

REQUEST FOR PROPOSAL

STRATEGIC PLANNING CONSULTANT

Proposals will be received until

SUNDAY, March 31, 2019

5:00 p.m. EST

This RFP is also available at our website:

www.savebarnegatbay.org

REQUEST FOR PROPOSAL

I. General Information

Project Objective: To develop a 5 year strategic plan.

Issuing organization: Save Barnegat Bay, Inc.
117 Haines Road
Toms River, NJ 08753

RFP Issued: March 1, 2019

Due Date for Proposals: 5:00 p.m., EST, March 31, 2019

The policy of the SBB Board is to solicit proposals with an honest intention to award a contract. This policy will not affect the right of SBB to reject any or all proposals.

Contact for Further Information: Britta Wenzel, Executive Director
bwenzel@savebarnegatbay.org
Phone: 732-830-3600

II. Summary

Save Barnegat Bay (SBB) is seeking consultant services for the development of a five year strategic plan to help direct policy work and programs in setting overarching goals with realistic strategies for achieving those goals. This effort includes the evaluation of our existing programs and consideration for new ideas and directions with a focus on the need to establish a leadership succession plan in conjunction with the organization's 50th Anniversary. The project has been budgeted at a not-to-exceed (NTE) \$15,000 dollars.

50th Anniversary

Save Barnegat Bay	August 28, 2021
Clean Water Act	October 18, 2022

III. Background & History

Save Barnegat Bay was founded by Charles Hedlund in 1971 as the Ocean County Chapter of the Izaak Walton League of America in response to a proposed development in what are today Traders Cove and F-Cove in Brick Township. In 1985 the organization became reinvigorated, expanded its scope to the whole watershed, and adopted the name Save Barnegat Bay. From the mid-nineteen eighties, the group's primary focus was on resisting imprudent development and promoting conservation of open space in its natural state. In recent years, as the watershed has become largely built out, Save Barnegat Bay has been reacting to the vast number of factors that threaten the health of Barnegat Bay and its ecosystem.

Over the years, Save Barnegat Bay was the group innovatively thinking to protect the Bay. Examples of projects include: expanding the Edwin B. Forsythe National Wildlife

Refuge from Long Beach to Brick Township, creating the Ocean County Natural Lands Trust, creating New Jersey's first Marine Conservation Zone, creating the Barnegat Bay Study, known today as the Barnegat Bay Partnership, and creating New Jersey's strongest in the nation lawn fertilizer law, which has become the model for the Mid-Atlantic states.

Mission and Identity Statement

Save Barnegat Bay's mission is to restore and protect Barnegat Bay and its ecosystem. We advance our mission by being a strong and independent voice for the Bay throughout the watershed, including all of Ocean and part of Monmouth Counties. We do this through effective educational programs and targeted advocacy campaigns that engage over 3,500 Save Barnegat Bay supporters who cherish the Bay as a natural, recreational, and economical resource for the community and all of New Jersey.

The success of our educational programs and advocacy campaigns are the result of our strong connection to the Bay, environmental expertise, ability to collaborate with other organizations, and credibility as a 48 year community-based nonprofit organization with a record of accomplishment. Our members and donors generously support the work of Save Barnegat Bay, giving us flexibility and a strong foundation from which to grow.

Since Superstorm Sandy in 2012, the group has gained its independent charity status, moved to a more centralized facility with outdoor educational opportunities and expanded work space at the Barnegat Bay EcoCenter in Toms River. We have expanded our staff to include a full time Education & Outreach Coordinator, increased our donor support base and begun diversifying our funding sources.

The Executive Director reports to an up-to 15 member volunteer Board composed of citizen leaders from our watershed communities.

The development of strategic and succession plans has become a high priority given the growth of the organization and its role.

Current and Future Trends and their Impact

This is a period of transition economically, politically, and socially—as well as for Save Barnegat Bay as an organization. Although our members continue to faithfully support us, a stagnant economy requires us to consider new ways of generating income and ensuring that we are good stewards of funds entrusted to us. Development throughout the Barnegat Bay watershed, especially Ocean County, continues to put pressure on the Bay's fragile ecosystem. The population is shifting as newcomers who are less rooted in the community purchase homes to enjoy all that the Bay offers and a younger, technology-savvy generation prepares to take on new leadership roles. Politically, local and state governments are faced with difficult choices about how to best use resources and enforce existing regulations. With these trends, Save Barnegat Bay must also grow, adapt to a community and challenges that are different from our

early days, and work more strategically to increase our impact. The need for our strong, independent voice for the Bay has never been more important.

