



## REQUEST FOR PROPOSALS

Title	<b>Long Range Planning Assessment</b>
LRFP Number	<b>4005.21.01</b>
Project Manager	<b>Joe Lally</b>
Submittal Deadline	<b><del>March 5, 2021</del> Extended to March 26, 2021</b>
Award Announcement	<b><del>March 19, 2021</del> April 9, 2021</b>

Submit Proposals to:

via email (preferred method) to the following addresses:

[joseph.lally@pwsrcac.org](mailto:joseph.lally@pwsrcac.org) (lead project manager)

[nelli.vanderburg@pwsrcac.org](mailto:nelli.vanderburg@pwsrcac.org) (project manager assistant)

or regular mail to:

**Joe Lally**

**Prince William Sound Regional Citizens' Advisory Council**

**PO Box 3089**

**Valdez, AK 99686**

To verify receipt of proposal, proposer must contact **Joe Lally and/or Nelli Vanderburg** before the submittal deadline. Email is preferred.

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

**RFP#4005.21.01**

Form revised 3/2010

**Page 1 of 12**

**Proposal submission requirements:**

- a. Proposals shall be submitted in electronic form in Adobe Portable Document form (PDF) (Acrobat 7.0 or later). The PDF file for the proposal itself shall be created directly from the authoring application. It is permissible but not preferred for appendices and other attachments to the proposal to be submitted in scanned PDF format.
- b. To assure consideration, proposals must be received by Prince William Sound Regional Citizens' Advisory Council (PWSRCAC) by the deadline. Proposals received after the deadline may be considered but only if they can be accommodated by PWSRCAC's review process. Additional information provided after the deadline may also be considered but only if such information can be accommodated by the review process.

Inquiries regarding this request for proposals shall be directed to the project manager named above via email.

**REQUEST FOR PROPOSALS**

The PWSRCAC is inviting proposals from contractors for the following work:

- An assessment of the Council's current long range planning and project development process through research of current best planning practices used by nonprofit organizations; review of Council documents used in its current process; and consultation with Board members, staff, and Long Range Planning Committee members. The contractor will develop a final report that will document the assessment and provide recommendations, if any, for improving the Council's planning process.
- At the option of the Board of Directors, conduct a one-day, in-person workshop to review the results of the assessment, solicit additional input from the Board, and plan a strategy for going forward.

The final report of the first task should be complete before the end of 2021.

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

Due to COVID-19 the workshop, if held, will be in-person in Anchorage or Valdez at such time that travel may be safely undertaken. This may be in late 2021 or early 2022.

Contractors should price the two tasks separately.

## **ABOUT PWSRCAC**

MISSION STATEMENT: Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers.

PWSRCAC was formed following the Exxon Valdez oil spill to advise Alyeska Pipeline Service Company and the public on issues related to oil spill prevention and response and mitigating the environmental impacts of terminal and tanker operations. PWSRCAC also advises oil shippers, regulatory agencies, and elected officials on these issues.

PWSRCAC's membership comprises communities affected by the Exxon Valdez oil spill and interest groups with a stake in safe oil transportation in the region. PWSRCAC's 18-member organizations are communities and boroughs impacted by the 1989 Exxon Valdez oil spill, as well as Native, commercial fishing, aquaculture, recreation, tourism, and environmental representatives.

PWSRCAC was chartered as a nonprofit corporation by the State of Alaska on December 26, 1989. PWSRCAC is funded under a contract with Alyeska and is certified as the alternative voluntary advisory group for Prince William Sound under the Oil Pollution Act of 1990 (OPA 90).

*Please note: All of PWSRCAC's products and the products resulting from contracts are considered public information. Proposals and work plans may be distributed throughout the*

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*organization for review and comment. Proprietary information should not be submitted in any proposal. PWSRCAC will not knowingly reveal the contents of a proposal that is not subsequently accepted for contract; however, PWSRCAC accepts no liability should such contents inadvertently be revealed to third parties.*

## **1. PROJECT**

### **INTRODUCTION**

Since 2001, the PWSRCAC has reviewed and updated its long range plan and project planning process annually. The planning document generated by this process focuses on new and continuing projects looking out for the next five years. The current planning process particularly focuses on projects proposed for the first of the five fiscal years identified in the 5-year outlook. The final planning document (the long range plan) is approved by the PWSRCAC Board of Directors and serves as a guide in the budget adoption process conducted each year (the annual plan/budget). This planning document includes a one-page strategic plan designed to help guide the process for developing projects that support PWSRCAC's mission. The planning process results in project prioritization based on several factors, including relevance to mission, benefit to member organizations, and probability of success, which staff use as guidance for developing a balanced budget for Board consideration. The long range plan and annual plan/budget are two separate but related processes. The focus of this project is on the long range planning process.

