

## **REQUEST FOR PROPOSALS**

*Cascade Pacific Resource Conservation and Development (CPRCD) is requesting proposals from qualified applicants for a contracted position of*

### **Consultant**

*on*

### **Fund Governance**

*for the*

### **Pure Water Partners Program**

### **“McKenzie Watershed Conservation Fund”**

*A collaborative environmental protection/restoration effort in the McKenzie River Watershed in Oregon*

**Proposal Due:** 9 am Tuesday, January 16th, 2018  
**Submit To:** Cascade Pacific RC&D  
847 NW Monroe Ave.  
Corvallis, OR 97330  
(541) 248-3094  
[kirk@cascadepacific.org](mailto:kirk@cascadepacific.org)

### **SUMMARY**

On behalf of the Pure Water Partners program and with funding from the US Endowment for Forestry and Communities grant, CPRCD is seeking an independent contractor (entity or individual) to assist CPRCD and the Steering Committee of the Pure Water Partners with the development of fund governance, legal structure of the governing body, and decision-making. The contractor is responsible for providing their own means of completing the work, including office, supplies, transportation, communications, etc.

### **BACKGROUND**

The McKenzie Collaborative formed over five years ago to discuss shared pertinent issues around watershed protection and restoration. Within a few years, it became evident that the Collaborative would be more functional if divided into two separate groups:

1. The McKenzie Watershed Stewardship Group, which is focused on utilizing retained receipts from USFS Stewardship Contracting Authority for restoration projects, and
2. The Voluntary Incentive Program (VIP), an incentive-based strategy that aims to protect existing healthy riparian areas and restore degraded riparian forests along the McKenzie River through voluntary actions.

After consultation with a local marketing agency, the VIP changed its name to the Pure Water Partners (PWP) program so as to be more easily identifiable to landowners, funders and business sponsors. The PWP seeks to reward landowners who maintain healthy riparian areas through financial incentives and long-term stewardship agreements, while also helping landowners with funding and technical assistance for degraded areas in need of restoration.

The PWP consists of a number of partners including Eugene Water and Electric Board, US Forest Service McKenzie River Ranger District, McKenzie Watershed Council, Upper Willamette Soil and Water Conservation District, Lane Council of Governments, Metropolitan Wastewater Management Commission, McKenzie River Trust, The Freshwater Trust, University of Oregon, Oregon State University, and Cascade Pacific Resource Conservation and Development (CPRCD).

After over five years of almost monthly meetings and four grants received to help develop the PWP (including setting up a pilot project, recruiting landowners, performing initial landowner riparian assessments, purchasing and rolling out a sophisticated accounting software system, etc.) we are seeking to embark on the next step: setting up and establishment of a **McKenzie Watershed Conservation Fund**.

The McKenzie Watershed Conservation Fund (MWCF) will be used to provide financial support to the PWP with the goal of becoming a sustainable funding source. It will be comprised of various funding sources including:

- Eugene Water & Electric Board (EWEB)
- Metropolitan Wastewater Management Commission (MWMC)
- Oregon Watershed Enhancement Board (OWEB):
- Willamette National Forest (USFS) Stewardship Contracting retained receipts
- Local business sponsorship
- Others to be determined

CPRCD has been charged with the development of an accounting system to manage disbursements for the MWCF. CPRCD already provides fiscal sponsorship and fiscal administration services in other arenas and collaborative groups, and as such utilizes some of the above funding mechanisms, particularly OWEB (through the Watershed Councils we fiscally sponsor) and USFS retained receipts (through the Siuslaw Collaborative Watershed Restoration Program). In short, the accounting infrastructure that is already in place for those funders will be used to inform this application.

The existing PWP working group is highly functional and working towards a common goal. It is anticipated that the Contractor will be able to accomplish most of the given tasks from a remote location, due to the excellent alignment within the partners.

