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STRATEGIC PLANNING FACILITATOR - 2025**

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Attachments:

1. Proposal Cover Page
2. Current Strategic Plan

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I. REQUEST FOR PROPOSALS (RBFF-25-C-589)

This request for proposals (RFP) is to hire a professional consultant to facilitate a 2-day strategic planning session with members of the Recreational Boating & Fishing Foundation (RBFF) Board of Directors on June 25-26, 2025 that will provide the foundation for the development of a 3-year strategic plan for RBFF.

II. SOLICITATION

Name/Address of Issuer:

Stephanie Vatalaro
SVP, Strategy & Operations
Recreational Boating & Fishing Foundation
500 Montgomery Street, Suite 300
Alexandria, VA 22314
Phone: 703-585-1072
Email: svatalaro@rbff.org

Please contact Stephanie Vatalaro with any questions you may have regarding this RFP.

Date of Issuance: February 19, 2027

Closing Date and Time: March 5, 2025 @ 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

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impacts in both private and public sectors, with additional considerations in the areas of resource stewardship and quality of life issues.

RBFF's challenge is to maintain and increase participation among those groups where fishing and boating have always played an important role in their cultural heritage, while diversifying to include a wider representation—building new traditions for all in the 21st century.

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 26-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.

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RBFF works directly with state fish and wildlife agencies to implement marketing programs to increase national participation and license sales. According to the [2022 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation](#) conducted by the U.S. Fish & Wildlife Service, fishing participation was up between 2016 and 2022. For more details on fishing participation, please see the [2024 Special Report on Fishing](#).

For more information about RBFF, please visit our organizational web site at <http://takemefishing.org/general/about-rbff/>.

IV. PROJECT NEED

In June 2022, RBFF board and staff met to develop the strategic plan for the next three fiscal years (FY23-FY26). (See Attachment 2.)

The staff has implemented the plan and as we move through FY25, 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 organizational 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, data and staff constraints. We feel a 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 or SOAR analysis with the Board of Directors 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)
 - Current strategic plan (Attachment 2)
 - RBFF FY25 Marketing & Communications Plan (to be provided upon award of contract)
 - RBFF Metrics Overview
 - Third-party data to supplement in-house sources (trending information, economic insights, etc.)

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- 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.

Part 2: Session Facilitation

- Present the agenda and gain alignment and buy-in.
- Facilitate the meeting in an inclusive and safe atmosphere that will:
 - Reflect the needs, voices and interests of a changing and diverse community.
 - Better unify the group – soliciting collaborative and objective 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.

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3. Working within a multi-disciplinary team to get the job done. Contractor will work with RBFF board and task force members, marketing agency(s), RBFF senior managers, etc.
4. Demonstrated 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.

VII. DELIVERABLES AND TIMELINE

The following deadlines apply to this request for proposals:

Issue RFP:	February 19, 2025
Proposal Due Date:	March 5, 2025 @ 5:00 p.m. Eastern Time
Final decision and vendor notification:	March 19, 2025
Contractor begins work:	March 20, 2025

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.

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Applicants must submit an electronic copy of their proposal. Proposals should be prepared simply, providing a straightforward, concise description of the Contractor's ability to meet the requirements of the RFP.

The proposal must be received by **March 5, 2025 at 5:00 p.m. Eastern time** for consideration. 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

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Principles for Assistance Programs cited in the “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” set forth in CFR Title 2, Subtitle A, Chapter II, Part 200 (2 CFR § 200.0 *et seq.*), including the appendices thereto. 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 and all applicable provisions of the “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” set forth in CFR Title 2, Subtitle A, Chapter II, Part 200 (2 CFR § 200.0 *et seq.*), including the appendices thereto. 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.

Use of Metric System

To the extent practicable and economically feasible, all accepted products and services shall be dimensioned in the metric system of measurement.

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

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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 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.

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**PROPOSAL COVER PAGE (ATTACHMENT 1)
(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	



FY24-26 Strategic Plan



RBFF FY24-26 Strategic Framework

Mission

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.

