



CALIFORNIA WILDLIFE FOUNDATION

REQUEST FOR QUALIFICATIONS (RFQ)

January 23, 2012

Notice to Prospective Proposers

You are invited to review and respond to this Request for Qualifications (RFQ), entitled:

Spiny Lobster Fishery Management Plan: Management Strategy Evaluation

As part of the Spiny Lobster Fishery Management Plan (FMP) currently being developed by the California Department of Fish and Game (DFG), CWF is seeking the qualifications of contractors to design a Management Strategy Evaluation (MSE) modeling system to assess the consequences of a range of fishery management strategies and options.

Your Summary of Qualifications (SOQ) must have three sections: Transmittal letter discussing your interest and intent, your organization qualifications, and your scope-specific qualifications, process and methodology plan.

In submitting your proposal, you must comply with these instructions. Note that all agreements entered into with California Wildlife Foundation (CWF) will include by reference the agreement between CWF and California State Coastal Conservancy, authorizing the Spiny Lobster Fishery Management Plan.

If you do not have Internet access, a hard copy of this RFQ can be provided by contacting Amy Larson, CWF, whose contact information is listed below.

In the opinion of the California Wildlife Foundation this RFQ is complete and without need of explanation. However, if you have questions, or should you need any clarifying information, the contact person for the RFQ process, contracting and billing is:

Amy Larson
California Wildlife Foundation
428 13th Street, Suite 10A
Oakland, CA 94612
alarson@californiawildlifeoundation.org



If you should need any clarifying information for the Scopes of Work included in this RFQ, the contact person is:

Kristine Barsky
California Department of Fish and Game
2419 E. Harbor Blvd. #149
Ventura, CA 93001
kbarsky@dfg.ca.gov

Please note that no verbal information given will be binding upon CWF or the State of California unless such information is issued in writing as an official addendum.



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Spiny Lobster Fishery Management Plan: Management Strategy Evaluation

1. Background

The State Coastal Conservancy ("Conservancy"), on behalf of the Ocean Protection Council ("OPC") has entered into a grant agreement with the California Wildlife Foundation ("CWF") to assist the California Department of Fish and Game ("DFG") in the preparation of a fishery management plan ("FMP") for the California Spiny Lobster. The FMP shall be developed in accordance with the requirements of the Marine Life Management Act for submission by DFG to the Fish and Game Commission for approval.

CWF is seeking qualified contractors to carry out specific tasks related to the development of DFG's Spiny Lobster FMP.

2. Scope of Work:

As part of the Spiny Lobster FMP currently being developed by the DFG, CWF is seeking the qualifications of contractors to design a Management Strategy Evaluation (MSE) modeling system to assess the consequences of a range of fishery management strategies and options.

2.a. Terms of Reference

2.a.1. Management Strategy Evaluation: DFG defines a complete Management Strategy Evaluation System as the evaluation of a set of alternative Management Procedures as defined in Bentley and Stokes (2011). Contract applicants should be familiar with this document which can be found on the CWF website.

A single management procedure details a 'collection of specifications, formulae, and rules mapping a pathway from fisheries data to fisheries management actions which will create a formal definition of what, and when,



management actions are to be in response to changes in a fishery' (Bentley and Stokes, 2011). The individual parts of a procedure are (referring to Figure 1):

