



**Request for Proposals for the Re-Tooling of
The Association of Fish & Wildlife Agencies' Strategic Plan (2020 – 2022)**

INTRODUCTION

Summary

The Association of Fish and Wildlife Agencies (Association) is soliciting proposals from consultants and organizations to facilitate the development of its next strategic plan. This project will result in the creation of a new strategic plan based upon the Association's current strategic plan. The term of the new plan is expected to be three or five years (to be decided).

Closing Date

Proposals must be received by the point of contact designated below no later than 5:00 pm ET on November 15, 2019.

Questions

Questions about the project will be accepted through 5:00 PM ET November 7, 2019. Questions must be emailed to jlord@fishwildlife.org. All questions and answers to questions will be posted on the request for proposals (RFP) website (<https://www.fishwildlife.org/2020strategicplan>) by 5:00 PM ET November 11, 2019 for all applicants to see.

Point of Contact

The designated contact for this RFP is:

John Lord
Chief Operating Officer
Association of Fish and Wildlife Agencies
1100 First Street, NE, Suite 825
Washington, DC 20002
Phone: (202) 838-3460
Email: jlord@fishwildlife.org

Award of Contract

The successful contractor will enter into an independent contractor agreement with the Association. The contract for the agreement will be provided by the Association.

Budget

The Association has a budget cap of \$40,000 for this project, including the consultant's fees and all expenses. Proposals will be evaluated in part on creative, efficient ways to manage at or below this budget cap.

GENERAL PROPOSAL REQUIREMENTS

Term of the Project

The term of the proposed work will be from the date of the signing of the contract through September 30, 2020 unless otherwise indicated at the time of contract award or in later negotiations.

Contractor Responsibilities

The selected contractor shall be responsible for all products and services identified in this RFP and required in the final contract. The use of subcontractors will not be allowed.

Background Materials

More information about the Association can be found on its website: www.fishwildlife.org.

A link to the Association's current strategic plan can be found at:
<https://www.fishwildlife.org/landing/strategic-plan>.

Additional resources and background information can be found at the following web page:
www.fishwildlife.org/2020strategicplan.

Proposal Contents

See ATTACHMENTS A-D. Please provide the requested information in the format described there.

Proposal Submission

The applicant shall submit a proposal by 5:00PM ET November 15, 2019 to the contact designated above. Please indicate "Proposal – AFWA Strategic Planning" in the subject line of the email - submission in PDF format is preferred.

Incurred Expenses

Neither the Association nor its members shall be responsible for any expenses incurred by an applicant in preparing and submitting a proposal. The proposal should be prepared simply and economically, providing a straightforward, concise delineation of the applicant's plan and ability to satisfy the requirements of this RFP.

Confidentiality and Liability

Confidential information includes all Association-furnished documentation, information, reports, and conversations with Association directors, officers, members and employees. Contractor will not voluntarily sell, transfer, publish, disclose, display, or otherwise make available to any third persons such confidential information without express written consent of the Association.

Ownership

All intellectual property produced by the contractor, including the draft strategic plan and any preliminary work product, will become the sole property of the Association. All information provided by the Association shall remain the sole property of the Association.

Amendment or Cancellation of the RFP

The Association reserves the right to amend this RFP or to cancel the project at any time before the contract is awarded.

SPECIAL NOTE

This a fast track process requiring the development of an updated strategic plan in under 10 months. The consultant will be expected to begin work promptly after being awarded the project and, in partnership with the Association's Chief Operating Officer, use considerable leadership initiative to keep the process moving forward and provide the specified deliverables by the following fixed meeting dates in the Association's calendar:

- December 9-10, 2019 Association's Executive Committee (ExCom) Meeting, Washington, DC
- March 8-13, 2020 North American Wildlife and Natural Resources Conference, Omaha, NE
- May (TBD), 2020 Canadian Wildlife Directors Committee Meeting, Whitehorse, Yukon Territory, CAN
- September 13-16, 2020 Association's Annual Meeting, Sacramento, CA

ASSOCIATION HISTORY AND BACKGROUND

The Association represents North America's fish and wildlife agencies to advance sound, science-based management and conservation of fish and wildlife and their habitats in the public interest.