Vision

RBFF is committed to spreading the joy of fishing and boating to all ages, genders and cultures; we envision one nation united in our passion for fishing and boating. A nation committed to the pursuit of leisure activity on the water. A nation that embraces our fishing and boating heritage, and conserves, restores and protects the resources that sustain it. **We believe the water is open to everyone.**

Goals

1. Consumer Engagement (B2C)

Increase participation in recreational boating and fishing by engaging in R3 efforts to grow the activities (emphasis on **recruitment**).

Strategies

Build awareness, trial and interest through national marketing campaign: advertising, PR, social media, digital content, web.

Measurement

Increase first-time participants to fishing & boating among consumer target audiences

Maintain awareness of connection between licensing & conservation among consumer target audiences

Increase awareness and effectiveness of Consumer Engagement campaigns among consumer target audiences

2. Stakeholder Engagement (B2B)

Sustain participation in recreational boating and fishing by collaborating with industry, state and federal agencies to develop, implement and evaluate programs & resources to support R3 (emphasis on **retention** and **reactivation**).

INDUSTRY

STATE

FEDERAL

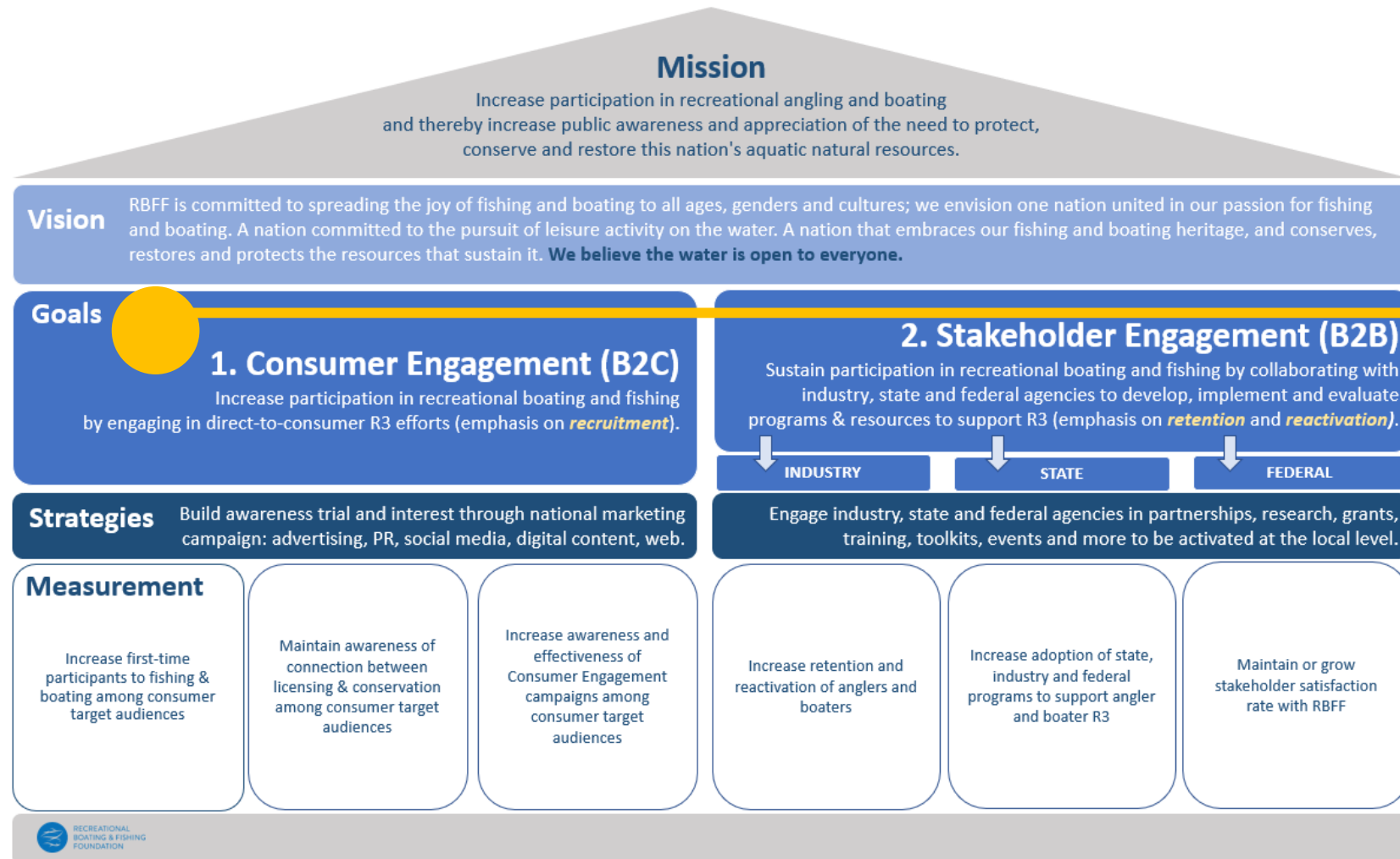
Engage industry, state and federal agencies in partnerships, research, grants, training, toolkits, events and more to be activated at the local level.

