

Request for Proposals

Pennsylvania's "Building for Tomorrow" Leadership Development Program

Submit to:

Leadership Development Committee

C/o State Conservation Commission

2301 North Cameron Street, Rm 310

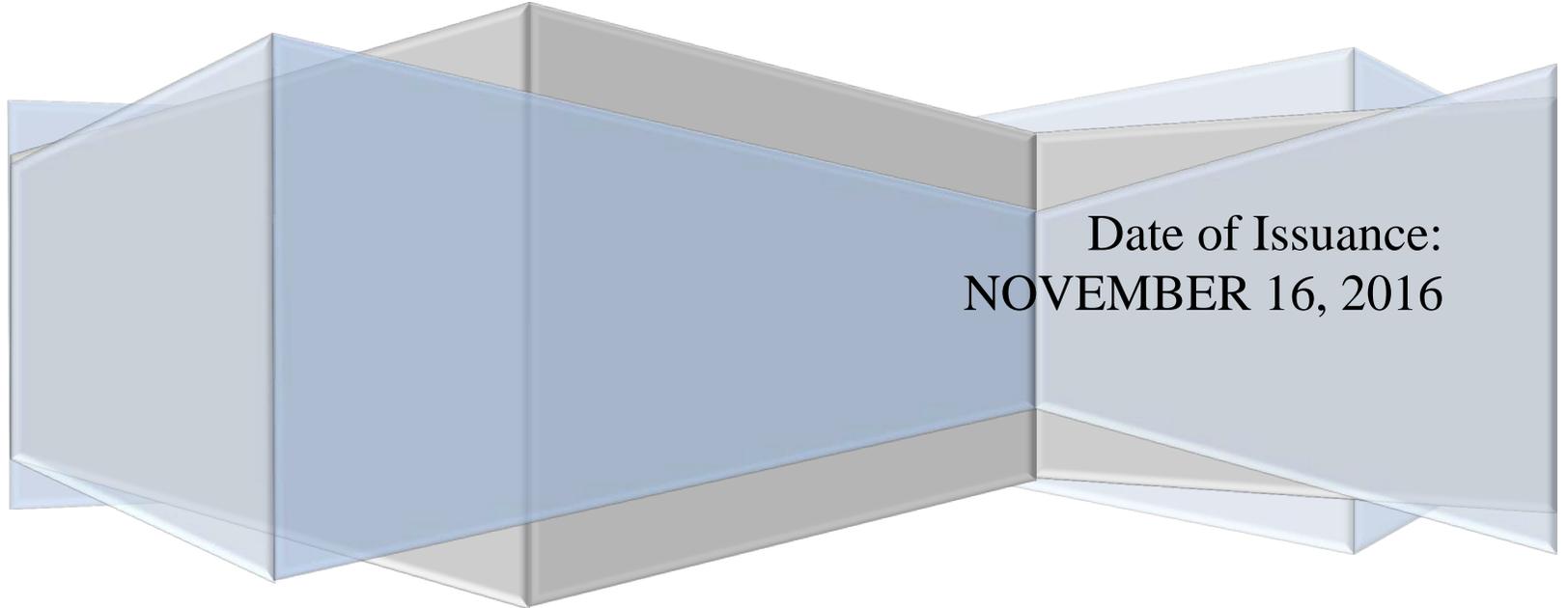
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Select: 'Protect'; 'State Conservation Commission'



**Date of Issuance:
NOVEMBER 16, 2016**

INTRODUCTION

Pennsylvania's "Building for Tomorrow" Leadership Development Program is a collaborative effort of Pennsylvania's Conservation Partnership which includes the State Conservation Commission, Pa. Department of Environmental Protection, Pa. Department of Agriculture, USDA Natural Resource Conservation Service, the Pennsylvania Association of Conservation Districts, Inc. (PACD) and county conservation districts. This professional development program for conservation district directors and staff was created by the Partnership over 20 years ago with a collective goal to create a training program that provides the necessary information for conservation district directors and staff to effectively develop and manage conservation district activities and programs. Past products of the Leadership Development Program include:

1. *Handbook for Pennsylvania's Conservation District Directors* and *interactive CD* that walks new directors through the history, programs and functions of Pennsylvania's Conservation Districts;
2. *An interactive website* that contains online training opportunities for basic conservation district operations;
3. *Grants for strategic planning* activities to cover expenses related to the development and distribution of a complete district strategic business plan;
4. *Training for district managers and staff* on subject such as employment management issues; fiscal management; effective communications with district boards, staff and the public; and negotiating conflict; and
5. *Pennsylvania's "Building for Tomorrow" Leadership Development training and resources website* (<http://paleadership.org/>) developed to house resources and provide district directors and staff with online training opportunities for the basic operations of conservation districts in Pennsylvania.