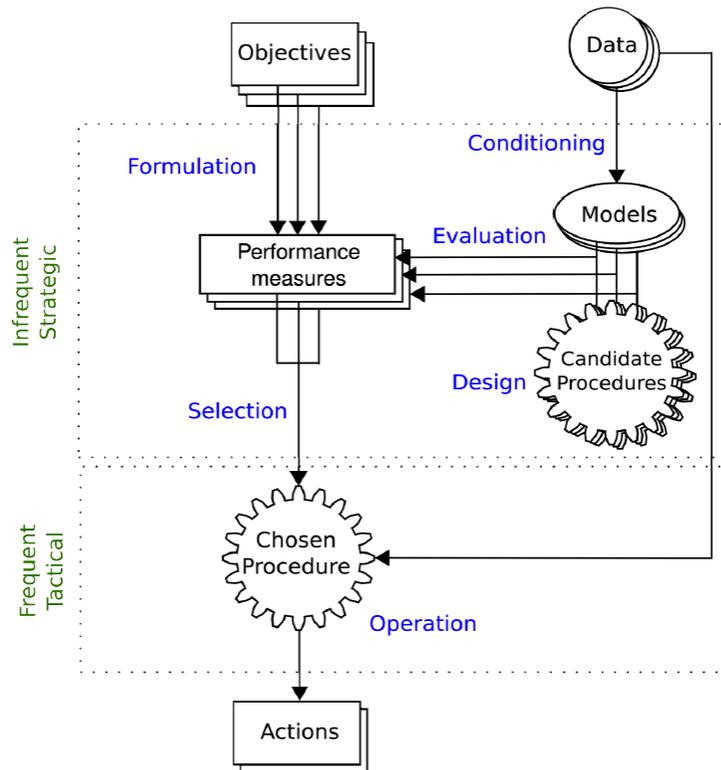


Figure 1. Schematic of the units and pathways associated with Management Strategy Evaluation as defined by Bentley and Stokes (2011).

2.a.2. Objectives: Objectives to be addressed by the MSE are based on Table 1 of Bentley and Stokes (2011) and cover the requirements of the Marine Life Management Act that can be associated with performance statistics.

Management objectives:
1. Sustainability: “Sustainable so that long term health is not sacrificed for short-term benefits”
2. Restoration: “Depressed fisheries are to be rebuilt within a specified time”
3. Fishing communities: “Recognize the long-term interests of people dependent on fishing”
3.1. Maximize yield
3.2. Minimize uncertainty
3.3. Minimize cost of fishing
4. Non-consumptive values: “Aesthetic and recreational enjoyment”
4.1 Maximize the size of fish
4.2 Maximize the abundance of fish

Table 1. Requirements of the Marine Life Management Act that can be associated with performance statistics as defined by Bentley and Stokes (2011).

2.a.3. Performance measures are a set of indicators that can be used to demonstrate whether an objective is achieved. These indicators must also be able to be estimated from models that will then also become part of the deliverable products (see 2.a.5 below). A single performance measure could, in practice, be represented by multiple indicators (or reference points).

2.a.4. Data will be restricted to DFG-collected datasets. DFG will provide extracts as needed by the contractor during the course of the contract.

2.a.5. Models will use off-the-shelf packages (such as the NOAA Fisheries Toolbox). Deliverables will include run scripts usable by DFG personnel without outside help. Models are specific to the indicators specified for



each performance measure. Although possible, it is not expected that a single model will work for all specified performance measures in a given management procedure. It is possible that multiple run scripts will be required to evaluate all objectives.

2.a.6. Candidate Procedures represent specific real-world actions that can be executed relative to the fishery/stock/management and whose consequences can be quantified relative to specified performance measures. Management procedure evaluation will generally contain a number of Candidate Procedures which through simulation (modeling) can be evaluated and compared to one another relative to achieving the desired Objectives.

2.a.7. The **Chosen Procedure** represents the candidate procedure deemed the best approach to achieving the desired objectives.

2.a.8. Actions. A list of real-world methodologies to be used in the MSE will be provided by DFG at the start of the contract. These actions will be restricted to those that are practically possible, enforceable, and simulable using DFG datasets. The contractor may suggest further Actions during the course of the contract, but their inclusion in the MSE is by DFG approval only and based on the restrictions mentioned. The contractor should not pursue work related to any unauthorized action until DFG approval is obtained, and no additional time will be provided for incorporation of additional approved Actions into the MSE.

2.b. Processes:

In addition to the items listed above, Figure 1 also includes, in blue, a number of processes that are the actual work to be contracted out for each management procedure specified. The contractor will be provided with a list of Department-specified objectives and actions, and will:

2.b.1. Formulation. Convert Objectives into a set of performance statistics which can be produced by the chosen models and datasets.

2.b.2. Conditioning. Once a set of models is chosen for a given set of performance statistics, the contractor will detail how input datasets will be extracted and modified from DFG-provided data for use in the selected models. Each candidate procedure will have the data extraction/modification, model runtime parameters, and simulation parameters (for exploring uncertainty) wholly specified by the contractor (and provided to the Department as part of the finished product).

2.b.3. Selection/Evaluation. Modeled performance statistics will be evaluated by a set of rules (to be specified by the contractor) which determine which candidate management procedure results in the best fit to the



objective. The set of rules for each management procedure will be provided to DFG as part of the finished product.

2.b.4. Design. Candidate management procedures will be designed that specify a set of actions that change the existing management protocol in order to achieve the desired objective(s). These procedures will be associated with models and data and must be simulable for the purpose of Evaluation (2.b.3, above).

