



Water Protector Legal Collective

On-the-ground legal support for the Dakota Access Pipeline resistance at Standing Rock, ND
PO Box 578 Mandan, ND 58554 | (701) 566-9108 | waterprotectorlegal.org

REQUEST FOR PROPOSALS to Develop a Strategic Plan for Water Protector Legal Collective

This request for proposal (RFP) is soliciting written proposals from professionally qualified consultants to provide services to Water Protector Legal Collective (WPLC) for the development of a three to five-year strategic plan. All proposals should clearly define how they will work with WPLC to assist in a comprehensive, participatory planning process.

Issue Date: April 25, 2018

Closing Date and Time: Open until filled, initial reviews begin May 4, 2018

Submission: Deliver proposal to:

Terry Janis, Executive Director
Water Protector Legal Collective
PO Box 578
Mandan, North Dakota 58554
TerryJanis@protonmail.com

BACKGROUND

Mission

The Water Protector Legal Collective (WPLC) was born out of the no-DAPL protest movement at Standing Rock, North Dakota. Our founding mission has been to serve as the on-the-ground legal team for the indigenous-led resistance to the Dakota Access Pipeline (DAPL) at Standing Rock.

Organizational Objectives

WPLC's current objective is to provide legal defense and offense to the Standing Rock Movement. This takes the form of criminal defense to Water Protectors facing state and federal criminal charges, civil litigation against governmental and private agencies as well as individuals who violated the rights of Water Protectors, and ongoing advocacy and legal education. This is critical support to an emerging indigenous movement voice. Thousands of individuals stepped forward together. They came at the call of the elected officials of an American Native Nation, the call of the spirit of the earth, and the call of our ancestors.

Our criminal defense work, as of March 6, 2018, includes 831 State criminal cases: 551 have concluded, with 418 dismissed, acquitted or pretrial diversion and 13 convictions; 280 are on-going including four convictions on appeal to the ND Supreme Court. Seven federal criminal cases with hearings and trials are scheduled this Spring 2018. Our work includes civil litigation, legal education and advocacy efforts to ensure that no one will stand alone in legal battles stemming from their principled stand for the earth.

Providing this legal support to Water Protectors is bolstering the sovereign authority of Native Nations in their efforts to protect the water and the sacredness of their lands. Our incredible success rate in defending these criminal cases provides conclusive evidence that almost all the arrests and charges against Water Protectors should never have been made or maintained. These charges represent a continuing disrespect of indigenous rights. They are attempts to silence free speech, prevent religious expression, and crush opposition to the spoiling of sacred collective resources.

Our future objective is to provide legal support to new and emerging efforts of indigenous peoples and their supporters across the country who are fighting to protect the environment. This growing community is a critical voice of indigenous peoples in the United States. WPLC is exploring how we might continue our efforts to expand to other struggles and territories. We intend to provide legal defense and offense in support of these efforts. We believe that the unprecedented collaboration at Standing Rock and the global support it garnered is the beginning of a movement that has immense value in the United States and beyond.

GOALS OF STRATEGIC PLANNING

Our work supporting Water Protectors on an on-going basis will focus on providing legal support to Indigenous activists and their supporters on issues identified and led by them. WPLC has a large base of relationships with Water Protectors among our Board, staff and supporters. We will embark on a focused strategic planning process that brings together Water Protectors with WPLC staff and community leaders. This process will intentionally take the time to deepen relationships, understand and explore what works and what does not, what resources are needed for the success of local movements, and to carefully develop our on-going program of work.

WPLC is seeking a Strategic Planner consultant who will help us engage this conversation and will organize multiple information and strategic planning gathering sessions in areas around the United States where a lot of Water Protectors and other stakeholders reside. We understand that each community will have unique strengths and needs that will shape our work in the years to come.

This strategic planning process has begun already, with a series of internal staff discussions. Our next step is a weekend-long in person meeting of staff and board members that is occurring from May 18 – 20, 2018 in Bismarck, ND.

Key goals for the strategic planning contractor in this planning effort include:

- If in place and available, the contractor will participate in the board/staff meeting on May 18 – 20, 2018 in Bismarck, ND.
- Organize gatherings of Water Protectors as well as other stakeholders into a process to last over the summer of 2018 and into early fall. We expect to plan a series of meetings or other

gatherings that will facilitate conversations with Water Protectors about their vision, their objectives in advancing that vision and efforts they might take in pursuit of those objectives. These gathering sessions will happen in various regions around the United States.

- Assist with answering key organizational structure questions,
- Create a new mission, vision, and values that will help guide the work.
- We believe that a grassroots approach to planning will lead to a range of strategies.

