**Washington County Watershed Alliance (WCWA) Strategic Plan**

**Request for Proposal, May 5, 2022**

**About WCWA**

The Washington County Watershed Alliance (WCWA) is a non-profit 501 (c) 3 organization. It is comprised of representatives of recognized watershed associations in Washington County, PA, a representative of the Washington County Conservation District and three at-large members. WCWA has been serving the residents and environment of Washington County since 1998. Through that time the organization has completed many projects and assisted many member watershed associations with financial management.  Over these years growth has occurred slowly, due to the all-volunteer make-up of the organization.  As the WCWA looks toward the future, an assessment of the organization is needed to determine the largest roadblocks for growth. The development of a strategic plan will allow the WCWA to have a map over the next 5-10 years on how to build the organization for the benefit of the environment and the community.  More information about WCWA can be found on its website: [www.wcwalliance.org](http://www.wcwalliance.org).

**About the Strategic Plan**

WCWA is engaging in a strategic plan because its 2012 Strategic Plan and an abbreviated strategic planning effort in 2018 need to be updated. Benefits from this strategic plan will be seen directly with the WCWA Board and membership, by having clearly defined goals and vision for the future of the organization.  However, the largest benefit of the capacity increase will be to the environment and the residents of Washington County.  As the strategic plan would be implemented, it should allow for more environmental improvement projects to be completed.  This will benefit the residents of the county, but also through the strategic plan, the WCWA would increase educational and participatory opportunities.

To complete the strategic plan, the WCWA will hire a consulting company to help us assess our weaknesses and develop a plan to strengthen those areas of our organization.  Members and leaders of our Watershed Associations will be asked for their input to ensure the plan benefits the WCWA and our member Watershed Associations.  The assessment and development will take several months to complete and will culminate with a written plan for the WCWA Board and membership to use in the coming years.

**Project Outcomes (1000 characters each, up to 3)**

Outcome 1: Create a written plan to address primary chronic issues. During internal planning efforts our membership has identified three primary chronic issues that we as an alliance struggle with: membership recruitment and retention, fundraising, and increasing overall capacity (primarily focused at planning to hire staff). Our volunteers and members have exhausted numerous ideas and events over the years and our organization is eager to hear professional outside input. Finally, to ensure successful adoption and implementation of the plan, we will assess the best organizational structure for our volunteers and create multiple committees with specific objectives.

Outcome 2: Identify possible direction and plan to rejuvenate the existing struggling watershed associations, reestablish groups in watersheds no longer have active membership, and strategize a plan to create sustainable associations in new watersheds within the county that have never had an organized watershed group. Ensure representation from each watershed association to ensure plan will benefit all our members. Have at least 12 members contribute to the project and be actively involved in the development.

Outcome 3: Assessment of organizational activities. Over the past decades our organization has undertaken countless different events, projects, and activities. The Alliance and its member Associations tackle a broad range of activities from education and outreach events, stream chemical and biological monitoring, extensive stream restoration/construction projects, and more. As any organization should these activities have changed as the membership composition has changed over time. Given the limited capacity of the existing membership, while also anticipating great growth in both membership and capacity, the group, would assess past projects and identify potential projects and project types to pursue moving forward.

**Timeline for Selection Process**

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| Issue RFP | DATE | May 5, 2022 |
| Questions Due | 1-2 weeks after RFP issued | May 19, 2022 |
| Questions Answered | 1 week after Questions Due | May 26, 2022 |
| Proposals Due | 3-4 weeks after RFP issued | 4:00pm, prevailing time Thursday, June 2, 2022 |
| Firm Selected | 1-2 weeks after Proposals Due | June 16, 2022 |
| Board Approval of Firm and Contract | Next regular meeting after firm selected | July 12, 2022 |

Selected firm should anticipate about a six-month timeframe for the scope of work and should include a schedule that shows the operations over the course of those six months. If a different period of time is being proposed, the proposing firm should explicitly show why more or less time is needed.

**Budget**

The current budget for this effort is not to exceed $10,000.

**Proposals should include**

1. About your firm

2. Bios of the team that will work on the project

3. Proposal of approach

4. Schedule

5. Proposal of fees, including estimated hours and hourly rates for team members or lump sum.

6. 3 References Including a Summary of the Scope of Work Performed (Ideally similar organizations/similar scopes)

**Proposal Submissions**

Proposals must be emailed (PDF) to Carrilee L. Hemington at [clhemington@protonmail.com](mailto:clhemington@protonmail.com) and be received by the deadline indicated in this RFP. Please title the PDF with “RFP: WCWA Strategic Plan” and the name of your company.

**Other**

WCWA reserves the right to reject all proposals.

The Selection Committee will shortlist the proposals and select a candidate to negotiate a final contract with.

Work would be intended to start July 15, 2021.

Upon award, WCWA will make documents requested available through shared cloud storage whenever possible.

Point of Contact: Carrilee L. Hemington, Secretary of the Board, WCWA

Questions should be submitted to Carrilee L. Hemington at [clhemington@protonmail.com](mailto:clhemington@protonmail.com).