The Association represents its state agency members on Capitol Hill and before the Administration to advance favorable fish and wildlife conservation policy and funding and works to ensure that all entities work collaboratively on the most important issues. The Association also provides member agencies with coordination services on cross-cutting as well as species-based programs that range from birds, fish habitat and energy development and climate change, state wildlife action plans, conservation education, leadership training and international relations.

Working together, the Association's member agencies are ensuring that North American fish and wildlife management has a clear and collective voice.

The Association uses its strategic plan internally to guide management decisions including budgeting, resource allocation and prioritization of work. The plan is also used externally to promote, market and communicate the mission of the Association and its members.

All 50 US States, 13 Canadian provinces, five territories and the District of Columbia are members of the Association. While the Association's legislative and advocacy efforts are primarily focused on legislators and regulators in the United States, the Association also plays a role in developing positions on issues related to international treaties and coordinating policy, programs and funding related to its Canadian members.

The Association has several levels of membership. For the purpose of this project it is best to think of three main membership types: State Fish and Wildlife Agencies; Canadian Provinces;

and Others (Federal Partners, NGOs, academic institutions, US Territories, District of Columbia).

The Association's role is to advocate for sound policies and funding which will enhance its members' ability to fulfill their primary trust responsibility for wildlife management in North America. Given the diversity of issues and perspectives among its members the Association's culture places a heavy emphasis on consensus-based decision making.

The Association is managed by a Board of Directors (the Executive Committee or "ExCom") consisting of the Directors of 17 member agencies. This Executive Committee consists of a President, Vice President, Past President, Chair, Vice Chair, Secretary and Treasurer, six members and five ex officio members representing each of the four regional associations and Canadian Provinces and Territories.

The Association has a staff of 30 professionals primarily located in Washington, DC. This staff is managed by an Executive Director, Ron Regan. The AFWA Management Team is a team of seven senior staff members who work closely with the Executive Director on key management issues.

Much of the Association's work is performed through its committees. Because one of the deliverables in the project consists of creating a remote survey platform to solicit input and feedback from committee members, it is suggested that applicants familiarize themselves with Association's committee structure: <https://www.fishwildlife.org/afwa-acts/afwa-committees>.

REQUIREMENTS

General

Applicants shall document in their proposals all procedures that they intend to use in creating the products and deliverables described below. They should also provide information concerning timelines for workflow, needs and necessity for collaboration with the Association, and descriptions of any assumptions being made relevant for successfully completing this effort within the milestones and requirements provided below.

One Point of AFWA Contact and Contractor Contact

This RFP requests proposals for collection and analysis of information, preparation of documents, and meeting facilitation and consensus-building support involving individuals and groups associated with the Association. Oversight duties for these tasks are the responsibility of the Association's Chief Operating Officer. Therefore, the contractor will collaborate through agreements with the Association Chief Operating Officer to access internal Association staff and Members and coordinate outreach to any external parties needed to complete this project. The contractor will also work with the Chief Operating Officer to identify any decisions that must be made by the Association to support this contract, and for workflow monitoring and adjustments to stay on schedule. The selected contractor is expected to appoint a similar single point of contact for his/her firm.

Contemplated Staff Resources for this Contract

Drafting Team: This is to be a two-person team consisting of John Lord, AFWA Chief Operating Officer and a lead staff person from the consultant's firm. This team will handle the bulk of the writing and make the interim project management decisions.

Writing Teams: These are to be a cross-section of senior Association staff and the Association's Executive Committee members. These teams will be the focal point for development of material in drafting the plan and will provide a sounding board for internal reviews before presenting to the Association's executives. These teams will also function as adjunct writers to process discrete and small assignments on behalf of the Drafting Team, and to perform small research tasks in support of plan development.

Timeframe

Work Commencement: The project begins immediately upon execution of a contract by both parties, no later than November 21, 2019.