The Leadership Development Program is administered by the Leadership Development Committee (Committee) which includes representatives from each agency and organization of the Partnership. The Committee is charged with identifying and evaluating challenges and needs in professional development for conservation district boards of directors and staff (See Attachment 1), and developing the appropriate and comprehensive programs and materials to support professional development for directors and staff.

The Committee recognizes that the scope and complexity of programming and funding at conservation districts has increased exponentially over the decades. Thus, the need for updated leadership skill sets for directors and staff is essential to manage the rapid changes in districts for successful program development and implementation. Considering these expansive needs, the Committee feels it is critical that the development, organization and implementation of a quality and meaningful leadership development program necessitates employment of a full time Leadership Development Program coordinator (the "Coordinator") to oversee the program.

PURPOSE:

The purpose of this Request for Proposal (RFP) is to solicit proposals for establishing a contract between the State Conservation Commission (“Commission”) and a successful applicant who will host and employ the Coordinator for Pennsylvania’s “Building for Tomorrow” Leadership Development Program.

SECTION 1: GENERAL INFORMATION:

- 1) This project will be administered through a multi-year contract, up to 3-5 years, between the Commission and the successful applicant (the “Host”). The Host may be a county conservation district, a partner agency or other cooperating organization approved by the Commission.
- 2) The Host shall employ the Coordinator, and perform the responsibilities identified in Section 2 “Scope of Work – Host Responsibilities” in this RFP.
- 3) Oversight of the Host and the “Building for Tomorrow” Leadership Development Program activities will be performed by the Committee.
- 4) Specific duties and responsibilities of the Coordinator will be established by the Committee in consultation with the Host and the Coordinator. A job description for the position is included with this RFP (See Attachment 2).
- 5) The Committee, in consultation with the Host and the Commission, will establish the base/starting salary for the position.
- 6) The Committee, in consultation with the Commission, will establish the Leadership Development Program initiatives and budget (See Attachment 3).
- 7) The Commission, in consultation with the Host and the Committee, will provide start-up costs for the position, including resources for purchase of computer equipment and software.

SECTION 2: SCOPE OF WORK - HOST RESPONSIBILITIES:

For employment of the Coordinator, the Host shall:

- 1) Conduct interviews of applicants seeking the coordinator position following appropriate advertisement and interview procedures established by the Host.
 - a. The Committee will participate in the review and selection of an applicant for the coordinator position.
 - b. The approval of a successful applicant for the Coordinator position will be by mutual agreement of the Host and the Committee.
- 2) Perform and maintain all necessary and appropriate employment duties and responsibilities for the coordinator position.
- 3) Ensure the position follows the Host’s personnel and operational policies.
- 4) Provide daily supervision of the Coordinator.
- 5) Facilitate contracts and activities to complete program initiatives.
- 6) Maintain proper and separate accounting of program receipts and expenditures.

- 7) Process and pay all appropriate expenditures of the program incurred by the Host and the Coordinator for purposes of completing the contracted project. Expenditures may be reviewed by the Committee prior to payment, if necessary.
- 8) Provide administrative support as requested by the Coordinator in consultation with the Committee.
- 9) Provide office space, storage and communication resources for the Coordinator.
- 10) Provide all required reports of expenditures and program activities as required by the contract. Reports shall be submitted on forms provided by the Commission.

SECTION 3: CONTENT OF THE RFP:

Proposals submitted by applicants under this RFP must include the following information:

- 1) A narrative explaining how the applicant, as Host, will accomplish the deliverables identified in the Section 2 – “Scope of Work - Host Responsibilities”.
- 2) Benefit package - A summary of benefits that will be offered to the Coordinator (See Attachment 4). The benefit package should be consistent with benefits offered to current employees in Host’s organization.
 - a. Medical insurance (may include vision/dental; individual and/or family packages; indicate employer/employee contributions)
 - b. Retirement package
 - c. Paid leave (holidays, vacation, sick leave)
 - d. Employer Contributions
 - i. FICA
 - ii. Unemployment Insurance
 - iii. Workers Compensation Insurance
 - iv. Other
 - e. Other employment benefits provided
- 3) Administrative Support Costs:
 - a. Clerical and managerial
 - b. Insurance costs (Liability; Errors & Omissions, Automobile)
- 4) Overhead Costs
 - a. Telephone/cellphone and copier charges
 - b. Rent (sq. ft. for individual office + common space \$\$/ft.)
 - c. Equipment (telephone/cellphone, computer, printer)
 - d. Furniture (desk/chair) and filing cabinets
 - e. Prorated office supplies
- 5) Travel Expenses
 - a. Mileage
 - b. Lodging

PROPOSAL EVALUATION CRITERIA:

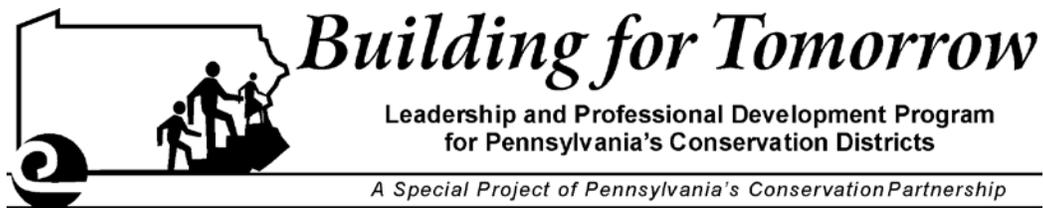
Proposals will be evaluated based on the following criteria:

- 1. Does the proposal clearly state how the applicant will accomplish the deliverables identified in the RFP?
- 2. Does the proposal clearly state the time frame the applicant will complete the deliverable of the project?
- 3. Does the proposal clearly outline comparable benefit package costs?
- 4. Does the proposal clearly outline program support resources and costs?

SUBMISSION AND SELECTION TIMEFRAMES

- 1) Submission and Selection Schedule
 - a. RFP Release Date**November 16, 2016**
 - b. Deadline for submission of RFP..... **January 5, 2017**
 - c. RFP review and evaluation period.....**January 9 - 20, 2017**
 - d. Notification of Contract Award **January 31, 2017**
 - e. Anticipated contract execution **March 2017**
- 2) Proposal must include the requested information. If the proposal does not include the requested information, the proposal may not be considered.
- 3) All proposed must be submitted in duplicate to the following address:

Leadership Development Committee
 C/o State Conservation Commission
 ATTN Johan E. Berger
 2301 North Cameron Street, Rm 310
 Harrisburg PA, 17110
- 4) **Proposal must be postmarked no later than..... **January 5, 2017****
- 5) Any questions regarding the RFP and process should be directed to: Johan E. Berger, State Conservation Commission, joberger@pa.gov; (717) 772-4189 or Karen Books, DEP; kbooks@pa.gov, (717) 772-5649.
- 6) Evaluation of proposals and selection of the vendor will be completed within four (4) weeks of receipt of the proposals.



Challenges and Needs for Leadership and Professional Development of Conservation District Boards and Staff

(Developed by the Leadership Development Committee – May 5 & 6, 2015)

The Leadership Development Committee identified the following priority challenges that need to be considered in planning and implementing leadership and professional development programs for conservation districts for the next 3 years.

- ***District Board Member Nominating Process*** – Recruiting and securing quality board members through direct contact and education of all elements involved in the process including nominating organizations, potential candidates and County Commissioners
- ***Education of County Commissioners*** – ‘Who’ is your Conservation District and ‘What’ is their role, legal responsibilities and board appointment requirements.
- ***County Level Program and Information Delivery*** – Local level delivery is the most effective delivery of information and programming in order to reach the greatest number of district board and staff.
- ***Consistent Priority Funding for Leadership Development*** – To support a long term strategy for an effective leadership development program and delivery, a dependable source of funding needs to be secured.
- ****Statewide Program Facilitation*** – To provide consistent and effective program development and delivery it is essential to have a position/individual that is responsible for the oversight of the program elements.
- ****Director Orientation / Training*** – To assure that District Boards are knowledgeable and provided the training and tools needed to make the important decisions required of public officials, there needs to be a consistent and effective orientation and training program across the state.
- ****Manager Training*** – With the increase in programs, funding, staff, and responsibilities of the Districts, it is essential that managers receive the training and support needed.
- ****Board Chair Training*** – A series of ongoing regional trainings are needed to provide the tools and skills needed for Board Chairs to effectively lead the District Board meetings to meet the growing needs and sophistication of their decision making process.
- ****Treasurer / Fiscal Officer Training*** – With the increase in funding levels, complexity of accounting demands and assurance of adequate fiscal management policy and oversight, specialized training for both positions are needed.