More information about the Pure Water Partners and the McKenzie Watershed Conservation Fund can be found at <https://purewaterpartners.org/150/Pure-Water-Partners>

**Additional information on the following suggested pertinent information can be found on the CPRCD website at [www.cascadepacific.org/pwp](http://www.cascadepacific.org/pwp)**

**VIP Pilot Project Final report**  
**University of Oregon VIP Evaluation Report**  
**Strategic Planning Technical Report, PWP Chapter**  
**McKenzie Collaborative MOU**  
**PWP Landowner Agreement Template (recorded version)**

## **PROJECT SCOPE of WORK, DELIVERABLES and TIMELINE**

### **SCOPE of WORK**

The scope for this project shall include work tasks that assist CPRCD and the PWP Steering Committee with developing the best approach to fund governance, including key participants, legal structure of governance body, decision-making, and authority. It should be noted that eventually the entity created as a result of this work will also hold long-term agreements with landowners that participate in the Pure Water Partners program. These agreements are currently entered into between the PWP landowner and the Eugene Water & Electric Board. The Consultant will confer on a regular basis (i.e., every 2-4 weeks depending on work progress) with the PWP Steering Committee throughout the course of the contract, and make a diligent effort to establish and maintain strong working relationships with the Steering Committee members. It is anticipated that early in the project meetings with the PWP Steering Committee will occur more frequently (every 2 weeks) and become less frequent (monthly) as the project work progresses and working relationships mature.

## **DELIVERABLES**

**The Consultant will guide a process that will result in the following deliverable products:**

- 1) Assist the parties with expert advice and research about the best system(s) of governance for our particular situation, partners, and funders. The PWP partners were involved in a Water Fund workshop by The Nature Conservancy in 2016/2017, which provided access to the following tool:  
<https://www.nature.org/ourinitiatives/habitats/riverslakes/water-funds-toolbox-welcome.xml?redirect=https-301>
  - a. Deliverable: Brief memo that summarizes the most relevant (i.e., top 2-4) governance structures for the MWCF based on research and consultant expertise. The memo shall include the pros and cons of each proposed governance structure for a Fund that has multiple funding sources, examples of successful application of this type of governance approach, how governance operates on a day-to-day basis, decision making (including use of funds), participant roles and responsibilities, and mapping how potential risk is handled.
- 2) Provide guidance and work with CPRCD and the PWP Steering Committee to select the Fund governance and legal structure that is best suited for this group in this situation and maintains transparency.
  - a. Deliverable: Recommendations memo to CPRCD that describes the best approach to Fund governance that includes details on the legal structure, governance/decision making rules, key participants, roles/responsibilities of participants, risks and liability of participants, and an outline of how this governance approach would be implemented in this situation.
- 3) Explore the use of a binding agreement (e.g., Collaboration and Administration Agreement) for administering the McKenzie Watershed Conservation Fund to help CPRCD and the PWP Steering Committee determine the best tool for administering the Fund.
  - a. Deliverable: Memo that provides the framework for a Fund administration agreement that will guide development of a detailed agreement. The framework will provide the key components of the Fund administration agreement, purpose of each of these main components and how to best structure for this situation, examples of language or approaches that would help with development of the final agreement.

Note that CPRCD is seeking proposals/has simultaneous RFP's out for consultation for two main elements of work relating to the development of the McKenzie Watershed Conservation Fund:

- 1) financial and accounting expertise to assist with Fund design and development; and
- 2) Fund governance and administration expertise to assist with establishing a governing body and the agreement that establishes the legal structure and rules under which the governing body will operate.

Applicants can submit proposals for either one or both of these areas of work. Since these two components of work are key to the development of the Fund, it is expected that if two separate parties are chosen, they will maintain access to and share their ongoing work product(s) at the request of CPRCD to ensure each party is working with the latest information at hand.

Proposals for the fund governance and legal structure RFP are not to exceed \$35,000.

## **TIMELINE**

It is anticipated that the general time line for accomplishing the three tasks listed above will occur as follows:

Task 1: Research and summary governance structure memo should be completed within the first 6 months.

Task 2: Advisement and development of recommendations memo should be completed within 10-12 months of contract award.

Task 3: Fund agreement framework should be completed within 18-20 months of contract award.

It should be noted that information from the work being accomplished by the successful bidder for the financial and accounting expertise RFP (to assist with Fund design and development) will be shared with this successful bidder as it may influence the best approach to governance of the Fund.