Business Model

Save Barnegat Bay programs serve citizens and institutions throughout the Barnegat Bay watershed, which includes all of Ocean and part of Monmouth Counties. We seek to educate and engage all residents, but place a special emphasis on serving local and state decision-makers and homeowners by providing them with science-based information and examples of environmental best practices.

Our education efforts focus on student research grants, educating homeowners and other residents or visitors at select events, and providing assistance to community activists working to address a localized threat to the Bay. Informed and active community members will strengthen Save Barnegat Bay advocacy campaigns that bring about legislation and policies that reduce the nutrient load in the Bay, and eliminate or reduce the impact of physical threats. Whenever possible, we collaborate or partner with other organizations in order to avoid duplication of services, and to maximize our individual strengths and collective resources.

IV. Scope of Work

The SBB Board is seeking a consultant to lead the board and staff through the process of developing a five year strategic plan. The plan will articulate SBB's vision/mission and include the goals, objectives and actions steps that will guide the organization for the next 5 years. It will include a strategy for moving forward during times of growth.

Some of the questions we want to address are as follows:

- What should be SBB's areas of strategic focus?
- How can we continue to add value through our policy work and programs?
- What programming is considered by supporters to be essential?
- What partnerships can/should be developed?
- What programs can be delivered more efficiently and more economically?
- Are there new areas of programming that should be considered?
- How will funding priorities be set?
- Budget cuts determined?
- Are there new funding opportunities and/or new funding streams?

We want the process to include staff, board members, select community members, possibly certain elected officials, science and technical colleagues.

The consultant will work with the Governance Committee, made up of members of the Board, SBB's leadership team, and the Executive Director, on the details of the strategic planning process, schedule of activities, and selection of background information.

V. Deliverables

A final strategic plan document must include the following in detail:

1. Strategic areas of focus and service priorities for the next five years
2. Goals and objectives to meet priorities
3. Services and programs (both current and new) that will support goals, including partnerships with other organizations
4. Meeting industry needs and adding value
5. Necessary skills for staff to carry out programs
6. Possible new funding streams

VI. Timetable

March 31, 2019 (no later than 5:00 p.m. EST)	Proposal due
April 15, 2019	Reach award decision
Mid-May	Planning activities
Mid-Spring (ideal) to late-spring	Execution of activities
Fall 2019	Plan draft completed

Selection Process

The Governance Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to: price, quality of service, response to this request, experience, staffing, and general reputation. The final decision rests with SBB Board of Directors.

Information Required of Respondents

In responding to this RFP please use the following format. **Response to RFP should be no more than 3 pages in length, plus attachments.**

Section 1. Summary of the Proposal

Provide a brief summary of Sections 2 through 6 of the proposal.

Section 2. General Description of the Planning Activities Recommended

Provide a brief statement of your understanding of the requested effort including the conclusions.

Section 3. Work Plan

Provide information about proposed activities that would involve key stake holders such as SBB Board, staff, community. Also provide a timetable for completing the process within the timeframe in Part VI.

Section 4. Staffing Plan, Including Resumes

Please identify each person who will work on the project and identify his or her role. Also provide a resume and references for each member.

Section 5. Budget

For each task in Section 3, please identify the expected hours of staff members identified in Section 4 and the total cost. SBB will reimburse the consultant for those tasks completed associated with developing the strategic plan. Identify the total billing rate for each project member. Please identify detailed costs for anticipated meetings.

Please use the following budget format:

Activity	Staff	Hours	Project Cost
		Total	

Section 6. References

Please supply the names of three references for which you have worked on similar projects. Include the current contact information for each reference.

Proposal Submission

Proposals should be prepared in a straight forward manner to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. Questions concerning this RFP shall be emailed to Britta Wenzel, Executive Director, at bwenzel@savebarnegatbay.org.

Board may request representatives of a bidding organization to appear for interviewing purposes. Travel expenses and cost related to the interview will be the responsibility of the bidder. SBB will reach a decision on awarding the contract no later than April 30, 2019.

Additional information

Consultants may provide any additional information it feels would assist SBB in the selection process.

Proposal Review and Assessment

The Governance Committee will evaluate proposals and the highest ranking. Proposer may be asked to make formal presentations to SBB Board.