



REQUEST FOR PROPOSALS (RFP)
For
FACILITATION OF A STRATEGIC PLAN

January 2020

**SAWPA
REQUEST FOR PROPOSALS (RFP)
For
FACILITATION OF A STRATEGIC PLAN**

NOTICE TO SUBMITTING FIRMS

1. Proposals submitted in response to this RFP as described herein, will be submitted to Karen Williams at: (kwilliams@sawpa.org) electronically, as a single Adobe Acrobat (PDF) file, with search capability to ensure readability and compatibility, not more than 12 pages long (not including cover letter, exhibits and resumes), and not more than 10 megabytes in size.
2. All proposals must be received by **4:00 p.m. on Friday, February 14, 2020.**
3. If additional information is needed, contact Karen Williams at (951) 354-4220 or kwilliams@sawpa.org.
4. Any changes to this RFP are invalid unless specifically modified by SAWPA and issued as a separate addendum document. Should there be any question as to changes to the content of this document, SAWPA's copy shall prevail. It is the submitting firm's sole responsibility to ensure that their submittal, inclusive of any or all addenda, is received at the proper place at the proper time. SAWPA will not accept submittals after the due date/time listed above.

Section I – PROJECT INTRODUCTION AND OVERVIEW

A. GENERAL OVERVIEW

The Santa Ana Watershed Project Authority (SAWPA) is a Joint Powers Authority with five member agencies: Eastern Municipal Water District, Inland Empire Utilities Agency, Orange County Water District, San Bernardino Valley Municipal Water District, and Western Municipal Water District.

Formed in 1968, SAWPA is governed by the Commission comprised of one appointed Board member from each member agency. There are also Project Agreement committees which operate as autonomous entities and include one to five of the member agencies. Additionally, the member agency general managers are active participants in the activities of SAWPA. SAWPA's FYE 2020 budget is \$24,335,102 with 28 funded positions.

As an integrated regional watershed manager SAWPA has three major activities that it performs: One Water One Watershed (OWOW), Roundtables and the Inland Empire Brine Line.

OWOW: SAWPA conducts the One Water One Watershed Program, an integrated regional water management program envisioning a sustainable Santa Ana River Watershed that is drought resilient, salt-balanced and supportive of social, economic, and environmental vitality by 2035. Over the past 10 years, SAWPA has worked collaboratively to secure water bonds and IRWM grant funding totaling over \$250 million within the watershed.

Inland Empire Brine Line: SAWPA owns and operates the Inland Empire Brine Line utility, a 73-mile brine collection system responsible for the daily removal of over 500,000 pounds of salt, ensuring the highest and best use of groundwater resources and an expanded ability to reclaim water, providing economic benefit and retaining numerous local jobs.

Roundtables: SAWPA facilitates Roundtables, collaborative forums addressing the region's water resource challenges including implementing TMDLs, water/energy program and other regional partnerships.

The Santa Ana River Watershed, with over 6 million people, spans approximately 2,840 square miles and covers portions of San Bernardino, Riverside, Orange, and a small area of Los Angeles Counties. SAWPA has led the creation of a framework to select the best multi-benefit projects resulting in the completion of 50 projects valued at over \$860 Million throughout the watershed, providing 342,000 acre-feet of new water annually. The Santa Ana River Watershed has, perhaps, the most comprehensive water quality protection program of any watershed in the country due to the ongoing interest and participation of SAWPA, its member agencies, and the Regional Water Quality Control Board. The basin plans for water quality protection that have now become the standard for California were developed in the 1970s with the assistance of SAWPA. Since its inception, SAWPA has partnered with the Regional Board on numerous collaborative efforts.

SAWPA is well suited to address complex issues in the Santa Ana River Watershed due to its 52-year history in leading and governing numerous collaborative efforts working closely with Federal, State, and local agencies to obtain positive results relating to a variety of complex, sometimes controversial, water resource projects and programs. Utilizing the capable skills of SAWPA's staff, multi-agency agreements, consultant contracts, and facilitated discussions, SAWPA's successful programs and projects represent the best in collaboration, information, and data management.

