



## REQUEST FOR PROPOSALS

Title	<b><i>Five-Year Long Range Planning and Annual Budget Development Improvement</i></b>
LRF Number	<b>4005.25.01</b>
Project Manager	<b>Hans Odegard, Director of Administration</b>
Submittal Deadline	<b>August 5, 2024</b>
Award Announcement	<b>August 16, 2024</b>

Submit Proposals to:

[hans.odegard@pwsrcac.org](mailto:hans.odegard@pwsrcac.org) (Director of Administration)

[nelli.vanderburg@pwsrcac.org](mailto:nelli.vanderburg@pwsrcac.org) (Project Manager Assistant)

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

Hans Odegard

Prince William Sound Regional Citizens' Advisory Council

3709 Spenard Road, Suite 100

Anchorage, AK 99503

To verify receipt of proposal, proposer must contact **Hans Odegard and/or Nelli Vanderburg** before the submittal deadline.

**Proposal submission requirements:**

- a. Proposals shall be submitted in electronic form (PDF).
- b. To assure consideration, proposals must be received by Prince William Sound Regional Citizens' Advisory Council (PWSRCAC or the Council) on or before 5:00 p.m. Alaska Time on the submittal 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 Director of Administration named above via email.

**REQUEST FOR PROPOSALS**

The PWSRCAC is inviting proposals for a project to research best practices, review background documents, and conduct surveys to assess the Council's current Five-Year Long Range Planning and development process for projects. The project aims to identify areas for improvement in the planning process, enhance Board and technical committee engagement, and refine the workshop format and materials for better project prioritization and budget preparation.

A summary report will be submitted, in advance of a December 6, 2024 workshop, providing recommendations for improvements in the workshop agenda, format, and supporting materials. The final work product is a comprehensive report detailing the recommendations made in advance of the December 6, 2024 workshop, as well as any additional recommendations following the workshop to improve PWSRCAC's Five-Year Long Range Planning and annual budget preparation processes into the future. The final report

will also provide an assessment of PWSRCAC's five-year planning process, and the key concerns, suggestions, and discussions from the interviews and surveys.

## **ABOUT PWSRCAC**

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

PWSRCAC was formed following the 1989 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 19 member organizations are communities impacted by the Exxon Valdez spill, as well as Alaska Native, commercial fishing, aquaculture, recreation, tourism, and environmental groups.

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 federally mandated and 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 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

During the Council's Five-Year Long Range Planning and development process for projects, future issues and project work are identified, and specific projects for potential inclusion in the annual budget for the next fiscal year are identified, prioritized, and ranked. Because funding is primarily restricted by the amount of the Council's contract with Alyeska, there are always more projects proposed for the next fiscal year by the technical committees than funding will allow. Due to the limitation of funding, decisions are made using technical committee project prioritizations, and compiled results from project ranking done by Board and staff to develop a balanced budget for Board consideration and approval.

Over the years, the project development, prioritization, and ranking processes, as well as the December workshop where proposed projects are reviewed and discussed ahead of ranking, have received criticism by some Board and technical committee members. Feedback has included that the process is confusing, overly cumbersome, and/or generates general unhappiness. Through this assessment, the Consultant will review this process and provide recommendations on each area, to improve the Board's Five-Year Long Range Planning Process.

## GOALS and DELIVERABLES

The Consultant will be asked to solicit input and involvement from the Board, technical committee members, and key staff. This will include conducting email surveys of PWSRCAC volunteers and staff, and up to 25 phone interviews.

Information gathered and developed through this assessment process will be used to improve the five-year and annual budget planning efforts for the PWSRCAC Board of Directors and the organization, with a focus on the project development, prioritization, and ranking process, as well as the December volunteer workshop materials, format, and focus.

Lastly, two reports (summary and final) will be produced by the Consultant, as outlined in the deliverables section.