- **Partner Coordination of Program Delivery** – As the local focus of coordination and delivery of conservation programs, the conservation districts need to be supported by the Conservation Partners in training and development. The potential exists for cross training opportunities offered by each of the partners that would enhance and strengthen the relationships and capabilities of the partnership as a whole.
- ***Identification and Institutionalization of Core Training Components** – The Leadership Development effort has identified and produced numerous quality programs and support materials. With director, manager, staff and county government turnover, it is essential that core training components be identified, organized and delivered in a consistent and reliable manner.
- ***Director Job Description / Handbook Reference** – Both the director job description and handbook need to be revised to reflect the modern responsibilities and needs of board member. A consistent delivery system and updated support materials needs to be developed and made available to district boards.
- **Financial Resource for Consultation** – A resource knowledgeable of conservation district financial management and responsibilities needs to be identified and secured as a source of consultation for districts.
- **Crisis or Problem Management** – A flexible and responsive resource needs to be available for responding to operational crisis that may arise for any single district.
- ***Management Boot Camp** – A “jump start” training program is needed for new district managers.
- **Succession Planning** – Changes in both boards and managers need to be facilitated through a well-developed succession plan. The tools and methodologies need to be developed and delivered to districts.
- ***Staff Conference** – Training in leadership development, professional development, team skills and community interaction, along with other essential knowledge and skills needs to be provided to assure a well-developed and functional district team
- **Recognition of Local Opportunities** – Districts need to look to their communities that they serve when identifying needs and programming opportunities. The methodology, tools and skills need to be refined and shared for local district utilization.
- **Strategic Planning** – Resources to continue encouragement and support of district strategic planning is essential

*** indicates top priorities**

Leadership Development Program Coordinator

Job Description

Position Purpose

The primary purpose of the Leadership Development Program Coordinator position is to facilitate the development and the implementation of the *"Building for Tomorrow" Leadership Development Program* to meet the evolving needs and growth of Pennsylvania's conservation districts.

Oversight of the *"Building for Tomorrow" Leadership Development Program* will be accomplished by the Leadership Development Committee (Committee). This committee is a joint effort of the Pa Department of Environmental Protection, the Pa Department of Agriculture, and the State Conservation Commission (Commission) and includes representative from the Pennsylvania Association of Conservation Districts, conservation districts, USDA Natural Resource Conservation Service, and Penn State Cooperative Extension Service.

This position will be a 'full-time' position at a minimum of 37.5 up to 40.0 hours per week.

Description of Duties.

Leadership Development Program Coordinator (Coordinator) activities include:

- a. Facilitate meetings and planning sessions for the Committee and its designated workgroups. The Coordinator will assist with the scheduling of Committee meetings and conference calls and activities of established workgroups. The Coordinator will assist in the development and implementation of Leadership Development initiatives and programs including strategic planning activities of the Committee and coordinate the distribution of materials and publications to Committee members, training participants, to conservation districts or the general public;
- b. Assist the Committee in the review and evaluation of current training needs of conservation district directors and staff to determine the effectiveness of available training resources;
- c. Coordinate the development and implementation of priority training initiatives established by the Committee;
- d. Review current Leadership Development Program resources and develop a plan to reintroduce and distribute existing resources where appropriate;
- e. Assist the Committee in the efficient coordination of resources available from conservation partners as well as non-traditional partners, where resources may become available;
- f. In consultation with the Committee, prepare budget proposals for the Leadership Development Program initiatives which would include estimation of budget needs and development of an annual funding request to the Commission
- g. Support conservation districts, cooperating organizations or agencies in the development and submission of grant applications to the Commission for Leadership Development Program projects, monitor grant progress and review and evaluate grant deliverables and serve as a liaison between the Commission, the Committee and grant recipients;

- h. Coordinate the program development and implementation activities between the Committee and the appropriate workgroups. As detailed in the annual work plan and budget, including but not limited to the following: district training, director orientation, management training, and staff training.
- j. Perform other duties as requested by the Committee and approved by the host ('Host') organization.