Work Closure: Approval of the Plan will be formalized by the Association's membership at their annual meeting in Sacramento, CA, on September 16, 2020. All deliverables in this proposal must be completed on time to support this decision date using the timeline laid out in the following section, *product and deliverables* or by agreement with the Association; excepting any minor coordination, document tweaking, file sharing, etc. that may arise from the September 16 decision meeting which can extend until contract closure on September 30, 2020.

MAIN PRODUCTS AND DELIVERABLES

The consultant will be required to produce the following deliverables. Suggested activities are noted, but the Association is open to alternative methods the consultant may propose to create the deliverables. The consultant may recommend in their proposal additional deliverables or creative ways to combine deliverables to provide a complete draft plan by the September decision date and to manage costs.

We do not see this strategic planning process as a complete revision from the existing Association Plan. In broad terms, we view the deviations from the existing Plan components to be:

- Mission statement – minor adjustment
- Vision statement – minor adjustment
- Goals – moderate adjustment
- Core Values statement – New creation; but we expect this to be a moderate work effort since we see the first draft being created by combining and revising two existing sets of core values statements
- Initiatives and Strategic Objectives – major adjustment and consolidation into one list to be named "Objectives"

PROCESS NOTES

Consensus Decision Making

While we do not see the plan revisions as especially substantial, the consultant should be aware that the consensus decision making process used by the Association means that the review and

ratification processes needed for this plan are complex. The Association has many Members, usually Directors of fish and wildlife agencies. This means that ample opportunity for Member review and input on Association policy is required. Thus, the consultant will need to perform three key roles in this planning: plan development and writing, facilitation of input and decision making, and mediating differences of opinion to arrive at agreement.

Writing

The vast majority of the assigned writing tasks will be completed by a two-person 'Drafting Team' consisting of the consultant and John Lord, the Association's Chief Operating Officer, representing the Association's Senior Management and Staff. The consultant is expected to take the lead doing most of the initial writing, but the Chief Operating Officer will do some of the writing (15% -35%, approximately). This Drafting Team will be assisted by 'Writing Teams' of senior staff and Executive Committee members who will be available to assist in making decisions on content to include in the drafts of the plan and for adjunct writing and research assignments in support of the Drafting Team. The consultant will also be responsible for meeting facilitation, soliciting inputs, consensus building, and any other closure work needed to arrive at group decisions to produce the deliverables.

PROJECT OVERVIEW

Because the project timeline is tight and there is a complex array of overlapping writing and review activities, below is an overview of the entire project as we conceive it. The DELIVERABLES AND SUGGESTED ACTIVITIES section of this RFP is derived from this overview.

AFWA 2020 Strategic Planning Timeline			PLANNING SEGMENTS D = "Deliverable"		
AFWA EVENT	Deliverable Dates	Deliverables	First Four Segment	Objectives Segment	Consolidated Draft Segment
		RFP	Writing Teams Drafting Assignments in Process Now		
	Nov 25 2019	Contract			
	Nov 29 2019		D1 Workplan		
	Dec 5 2019		D2 First Draft		
ExCom, USFWS Washington, DC	Dec 9-10, 2019		ExCom Review		
	Jan 6 2020		D3 Re-Draft of D2	D5a-D5b Writing Teams Drafting Assignments	
	Feb 17 2020			D5a-D5b First Draft Complete	
				You are Creating two products, D5a and D5b, for use in D6	
North American Omaha, NE	Mar 8 -13 2020		D4 Member Decision on D3	D6 Member Review, In-Person, using D5a And Committees Review, Remotely, using D5b Informal Reporting	
	Apr 27 2020	Updates at Regional Meetings by President Kelly			D7 First Draft (Roll-up)
	May 25-29 2020				D8 Canadian Member Review of D7
	July TBD				D9 ExComm Review, In-Person or Remotely, using D8, and Re-Draft Based on this ExCom review
	Aug 15 2020				
AFWA Annual Meeting Sacramento, CA	Sept 13-19 2020				D10 Member Review, In-Person, using D9, with consultant assistance; then Adopt at Sep. 19 Business Meeting without consultant assistance
Writing Teams Staff / ExCom		Consultant Deliverable		AFWA Leadership	