## **CONTRACTOR QUALIFICATIONS**

- Experience and expertise in helping to establish other governance structures and administrative agreements related to water, watershed management, and/or natural resource management.
- Experience and expertise related to establishment and governance of water funds (or similar funding compilations).
- Solid understanding of legalities involved with creating a governance entity that is responsible for oversight and disbursement of funds for water, watershed management, and/or natural resource management projects.
- Experience in developing legal documents, agreements, by-laws, and other guiding documents that provide the basis for establishing a governing body that can efficiently and effectively conduct the work needed to properly and transparently manage funds from multiple sources.
- Suitable education and training in this field (governance, environmental, nonprofit, and financial law; public administration; nonprofit management; facilitation toward collaborative solutions; natural resource management; etc.).
- Minimum five-years' experience in nonprofit management; public administration; developing governance structures and legal entities; and/or developing legal agreements, by-laws, charters, or other governance documents.
- Experience managing complex issues with multiple interests, groups and partners.
- Strong communication skills, including written and verbal; attention to detail.
- Experience with nonprofit accounting and management are beneficial but not required.
- Knowledge and awareness of Pure Water Partners program and/or McKenzie issues, geography, history and interested parties is a plus.

## **PROPOSAL GUIDELINES and SUBMISSION DEADLINES**

The purpose of this Request for Proposal (RFP) is to solicit proposals from various candidates, conduct a fair and extensive evaluation based on criteria listed herein, and select the candidate who best represents the direction of the project and is best able to fulfill our needs. Proposals will be accepted until 9 am PST January 16<sup>th</sup>, 2018. Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the company submitting the proposal.

All contracted work must be performed by the contractor and/or the contractor's organization. Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by CPRCD and will include scope, budget, statement of work, schedule, and other necessary items pertaining to the project.

## **BUDGET ESTIMATE**

Submit a budget estimate (with itemized costs and fees) based on the tasks shown in the scope of work for the period covered. The contractor will provide a proposed course of action, with an accompanying budget that shows unit costs and a recommended number of units.

## **PROPOSAL EVALUATION CRITERIA**

CPRCD and the PWP Steering Committee will evaluate all proposals based on the following criteria:

- Overall proposal suitability: proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner;
- Organizational Experience: Applicants will be evaluated on their experience as it pertains to the scope of this project;
- Value and cost: The applicant's budget will be evaluated by total amount while giving consideration to the seasonal timeline and deliverables; and
- Technical expertise and experience: Applicants must provide descriptions and documentation of relevant technical expertise and experience, with client references that can be contacted for follow-up questions.

## **PROPOSAL SUBMISSION**

**Interested parties should submit (2) hard copies and one (1) electronic copy of the following** (faxed proposals will not be accepted):

1. A cover letter describing the applicant's qualifications, including prior successful experience in similar endeavors.
2. A proposal describing how tasks in the scope of work will be carried out.
3. A budget estimate for the tasks and deliverables shown in the scope of work for the period covered.
4. A summary of relevant project work completed in the last 5 years that includes statement of relevancy to this RFP, summary of work completed, project budget and timeline.
5. Resumes of all consultants and contractors involved in the project.
6. Names, phone numbers and contact information of three references or clients during the last 24 months.

### **Send the proposals to:**

Cascade Pacific RC&D, 847 NW Monroe Avenue, Corvallis, Oregon, 97330

Please direct all questions about the application process to our office 541-248-3094

Kirk Shimeall, Executive Director

[kirk@cascadepacific.org](mailto:kirk@cascadepacific.org)

## **PROPOSAL REVIEW SCHEDULE**

Proposal due 9 am PST, January 16, 2018

Interviews (phone, Skype or in person) January 22-February 2\*, 2018

Select contractor preferably by February 9\*, 2018

\*Note that these dates might be pushed out if need be.

## **ABOUT CPRCD**

Cascade Pacific RC&D is a 501(c)(3) non-profit organization established in 1989 to support local communities. CPRCD is part of a national network of nonprofit Resource Conservation & Development (RC&D) Councils, authorized by Congress over 45 years ago to empower people in rural communities. The mission of CPRCD is to work with citizens to enhance their communities through social, economic, educational, and environmental improvements. CPRCD works at the grassroots level with citizens of local communities to develop innovative projects that promote their mission. Our organizational focus areas include: local food systems, rural jobs, and land and water conservation and stewardship. Please visit our website at [www.cascadepacific.org](http://www.cascadepacific.org) for more information about our services, programs and projects.