



Request for Proposals

**RBFF-12-C-243
STRATEGIC PLANNING FACILITATOR 2012**

Request to hire a professional consultant to facilitate, plan and report on a 3-day strategic planning session with members of the RBFF Board of Directors June 20-22, 2012 that will provide the foundation for the development of a 3-year strategic plan for RBFF.

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Attachments:

- A. Proposal Cover Page
- B. Previous Strategic Plan

**Recreational Boating and Fishing Foundation
Request for Proposals**

I. REQUEST FOR PROPOSALS

This request for proposals is to hire a professional consultant to facilitate a 3-day strategic planning session with members of the RBFF Board of Directors June 20-22, 2012 that will provide the foundation for the development of a 3-year strategic plan for RBFF.

II. SOLICITATION

Name/Address of Issuer:

Frank Peterson
President & CEO
Recreational Boating and Fishing Foundation
500 Montgomery Street, Suite 300
Alexandria, VA 22314
Phone: 703/778-5157
Fax: 703/519-9565
Email: fpeterson@rbff.org

Please contact Mr. Peterson with any questions you may have regarding this RFP.

Date of Issuance: February 1, 2012

Closing Date and Time: February 17, 2012 @ 5:00 pm Eastern Time

III. BACKGROUND

RBFF is an independent, not-for-profit 501(c)(3) organization. Our organizational mission is to implement an informed, consensus-based national outreach strategy that will increase participation in recreational fishing and boating and thereby increase public awareness and appreciation of the need for protecting, conserving, and restoring this nation's aquatic resources.

In recent years a shared concern has emerged in the fishing, boating and conservation communities. Participation in recreational fishing and boating is changing, and in some cases declining. Projections of demographic trends indicating that in the next 25 years significant population growth will only be occurring among groups who have not traditionally been as involved with boating and fishing. This portends obvious economic impacts in both private and public sectors, with additional considerations in the areas of resource stewardship.

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RBFF's mission is to maintain and increase participation among those groups where fishing and boating have always played an important role in their lives, while diversifying to include new segments.

RBFF's funding is administered through the U.S. Fish and Wildlife Service (the "Agency") pursuant to a cooperative agreement between the Agency and RBFF. The original source of the funds, the Sport Fish Restoration and Boating Trust Fund, is comprised of excise taxes paid by manufacturers of fishing tackle and a consumer tax on motorboat fuel.

Stakeholders are vital to the success of RBFF. RBFF's mission can best - and arguably only - be accomplished through successful collaborating and partnering among stakeholders. In so doing RBFF intends to build ownership of its efforts, and outcomes, among a broad array of key stakeholder groups.

Stakeholder groups include:

- Fishing and boating industry, including manufacturers, distributors, wholesalers and retailers as well as service providers such as marinas, guides, etc.;
- State and federal natural resources agency personnel, including those involved with aquatic education, license sales and marketing, fisheries management, parks/access site management, communications and information management;
- State, federal and local law enforcement agencies with mandates in the boater safety, access and education arenas;
- Tourism agencies, parks and recreation agencies, convention and visitor bureaus and businesses relying on aquatic resource-based recreation;
- Outdoor and environmental educators;
- Recreation providers, youth and family advocacy and service organizations;
- Non-governmental advocacy or public interest groups such as:
 - Conservation organizations
 - Fishing and boating organizations
 - Safety organizations
 - Media and outdoor communications groups

RBFF is governed by a 25-member Board of Directors representing the various stakeholder groups listed above. We actively involve stakeholders in the development and implementation of our programs via several volunteer task forces and advisory groups.

For more information about RBFF, please visit our organizational website at www.rbff.org.

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IV. PROJECT NEED

In October 2009, RBFF board and staff met to develop the strategic plan for the next three fiscal years (FY11-FY13). (See Attachment B)

The staff has implemented the plan and as we move into FY 13, results have never been better. Key metrics are being achieved, and the consensus is that the organization is heading in the right direction in meeting organization objectives. However, issues still remain regarding changing demographics, boating and fishing access issues, a regulatory climate that is not always friendly to consumers, and economy, funding and staffing constraints. We feel another planning session would be beneficial to ensure our current strategies will further the success of RBFF's organizational efforts as well as identify new strategies to target new consumer segments and long-term sustainability.

V. PROJECT SCOPE

Part 1: Preparation for the Strategic Planning

- Prepare a business review, including a SWOT analysis to encompass RBFF's current strategies and programmatic activities.

Business Review Input:

- Include interviews with RBFF staff, board members and key stakeholders (to be identified)
 - Previous strategic plan (Attachment B)
 - RBFF Consumer Segmentation (to be provided upon award of contract)
 - Third-party data to supplement in-house sources (trending information, economic insights, etc.)
 - Others to be defined
- Through interviews and development of business review, develop clear objectives, 2-3 focus areas and possible outcomes for planning sessions.
- Develop an agenda and meeting flow to include breakout sessions (structure, outcomes, etc.) and other necessary exercises to facilitate discussion and decision making.
- Develop and distribute pre-work exercises to participants.