Increase retention and reactivation of anglers and boaters

Increase adoption of state, industry and federal programs to support angler and boater R3

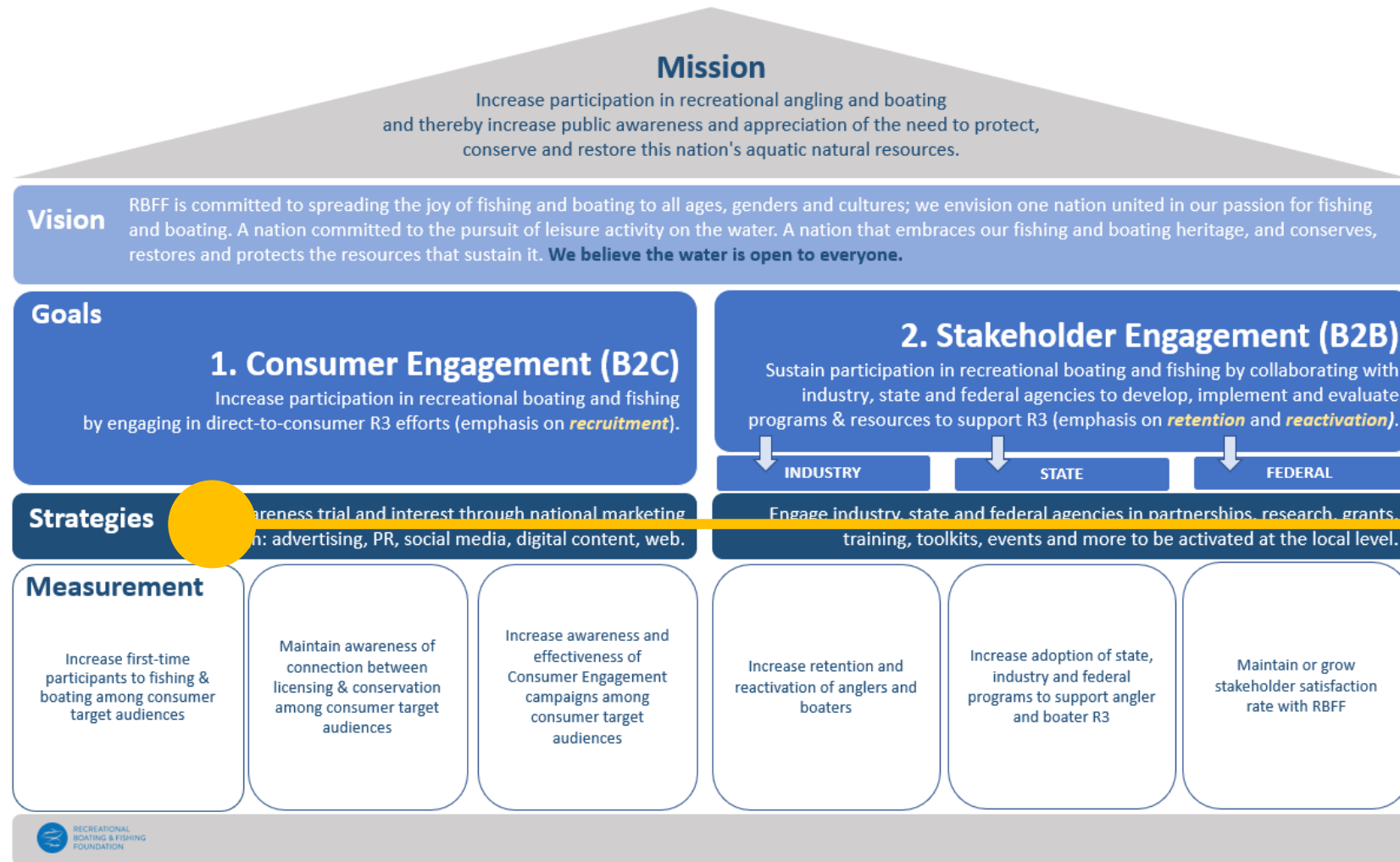
Maintain or grow stakeholder satisfaction rate with RBFF