DELIVERABLES AND SUGGESTED ACTIVITIES

1. Deliverable 1: Final Workplan. Completion Date: Within two weeks after contract signing. Suggested Activities:
 - 1.1. Create a Gantt chart or other task scheduling tool to implement the phases of this project.
 - 1.2. Meet with Association senior staff either in person or remotely to review and edit 1.1.
 - 1.3. Facilitate 1.2 to arrive at an agreement for a workplan.
 - 1.4. Document the results of 1.3 for approval by the Association as the project work plan.
2. Deliverable 2: Draft Mission, Vision, Goals, and Core Values Statements (i.e., the 'First Four' plan components). Completion Date: December 5, 2019. Suggested Activities:
 - 2.1. Facilitate an input (in-person or remote) process with the Writing Teams to finalize a first draft of the First Four; including designing a meeting management process and agenda, moderating the group process, and, especially, mediating differences of opinion into a consensus or other way forward to the next part of the planning process. The Writing Teams have been given the assignment to create a rough draft of the First Four for the consultant to start with at the time of contract signing.
 - 2.2. Facilitate a meeting or remote process of the Writing Teams to finalize the rough draft of First Four. Then document the results from this input using the Drafting Team to convert the rough drafts into a written 'first draft' of the First Four.
 - 2.3. Note to consultant: the *a priori* decisions affecting your involvement are:
 - 2.3.1. Only minor modifications to the Mission and Vision statements are needed.
 - 2.3.2. The Goals statements need to be refined from the list in the current plan, not wholesale replacement. We expect this to be a process to review and modify goals that are still appropriate, deletion of goals that are no longer appropriate, and addition of needed new goals.
 - 2.3.3. A Core Values statement is not present in the existing plan and needs to be created; however, we see that a first draft can be easily created by combining and / or revising the Core Values statement from the Western Association of Fish and Wildlife Agencies Strategic Plan with the existing Core Values statements of the Association staff. The focus of these values should be around the Association as an organization, not around the profession of wildlife management *per se*.
 - 2.3.4. The Writing Teams will deliver rough drafts of these sections of the plan for the consultant to use as a starting point.
3. Deliverable 3: Executive Committee Review and re-draft of the First Four. Completion Date: January 6, 2020. Suggested Activities:

- 3.1. Facilitate an in-person meeting in Washington, D.C. of the Association's Executive Committee to review the First Four; including designing a meeting management process and agenda, moderating the group process, and, especially, mediating differences of opinion into a consensus or other way forward to the next part of the planning process. This meeting is scheduled for December 9-10, 2019. The length of the meeting is to be decided but is expected to be from 2 – 4 hours.
- 3.2. Re-draft First Four based on the results of 3.1.
4. Deliverable 4: Association Member Review of the First Four. Completion Date: March 20, 2020. Suggested Activities:
 - 4.1. Facilitate an in-person meeting at the North American Wildlife and Natural Resources Conference in Omaha, NE of Association Members to review and comment on First Four; including designing a meeting management process and agenda, moderating the group process, and, especially, mediating differences of opinion into a consensus or other way forward to the next part of the planning process. This meeting is scheduled for March 8-13, 2020 and will be combined with 6.1, below, in the same meeting.
 - 4.2. Re-draft of the First Four based on the results of 4.1 using the Drafting Team.
5. Deliverable 5: Drafting of AFWA Strategic Plan Objectives. Completion Date: February 17, 2020. Suggested Activities:
 - 5.1. Note to consultant: This work is to commence after completing Deliverable 3, thus its start will be concurrent with the creation of Deliverable 4. We acknowledge that this timing has the risk of creating some inefficiencies if the provisionally approved Goals coming out of 4.1 change significantly, but this timing is necessary to meet fixed date milestones in the Association's meeting schedule.
 - 5.2. Note to consultant: The "Strategic Outcomes" and "Performance Measures" in the current strategic plan will be left out of the new strategic plan that you are being asked to develop under this contract. Creation of new outcomes and Performance Measures will take place outside of the scope of this RFP after adoption of the final Association strategic plan developed under this contract.
 - 5.3. Facilitate Writing Team review and revision of the current plan's "Initiative" and "Strategic Objectives" into a single list of Objectives appropriate for the Goals from 4.2. This can be remote and/or in-person. We anticipate that this will be a process of deleting, combining, and, modifying existing material along with adding new Objectives.
 - 5.4. Re-draft of the results from 5.3 using the Drafting Team.
 - 5.5. Facilitate Executive Committee review and comment on 5.4 using Internet collaboration technology.