Agency Strategic Plan: In 2016, SAWPA developed a Strategic Plan consisting of Purpose and Objectives, Critical Success Factors, and Processes, Activities and Tasks for each of the three business lines (OWOW,

Roundtables, and Inland Empire Brine Line (Attachment 1). The plan has met SAWPA’s needs; however, all the current Commission members did not participate in the plan development in 2016. New Commissioners and changes in the future of water make it the appropriate time to review and update the plan. The State has just released the draft Water Resilience Portfolio. This document should be evaluated as part of the Strategic Plan update. The format for the updated Strategic Plan should be simple and results oriented with a potential for progress evaluation/measurement.

Specific tasks:

1. Meet with SAWPA staff to develop issues for discussion and preliminary plan outline
2. Conduct workshop with Member Agency General Managers
3. Meet with key SAWPA partners involved in SAWPA’s three business lines
4. Conduct Commission workshop
5. Working with staff, draft findings, strategic plan contents
6. Conduct second Commission workshop to review draft results
7. Finalize Strategic Plan

B. PURPOSE OF REQUEST FOR PROPOSALS

SAWPA is issuing this Request for Proposals (RFP) to select a qualified firm to provide the requested services. The consultant will facilitate an update of the strategic plan based on input from member agency General Managers, stakeholders, Commissioners and staff. Work will be directed by SAWPA General Manager, Rich Haller.

C. HOW THE SELECTED CONSULTANT WILL BE UTILIZED

The selected firm shall execute an Agreement for Services General Services Agreement. A Task Order will be executed for the agreed upon services. Work shall be performed on an hourly basis with an agreed upon maximum amount.

The terms and conditions contained herein constitute the full and complete understanding of the parties. However, should you or your firm request additional contractual terms and conditions for consideration, such requests must be clearly identified on **Exhibit E** and submitted at the time of qualification submittals. No additional terms and conditions will be accepted following receipt of qualification submittals, and SAWPA will consider such additional contractual terms and conditions as part of its evaluation process.

The following table identifies the estimated dates/time frame for receipt, evaluation, and award of this RFQ. Please note the following key dates when preparing your response to this RFP.

Description	Date
Release of RFP	January 27, 2020
Deadline for Written Questions Regarding RFP	February 7, 2020

Responses to Written Questions Regarding RFP	February 11, 2020
Qualification Submittal Due Date 4:00 p.m.	February 14, 2020
Qualification Submittal Review and Short List	February 19, 2020
Interviews (if required)	TBD
Selection Recommendation to Commission	February 21, 2020
Possible Agreement Approval	March 3, 2020
Finalize Agreement, Start Work	March 9, 2020

E. SELECTION CRITERIA

The criteria for vendor selection shall be based on, but not limited to, the following:

1. Approach to development of Strategic Plan.
2. Qualifications and Experience (Firm and Personnel) - Consultant and consultant's primary representative(s) shall have demonstrated experience in Strategic Plan facilitation or related experience, by the references provided in **Exhibit A**, and resumes of key people to address experience and qualifications, educational background, and skills.
3. References
4. Price & Payment Terms – **Exhibit C**
5. Exceptions Taken to RFP – **Exhibit E**
6. Quality of Submittal (Firm provided all information requested in the RFP, submittal is well-organized and clear).

F. EVALUATION AND SELECTION PROCESS

1. Submittal Review: SAWPA will review and evaluate each submittal to determine if it meets the requirements for the service defined herein. Failure to meet the requirements will be cause for eliminating the applicant from further consideration.
2. Selection: Based on SAWPA's evaluation, the firms will be ranked. It is anticipated that a contract will be awarded with the highest-ranking firm being selected. However, SAWPA reserves the right to consider the overall distribution of contracts and may award agreements as it deems necessary, regardless of the assigned rank.

