

## REQUEST FOR STATEMENTS OF INTEREST, AVAILABILITY, QUALIFICATIONS, AND COST QUOTATIONS

**Project Title:** “Missouri River Recovery and Restoration”

Project #1: *Facilitation of Intergovernmental Process to Develop Agreement on a “Spring Rise” Proposal*

Project #2: *Situation Assessment for Missouri River Recovery Implementation Committee*

**Project Location:** Missouri River Basin States (Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, Wyoming)

**Project Summary:** The U.S. Institute for Environmental Conflict Resolution (“the Institute”) is soliciting expressions of interest, assurances of availability, statements of qualifications, and cost quotations from teams of highly skilled environmental conflict resolution (ECR) practitioners to provide neutral assessment, process design, facilitation, and mediation services in connection with two distinct but related projects related to the recovery of endangered species in the Missouri River Basin. Separate Scopes of Work and contracts will be established for each project. However, a single coordinated team of practitioners is being sought with the capacity to conduct both projects concurrently.

It is essential that work on Project #1, “*Facilitation of Intergovernmental Process to Develop Agreement on a “Spring Rise” Proposal,*” begin as soon as possible due to severe time constraints. The “Spring Rise” proposal must be completed by August, for inclusion in the 2006 Draft Annual Operation Plan for the Missouri River.

Work on Project #2, “*Situation Assessment for Missouri River Recovery Implementation Committee,*” will also begin immediately following award of the contract. Phase I of the project will focus on conducting a Basin-wide situation assessment to help inform the design of the Committee. Interviews and information gathering will take place over the summer, with the assessment being completed by the early fall.

### PROJECT BACKGROUND

Operating the Missouri River Mainstem Reservoir System in an integrated manner to adequately provide for all the needs associated with flood control, navigation, irrigation, hydropower, water supply, water quality, recreation, and fish and wildlife will continue to be an ongoing challenge for the U.S. Army Corps of Engineers (USACE or “Corps”), especially during times of drought. With ultimate decision-making responsibility over the system’s operations, the Corps is in a difficult position in which it must try to balance competing needs among the various affected stakeholders in the eight Missouri River Basin states, that also includes 27 sovereign tribal nations. This balancing must also address the legal requirements of the Endangered Species Act, as implemented by the U.S. Fish and Wildlife Service (USFWS). The Corps is currently

considering ways to encourage and support more collaborative approaches to resolving the Basin's water management challenges by working together closely with the Basin's stakeholders in making its decisions.

The Missouri River Master Water Control Manual (Master Manual), which provides the water control plan and operational objectives for the integrated regulation of the Mainstem Reservoir System, was revised by the Corps in March 2004 following the release of the 2003 Amendment to the 2000 Biological Opinion by USFWS. The 2003 Amended BiOp stipulated a "spring pulse" from the System, which avoids jeopardy to the pallid sturgeon and does not result in the destruction or adverse modification of critical habitat in the Missouri River. Although a spring rise is not planned in 2005, the Corps has committed to work closely with basin stakeholders over the coming year to develop a spring rise for inclusion in the 2005-2006 Annual Operating Plan for the Mainstem Reservoir System. Contract #1 of this announcement focuses on providing impartial design, convening and facilitation assistance to an intergovernmental process to develop agreement on a recommended "spring rise" proposal to the Corps. The process will include the Corps, USFWS, USEPA, and other participating partner federal and state agencies and governmental entities. The Scope of Work also provides opportunities for integrating additional stakeholder involvement with the intergovernmental decision process.

The Corps's Record of Decision, which adopted the revised Master Manual, also commits the Corps to a comprehensive Missouri River Recovery Implementation Program (MRRIP) that is designed to restore the Missouri River ecosystem and to protect and recover threatened and endangered species. Actions to be implemented will include habitat restoration, hatchery support, and a comprehensive research, monitoring, and evaluation program focused on the three listed species affected by the operation of the system – the pallid sturgeon, the least tern, and the piping plover. The Record of Decision further stipulates that the actions associated with the MRRIP will be identified, reviewed, modified, and implemented through coordination with a Missouri River Recovery Implementation Committee (MRRIC). The MRRIC will include stakeholder representation to help ensure a comprehensive approach to recovery implementation. Contract #2 of this announcement focuses on conducting a comprehensive situation assessment designed to assist the designing and convening of the MRRIC process.