5.6.Re-draft the results from 5.5 using the Drafting Team creating two products to be used in Deliverable 6:

First Product - Provide camera-ready PDF and the parent Microsoft Word files of the draft objectives suitable to copy and include in the Members' briefing books by the February 17 deadline for mailing out to Members prior to the meeting described in 6.1. This product is labeled D5a in the PROJECT OVERVIEW chart, above.

Second Product - Create and administer an Internet-based review process of the draft Objectives by Association Committees for use in 6.2. This product is labeled D5b in the PROJECT OVERVIEW chart, above.

6. Deliverable 6: Facilitate Two Reviews and Create a Revision of the draft Objectives. Completion Date: April 22, 2020. Suggested Activities:
 - 6.1. Members' Review: Facilitate an in-person meeting in Omaha, NE of the Association Members to review and comment on the draft Objectives; including designing a meeting management process and agenda and moderating the group process. This meeting is to collect input, not mediate a decision by the Members. This meeting will occur at the same event as 4.1 (scheduled for March 8-13, 2020).
 - 6.2. Association Committees' Review: Use the Internet-based input mechanism created in 5.6 (I.e., the "Second Product") to collect input from the Association Committees on the draft Objectives.
 - 6.3. Provide a compilation of the results of these inputs suitable for use in Deliverable 7. This documentation does not have to be a formal report. It can be a collection of concise and organized notes suitable for the intended use and in a Word file suitable for archiving by the Association.
7. Deliverable 7: Consolidated First Draft. Completion Date: April 27, 2020. Suggested Activities:
 - 7.1. Write via the Drafting Team the first draft of the full AFWA Strategic Plan using the prior drafts of the First Four and Objectives sections developed above.
 - 7.2. Facilitate Writing Team review using an in-person or remote process.
 - 7.3. Re-draft the full Plan via the Drafting Team incorporating the results of 7.2.
8. Deliverable 8: Canadian Members' Review. Completion Date: May 30, 2020. Suggested Activities. Note that we are sending the Association's Executive Committee and senior staff to make the presentation at this meeting and collect notes on input from our Canadian members. This is not a decision-making meeting and we expect the input to be general instead of strategic-plan specific. Therefore, the attendance of the consultant is not needed at this meeting. Association senior staff at this meeting will compile the results of this consultation for use by the Drafting Team in 8.1.

- 8.1.Re-draft the full Plan via the Drafting Team incorporating any input from Canadian Wildlife Director Committee meeting.
9. Deliverable 9: Final Draft. Completion Date: August 15, 2020. Suggested Activities:
- 9.1.Facilitate an in-person, July 2020 Executive Committee retreat (date and location to be set) including designing a meeting management process and agenda, moderating the group process, and, especially, mediating differences of opinion to create final, consensus content for the ExCom’s recommended final draft of the full Plan.
- 9.2.Re-draft the Plan based on 9.1 via the Drafting Team to create the ExCom’s recommendation to the full Association Membership.
10. Deliverable 10: Facilitate Pre-Adoption Approval Conference of Association Members. Completion Date: Between September 13-15, 2020. Suggested Activity:
- 10.1. Facilitate an in-person, September meeting of Members attending the Association’s Annual Meeting in Sacramento, CA (date to be set) including designing a meeting management process and agenda, moderating the group process, and, especially, mediating differences to create a final, consensus draft Strategic Plan suitable for formal adoption on September 16.