Section II – SUBMITTAL REQUIREMENTS

- A. The submittal must emphasize responding to the requirements set forth herein. Firms must demonstrate their capabilities, background, and expertise, in order for SAWPA to effectively evaluate the submittals, and select the firm(s) that provide the best value to SAWPA based on the selection criteria in Section 1. The Proposal Submittal should include, at a minimum, the following information:
1. Cover Letter
 2. Executive Summary –including a brief summary of the firm’s project approach, origin, background, and size of the company, an organizational chart, the overall capabilities of the organization, appropriate licenses and certifications (if applicable), and proximity of company’s resources to SAWPA’s offices and facilities.
 - a. Qualifications and Experience (Firm and Personnel) – a description of the firm’s expertise related to services requested and a full discussion of the firm’s recent experience directly related to providing facilitation services or related activities for a public agency. Include resume(s) of key staff to address experience and qualifications, educational background, and skills.
 - i. Must have experience in strategic plan facilitation or related activities and preparation for public agencies and for the water industry.
 - ii. Have an understanding of the needs of California water/wastewater agencies and special district issues.
 - b. References (**Exhibit A**) – list three (3) former municipal (preferred) or private clients for whom comparable services have been performed within the last five years. Include the name, mailing address, telephone number and e-mail address of each client’s principal representative.
 - c. List of Subcontractors (**Exhibit B**) – if required, otherwise state “none”.
 - d. Cost Proposal – (**Exhibit C**) a table indicating tasks, task hours by labor category, hourly rates for each labor category; costs for sub-consultants and reimbursable expenses. The rates shall be valid for the term of the contract. Note SAWPA will not pay for travel time.
 4. Consultant Business Information (**Exhibit D**)
 5. Additions, Deletions and/or Exceptions (**Exhibit E**) – compliance with SAWPA’s contractual terms and/or RFP requirements. The firm shall note any additions, deletions and/or exceptions to the contractual terms and/or RFP requirements. If there are no exceptions taken, note in writing that there are none.
- B. SAWPA reserves the right to withhold award of contract for a period of one hundred and twenty (120) days following RFP opening. All submittals received are considered firm for that 120-day period.
- C. An Agreement for Services (**Attachment A**) incorporating the terms and conditions contained herein will be sent to the successful firm(s). Any additional terms and conditions requested by firm must be submitted at the time of your response as part of **Exhibit E** (Additions, Deletions and/or Exceptions) and will be considered as part of the selection/negotiation process.
- D. SAWPA may make such investigations as it deems necessary to determine the ability of the firm to provide the goods and/or service as specified, and the firm shall furnish to SAWPA, as is

commercially reasonable, all such information and data for this purpose. SAWPA may discuss or negotiate with one or more firms prior to award and reserves the right to reject any submittal.

- E. Any questions as to the meaning of the scope of work and/or technical specifications or other pre-qualifications submittal documents must be submitted in writing and shall be directed to Karen Williams of SAWPA at (951) 354-4231 or (kwilliams@sawpa.org) who will provide instructions for submitting requests. To be given consideration, requests must be received by February 7, 2020. Any and all such interpretations and any supplemental instructions will be sent to all prospective firms not later than February 11, 2020. All addenda so issued shall become part of the contract documents. Under no circumstances may the firm contact any other department for clarification or interpretation of any requirements herein.
- F. SAWPA reserves the right to reject any or all submittals, either separately or as a whole and to waive any informality in a submittal or to accept any submittal presented which it deems best suited to the interest of SAWPA, and is not to be bound to accept the lowest price.
- G. The cost for developing the submittal is the sole responsibility of the firm. All submittals shall become the property of SAWPA.
- H. Be advised that all information contained in the submittal in response to this solicitation may be subject to the California Public Records Act (Government Code Section 6250 et seq.), and information's use and disclosure are governed by this Act.

Section III – SCOPE OF WORK

Strategic Plan

A. OBJECTIVE

SAWPA is seeking a consultant to provide facilitation services to develop an agency Strategic Plan.