## **DESCRIPTION of REQUESTED WORK**

**Scope of Work.** The scope of work shall include, but is not limited to the following:

1) Background review of the following:

- Current Five-Year Long Range Plan; guidance documents provided to the technical committees; the technical committee process for identifying future issues and project work for the next five years; and the process used to identify what projects will be proposed for possible inclusion in the next fiscal year budget versus projects placed in out years.
- Information provided to the Board, technical committees, and staff during the last Long Range Planning cycle, that describes the goals and objectives of each previously proposed project, including how it aligns with the Board's strategic one-page plan, the section of OPA 90 that describes the Council's mandates, and Alyeska contract requirements, as well as how the information or results of the project will be used to further the Council's mission. This information is contained in each proposed project's budget briefing template (~5 pages per project).
- Process used by the technical committees to prioritize projects for inclusion in the next fiscal year annual work plan/budget to help ensure it is fair and balanced. This should include how proposed protected projects, that do not undergo prioritization, are assessed by the associated committee. Provide recommendations on the value and process of having some projects protected.
- Past December volunteer workshop agendas, meeting format, and supporting materials (designed to ensure volunteers and staff fully understand the goals of each proposed project for the next fiscal year

budget), looking for ways to simplify the process, and working to ensure it is fair and equitable for all technical committees, as well as making recommendations on ways to improve Board attendance and engagement at the December 6, 2024 workshop. This should include how proposed protected projects, that do not undergo prioritization, are assessed by the Board. Provide recommendations on the value and process of having some projects protected.

- Review the Board and staff ranking process (designed to assist in identifying projects to be included in the next fiscal year budget) and make recommendations on possible ways to make the process less confusing and/or cumbersome, while promoting fairness and equity in the way proposed projects are described and ultimately ranked. This includes reviewing the point system and criteria used when ranking projects, and making recommendations that help ensure that the ranking process supports the Board's strategic vision. Current ranking criteria include: 1) relevance to PWSRCAC's mission; 2) value to PWSRCAC; 3) benefit to member organizations; 4) probability of success; and 5) cost effectiveness.

- 2) Solicit input and involvement from the Board, technical committee members, and key staff. Conduct email surveys of PWSRCAC volunteers and staff, and up to 25 phone interviews. Emphasis should be placed on gathering Board input regarding what information they most need to effectively participate in the annual project ranking and budget allocation process, and what format for materials and events would best facilitate that participation.

- 3) Provide written recommendations in the form of a summary report in advance of the December 6, 2024 workshop detailing an initial assessment of PWSRCAC's five-year planning process (including materials review, and technical committee prioritization process and materials); key concerns, suggestions, discussions, and possible new strategies resulting from the interviews/surveys; and potential improvements to the workshop agenda, format, and supporting materials.

Recommendations for the workshop could include, but are not limited to:

- Identify ways to simplify the agenda and process;
- Ensure that the project description/presentation process is fair and equitable among all technical committees;
- Ensure Board and staff receive an adequate level of information on all proposed projects for the next fiscal year;
- Identify ways to promote an increase in Board attendance and engagement at the workshop;
- Identify recommendations to improve the existing Board and staff ranking process (designed to assist in the development of a balanced budget that is in line with the Board's strategic vision). This may require assistance by a statistician to develop improvements and/or develop alternative ranking methods, and assist with how the data will be analyzed and interpreted.

The Consultant will meet with the Council's Long Range Planning Committee to review the summary report recommendations in advance of the December 6, 2024 workshop, and assist with developing the final workshop agenda.

- 4) Consultant shall attend the December 6, 2024 workshop in Anchorage and may be asked to assist with facilitating the workshop.

5) Provide a final report detailing recommendations from the summary report as described in item 3 above, as well as any additional recommendations following the December 6, 2024 workshop, and next steps for improving the Council's Five-Year Long Range Planning and annual fiscal year budget preparation processes in the future. This will include recommendations on all aspects of the Five-Year Planning Process, including changes to the current Five-Year Long Range Plan document. A majority of the emphasis of the current five-year planning process is focused on the next fiscal year's projects or work plan. The Consultant will detail best practices for long-range planning versus annual work plan preparation and processes used by other nonprofit organizations, and provide advisement on the relationship and overlap between the Board's strategic planning, Long Range Planning, and annual budget preparation efforts.

The Consultant will meet with the Council's Long Range Planning Committee to review the draft final report for input and to identify any needed amendments. The Consultant will address any requested revisions and input.

6) The Consultant shall attend the January 22, 2025 Long Range Planning workshop in Anchorage to present recommendations contained in final report.