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Part 2: Session Facilitation

- Present the agenda and get alignment and buy-in.
- Facilitate the meeting.
 - Better unify the group - seek collaborative and unified thinking.
 - Develop a consensus on mission and strategic direction.
- Note taking and collection of meeting inputs and takeaways.

Part 3: Reporting

- Produce a report of the discussions and outcomes of the session to form the foundation for staff and Contractor to complete a solid, well-developed 3-year strategic plan with clear and understandable goals, objectives, performance measures, targets, and tactics that is both shared and supported by the members of the Board and the RBFF staff and that sets the stage for moving forward with a common rationale and decision-making base.

VI. CONTRACTOR QUALIFICATIONS

Contractor must demonstrate high levels of expertise in the following areas:

- 1) Strategic consulting and meeting facilitation. Provide a brief summary that details your experience driven by a complex business problem that required not only consulting expertise but also the ability to help the client in applying what was learned.
- 2) Industry Experience. Describe experience in the recreational boating or fishing industry or similar industries such as outdoor sports, recreation, etc.
- 3) Working within a multi-disciplinary team to get the job done. Contractor will work with RBFF board and task force members, marketing agency, RBFF senior managers, etc.
- 4) Demonstrating ability to meet tight deadlines and produce deliverables according to timeline.
- 5) Contractor must be able to measure the success of this session both quantitatively and qualitatively. Evaluation must be done not only in terms of input, but output and impact.
- 6) In house capability. Describe any in house capabilities that would have a direct impact on quality. Indicate in your proposal if any portion of the project will be subcontracted and describe the subcontractor relationship.

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VII. DELIVERABLES AND TIMELINE

The following deadlines apply to this request for proposals:

Issue RFP:	February 1, 2012
Proposal Due Date:	February 17, 2012 @ 5:00 p.m. Eastern Time
Final decision and vendor notification:	February 24, 2012
Contractor begins work:	March 1, 2012
SWOT analysis and Business Review:	April 2, 2012
Pre-work to Strategic Planning Session Attendees:	May 1, 2012
Strategic Plan:	August 15, 2012

VIII. PROPOSAL REQUIREMENTS

At a minimum, the proposal should include the following elements:

1. Completed Proposal Cover Page.
2. Description of how your corporation/organization/team fulfills the “Contractors Qualifications” outlined in Section VI. Examples of previous work that is similar to the work required here are requested.
3. Include a list of clients for whom you have performed similar work within the last two years. Please provide 3 client references that RBFF may contact.
4. Background on your corporation/organization/team, including history, staff size and experience, and other relevant information. If subcontracting is required, indicate whether you intend to subcontract with small businesses, minority-owned firms, and women’s business enterprises.

Applicants must submit proposal in hard copy (five copies) and one electronic copy. Proposals should be prepared simply, providing a straightforward, concise description of the Contractor’s ability to meet the requirements of the RFP.

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The electronic copy must be received by **Friday, February 17, 2012 at 5:00 p.m. ET** for consideration. Printed copies must be postmarked no later than **Friday, February 17, 2012**. Late proposals will not be accepted.

IX. EVALUATION FACTORS FOR AWARD

Basis for Award

The award will be made to the applicant that conforms to the RFP's requirements and is judged to represent the best value to RBFF. Best value is defined as the proposal that presents the best overall value to RBFF, cost and other factors considered, and which presents the most advantageous offer. Such offer may not necessarily be the proposal offering the lowest cost or receiving the highest technical rating.

Evaluation Criteria

Applicants are cautioned that this is a best-value procurement and that best-value concepts apply to this solicitation. In making its best-value determination, RBFF may award a contract resulting from this solicitation to the responsible applicant whose offer conforming to the solicitation will be the most advantageous to RBFF, price and other factors considered. RBFF shall give due consideration, as appropriate, to the overall merits of the proposal (including the relative advantages and disadvantages to RBFF), the experience of the Contractor, the cost of the proposal, and the needs of RBFF. Preference, to the extent practicable and economically feasible, shall be given for products and services that conserve natural resources and protect the environment and are energy efficient.

Applicants are cautioned that discussions may not be held and that RBFF may award the contract solely on the initial proposals. Accordingly, applicants should put forth their best efforts in their initial submission. However, RBFF reserves the right to conduct discussions if later determined by RBFF to be necessary. RBFF may reject any or all offers if such action is in the best interest of RBFF; accept other than the lowest offer; and waive informalities and minor irregularities in offers received.