Position Oversight

1. Administrative oversight of the contract for this project will be accomplished by Commission or its designee.
2. Leadership Development Program oversight will be accomplished by the Committee in consultation with the Commission and the Host.
3. Employment oversight of the position will be accomplished by the Host consistent with the provisions of employment policies of the Host.

Required Skills

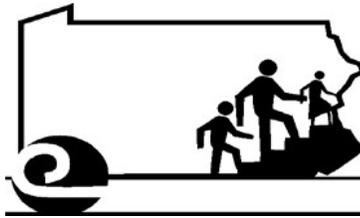
1. Ability to work independently with minimal supervision and is self-motivated.
2. Must have effective oral presentations, verbal and written communication skills.
3. Ability to communicate effectively with a wide variety of individuals
4. Possess well-developed motivational skills
5. Possess well-developed organizational skills
6. Ability to work on multiple projects at time
7. Ability to meet deadlines
8. Knowledgeable in budget development and management
9. Skilled in the development of training materials and programs.
10. Preferred: Knowledge of conservation districts, their programs and operations.
11. Basic understanding of state and local government or ability to acquire such knowledge

Essential Functions

1. Operate a computer and utilize appropriate software.
2. Operate a motor vehicle
3. Maintain a valid driver's license
4. Able to travel overnight several times a month
5. Flexible hours, the successful candidate will be expected to work the hours necessary to complete the tasks.
6. The coordinator may be required to provide their own transportation when necessary for performance of duties. Mileage expenses will be reimbursed as approved and according to policy.

Education

Bachelor's degree in Communications, Education or Organizational Leadership or, any combination of education, experience and training meeting identified educational requirements.



Building for Tomorrow

Leadership and Professional Development Program
for Pennsylvania's Conservation Districts

A Special Project of Pennsylvania's Conservation Partnership

2016-2017 BUDGET

PROPOSED PROJECT	PROPOSED BUDGET *
<p>Full-Time Leadership Development Coordinator:</p> <p>It is critical that the development, organization and implementation of quality, meaningful leadership and development programs and materials be overseen by a full time coordinator. Based centrally the coordinator can help assure the efficient coordination of resources available from conservation partners as well as non-traditional partners are secured and made available. Project budget includes salary, benefits, office, travel and supplies.</p> <p>Leadership Development Program Coordinator activities include:</p> <ol style="list-style-type: none"> Facilitate meetings and planning sessions for the Committee; Assist the Committee in the review and evaluation of current training needs of conservation district directors and staff, including the review and analysis of recent director and staff training needs surveys; Coordinate the development and implementation of priority training initiatives established by the Committee; Review current Leadership Development Program resources and develop a plan to reintroduce and distribute existing resources where appropriate; and Assist in the coordination of new manager orientation and training for the Commission and the Committee. 	<p>\$80,000</p>
<p>Committee Initiatives:</p> <p>Committee meeting expenses including materials and expenditures supporting activities between the Committee, its subcommittees and Leadership Development Program Coordinator.</p>	<p>\$5,000</p>
<p>2017 District Management Summit:</p> <p>This annual meeting allows district management staff to receive leadership training, exchange expertise and experiences on managing district activities and examine common issues, without other commitments or distractions within an environment of shared trust and confidentiality. The summit is tentatively scheduled for early June 2016.</p>	<p>\$9,000</p>
<p>Staff Training Conference:</p> <p>District Staff are taking on increasingly sophisticated and visible roles and program responsibilities within their respective communities. While there are many "program-related" technical trainings, there are few opportunities on those agendas to address the inter-personal and leadership knowledge and skills associated with working and relating to the constituents they serve. This project involves the planning, development and holding of a state conservation district staff conference to address those needs.</p>	<p>\$8,000</p>
<p>Strategic Planning Grants:</p> <p>A renewed interest in strategic planning has inspired over 65% of conservation districts to have met with partners, municipalities and community representatives to complete strategic business plans. This project reimburses districts for up to \$1,000 in approved expenses associated with completing a strategic plan. A Committee goal is to support 5 conservation districts in their efforts to develop strategic plans in 2016.</p>	<p>\$5,000</p>