FOCUS

Efficiency of process to complete the plan, simplicity of written document, and the ability to measure progress through the definition of metrics or other means.

B. SPECIFIC TASKS

1. Meet with SAWPA staff to develop questions, issues for discussion, SAWPA's role, preliminary desired outcomes, potential metrics and preliminary plan outline. One important question is the potential for updating the JPA agreement into a single document from its current agreement with six amendments. Progress measurement should focus on OWOW Planning achievements and the Inland Empire Brine Line. The detailed process and schedule will also be reviewed and the list of partners to be coordinated with finalized.
2. Conduct workshop with Member Agency General Managers and key member agency staff.
3. Meet with key SAWPA partners involved in SAWPA's three business lines. Assume six agencies or individuals. In addition, meet with the OWOW Steering Committee regarding goals for OWOW planning.
4. Conduct Commission workshop
5. Working with staff, draft findings, strategic plan contents including Mission, Goals, Objectives, and Desired Outcomes. Review draft documents with member agency General Managers.
6. Conduct second Commission workshop to review draft results
7. Finalize Strategic Plan. Prepare a single page summary in addition to the plan.
8. Present final plan to Commission.

C. SCHEDULE

The scope of work shall be completed over 3 month period.

EXHIBIT A

REFERENCES

Proposer shall provide a **minimum of three (3)** Customer References for whom comparable services have been performed within the last five (5) years. Local and similar size contract references are preferred.

REFERENCE #1

NAME OF FIRM	
ADDRESS	
CITY, STATE, ZIP CODE	
TELEPHONE #	()
E-MAIL ADDRESS	
CONTACT	
PROJECT NAME	
COMPLETION DATE	
APPROX. COST	

REFERENCE #2

NAME OF FIRM	
ADDRESS	
CITY, STATE, ZIP CODE	
TELEPHONE #	()
E-MAIL ADDRESS	
CONTACT	
PROJECT NAME	
COMPLETION DATE	
APPROX. COST	

REFERENCE #3

NAME OF FIRM	
ADDRESS	
CITY, STATE, ZIP CODE	
TELEPHONE #	()
E-MAIL ADDRESS	
CONTACT	
PROJECT NAME	
COMPLETION DATE	
APPROX. COST	

EXHIBIT C
SANTA ANA WATERSHED PROJECT AUTHORITY
PRICE FORM

Task		
1		
2		
3		
4		
5		
6		
7		
8		
Total		

The Project shall begin immediately upon receipt of order or notice to proceed.

Price(s) shall include **all** labor, equipment, materials, transportation, overhead, travel, profit, insurance, sales and other taxes, licenses, incidentals, and all other related costs necessary to meet the work requirements. Note SAWPA will not pay for travel time.

SAWPA encourages a discount for early payment and will include such offers in the evaluation criteria. If a discount is offered, terms are: 5% discount if paid in full within 15_days.

PROPOSERS:

Your signature on this document, should you be awarded a contract as defined in this RFQ, signifies that you have fully read and understood this proposal and will comply with all specifications, conditions, unit prices, terms, and delivery of the proposal unless otherwise noted in the "exceptions" portion of the proposal.

Name of Firm:		Title:	
Authorized Signature:		Date:	
Printed/Typed Name:		Mailing Address:	

Phone:		City, State, Zip	
Fax:		E-Mail Address:	

EXHIBIT D

PROPOSER'S BUSINESS INFORMATION

All proposers shall submit the information as requested below.

1. Length of time your firm has been in business: _____
2. Length of time at current location: _____
3. List types and business license number(s): _____

4. California State Contractor's License number: _____
5. Names and titles of all officers of the firm: _____

6. Is your firm a sole proprietorship doing business under a different name?
YES or NO
7. If yes, please indicate sole proprietorship name and the name you are
doing business under: _____

8. Please indicate your Federal Tax Number: _____
9. Is your firm incorporated? YES or NO
10. Name and remittance address that will appear on invoices: _____

11. Physical Address: _____