Consumer Engagement Goals



1. Consumer Engagement (B2C)
Increase participation in recreational boating and fishing by engaging in R3 efforts to grow the activities (emphasis on *recruitment*).

Consumer Engagement Strategies



01

National Marketing Campaign to Recruit New Audiences

02

Connect Consumers to Local Information

Consumer Engagement Measurement



Increase first-time participants to fishing & boating among consumer target audiences

Maintain awareness of connection between licensing & conservation among consumer target audiences

Increase awareness and effectiveness of Cons. Engagement campaigns among consumer target audiences

RBFF FY24-26 Strategic Framework

Mission

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Goals

1. Consumer Engagement (B2C)

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Strategies

Build awareness and interest through national marketing campaign: advertising, PR, social media, digital content, web.

Measurement

Increase first-time participants to fishing & boating among consumer target audiences

Maintain awareness of connection between licensing & conservation among consumer target audiences

Increase awareness and effectiveness of Consumer Engagement campaigns among consumer target audiences

2. Stakeholder Engagement (B2B)

Sustain/bolster participation in recreational boating and fishing by collaborating with industry, state and federal agencies to develop, implement and evaluate programs & resources to support R3 (emphasis on **retention** and **reactivation**).

INDUSTRY

STATE

FEDERAL

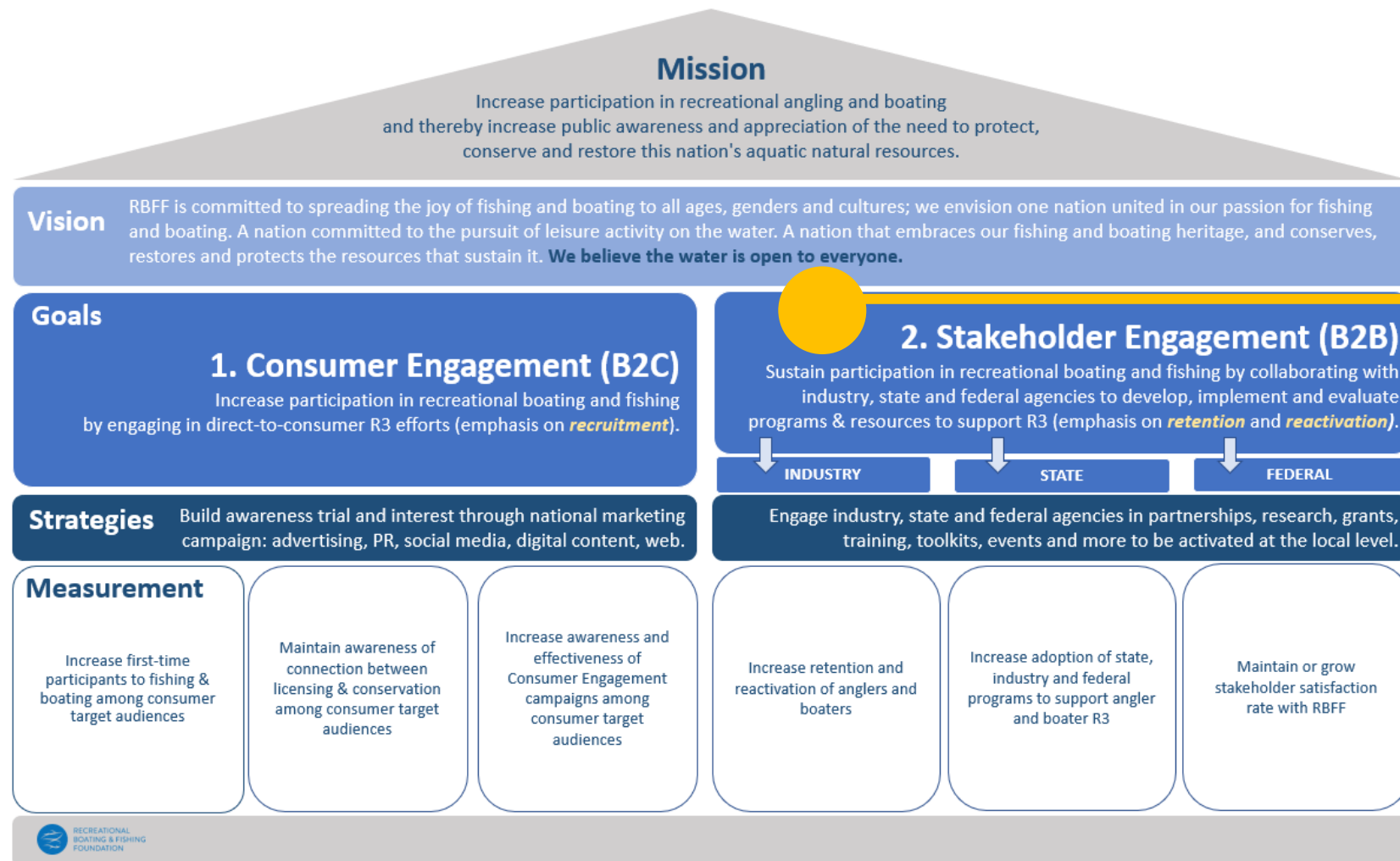
Engage industry, state and federal agencies in partnerships, research, grants, training, toolkits, events and more to be activated at the local level.

Increase retention and reactivation of anglers and boaters

Increase adoption of state, industry and federal programs to support angler and boater R3