X. SPECIAL REQUIREMENTS

Federally Imposed Obligations

RBFF has entered into a cooperative agreement with the U.S. Fish & Wildlife Service, the general provisions of which are the Administrative and Audit Requirements and Cost Principles for Assistance Programs cited in 43 CFR, part

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12, which incorporate OMB Circulars A-110, A-122 and A-133 by reference. Inspection, acceptance and procurement are governed by these requirements and principles. The successful applicant will be required to assume all applicable pass-through obligations imposed by the cooperative agreement, such as compliance with federal equal employment opportunity requirements and debarment and suspension certifications.

Accounting Records

All accounting records of the successful applicant relating to its performance under this award shall be kept in a manner that is consistent with generally accepted accounting principles as well as any applicable provisions of OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations" and OMB Circular A-122, "Cost Principles for Nonprofit Organizations," and 48 CFR part 31, "Contract Cost Principles and Procedures." Upon reasonable notice to Contractor, RBFF, the U.S. Fish & Wildlife Service, the Comptroller General of the United States, and any of their duly authorized representatives shall have access to any books, documents, papers and records of Contractor that are pertinent to this award and have the right to audit and copy such materials during the term of this award and for a period of three (3) years after its termination or expiration.

Applicant Reimbursement and Compensation Policy

RBFF will not reimburse or compensate applicants for any time, fees and costs incurred while developing their proposals. Additionally, if an applicant is asked to present its proposal in person, RBFF will not reimburse or compensate the applicant for any fees related to the presentation, including but not limited to staff time, travel and out-of-pocket costs. RBFF will not compensate any applicant for time or fees incurred while negotiating a contract.

Ownership of Work Product

- A) The successful applicant will be required to acknowledge that it has been ordered or commissioned to create or prepare a work consisting of the work effort and work product set forth herein and agree that this work is a "work made for hire," and that the applicant shall have no rights to title or interest in and to the work, including the entire copyright in the work or all rights associated with the copyright. The applicant will further be required to agree that to the extent the work is not a "work made for hire," the applicant will assign to RBFF ownership of all right, title and interest in and to work, including ownership of the entire copyright in the work and all rights associated with the copyright, and will execute all

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papers necessary for RBFF to perfect its ownership of the entire copyright in the work. The applicant will not have rights to or permission to use the work without the prior written permission of RBFF.

- B) By responding to this RFP, the applicant acknowledges and agrees that all deliverable documentation under this RFP (and subsequent contract) will be transferred to the U.S. Government in accordance with RBFF's government contract. If the applicant intends to submit a notice of limited rights in technical data regarding any delivered technical data to RBFF, the notice shall include sufficient information to enable RBFF to identify and evaluate the applicant's assertions.

Original Work

The successful applicant will be required to represent and warrant that the work the applicant creates or prepares for RBFF will be original, will not infringe upon the rights of any third party, and will not have been previously assigned, licensed or otherwise encumbered.

Public Releases

Except as required by law or regulation, no news release, public announcement or advertising material concerning any subsequent contract awarded pursuant to this RFP shall be issued by any applicant without the prior written consent of RBFF; such consent shall not be unreasonably withheld.

Applicants are also directed to OMB Circular No. A-133, Audits of Non-Profits, in particular the Government's potential right to audit the Contractor's records under §§ .200 and .210 (OMB Circular No. A-133 is hereby incorporated by reference). A copy of OMB Circular A-133 is available from RBFF upon request, or can be downloaded from

<http://www.whitehouse.gov/omb/circulars/a133/a133.html>.

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**Attachment A
PROPOSAL COVER PAGE
RBFF-12-C-243**

(All applicants must submit this completed form with their proposal.)

RFP Number	
Company Name	
EIN or Social Security Number	
Contact Name & Title	
Mailing Address	
Telephone	
Facsimile	
E-mail address	
Website address	
Proposed cost	

STRATEGIC PLAN FY 2011-2013



RECREATIONAL
BOATING & FISHING
FOUNDATION

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EXECUTIVE SUMMARY

The following strategic plan builds on the Recreational Boating & Fishing Foundation's (RBFF) 10-year history and the Sport Fishing and Boating Partnership Council's original Strategic Plan for the National Outreach and Communication Program as required by the Sportfishing and Boating Safety Act of 1998.

The Council's original plan included the following five objectives:

1. Create a top-of-mind campaign to develop awareness, trial and continued participation.
2. Educate people as to how and where to boat and fish.
3. Target market segments and create messages which address each segment's specific needs.
4. Educate stakeholders on marketing, outreach and implementation of strategies to targeted user groups.
5. Make availability of and access to boating and fishing locations easy and simple.