2.c. Operation:

The final pathway in Figure 1 is **Operation**. MSE requires that the specified actions be predefined and triggered by a specific condition defined by the objectives, measured by the measurement statistics, and informed by data, modeling and simulation. What actions are taken are not modifiable, and must be carried out as specified at the time of a management strategy evaluation.

2.d. Timeline and Deliverables:

2012

Task 1. Contractor will outline management procedures based on existing Department datasets, sampling programs, and management objectives.

High-level design: For each Objective, specify associated management procedures to be comprised of:

1. Candidate procedure(s) with:
 - 1.1. Associated indicators or management statistic(s)
 - 1.2. Models and necessary data
2. Actions to be provided by the Department will include:
 - 2.1 Controls – actions that affect fishing activities
 - 2.2 Monitoring - actions that change monitoring programs or the data collected
 - 2.3 Analyses – actions that change how data is analyzed

Deliverable 1: High-level designs for each management procedure as completed, or as a complete MSE system (all objectives covered). These designs must be approved by the Department and OPC before proceeding to detailed design. **Task 1 and Deliverable 1 to be completed by November 2, 2012.**



2013

Task 2. Develop additional detail actually needed to implement and use the designed management procedure. All software and scripts must be able to be run on Department desktop computers.

Detailed design: Add in additional detail to High-Level Design:

1. Script/program/description for extracting data for each required model/simulation run. Description must include running time estimates for each model run needed for a complete MSE.
2. Rules and formulae for evaluating and selecting the chosen procedure from the available candidate procedures.
3. Input files and running instructions for each model run.

Deliverable 2: Detailed designs which, along with high-level design will provide a complete description/user manual for use by the Department. While all programs are possibly written at this point, all final copies must reflect the final version of the detailed design as agreed upon by DFG and contractor.
Task 2 and Deliverable 2 to be completed by April 5, 2013.

Task 3. Demonstrate to the Department that the finished MSE functions as designed and is user friendly.

Deliverable 3: Hands-on demonstration of the finished MSE between DFG personnel and contractor. This must include time for DFG personnel to physically run the MSE themselves. **Task 3 and Deliverable 3 to be completed by May 3, 2013.**

Task 4. Provide the Department with all scripts, input files, models, evaluation protocols, and user manual additions (relative to Task 2. product) required to run the finished and complete MSE system. Any software, outside of off-the-shelf programs, must be provided with source code and full code documentation including any compilation or execution scripts. Provide the Department with a training session for the full system, to be performed using Department computers.

Deliverable 4: **Due May 3, 2013.** Operational MSE System

Deliverable 5: **Due May 3, 2013.** MSE system training session



3. Developing your Statement of Qualifications

Statements of Qualifications (SOQ) must be in the following format and contain the information listed below.

3.a Transmittal Letter – provide the following information:

- Brief background, scope and location of the firm(s) and the location of the office(s) where the work is to be performed (if the work is to be shared among other firms and offices in different locations, indicate where each office is located and what work is to be performed in each office);
- A summary description of the work to be performed by each sub-consultant (if any) for the project;
- Attach a memorandum from each sub-consultant, if any, signed by the principal of the sub-consultant firm;
- The person(s) authorized to act on behalf of your firm during the selection process and contract negotiations if any; and
- State when the proposed team is available to start.

3.b Personnel and Organization Qualifications and References:

- **Organization Chart/Resumes**– Provide a description of the principal personnel (resumes and curriculum vitae) and a description of all supporting personnel.
- **Qualifications and Experience**– Provide a summary of qualifications, including any previous experience with any successful and similar projects that demonstrate how you meet the minimum qualifications to perform the work.
- **References** -Complete Applicant References (see Reference from elsewhere in this RFQ), including names and phone numbers.

3.c Scope-specific Process and Methodology:

- **Scope-specific team and qualifications**- Provide an organization chart that will include the prime Consultant and any sub-Consultants for this specific project; show the proposed relationships between the project manager, key personnel, support staff, and other resources that are expected to participate in the project. Show which aspects of the work each person will be responsible for performing and the number of hours each will devote to the project. Changes in lead Consultant/sub-Consultant personnel will not be made during the contract period without prior written approval from DFG, OPC and CWF. Describe personnel qualifications that show expertise in the SOW. (Any personnel substituted will have similar skill sets.)



- **Process and methodology**-Provide a description of the manner in which you intend to conduct the Management Strategy Evaluation. Include a description of the firm's management process, project management, or assigned individuals and any sub-Consultant's management process, as well as possible approaches to analyzing the specific project.