PROVISION OF PROJECT SUPPORTS

The Association to provide:

- Meeting facilities.
- Meeting management supplies and projection equipment for in-person meetings.
- Mailing lists.
- Access to any needed Association staff, documents, files, and other association resources needed by the consultant that may be provided consistent with the Association’s needs to preserve confidentiality of information.

Consultant to provide

- Internet polling, survey, or other asynchronous and/or Internet tools for soliciting and synthesizing remote input and document revision as envisioned in this scope of work or recommended by the consultant.

Contractor’s Qualifications

For the personnel you assign to this work, please complete ATTACHMENT C providing concise descriptions of their experience with strategic planning, facilitating meetings of government executives, mediating disputes, and experience with similar projects.

For your firm, please complete ATTACHMENT D providing a narrative of other information you think will help us understand the fit of your organization to our need.

Cost Estimates

The applicant shall provide cost estimates for all requirements and components as set forth in this RFP. All costs must be itemized by deliverable and shown in the budget outline you provide in ATTACHMENT A.

The Association reserves the right to negotiate with potential vendors for cost adjustments concerning proposed items that might be eliminated from this project. For example, if the potential vendor proposes a solution at a high cost and the Association seeks a modified solution at lower cost, then through negotiations with the potential vendor costs and specifications may be adjusted (if mutually agreed) before the proposal is evaluated and scored.

Equal Opportunity Statement

The Association is an equal opportunity procurer and makes procurement decisions based on merit, qualifications, abilities and business needs, not with regard to race, color, religion, gender, gender identity, sexual orientation, national origin, age, disability, marital status, military status or any other category protected by applicable federal, state and local laws. The Association is likewise committed to complying with the Americans with Disabilities Act of 1990 and its related Section 504 of the Rehabilitation Act of 1973, as well as the prohibition on disability discrimination in the D.C. Human Rights Act. Throughout the period of performance, the contractor shall also comply with the D.C. Human Rights Act and all federal laws relating to equal employment opportunities and accommodations for disabilities.

Plan for meeting RFP Requirements

The applicant shall present the written narrative and tabular information requested in ATTACHMENTS A-D. In those pages, please explain how you propose to do the work, your firm and personnel's qualifications to perform the work, and your method of working in partnership with AFWA staff to create a smooth and efficient workflow. As we have stressed, meeting our fixed deadlines is prominent, so speak to this requirement as well.

Clarification of Requirements

Questions regarding specifications, requirements, competitive procurement process, etc., should be directed to John Lord, jlord@fishwildlife.org.

Questions specific to the RFP and its specifications must be submitted to jlord@fishwildlife.org by 5:00 PM, November 7, 2019.

The Association reserves the right to contact any or all applicants to request follow-up information or to re-bid the proposal during the Association's proposal review and selection process.

A definitive agreement to carry-out the terms specified in this RFP will be entered into between the successful applicant (or their designee) and the Association.

PROPOSAL EVALUATION AND SCORING CRITERIA

A team of individuals designated by the Association will evaluate proposals submitted in response to this RFP. The proposal evaluation team has substantial experience in the design and implementation of the Association's decision making process and with the creation of previous strategic plans and will use this expertise to score proposals.

Scoring Protocol

1. After determining that a proposal satisfies the Requirements stated in this RFP, each proposal will be evaluated and scored by the evaluation team using the following criteria:

- 1.1.1 Cost..... 25%
- 1.1.2 Experience with strategic planning, facilitation, mediating disputes, and experience with similar projects 25%
- 1.1.3 Proposed Method of Performance..... 50%
- 1.2 The Association reserves the right to consider historic information and facts, whether gained from the applicant's proposal, question and answer conferences, references, or any other source, in the evaluation process.
- 1.3 The applicant is cautioned that it is the applicant's sole responsibility to submit information related to the evaluation categories and that the Association is under no obligation to solicit such information if it is not included with the applicant's quotation. Failure of the applicant to submit such information may cause an adverse impact on the evaluation of the applicant's quotation.
- 1.4 The proposal evaluation team reserves the right to contact any or all applicants with questions to clarify information in specific or all proposals.

