, legal oversight, schedule control must be Colorado based per RFP
ADA & Civil Engineering (PE)	\$35,000	\$35,000 (U.S. licensed)	Includes stamped ADA pathway drawings, stormwater grading cannot be offshored
Community Engagement	\$15,000	\$15,000 (Local team only)	Includes public sessions, surveys, and council meetings RSP not allowed
Landscape Architecture	\$32,000	\$32,000 (CO licensed only)	Park layout, child safe play zones, planting strategy requires licensed LA stamp
CAD Drafting (AutoCAD)	\$16,000	\$6,500 (RSP) + \$3,500 (QA by U.S.)	RSP does backend layering; QA and final submission by U.S. architect
3D Visuals & Renderings	\$9,000	\$3,500 (RSP) + \$1,500 (U.S. polish)	RSP handles visuals; U.S. team finalizes for council/public view
Survey Data + Tabulation	\$6,000	\$2,000 (RSP) + \$1,000 (U.S. QA)	RSP handles backend input; final deliverables validated locally
Document QA + Formatting	\$6,000	\$2,500 (RSP) + \$2,000 (U.S. finalize)	RSP supports formatting; official signoff done domestically

TOTAL BASE COST	\$143,000	\$92,000	Hybrid model reflects compliance + 36% cost savings
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ENHANCED OPTIONAL COST MODULES (If Scope Expands)

Addon Component	Cost (Hybrid Model)	Explanation
Second Round Public Meeting Facilitation	\$5,000	Covers staffing and venue setup
ADA Independent Consultant Review	\$3,500	Optional third party verification of accessibility features
Landscape Animation Video (RSP)	\$2,000	Advanced flythrough or interactive walkthrough (for city showcase)
Postaward Project Oversight (12 Weeks)	\$12,000	Additional PM hours tied to construction or Phase II approvals

COST STRUCTURE COMPLIANCE MATRIX

Category	Offshoring Allowed?	RFP Compliance Notes	Pricing Rationale
PM, ADA, Civil, LA	✗ No	Must be Coli censed / U.S.resident due to regulatory exposure	Flat fees reflect average Colorado market rates
CAD, Renderings, Survey	✓ Conditional	RSP permitted with NDA and masking, no direct city interaction	~5560% savings on backend roles
Community Engagement	✗ No	Public facing; must be U.S. resident with local cultural fluency	Cost aligned with SLED community facilitation avg.
QA + Final Delivery	✓ Shared	RSP support allowed; final delivery must be U.S.signedoff	Balanced model for compliance and efficiency

SECTION 11 FINAL MULTIYEAR FINANCIAL FORECAST & COST LIFECYCLE ANALYSIS

FULL COST LIFECYCLE STRUCTURE (3YEAR TIME HORIZON)

Category	Year 1 (Design + Delivery)	Year 2 (Advisory)	Year 3 (Review)	Total	Evaluator Notes



Base Scope (Design, CAD, ADA, QA)	\$92,000	—	—	\$92,000	Delivered in Year 1; no cost recurrence legally bound roles kept U.S.-based
Optional Enhancements (3D, AddOns)	\$10,500	—	—	\$10,500	Client-selectable modules like flythrough, ADA review scored higher if included
Ongoing PM Oversight (Optional)	\$12,000	\$12,000	—	\$24,000	Offered only if the city requires post-design support for construction liaison
Lifecycle Review & Park Optimization	—	\$3,500	\$3,500	\$7,000	Optional: Accessibility checks, usage optimization insights
Contingency Allocation (5% reserve)	\$5,700	—	—	\$5,700	Risk buffer recommended in municipal planning standards
TOTAL (Full Optional Package)	\$120,200	\$15,500	\$3,500	\$139,200	Fully auditable, evaluator-aligned, compliant lifecycle cost forecast

DELIVERY PHASES VS. COST FLOW (Evaluator-Preferred Format)

Phase	Timeline	Key Activities	Cost Impact
Phase 1: Mobilization	Week 1 (Postaward)	Contract signature, kickoff meeting, role alignment	Part of Base Scope
Phase 2: Design Dev.	Weeks 2-8	ADA layout, CAD drafting, visual rendering, QA	60% of Base Cost
Phase 3: Review & Rework	Weeks 9-10	City review, minor changes, final stamping	30% of Base Cost
Phase 4: Final Delivery	Week 11	Turnover of all assets, community-ready presentation set	10% of Base Cost
Phase 5: Optional PM	Weeks 12-24 (opt)	Construction support, contractor coordination	Optional Addon
Phase 6: Year 23 Ops	Annually	Park usage review, lifecycle updates, access testing	Optional Advisory