We must carefully define the issues and opportunities before we commit to any strategy. As a starting point, we will be guided by three principles: 1. WPLC provides legal support to Water Protectors. 2. It is critical for us to be clear who we work for and who we are accountable to. 3. WPLC is open to utilizing every available forum and legal resource to advance the objectives of Water Protectors.

SCOPE OF SERVICE

The contractor shall, at minimum, accomplish the following in performance of this contract:

Planning Activity and Final Product

Working with WPLC, the contractor will:

1. Design and carry out a comprehensive strategic planning process,
2. Develop a written three to five-year strategic plan,
3. Provide recommendations and implementation strategies for this plan.

Research

It is anticipated that these tasks will be accomplished through a combination of:

- Review of WPLC printed material, publications, and website, including marketing materials, educational program materials, development documents, and any relevant research documents,
- Personal interviews of WPLC management, staff, Board of Directors and others,
- Written and telephone surveys of Water Protectors, and
- Design and conduct up to five gatherings. These may be in the form of focus groups, public forums, community meetings, and/or any other method that will be useful in receiving community input that identify dominant issues, design consensus building objectives and strategies that can be implemented.

DELIVERABLES

Deliverables will be reviewed and accepted by WPLC staff and Board of Directors. Deliverables will include, at a minimum, the following:

- Copies of all instruments used to gather information; minutes, transcriptions and content from all gatherings, interviews and surveys; and analysis and reports from all data-gathering activities.
- Interim briefings midway for feedback on direction of the plan,

- Draft plan, in conjunction with WPLC, that specifies goals, objectives, strategies, timeline and required resources (i.e. financial and human) for implementation, and
- Final plan incorporating necessary revisions along with a presentation to WPLC. All deliverables will become the property of WPLC.

SCHEDULE

The planning process shall commence as soon as possible. Availability and attendance at WPLC May 19, 2018, Board Meeting is preferred. Work shall be completed within 5 to 8 calendar months. The following schedule provides the target dates for the selection process and the services to be performed for the strategic planning process:

Activity	Date
Postmark Deadline for proposals	Open until filled, initial reviews of full proposals will begin May 4, 2018. Our process will allow a Letter of Interest be sent immediately. The LOI must include availability info and a date that the full proposal will follow.
Selection of contractor	Any time after May 4, 2018
Contract signed by both parties	Within two days of selection
Work begins at Board Retreat	May 19, 2018 if contractor is available
Mid-year review	July
Preliminary recommendations to WPLC	September Board Meeting
Final plan completed	October 2018

COMPENSATION FOR SERVICES

WPLC will expend appropriate funds for completion of a high-quality planning process, data and plan. Each contractor’s bid should include all fees, expenses, supplies, printing, travel, per diem, overhead and profit, insurance, taxes, and any other expenses attributed to the planning process.

SUBMISSION AND SELECTION

Applicants shall submit a proposal that responds to the following items:

1. Profile of the Contractor:

- a. A list of the names and title of the members, partners, officers, management and staff of the contractor's firm. Include an illustration of the firm's organizational structure and the number of years the firm has operated. Individual consultants not associated with a firm are also welcome to apply.
 - b. A minimum of three references for which the contractor has provided comparable contractual services to those specified in this RFP along with any subcontractors or colleagues and their contact information where applicable.
 - c. A summary and samples of the contractor's work on similar projects.
 - d. Evidence of experience working with issues relating to diverse populations.
 - e. Resumes of key individuals associated with this proposed project.
 - f. If subcontractor(s) or colleagues will be participating in the delivery of this project, please include resume(s) and qualifications of the subcontractor or colleague.
2. A Work Plan that incorporates the scope of services outlined. The work plan should generally identify the expected duration of each task and reflect associated personnel and other resources required for all tasks to be performed. This should include a schedule for all deliverables. On-site and off-site time should be separately stated. There should be a clear delineation of contractor's and WPLC's task responsibilities.
 3. Project Fees must include a line item project expense budget indicating all costs for carrying out the proposed work, including personnel, travel, lodging, meals, supplies, materials, overhead and all other necessary expenses.

SELECTION

In outlining your proposed approach to creating a strategic plan for WPLC, please consider the following:

- Your experience in working with an organization like WPLC to create a strategic plan, and based on your understanding of our organization, explain the particular challenges and opportunities to address in a strategic plan in this community.
- Your experience with planning for indigenous and/or legal support and/or movement organizations. What were the particular challenges and how were they managed?
- Based on your knowledge and experience, list five critical factors that contribute to successful planning.
- Your role in the process relative to that of WPLC.
- Your unique capabilities/experiences that you or your firm would bring to the process.