SATISFACTION OF PERFORMANCE AND DISPUTE RESOLUTION

The Association reserves the right to judge if work performed satisfies the terms of the signed contract.

SUBMITTAL OF GRANT PROPOSAL

Format: Applicants should use the format as outlined in Attachments A, B, C, and D and pdf files preferred for attachments to e-mails.

Submittal: Proposals must be submitted to John Lord, Chief Operating Officer by 5:00 PM ET, November 15, 2019. Send e-mail responses to jlord@fishwildlife.org.

ATTACHMENT A

WORK ACTIVITIES, BUDGET OUTLINE AND PRICE EXPLANATIONS

Please complete the table below with your expected methods for creating each deliverable, the price for each deliverable, and, optionally, any explanatory detail to help us understand your reasoning for the prices quoted. It is acceptable to use the Suggested Activities in this RFP but you are not constrained to these if you wish to propose a solution you think will work better. Multiple page submission is acceptable for this attachment and landscape orientation for these pages is acceptable.

Deliverable	Succinct Description of the Proposed Methods	Price	Explanatory remarks, If Any
Deliverable 1: Final Workplan			
Deliverable 2: Draft Mission, Vision, Goals, and Core Values (the 'First Four')			
Deliverable 3: Executive Committee Review of the First Four			
Deliverable 4: AFWA Member Review of the First Four			
Deliverable 5: Drafting of AFWA Strategic Plan Objectives			
Deliverable 6: Facilitate Two Reviews and Create a Revision of the Draft			
Deliverable 7: Consolidated First Draft			
Deliverable 8: Canadian Members' Review			
Deliverable 9: Final Draft			
Deliverable 10: Facilitate Pre-Adoption Approval Conference of AFWA Members			

ATTACHMENT B
BRIEF EXPLANATORY NARRATIVES FOR EACH DELIVERABLE

Please provide additional narrative explanations to accompany the brief descriptions included in ATTACHMENT A. Multiple page submission is acceptable for this attachment, but we encourage you to continue to be succinctly descriptive speaking directly to what you propose doing in the segment, not reviewing resume, company, or other material that is not directly relevant to producing the deliverables.

Deliverable 1: Final Workplan

Deliverable 2: Draft Mission, Vision, Goals, and Core Values Statements (i.e., the ‘First Four’ plan components

Deliverable 3: Executive Committee Review of the First Four

Deliverable 4: AFWA Member Review of the First Four

Deliverable 5: Drafting of AFWA Strategic Plan Objectives

Deliverable 6: Facilitate Two Reviews and Create a Revision of the Draft

Deliverable 7: Consolidated First Draft

Deliverable 8: Canadian Members’ Review

Deliverable 9: Final Draft

Deliverable 10: Facilitate Pre-Adoption Approval Conference of AFWA Members

ATTACHMENT C
QUALIFICATIONS OF YOUR FIRM AND KEY PERSONNEL

Using the inquiries below, please provide work history statements for your firm (one page) and for each of the personnel (one page each) you will explicitly assign to this project (not all the personnel in your firm). If more than one person will be involved in this project, please specify the role that each person will play.

Name

- Experience creating Strategic Planning. Experiences facilitating plans for natural resource, conservation focused organizations are preferred.
- Experience facilitating meetings of government executives.
- Experience mediating disputes.
- Experience with similar projects.
- Role in this project.

ATTACHMENT D
CLOSING SUMMARY STATEMENT (OPTIONAL)

Please provide an optional, one-page summary of additional information about your firm, personnel, or proposal that you think will help us evaluate your offering. Again, we are looking for narratives that speak directly to production of our specified deliverables ahead of general information about your firm. If you think we have missed an important deliverable, task, or opportunity for innovation, this is the place to bring that to our attention. In short, tells us why and how your firm and your proposal is a good fit for our specific purpose or how our proposal can be improved with your ideas.