With these objectives in mind, RBFF contracted with Afterburner Inc. to facilitate its efforts to create a collaborative strategic plan. Participants included the RBFF board of directors, RBFF staff, representatives of the USFWS and our ad agency Colle+McVoy. The following plan reflects the rapid pace of change, particularly in the area of information technology and world-wide web applications, and will likely be relevant for a three-year horizon.

Participants in the collaborative planning received training in the Afterburner Inc. proprietary strategic planning methodology via a web-based platform and provided individual input between July and September of 2009. The collaborative planning effort culminated in a two-day session in San Diego, California on October 25 and 26.

As a result of the process, the group, which began with an Organizational Imperative, developed a future picture and identified five strategic initiatives that will make RBFF's Future Picture a reality.

Organizational Imperative:

To implement an informed, consensus-based national outreach strategy that will increase participation in recreational angling and boating and, thereby, increase public awareness and appreciation of the need to protect, conserve and restore this nation's aquatic natural resources.

Future Picture:

The means of developing the clear, compelling and high resolution Future Picture is through the definition of 7 *Key Descriptors*. These descriptors provide a concise definition of how the future will look both internally and externally to RBFF.

7 Key Descriptors

1. **Brand:** The brand advocates and promotes the value of recreational boating and fishing to target audiences and stakeholders alike.
 - A. Take Me Fishing [TMF] is the #1 'go-to' resource for increasing participation in boating and fishing.
 - B. TMF provides economic value to endemic and non-endemic sponsors/partners.
 - C. The boating and fishing industries see TMF as a credible and valuable resource.
2. **Market Position:** Boating and fishing's resurgence has strengthened their position among the most popular recreational activities.
3. **Stakeholder Perception:**
 - A. RBFF is an impartial and effective place to collaborate with all stakeholders.
 - B. RBFF is critical to the long-term viability of recreational boating and fishing in the United States.
 - C. RBFF is the central source for stakeholders and the development of ideas for driving participation.
4. **Innovation:** RBFF uses innovative approaches to engage new and existing audiences and increase participation in recreational boating and fishing.
5. **Financial Position:** RBFF has secure and sustainable funding from both Federal and non-governmental sources to grow participation in boating and fishing.
6. **RBFF Culture:** RBFF is performance-based, data-driven, and reports results in an open and transparent manner.
7. **Workforce Philosophy:**
 - A. RBFF has a diverse workforce composed of professionals who are results-oriented and share a passion for our mission.
 - B. RBFF embraces and encourages creativity and inventive approaches to solve industry challenges.
 - C. Team results are recognized and rewarded.

Strategic Initiatives:

These strategic initiatives represent the greatest potential for RBFF to make a significant impact on participation. This shift will keep us strategically focused on the key influencers, and help us scan the current environment to identify the areas of best future growth.

- **Brand Execution and Market Segmentation** – RBFF identifies, communicates and documents growth with target market segments that represent the best potential for future growth of recreational boating and fishing.
- **Digital Communications** – RBFF delivers relevant education, access and conservation information via current and emerging digital platforms to increase participation in recreational boating and fishing.
- **State Agency Engagement** – RBFF and state fish and wildlife agencies are fully engaged partners in education and outreach programs to increase participation in recreational boating and fishing and conservation awareness.
- **Boating and Fishing Stakeholder Engagement** – Stakeholders are aware of, understand and support RBFF's mission and programs.
- **Non-Governmental Funding** – RBFF obtains significant and sustainable external funding from complementary brands.

AT-A-GLANCE

STRATEGIC INITIATIVES LEAD TO FUTURE PICTURE

2010 – 2013 STRATEGIC INITIATIVES

Brand Execution and Market Segmentation:: RBFF identifies, communicates and documents growth with target market segments that represent the best potential for future growth of recreational boating and fishing.

Digital Communications:: RBFF delivers relevant education, access and conservation information via current and emerging digital platforms to increase participation in recreational boating and fishing.

State Agency Engagement:: RBFF and state fish and wildlife agencies are fully engaged partners in education and outreach programs to increase participation in recreational boating and fishing and conservation awareness.

Boating and Fishing Stakeholder Engagement:: Stakeholders are aware of, understand and support RBFF's mission and programs.

Non-Governmental Funding:: RBFF obtains significant and sustainable external funding from complementary brands.

2013 RBFF FUTURE PICTURE

BRAND

The brand advocates and promotes the value of recreational boating and fishing to consumers and stakeholders alike.

- A. Take Me Fishing [TMF] is the #1 'go-to' resource for increasing participation in boating and fishing.
- B. TMF provides economic value to endemic and non-endemic sponsors or partners.
- C. The boating and fishing industries see TMF as a credible and valuable resource.

MARKET POSITION

Boating and fishing's resurgence has strengthened their position among the most popular recreational activities.