### **Schedule and Completion Date**

Award Announcement - **August 16, 2024**

Contract Start Date - **September 2, 2024**

### **Deliverable Schedule**

Please note in Section 3 Required Proposal Contents for the Budget that we are requesting a detailed budget **for each deliverable** as follows:

1) Background Review – September 2, 2024 through September 20, 2024

Review of Council documents used in its current planning process, to include:



- PWSRCAC one-page Strategic Plan, the current PWSRCAC Long Rang Plan, and associated documents (31 pages);
  - Section 5002 of the Oil Pollution Act of 1990 (10 pages);
  - PWSRCAC/Alyeska contract (20 pages);
  - Guidance documents provided to the technical committees to help identify issues and projects for the next five years (two pages plus several attachments included in this list);
  - November 16, 2023 PWSRCAC Strategic Plan Update Final Report by consultant Agnew::Beck (21 pages);
  - Agenda and materials provided for past December workshops (one-page agenda, five-page executive summary of proposed projects, ~200-page full proposed project budget sheet packet, five-page “How To” read a proposed project budget sheet, and two-page proposed project ranking sheet);
  - Zoom recording (video) of the December 2023 workshop (approx. 4 hours); and
  - Past technical committee project prioritization (one page), and Board and staff ranking results (two pages).
- 2) Conduct email surveys of PWSRCAC volunteers and staff, and up to 25 phone interviews – September 23, 2024 through October 15, 2024
  - 3) Summary report due – November 15, 2024
  - 4) December 6, 2024 Workshop – attendance and/or assist with facilitation
  - 5) Draft final report due– January 10, 2025
  - 6) January 22, 2025 Workshop – presentation on final report recommendations

## 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 Consultant 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.

**Schedule.** Progress reports shall be submitted to the Council's Director of Administration upon completion of each phase described in the scope of work. At a minimum, progress reports shall include:

- a. An introduction;
- b. An overview of progress to date;
- c. Identification of any difficulties encountered in accomplishing the work;
- d. A schedule for completion of the remaining tasks; and
- e. Specific recommendations concerning the matters addressed.

**Final Report.** The Consultant shall include with the written report a title page showing the name of the report, date, name of consultant (contractor), and PWSRCAC contract number. The title page shall also include the following language: The opinions expressed in this PWSRCAC-commissioned report are not necessarily those of PWSRCAC. The final report must be submitted as a Microsoft Word document and include any data in Microsoft Excel format or other commonly used data formats. Additionally, submit the final report as a PDF file optimized for web viewing, created using Adobe Acrobat or a similar PDF tool. Project

maps, photos, and other graphics should be included in the submission in common graphic formats (e.g., JPEG, PNG). All data and information resulting from the work under the contract are the property of PWSRCAC and must be provided on a USB drive or via secure cloud storage in formats compatible with Microsoft Excel or other standard data tools. The final report is to be delivered to PWSRCAC no later than January 10, 2025.

**Oral Report.** The Consultant may be asked to deliver an oral presentation at a Council meeting upon completion of the work.

**Final Payment.** A portion of the total payment to the Consultant will be withheld until all requirements are met. No interest will be paid on any withheld payments.

### 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 email address of proposer
- RFP title and number
- Name of principal consultant(s)
- Cost of proposal, including a detailed budget **for each deliverable**

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

**Introduction.** This section shall include the RFP title and number, and a 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.

**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.

**Project Duration and Work Schedule.** Describe the schedule in which the proposed work will be completed. Include specific milestones, work phase completion dates, and the timing of progress reports. Indicate what will be achieved by the completion of 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.** To ensure cost efficiency, each proposal must include a detailed budget **for each deliverable**, clearly stating the total costs (in U.S. Dollars), professional fees, expenses, and contingencies. This will allow PWSRCAC to evaluate the feasibility of the proposed work and adjust if necessary to align with the available budget. Providing a breakdown of hours per individual and rates per individual, as well as subcontractor information if applicable, will facilitate a transparent and informed decision-making process for selecting the most suitable proposal. 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.

**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. 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 proposer 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?
- 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) **Deliverables.** Are the proposed deliverables in accordance with the deliverables requested in the scope of work?

**8) 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?

**9) 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 Consultant 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

PWSRCAC Observer Newsletter

PWSRCAC Annual Report