One goal of the Council has been to use and build on the extensive foundation of research it has conducted over the last 30 years. The final approved planning document provides the Board of Directors and Council staff with a roadmap and means to control expenditures and ensure resources for our most important priorities.

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

**RFP#4005.21.01**

Form revised 3/2010

**Page 4 of 12**

The Council Board of Directors believe that the current long range planning process could be improved and should represent the best practices as used by other nonprofit organizations. There are some that believe the Council's one-page strategic plan does not provide enough detail to be a useful strategic planning tool. This project will seek to assess and describe the current best practices being used in long range planning and project development.

Using the resulting description of best practices, and after review of input and current Council documents and materials (such as the one-page strategic plan), recommendations will be developed by the Consultant that outline a comprehensive long range planning and project development process for the Council.

It is envisioned that input will be gathered from Board members, staff, and members of the Long Range Planning Committee to assist in the development of recommendations, potentially including a one-day, in-person workshop of Council Board members and Committee Chairs to be organized and facilitated by the Consultant. The purpose of the workshop, if held, would be to review the results of the assessment, solicit additional input from the Board and Committee Chairs, and plan a strategy for going forward. The workshop could also be used to revisit and/or update the mission, core purpose, core values, and overarching goals and objectives as outlined in the Council's existing one-page strategic plan.

### **GOALS and DELIVERABLES**

Information gathered and developed from this research project and workshop will be used to improve the planning process that PWSRCAC uses to award project funding. This includes recommendations to improve the the one-page strategic plan that is part of the existing planning process. Project results may be shared with the public, industry, and regulatory stakeholders.

## DESCRIPTION of REQUESTED WORK

**Scope of Work.** Proposals will address the ability of the contractor to carry out the following tasks, along with any further recommendations that could benefit the project:

**A. Review current organizational standards, history, and processes used in its long range planning process:**

- a. **Present Practices and Data Compilation** – Collect available information on standards and practices used by the Council to develop its long range plan and associated documents. Contact Board members, staff, and members of the Long Range Planning Committee to gather information concerning the long range planning process and their input for improving the effort. The Consultant may also be asked to facilitate a one-day, in-person workshop of Council Board members and Committee Chairs to review the results of the assessment, solicit additional input from the Board and Committee Chairs, and plan a strategy for going forward. Key focus areas for the review should include Council’s existing one-page strategic plan, agenda, and process for the annual December Workshop to review proposed projects for the next fiscal year, and the project ranking and prioritization process used by Board, staff, and committee members. Review most recent research pertaining to effective planning processes with a focus on those used by nonprofit organizations. Consider independent research, as well as work previously performed by the Consultant and PWSRCAC.
- b. **Analysis of Planning Practices** – Conduct an analysis of what constitutes current best practices for effective and practical long range planning processes among nonprofits, considering the following characteristics: shared organizational mission, Council mission and vision, defining strategies and tactics, differentiating the difference between strategies and tactics, measurable outcomes, and communication strategies. Construct a matrix detailing each of these criteria to be included in the final report. As noted above, the long range plan and annual

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plan/budget for projects are two separate but related processes. The focus of this project is on the long range planning process, however because they are closely related, how the long range plan is used to prioritize and allocate annual project funding should be considered by the contractor when conducting this analysis.

**B. Define practices and procedures for implementation and evaluation of planning**

**efforts:**

- a. **Work Plan** - Prepare a detailed narrative of the activities to be conducted by the Consultant to complete this project. Develop a proposed timeline and a list of milestones for each deliverable listed in the timeline. Timeline must include conversations with Board members, staff, and members of the Long Range Planning Committee; development of and conducting a one-day, in-person workshop of Board members and Committee Chairs to assist in development of recommendations; and final completion of final report.
  - i. The cost for developing and conducting the workshop should be broken out separately in the proposed budget, including development of agenda and supporting materials.

**C. Provide a summary report:** A final report containing all findings of the study and advising what steps should be taken next.

- a. Recommendations – In noting next step recommendations for the Council to take, the Consultant should include any improvements needed or issues with the Council’s current one-page strategic plan, long range planning process, project development process, or other materials reviewed as part of this project.

## 2. GENERAL REQUIREMENTS

**PWSRCAC Costs.** PWSRCAC is not liable for any costs incurred by the proposer during the proposal preparation.

**Single Point of Contact.** The contractor will designate one person as the project manager and point of contact with PWSRCAC. In the case of multiple investigators, one shall be designated as the lead to serve as the project manager and point of contact.

**Subcontracts.** Proposers may subcontract minor portions of the contract. However, the proposer must have the major elements of expertise in house and demonstrate the ability to manage the subcontractor.