STAKEHOLDER PERCEPTION

- A. RBFF is an impartial and effective place to collaborate with stakeholders.
- B. RBFF is critical to the long-term viability of recreational boating and fishing in the U.S.
- C. RBFF is the central source for stakeholders and the development of ideas for driving participation.

INNOVATION

RBFF uses innovative approaches to engage new and existing audiences and increase participation in recreational boating and fishing.

FINANCIAL POSITION

RBFF has secure and sustainable funding from both Federal and non-governmental sources to grow participation in boating and fishing.

RBFF CULTURE

RBFF is performance-based, data-driven, and reports results in an open and transparent manner.

WORKFORCE PHILOSOPHY

- A. RBFF has a diverse workforce composed of professionals who are results-oriented and share a passion for our mission.
- B. RBFF embraces and encourages creativity and inventive approaches to solve industry challenges.
- C. Team results are recognized and rewarded.

BACKGROUND

Afterburner Inc. was contracted in June 2009 by the Recreational Boating and Fishing Foundation (RBFF) to facilitate its efforts to create a collaborative strategic plan. This effort included the collaboration of thirty-two participants including the RBFF board of directors, RBFF staff, representatives of the USFWS and our ad agency Colle+McVoy. The initial scope was to create a plan to cover the next five years. However, considering assumptions regarding the rapid pace of change, particularly in the area of information technology and world-wide web applications - areas central to RBFF's strategy - this plan is more likely relevant for a three year horizon.

The participants of the collaborative planning received training in the Afterburner Inc. proprietary strategic planning methodology via a web-based platform and provided individual input between July and September of 2009. The collaborative planning effort culminated in a two-day session in San Diego, California on October 25 and 26. Staff then developed tactical plans and key measures. A full list of participants in the planning session is listed in the Appendix on pages 18-19.

Assessing the Future:

Predicting the future is impossible, but scanning the current environment is not. Assessing probable and improbable occurrences to the best of our knowledge and research is essential to establishing the proper context for strategic planning. The planning team individually considered *assumptions*, those things likely to occur or to continue to occur, and *disruptors*, those events that are less likely to occur but would be disruptive to RBFF's Future Picture. The assumptions and disruptors support the list of five category headings listed below.

- General Economic Considerations
- Mobile Technology and the Web
- Current Federal Political Environment
- Demographic Participation Challenges
- Access and Capacity

RBFF's Future Picture:

After reviewing all of the assumptions and disruptors, a future picture began to form. The means of developing the clear, compelling and high resolution Future Picture is through the definition of *Key Descriptors*. These descriptors provide a concise definition of how the future will look both internally and externally to RBFF. Each descriptor possesses specific measurements to focus RBFF's efforts on the future. These descriptors and their measures of merit were developed collaboratively by the planning team.

Key Descriptor	Description	Measures of Merit
1. Brand	<p>The brand advocates and promotes the value of recreational boating and fishing to target audiences and stakeholders alike.</p> <p>A. Take Me Fishing [TMF] is the #1 'go-to' resource for increasing participation in boating and fishing.</p> <p>B. TMF provides economic value to endemic and non-endemic sponsors or partners.</p> <p>C. The boating and fishing industries see TMF as a credible and valuable resource.</p>	<ul style="list-style-type: none">• Year-over-year improvement on the following surveys:<ul style="list-style-type: none">○ Attitude and usage○ Stakeholder satisfaction○ TMF.org visitor survey• Year-over-year increase in key site metrics.• Award recognition.• Increase in value of RBFF non-endemic partnership packages.
2. Market Position	<p>Boating and fishing's resurgence has strengthened their position among the most popular recreational activities.</p>	<ul style="list-style-type: none">• Year-over-year growth in participation measured by boat registrations, fishing license sales and surveys.
3. Stakeholder Perception	<p>A. RBFF is an impartial and effective place to collaborate with all stakeholders.</p> <p>B. RBFF is critical to the long-term viability of recreational boating and fishing in the United States.</p> <p>C. RBFF is the central source for stakeholders and the development of ideas for driving participation.</p>	<ul style="list-style-type: none">• Stakeholder satisfaction survey results improve year-over-year as do measures of RBFF product usage.

4. Innovation	RBFF uses innovative approaches to engage new and existing audiences and increase participation in recreational boating and fishing.	<ul style="list-style-type: none"> • Allocate portion of budget to innovative marketing and communication practices.
5. Financial Position	RBFF has secure and sustainable funding from both Federal and non-governmental sources to grow participation in boating and fishing.	<ul style="list-style-type: none"> • Reauthorization of the Highway Bill. • Growth of non-governmental funding.
6. RBFF Culture	RBFF is performance-based, data-driven, and reports results in an open and transparent manner.	<ul style="list-style-type: none"> • Issue quarterly and annual reports of accomplishments versus objectives with oversight by the Board of Directors and the Sport Fishing and Boating Partnership Council.
7. Workforce Philosophy	<p>A. RBFF has a diverse workforce composed of professionals who are results-oriented and share a passion for our mission.</p> <p>B. RBFF embraces and encourages creativity and inventive approaches to solve industry challenges.</p> <p>C. Team results are recognized and rewarded.</p>	<ul style="list-style-type: none"> • Workforce demographics reflect diversity. • Achieve objectives. • Conduct semi-annual performance reviews.