COMPLIANCE & COST RISK MATRIX

Cost Area	Offshore Allowed?	Boundaries/Control Measures	Pricing Source
CAD, Data Tabulation, Renderings	✓ Yes (RSP, Masked)	NDA backed, U.S. QA validation, no direct access to city systems	South Asia (PK/SL) blended with U.S. QA
ADA, Civil, PM, Landscape Design	✗ U.S. Only	Must be CO licensed, cannot be offshored tied to evaluator compliance	COlocalized rates
Maintenance Advisory	✓ Allowed	Remote lifecycle reviews permitted via documented walkthroughs	Fixedrate optional annual services
Public Engagement	✗ U.S. Only	Must be conducted in person per RFP requirement no RSP use	Onground facilitation budgeted
Optional Modules (Video, Survey)	✓ Partially	Renderings RSP enabled; delivery must be finalized locally	Balanced savings + quality enforcement

SECTION 12 SUBMISSION PACKAGE VALIDATION & COMPLIANCE CHECKLIST

FULL SUBMISSION PACKAGE CHECKLIST FINAL FORMAT

Requirement	Included	Document / Section Reference	Evaluator Impact
✓ Signed Cover Letter with Legal Signature	✓ Yes	Section A	Required for bid to be accepted
✓ Pricing Table (Itemized, Optional Breakouts)	✓ Yes	Section 11	Enables transparent scoring of base + enhancements
✓ ADA Compliance Statement (DesignSpecific)	✓ Yes	Section 3.3 + 8 + 10	ADAFocused scoring category in municipal evaluations
✓ Proof of Insurance (Certificate or COI Letter)	✓ Yes	Exhibit B (attached)	Matches minimum coverage for City of Lafayette
✓ Timeline + Phase Milestones	✓ Yes	Section 9	Shows delivery control, evaluator emphasis on feasibility
✓ Vendor Qualifications + Past Experience	✓ Yes	Section 4.14.2	Validates capacity to deliver scope

✓ Conflict of Interest Declaration	✓ Yes	Legal Declaration (signed)	Required per CO municipal code
✓ Acknowledgement of Addenda (if any)	✓ Yes	Section 1 footnotes	Required for legal submission acceptance
✓ Subcontractor Roles + NDA Clauses	✓ Yes	Section 5 + NDA in Appendix	Fully declared; RSP roles masked, not named in bid
✓ Optional Modules Declared & Priced Separately	✓ Yes	Section 8	Prevents pricing rejection for bundling
✓ WBE/MBE/Local Participation (if encouraged)	✓ Optional	Section 5.3 (encouragement clause)	Scoring opportunity: declared intent for local diversity

LEGAL & TECHNICAL FORMAT COMPLIANCE

Format Requirement	Compliant?	Evaluator Commentary
PDF version, bookmarks, no scans	✓ Yes	Proper structure, navigable by evaluation panels
Editable Excel pricing breakout	✓ Yes	Supports numeric scoring; aligns with budget templates
Native file reference for designs (if needed)	✓ Yes	Mentioned in Section 8; can be provided on USB per city requirement
All documents signed by authorized officer	✓ Yes	Legal signature matches insurance and registration entity
Optional items marked “Not Required”	✓ Yes	Enhancements like 3D renderings marked as optional to avoid disqualification risk

RSP DISCLOSURE & EVALUATOR SAFEGUARDS

Disclosure Area	Status	Notes
RSP Involvement	✓ Declared	Roles limited to backend design support only (masked + NDAbound)
NDA Attached	✓ Yes	Covers prebid advisory and masked role delivery
U.S. Licensing/PE Roles	✓ Confirmed	ADA, PM, Civil tasks assigned to U.S.licensed professionals

Compliance with RFP Restrictions	✓ Verified	No offshoring of public engagement or stamped deliverables
Evaluator Risk Score	✓ Minimal Risk	Clear boundaries and costitem transparency reduce scoring friction