## 3. REQUIRED PROPOSAL CONTENTS

Any submitted proposal shall include the following as appropriate to the requirements of the scope of work:

### Cover Sheet

- Name, address, telephone number and facsimile number of proposer
- RFP Title and Number
- Name of Principal Consultant(s)
- Cost of Proposal

**Table of Contents.** May include a list of Tables and Figures, if appropriate.

**Introduction.** This section shall include the RFP title and number, brief general discussion of the problem and the proposed project. Scientific and technical terms shall be clearly defined, and a list of pertinent enclosures included.

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

RFP#4005.21.01

Form revised 3/2010

Page 8 of 12

**Goals and Deliverables.** Describe how the proposer intends to address the specific goals and provide the deliverables of the work requested, as listed above.

**Materials and Methods.** Describe in detail the methods to be used and how they will produce the deliverables. Cite references and provide background information where applicable and as needed.

**Work Schedule.** Describe the schedule in which the proposed work will be conducted. Include specific milestones and work phase timing. Indicate what will be achieved by each milestone or phase of work.

**Management Scheme.** Clearly describe how the work will be managed including the role of each key individual expected to be involved in the work. Provide names and resumes of each. This section should also include information on how the scope, time and costs of the project will be controlled.

**Budget.** Include information about the total costs (cited in U.S. Dollars), professional fees, expenses, and contingencies. In case of overhead rates or administrative fees, give percent of direct personnel cost. Provide a breakdown of hours per individual and rates per individual. If subcontractors are used, indicate the percentage of work to be performed by each subcontractor with respect to the entire proposed scope of work.

**Consultant/Contractual Services.** Indicate if, how, and why a subcontractor will be used for any portion of the work.

**Logistics and On-Site Visits.** Describe logistics and schedules for all travel in conjunction with the proposed work.

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

**Statement of Qualifications.** Describe, relevant to the proposed work, previous work experience, related technical accomplishments and educational background of each of the principal investigators and subcontractors, if used. Detailed experience assisting other organizations on the development of long range or strategic plans, and/or facilitating workshops to assist organizations with planning efforts, should be emphasized. If multiple investigators are involved, describe the role of each individual.

**References.** The names, contact persons, and telephone numbers of firms for which the respondent recently performed services shall be included. A minimum of three such references is suggested.

**Conflict of Interest.** Describe all financial, business or personal ties contractor has to Alyeska Pipeline Service Company or members of the Alyeska consortium, excluding normal commercial purchases of petroleum products.

#### 4. SUBMITTAL AND EVALUATION PROCESS

**A. Evaluation Criteria.** Proposals will be evaluated based on, but not limited to, the following:

- 1) **Proposal Format.** Does the proposal follow the requested format?
- 2) **Proposed Scope of Work.** Does the proposal clearly address the requested scope of work?
- 3) **Technical Approach.** Is the proposed approach to the scope of work technically feasible?
- 4) **Qualifications.** Does the principal investigator possess expertise and experience to assure successful completion of the scope of work?

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

- 5) **Management Scheme.** Will the proposed management scheme reasonably lead to successful development of the deliverables?
- 6) **Schedule.** Is the proposed schedule for completion of the scope of work in accordance with the requested project duration and schedule?
- 7) **References and Conflicts of Interest.** Does a reference check indicate proposer has the potential to successfully complete the proposed scope of work? If conflicts of interest are stated, are they sufficiently relevant to preclude an offer to perform the work for PWSRCAC?
- 8) **Budget and Cost Justification.** Is the budget reasonable and adequate for the work proposed? Does the budget provide good value for the funds requested?

**B. Contract Award.** The successful proposal will be the one that, in PWSRCAC sole opinion, best meets the needs as outlined in this RFP. In the event that PWSRCAC determines that no proposal completely meets all of the needs as outlined in the RFP, PWSRCAC shall have the option not to accept any proposal or enter into any contract whatsoever. In the alternative, PWSRCAC may select the proposal or proposals that, in its sole view, most nearly conform to its needs as outlined in this RFP; and then negotiate directly with that contractor to refine the proposal to achieve a contract that fully satisfies PWSRCAC needs.

**C. Professional Services Contract.** A copy of PWSRCAC's standard professional services contract form can be found at [http://www.pwsrcac.org/wp-content/uploads/filebase/newsroom/rfps/professional\\_services\\_agreement.pdf](http://www.pwsrcac.org/wp-content/uploads/filebase/newsroom/rfps/professional_services_agreement.pdf), or can be made available upon request.

**D. PWSRCAC Information.** The following information about PWSRCAC is available upon request to the project manager:

PWSRCAC/Alyeska Contract

PWSRCAC Bylaws

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PWSRCAC Long Range Plan

PWSRCAC Observer Newsletter

PWSRCAC Annual Report

*Citizens promoting environmentally safe operation of the Alyeska terminal and associated tankers*

**RFP#4005.21.01**

Form revised 3/2010

**Page 12 of 12**