- **Budget**

The budget amount allocated for the Scope of Work is \$89,000, to include contractor labor and expenses. CWF, with approval of OPC and DFG, reserves the right to amend this figure. Proposers are not required to submit a detailed budget with their SOQ. Proposers are encouraged to include a total estimate. It is anticipated that that a detailed budget by subtask (including hours and rates for each person working on the project) will be drafted by the chosen contractor, to be approved by DFG and OPC, prior to work beginning. This time is billable.

4. **Selection Process**

Applicants with the necessary expertise and resources to perform the work described herein are asked to submit a Statement of Qualifications package. Those firms judged to be the best qualified to undertake the work, will be interviewed by the Department's selection committee. The contract will be negotiated with the best-qualified firm after interviews are conducted and the selection committee ranks the firms.

The criteria for selection include: the background, scope and location of the firm; relevant experience of the firm, project leadership and assigned individuals; education and other credentials (awards, recognition and references) of the project leadership and team members, the resources available to them, and their time devoted to the project.

Any contract to be awarded as a result of this Request for Qualifications will be awarded without discrimination based on race, color, religion, sex, or national origin. The firm finally selected must comply with all applicable laws, rules and regulations.

5. **Addenda**

Prior to the date set for submission of proposals, the Department may modify this RFQ by issuance of one or more Addenda that will be posted on the California Wildlife Foundation web site:

www.californiawildlifefoundation.org/opportunities

6. **Withdrawal and Disposition of RFQs**

It is CWF's policy not to solicit SOQs unless there is a bona fide intention to award a contract. However, CWF and the agencies reserve the right to withdraw this RFQ at any time, and to accept or reject any or all SOQs received as a result of this RFQ.



Upon contract award, all documents submitted in response to this RFQ will become the property of the State of California, and will be regarded as public records under the California Public Records Act (Government Code Section 6250 et seq.) and subject to review by the public. The State cannot prevent the disclosure of public documents. Do not disclose sensitive, confidential, or privileged information.

7. **Timetable of Events**

7.a. **SOQ Due Date:**

To be considered, submit original and three (3) copies of your Statement of Qualifications along with all required attachments by Wednesday, February 22, 2012 at 4:00 p.m. to the appropriate DFG contact and address.

Kristine Barsky
California Department of Fish and Game
2419 E. Harbor Blvd. #149
Ventura, CA 93001
kbarsky@dfg.ca.gov

Within 24 business hours of the deadline, on Thursday, February 23, one copy must be delivered to:

Amy Larson
California Wildlife Foundation
428 13th Street, Suite 10A
Oakland, California 94612

Questions regarding the process for responding to this RFQ should be directed to Amy Larson (alarson@californiawildlifefoundation.org). Questions regarding information about specific sites and scientific requirements of this project should be directed to Kristine Barsky (kbarsky@dfg.ca.gov).

7.b. **Interview Process**

The Department's selection committee will evaluate each applicant's Statement of Qualifications. Those consultants judged to be the best qualified to undertake the work will be interviewed by DFG's selection committee. Telephone and/or in-person interviews will be conducted. Travel reimbursements **may** be considered for any final candidate(s) from out-of-state, pending agency approval. Applicants should expect to receive a letter from the California Wildlife Foundation within a few weeks following the proposal due date indicating whether or not their company was chosen for an interview.



8. REQUIRED DOCUMENT CHECKLIST

A complete Statement of Qualifications package will consist of the items identified below.

Submit three copies of your SOQ for each scope to the Department of Fish and Game Office listed above and one to the California Wildlife Foundation, also listed above in Section 7.a.

Place a check mark or "x" next to each item that you are submitting. For your solicitation to be considered responsive, all required documents must be included in your package. Include this checklist with your SOQ package.

Document	Document Name/Description
_____	Transmittal Letter
_____	Organization Chart/Resumes
_____	Qualifications and Experience Summary (Scope Specific)
_____	Process and Methodology Description
_____	Required Document Checklist
_____	Applicant References



9. APPLICANT REFERENCES

List below three references of similar types of services performed within the last five years. If three references cannot be provided, please explain why on an attached sheet of paper.

REFERENCE 1			
Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Value or Cost of Service	
Brief Description of Service Provided			
REFERENCE 2			
Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Value or Cost of Service	
Brief Description of Service Provided			
Section REFERENCE 3			
Name of Firm			
Street Address	City	State	Zip Code
Contact Person		Telephone Number	
Dates of Service		Value or Cost of Service	
Brief Description of Service Provided			