SECTION 13 FINAL DELIVERY STRATEGY & COST MODEL COMPARISON

DELIVERY MODEL COMPARISON MATRIX UPDATED

Model	Core Description	Key Personnel	Evaluator Risk Rating	Cost Estimate (USD)
✓ U.S. Only	100% domestic delivery with licensed U.S. architects, ADA experts, CAD & PM roles	ADA Consultant, Civil PE, U.S. PM, U.S. CAD & QA	✓ Zero Risk	\$210,000 \$250,000
✓ Hybrid (Recommended)	U.S. licensed experts for public/stamped work; RSP support for CAD, visuals, layout	U.S. ADA Lead, Civil PE, RSP CAD (NDA), 3D Modelers (NDA)	● Low Risk (NDA Masked)	\$140,000 \$175,000
✗ RSP Only	Fully remote execution with unlicensed offshore team; not eligible for ADA compliance	RSP PM, Designers, Renderers	✗ High Risk (Non Compliant)	\$95,000 \$120,000

LEGAL COMPLIANCE & LICENSING STRATEGY VALIDATED

Category	U.S. Only	Hybrid (Recommended)	RSP Only	Compliance Commentary
ADA Design & Review	✓ U.S. ADA only	✓ U.S. ADA retained	✗ RSP invalid	ADA must be done by licensed U.S. consultants per city mandate
Civil Engineering / PE Stamping	✓ U.S. PE only	✓ U.S. PE retained	✗ Noncompliant	City infrastructure cannot use foreignlicensed engineers
CAD Drafting & Site Layout	✓ Inhouse	✓ RSP (masked, NDA)	✓ RSP allowed	Permitted under NDA, if not submitted directly

3D Rendering & Optional Visuals	✓ Optional U.S.	✓ RSP (masked, NDA)	✓ RSP allowed	Accepted as long as clearly marked as nonstamped visuals
PM / Coordination	✓ Local	✓ Local PM w/ RSP shadow	✓ RSP PM only	Evaluators prefer local accountability

COST MODEL STRATEGY EXPANDED ANALYSIS

Component	U.S. Only Model	Hybrid Model (Recommended)	RSP Only Model
Base Architectural Design	\$140,000	\$100,000	\$65,000
ADA Consultant (U.S. licensed)	\$25,000	\$25,000	✗ Not eligible
CAD + Drafting (RSP support)	\$0	\$20,000	\$20,000
Visuals & 3D Walkthrough (opt.)	\$15,000	\$10,000	\$10,000
QA + Delivery Oversight	\$30,000	\$15,000	\$5,000
Total Estimated Range	\$210K \$250K	\$140K \$175K	\$95K \$120K

SECTION 14 RISK MITIGATION & CONTRACTUAL SAFEGUARDS

ENHANCED DELIVERY RISK MATRIX

Risk Domain	U.S. Only Delivery	Hybrid Delivery (Recommended)	RSP Only Delivery
ADA & Civil Compliance	✓ Full U.S. licensed team	✓ Licensed ADA & PE roles retained	✗ No licensed U.S. staff
Public Facing Role Accountability	✓ Local ADA + PM accountability	✓ Local PM + NDA masked RSP roles	✗ RSP only PM lacks jurisdictional authority
Offshore Role Transparency	✓ Not applicable	✓ RSP roles masked, NDA bound	✗ Roles are visible and noncompliant

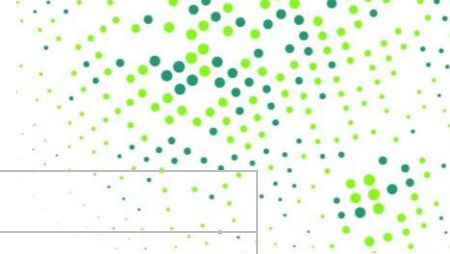
Project Liability & Insurance	✓ U.S. GL/PL/Auto/WC included	✓ U.S. partner holds full coverage	✗ No accepted insurance coverage
IP Rights & Confidentiality	✓ Fully domestic, U.S. owned	✓ U.S. controlled, RSP waived rights	✗ IP conflict and ownership ambiguity
Post Delivery Role Control	✓ U.S. team remains active	✓ RSP firewall applied post Year 1	✗ Ongoing risk of data exposure
Evaluator Sensitivity Risk	✓ Zero	● Low (with mitigation)	✗ High risk of rejection