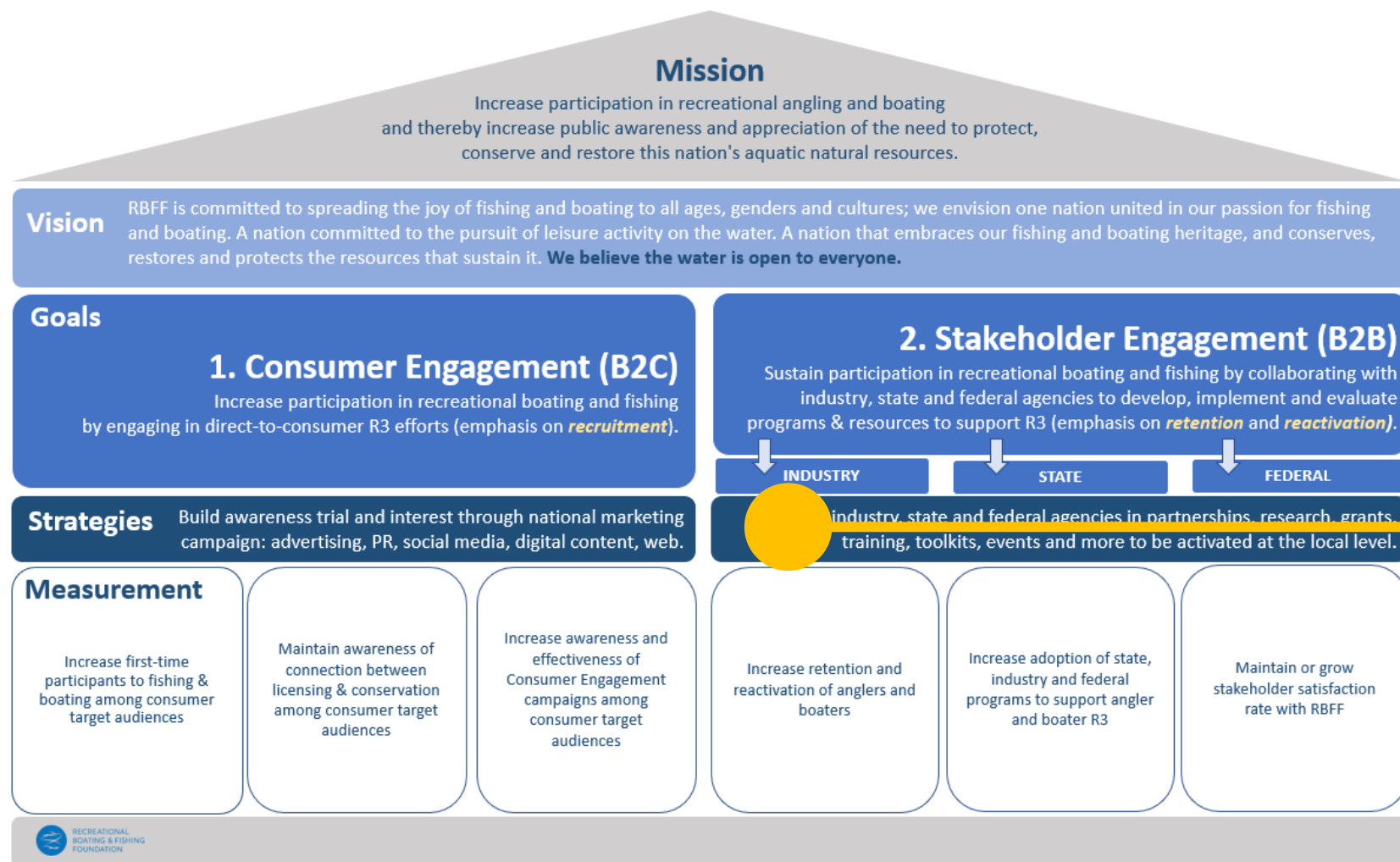
Maintain or grow stakeholder satisfaction rate with RBFF

Stakeholder Engagement Goals



2. Stakeholder Engagement (B2B)
Sustain participation in recreational boating and fishing by collaborating with industry, state and federal agencies to develop, implement and evaluate programs & resources to support R3 (emphasis on *retention* and *reactivation*).

Stakeholder Engagement Strategies – Part 1 of 2



01

Leverage partnerships to engage consumers in fishing and boating

02

Develop training and/or education to support stakeholder R3 efforts

03

Develop programs and resources to support stakeholder R3 efforts

Stakeholder Engagement Strategies – Part 2 of 2



04

Conduct research to provide stakeholders with actionable R3 insights

05

Use PR & communications to build awareness of RBFF and its programs and resources

06

Participate in stakeholder events to build awareness of RBFF and its programs and resources

Stakeholder Engagement Measurement



Increase retention and reactivation of anglers and boaters

Increase adoption of state, industry and federal programs to support angler and boater R3

Maintain or grow stakeholder satisfaction rate with RBFF