PROPOSED PROJECT	PROPOSED BUDGET
<p>Director Training and Support: Delivery of a director training and orientation program has been demonstrated to be most effective if delivered both at the local level and within 6 months of being appointed. This project proposes the development of several initiatives to be overseen by a representative work group to help supplement local training programs and provide a team of mentors available to new board members. Initiatives include:</p> <ol style="list-style-type: none"> 1. An update to the current Director’s handbook to reflect changes in laws, regulations and policies related to District Director job duties. It is anticipated that LD Program Coordinator will have primary responsibility for work (\$2,000 for printing 1,000 copies). 2. 1-day Statewide Train-the Trainer for DEP Field Reps and District Managers (both of whom were identified by directors as the primary source of orientation) to share orientation materials, successful approaches and identify needed tools. (\$2,500) 3. Continuation of the Director Orientation workgroup, consisting of representatives of local districts and LD Partners to continue the following tasks: (\$6,500) <ol style="list-style-type: none"> a. Review and recommend changes to the Director Handbook to reflect the needs of the “modern” conservation district director b. Update the director job description and individual learning plan and develop a recommended “learning syllabus” for new directors c. Develop a “County-level” delivery system of orientation and Director Handbook knowledge d. Investigate the development of a formal inter-district director mentorship program. 	\$11,000
<p>Management Training Initiative: District Management has grown in sophistication and complexity, often including managers, middle managers and team leaders. With increasing District responsibilities, budgets and program scope, knowledgeable, capable management continues to be a vital component of District capacity. This project will include:</p> <ul style="list-style-type: none"> • Continued development of an accreditation/training plan, evaluate training materials and options available through a number of venues and sources for the development of professional managers (\$4,000) • Development of a Manager Boot Camp training program (\$6,000) <i>(Anticipated implementation in Program Year 2016-2017)</i> • Develop a Manager’s Handbook (\$2,000) • Continue support of a Manager Training / Accreditation Workgroup to develop and oversee above projects (\$5,000) 	\$17,000
<p>Regional Trainings for District Chairmen and Treasurers The delivery of specific trainings at the regional level has been a well received and effective method. With the increase in complexity, sophistication and scope of responsibilities and programming at the District level it is vital that District Directors and their corresponding staff receive current and valuable information. This project proposes that 4 regional trainings be held around the State to address the chair responsibilities to running a public board meeting and concurrently holding a treasurer and/or accounts supervisor responsibilities.</p>	\$20,000
<p>District Team Visits This project will be a rejuvenation of this popular district evaluation program that provides for a peer group, working with an internal district team, to facilitate identification of both strengths and opportunities for development. Fifty-five (55) Team Visits were completed from 1999 through 2009. Funds budgeted will be used for the team visits or other district support by the team, including project materials, team meetings for project coordination, refinement and orientation of team members. The budget request includes two to three team visits in this program year</p>	\$20,000
TOTAL	\$175,000

* Project implementation for the ‘Building for Tomorrow’ Leadership Development initiatives would be facilitated through the Leadership Development Committee.

- f. Employer Contributions:
- FICA \$ _____
 - Unemployment Insurance \$ _____
 - Workman's Compensation Insurance \$ _____

g. Other Employment Benefits provided: _____

Benefit Package Subtotal \$ _____

2. Administrative Support Costs:

- a. Clerical \$ _____
- b. Managerial \$ _____
- c. Insurance costs
 - Liability \$ _____
 - Errors & Omissions \$ _____
 - Automobile \$ _____

Administrative Support Subtotal \$ _____

3. Overhead Costs:

- a. Telephone/Cell phone \$ _____
- b. Equipment (copier, printer, network hook up) \$ _____
 (We plan to use LDC funds to purchase a laptop for this position. That cost should not be included above)

c. Furniture (desk/chair & filing cabinet):

Is there existing furniture available for this position? Yes ___ No ___

d. Prorated Office Supplies \$ _____

e. Rent/office space (Office space must be a minimum of 64 sq. ft.)

Dimensions of office space _____ ft. x _____ ft.

Cost per sq. ft. \$ _____

Common space _____ sq. ft.

Cost per sq. ft. \$ _____

Storage space _____ sq. ft.

Cost per sq. ft. \$ _____

Total cost of office/common and storage space _____

Overhead Subtotal \$ _____

Benefit, Administrative Support, Overhead Total \$ _____

4. Travel Expenses

a. Mileage rate paid to employees: \$_____

b. Is there a vehicle available for this person to use? Yes ____ No ____

c. Rate of reimbursement to use Organization's vehicle: \$_____ per mile

5. Paid Time Off:

Holidays (Please list) _____

Vacation: (days) _____

Sick Leave: (days) _____

Personal Days: (days) _____