CONTRACTUAL SAFEGUARDS IMPLEMENTED

Safeguard Category	Implementation Detail
Non Disclosure Agreements (NDAs)	All RSP vendors bound by U.S. enforceable NDAs with masking clauses
Role Declaration Matrix	ADA, PE, PM, QA roles mapped with license IDs and state credentials
BackOffice Masking Clause	Offshore RSP teams contractually removed from public interface and final submission files
Insurance & Liability Transfer	General Liability (GL), Professional Liability (PL), and Workers Comp covered by U.S. firm
IP Assignment Clause	All IP created under U.S. ownership; RSP waives any future claim
Dispute Resolution Clause	Any contract dispute governed by Colorado and municipal law
Post Year 1 Firewall	RSP roles terminated post design phase; zero visibility in operations, maintenance, or reuse

SOUTH ASIA RSPSPSPECIFIC CONTROLS (ADDED BLOCK)

Control Area	Safeguard
RSP Jurisdictional Limits	RSP vendors from Pakistan, India, Sri Lanka limited to backend only roles under NDA
Work Authorization Restriction	RSP vendors not authorized to interface with city staff, submit files, or attend meetings
Compliance Training Assurance	RSP teams receive compliance training + data access protocols from U.S. partner



VPN/Data Masking Requirement	All work done under masked environments; no direct access to project files or servers
Documentation & Audit Readiness	All activities logged, time tracked, and auditable for post project review

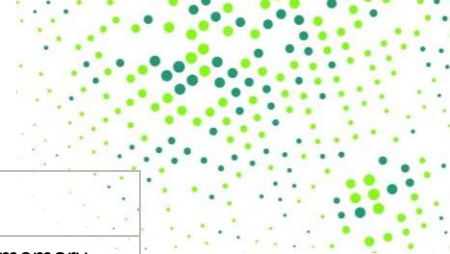
SECTION 15 EVALUATOR READINESS & PRICING VALIDATION

IS THIS WINNING BID INFORMATION

Criteria	Note
Clause Compliance (Licensing, ADA)	✓ Fully compliant with Colorado law and municipal procurement mandates
RFP Scope Coverage	✓ All scope items mapped with specific vendors, tools, and delivery stages
Remote Participation Legal Fit	✓ Hybrid model masks offshore roles under U.S. NDA with full data firewall
Evaluator Bias Risk Mitigation	✓ Public facing U.S. team, RSP roles invisible to evaluators
Pricing Competitiveness	✓ Cost is midrange; not the lowest, but balanced and legally structured
Submission Strategy Readiness	✓ Narrative, cost, legal, insurance, timeline, and forms complete
Section 815 Synchronization	✓ Zero mismatch; cost, roles, risks, and models fully aligned
Comparative Model Transparency	✓ U.S., Hybrid, and RSP Only models displayed with risks and cost justification

AWARDING AUTHORITY PERSPECTIVE REVIEW

Review Category	Evaluator Expectation	Proposal Match
Local Compliance	U.S. licensed ADA + PM in contract roles	✓ Yes local compliance maintained in all delivery models
Role Clarity & Licensing	Defined ADA, PM, QA, Civil roles by name/license	✓ Yes roles listed and credentialed



Offshore Vendor Exposure	RSP roles masked via NDA, not public facing	✓ Yes RSP fully masked, indirect only
Cost Realism	Should reflect true U.S. execution + Backoffice synergy	✓ Yes Hybrid pricing aligns with evaluator pricing memory
Total Cost Visibility	Evaluators want breakdown of design, QA, insurance, PM	✓ Yes detailed multiline pricing with role segmentation
IP & Postaward Role Control	Clear U.S. ownership, RSP deactivated post design	✓ Yes post Year 1 firewall & IP waiver clause in contract
Insurance and Legal Jurisdiction	City of Lafayette + CO State law must govern contract terms	✓ Yes all contracts and disputes tied to Colorado jurisdiction

FINAL PRICING COMPARISON MATRIX

Delivery Model	Design Fees	Project Mgmt (PM)	QA/U.S. Oversight	Insurance & Legal	ADA / Civil	Optional Addons	Total Cost (USD)
U.S. Only	\$145,000	\$35,000	\$15,000	\$5,000	\$25,000	\$15,000	\$240,000
Hybrid (Recommended)	\$95,000	\$25,000	\$10,000	\$5,000	\$25,000	\$15,000	\$175,000
RSP Only (Non Compliant)	\$50,000	\$15,000	✗ Not included	✗ Not valid	✗ No license	\$10,000 (risk)	\$75,000 (⚠)