STRATEGIC INITIATIVE PLANS

Brand Execution and Market Segmentation	
Strategy	<p>Build awareness that converts to increased participation, and positively impacts stakeholder sales and aquatic conservation dollars.</p> <p>To continue to develop awareness and convert awareness into participation, which leads to increased sales for our stakeholders and increased dollars to conserve and protect our nation's waterways and aquatic resources.</p>
Desired Effect	RBFF identifies, communicates and documents growth with target market segments that represent the best potential for future growth of recreational boating and fishing.
Measures of Merit	<ul style="list-style-type: none"> • Market segments defined • Test markets in progress • Increase brand awareness within new and existing markets • 1 million youth engaged in RBFF sponsored programs. • Outdoor Foundation survey results document growth in participation by age, gender and ethnicity.
Timeline	March 31, 2013
Leader	Keith Bevans
Team	Maria Knight, Jeff Sedor, Jessica Karazsia, Jorge Trasmonte, Arisa Teasley, Stephanie West, Colle+McVoy
Tactical Plans	
Develop and implement marketing and communications initiatives in support of core audience. (ongoing)	
Develop and execute broad youth outreach initiatives. (ongoing)	
Form and engage conservation task force. (ongoing)	
Research and identify highest potential growth market. (12/31/2010)	
Develop and evaluate test programs. (9/30/2011)	

FY 2011 Key Measures
Identify new markets by 12/31/2010.
Brand awareness – Increase 5% over FY 2010 year-end.

Intent to fish – Increase 5% over FY 2010 year-end.
Intent to fish from a boat – Increase 5% over FY 2010 year-end.
Engage 300,000 youth in RBFF-sponsored programs by 3/31/2011.
FY 2011 Key Measures
Show positive trends in participation by age, gender and ethnicity as documented in the joint RBFF/Outdoor Foundation annual participation survey.
Generate 1,000 stories and 160 million impressions through earned media.

STRATEGIC INITIATIVE PLANS

Digital Communications	
Strategy	<p>Be a leading online source of accurate information for boating and fishing to facilitate and encourage participation.</p> <p>To educate consumers as to how and where to boat and fish by providing information when they want it and how they want it, thus making it easier for them to participate.</p>
Desired Effect	RBFF delivers relevant education, access and conservation information via current and emerging digital platforms to increase participation in recreational boating and fishing.
Measures of Merit (Annual)	<ul style="list-style-type: none"> • Key site metrics • Boating prospects • Fishing license referrals • Boat registration referrals • Earned media coverage • Consumer satisfaction survey (TMF.org) • Social Media monitoring and evaluation
Timeline	March 31, 2011
Co-Leaders	Maria Knight and Heather Sieber
Team	Jorge Trasmonte, Stephanie West, Helena Basche, Celia Bassols, Stephanie Hussey, Colle+McVoy
Tactical Plans	
Define new media strategy to reach target audiences and generate earned media to drive site traffic and brand awareness. (4/30/2010)	
Establish monitoring and evaluation baseline for social media and implement by 4/30/2010.	
Develop a comprehensive strategy that leverages boating and fishing content across digital mediums and ensures relevancy for our target segments. (12/31/2010)	
Launch updated stakeholder database and CRM system. (12/31/2010)	
Develop an integrated analytics program that measures our performance of digital mediums. (3/31/2011)	
Incorporate content changes and state data to increase the impact and performance of RBFF initiatives. (3/31/2011)	

FY 2011 Key Measures
<p>TakeMeFishing.org key site metrics:</p> <ul style="list-style-type: none"> • Unique visitors – Increase 10% over FY 2010 year-end. • Repeat visitors – Increase 10% over FY 2010 year-end. • Time spent on site – Maintain industry average. • Fishing license referrals – Increase 10% over FY 2010 year-end. • Boat registration referrals – Increase 10% over FY 2010 year-end. • Referrals to DB.com – Increase 25% over FY 2010 year-end. • Boating prospects – Increase 25% over FY 2010 year-end.
<p>Continue improvement on all consumer satisfaction indices vs. FY 2010 report.</p>

STRATEGIC INITIATIVE PLANS

State Agency Engagement	
Strategy	<p>Provide marketing support and expertise to state fish and wildlife agencies to enhance their interface with consumers.</p> <p>That key interface with consumers is critical to increasing conservation awareness and participation in fishing and boating activities.</p>
Desired Effect	RBFF and state fish and wildlife agencies are fully engaged partners in education and outreach programs to increase participation in recreational boating and fishing and conservation awareness.
Measures of Merit (Annual)	<ul style="list-style-type: none"> • State agency satisfaction survey • Product usage • Fishing license sales • Boat registrations • Net revenue (ROI) for programs
Timeline	March 31, 2011
Leader	Stephanie Hussey
Team	Celia Bassols, Kathy Knapp, Helena Basche, Southwick Associates
Tactical Plans	
Engage state agencies to use RBFF products. (ongoing)	
Develop and implement a state agency satisfaction survey. (12/31/2010)	
Refine and implement the fishing license marketing program, including the development of an ROI measure. (3/31/2011)	
Expand and implement boat registration pilot program. (3/31/2011)	

FY 2011 Key Measures
Complete state agency satisfaction survey to establish new baseline.
90% of state agencies using one or more of RBFF's products.
<p>Fishing license marketing program:</p> <ul style="list-style-type: none"> • 5% increase in fishing license sales over final number in FY 2010. • Develop net revenue (ROI) measure.
<p>Boat registration pilot program:</p> <ul style="list-style-type: none"> • Increase boat registrations through five state pilot programs. • Gain commitment from up to 15 additional states for FY 2012.

STRATEGIC INITIATIVE PLANS

Boating and Fishing Stakeholder Engagement	
Strategy	<p>Increase stakeholder awareness and engagement with RBFF programs and TMF branded tools.</p> <p>So stakeholders can leverage RBFF's brand awareness, message and programs to enhance their marketing and sales efforts.</p>
Desired Effect	Stakeholders are aware of, understand and support RBFF's mission and programs.
Measures of Merit (Annual)	<ul style="list-style-type: none"> • Stakeholder satisfaction survey • Product usage • Key site metrics for RBFF.org • Updated stakeholder database
Timeline	March 31, 2011
Leader	Heather Sieber
Team	Maria Knight, Jorge Trasmonte, Linghao Wang, Stephanie West, Jessica Karazsia, Jeff Aitken, Jim Hemenway, Arisa Teasley
Tactical Plans	
Engage stakeholder use of RBFF products. (ongoing)	
Develop and implement a marketing and communications plan. (7/31/2010)	
Develop and implement annual stakeholder satisfaction survey. (12/31/2010)	

FY 2011 Key Measures
<p>Raise satisfaction of RBFF's products and programs to 80% satisfaction.</p> <ul style="list-style-type: none"> • Raise satisfaction among boating stakeholders from 57% to 70%.
25% increase over FY 2010 in boating and fishing stakeholder usage of RBFF trademarks, products and services.
<p>RBFF.org key site metrics:</p> <ul style="list-style-type: none"> • Unique visitors – Increase 25% over FY 2010 year-end. • Repeat visitors – Increase 25% over FY 2010 year-end. • Time spent on site – Increase 25% over FY 2010 year-end.
Complete updated stakeholder database by 12/31/2010.

STRATEGIC INITIATIVE PLANS

Non-Governmental Funding	
Strategy	Establish external sources of funding to enhance support of all RBFF initiatives.
Desired Effect	RBFF obtains significant and sustainable external funding from complementary brands.
Measures of Merit	<ul style="list-style-type: none">• FY 2011 - \$640K funds received annually or contracts in hand.• FY 2012 – \$960K funds received annually or contracts in hand.• FY 2013 - \$1.5 Million
Timeline	March 31, 2013
Leader	Frank Peterson
Team	Jim Hemenway, Jeff Aitken, Kathy Knapp, BOD
Tactical Plans	
Develop and implement sales and marketing plan. (ongoing)	
Purchase and install billing and accounts receivable system. (4/30/2010)	
Form a funding sustainability task force. (6/30/2010)	

FY 2011 Key Measures
Generate \$640K in funds/contracts by 3/31/2011.

Appendix

PLANNING TEAM

Will Duke
Michael Kenny
James Demarest

Afterburner Team

Project Lead – Director of Learning and Development
Lead Facilitator – Senior Consultant
Co-Facilitator

RBFF Staff

Frank Peterson
Jim Hemenway
Keith Bevans
Stephanie Hussey
Heather Sieber
Maria Knight

President and CEO
VP Finance and Administration
VP Marketing
Director of State Initiatives
Director of Communications
Online Strategies Manager

USFWS

Bruce Decker
U.S. Fish and Wildlife Service – Chief, Division of Program & Partnership Support

Board of Directors

Ken Hammond	Chairman; The Hammond Group - President, Tackle Sales Representative
Thom Dammrich	Vice-Chairman; National Marine Manufacturers Association – President
Michael Nussman	ExComm; American Sportfishing Association - President
Wayne Shuyler	ExComm; Oregon State Marine Board - Assistant Director/Boating Facilities Program Mgr.
Dave Chanda	ExComm; New Jersey Division of Fish & Wildlife - Director
Gregg Wollner	ExComm Treasurer; Normark Corporation - Executive Vice President, General Manager
KC Walsh	ExComm Secretary; Simms Fishing Products - President
Richard Moore	Florida Fish & Wildlife Conservation Commission - Boating Law Administrator
Ron Payer	Minnesota Department of Natural Resources - Chief, Fisheries Management Section
Wendy Larimer	Association of Marina Industries - Legislative Coordinator
Charles Holmes	Boy Scouts of America - Director, Community Alliance Team
Chris Berg	BRP US, Outboard Engine Division - Director of Marketing & Strategic Planning
Eric Washburn	BlueWater Strategies – Partners
Elizabeth Stevens	U.S. Fish and Wildlife Service - Assistant Director External Affairs
Michael Cassidy	ESPN Outdoors / BASS - Senior Director, Endemic Media Sales & Sponsorship Fulfillment
Douglas Beachem	DJB Ltd. - President/CEO – ABSENT
Tom Sadler	The Middle River Group, LLC - Managing Director
Matt Hogan	Association of Fish and Wildlife Agencies - Executive Director
Jason Scruggs	Brunswick Corporation - District Business Manager
Mike Hebert	Texas Marine
Ken Sarber	Independent Consultant
Lenora Clark	CA Boating and Waterways Commission

Roger Fuhrman	Oregon Department of Fish and Wildlife - Administrator, Information & Education Division
Marc Johnson	KY Dept of Fish and Wildlife Resources - Aquatic Education Coordinator
Stan Lippelman	Bass Pro Shops, Vice President, Marketing - ABSENT

Colle+McVoy

Stacy Janicki	Colle+McVoy – Account Director
David Denham	Colle+McVoy – Director of Strategic Initiatives

SYSTEMS MAPPING

Everything operates in or around a system. Organizations operate in two types of systems; internal and external. The following internal systems were mapped by RBFF staff. Mapping systems is accomplished by arranging internal and external elements into three categories – Leadership, Processes and Infrastructure.

Leadership

A. RBFF

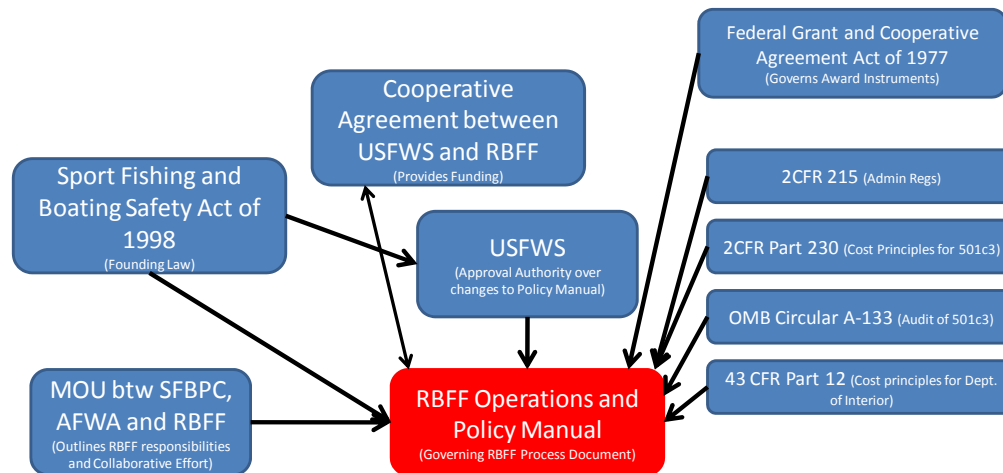
1. President – Frank Peterson
2. Senior Management

B. Board of Directors

1. ExComm
 - i. Ken Hammond - CBOD
 - ii. Thom Dammrich – Vice-CBOD
 - iii. K. C. Walsh – Secretary
 - iv. Greg Wollner – Treasurer
 - v. Michael Nussman
 - vi. Wayne Shuyler
 - vii. Dave Chanda
2. Five Stakeholder Groups
 - i. USFWS
 - ii. AFWA
 - iii. NMMA
 - iv. ASA
 - v. SFBPC

PROCESSES

A. RBFF Operations and Policy Manual (Governing RBFF Process Document)



Infrastructure

A. IT / Web (2 RBFF Staff)

- a. TakeMeFishing.org
 - i. Fishington
 - ii. Licensing Services
 - iii. Anglers' Legacy
 - iv. Discover Boating
 - v. Fishopedia
 - vi. Little Lunkers

B. SEO

C. Office Space