## **TEAM PROPOSALS REQUESTED**

Because of the complexity of the issues involved, the large geographic scope of the projects, and the need to conduct both projects concurrently, proposals are requested from teams of ECR practitioners with a clearly designated team lead. The team lead would be expected to serve as the coordinator of the entire team's efforts and as the primary Contractor with the U.S. Institute. Team proposals will be evaluated in the context of available funding and the combined added value of the different team members. Particular attention will be devoted to evaluating the cost effectiveness and overall expertise provided by the proposed division of labor and responsibilities among the team members.

## **PROPOSED SCOPES OF WORK**

Two Scopes of Work with separate contracts will be established with the selected Contractor.

The U.S. Institute will provide project management, oversight, and consultation to the contracted team of ECR practitioners. In the case of the “Spring Rise” project, some of the Tribal Representation Coordination tasks are already underway by U.S. Institute staff due to the shortage of time available. If practical, completion of these tasks will be transitioned to the Contractor.

The currently anticipated tasks associated with each project are presented below.

### **Project #1**

#### **Facilitation of Intergovernmental Process to Develop Agreement on a “Spring Rise” Proposal**

#### **PHASE I – Information Gathering and Preliminary Process Design**

##### **I-1 Meetings to Establish Parameters for Intergovernmental Process, Determine Participating Entities, Clarify Roles and Responsibilities, Identify Facilitation Needs**

The U.S. Institute and the selected Contractor will meet separately and together, as appropriate, with representatives of USACE, USFWS, USEPA, and any other funding agencies and organizations, as well as any other key partnering agencies or governments (which together shall constitute the “Core Planning Group”) to address and reach agreement on relevant procedural issues for the intergovernmental spring rise decision making process. Two separate days of meetings are assumed. Issues to be addressed are expected to include the following:

- determine substantive scope and focus of the intergovernmental effort;
- identify technical requirements for the “spring rise” operation;
- clarify legal, policy, and procedural parameters for the process;
- determine which governmental entities’ (including tribes) participation is essential for a credible and productive process;
- clarify roles and responsibilities of USACE, USFWS, U.S. Institute and its Contractor, and the participating governmental entities;
- determine what constitutes “agreement” among the participating agencies
- highlight relevant background information for the “spring rise” decision;
- identify likely areas of initial disagreement to be addressed during the process;
- assess relative priority for USACE, USFWS, and other participants of key issues likely to be addressed during the process;
- identify nongovernmental stakeholders and their anticipated interests relative to the “spring rise” decision;

- determine process for inviting essential participants into the process and how to respond to additional requests for participation;
- determine how to describe the intergovernmental process to non-participants;
- determine how to involve nongovernmental stakeholders;
- consider and address any Federal Advisory Committee Act (FACA) issues;
- determine public information and outreach activities to augment the intergovernmental and stakeholder processes;
- establish procedures for ongoing communication and coordination among the intergovernmental participants;
- determine facilitation needs for the intergovernmental process and the stakeholder consultation efforts;
- establish overall timeline, key milestones and deadlines for the intergovernmental process;
- determine immediate next steps and meetings schedule.

**I-1a Travel to two days of meetings with USACE, USFWS and Core Planning Group**

**I-1b Produce draft and final meeting summary**

**I-2 Review Background Information**

Contractor will review relevant information regarding Missouri River “spring rise” issues provided by USACE, USFWS, and from other sources as appropriate and available.

**I-3 Tribal Representation Coordination**

Because of the number of tribes in the Missouri Basin and the complexity of tribal issues, it is acknowledged that special consideration and attention must be given to determining an acceptable approach to tribal representation and participation in the “spring rise” process. Consequently, the U.S. Institute has already begun working with USACE’s tribal liaison in exploring options and coordinating with tribes regarding their participation. The following tasks are currently envisioned.

**I-3a Information Gathering and Research** (underway by U.S. Institute staff)

The U.S. Institute’s Tribal Program Coordinator is reviewing relevant background information related to previous consultation processes between USACE and Missouri River Basin tribes. This information includes: the agency’s government-to-government consultation policy, any pertinent Memoranda of Understanding and Agreement between the agency and tribes of the Missouri River Basin, and a contact list of tribal representatives and any Native American organizations engaged in Missouri River Basin issues. Research will include review of relevant tribal histories, treaties, and related pending litigation available through public sources. In addition, the U.S. Institute, through communications with the USACE Tribal Liaison, and others, is gathering

information about the agency's experiences with, and expectations of, government-to-government consultation with Missouri River Basin tribes.

**I-3b Letter of Introduction and Follow-up** (underway by U.S. Institute staff)

In coordination with the USACE tribal liaison and the USACE's Division Commander, the U.S. Institute is drafting a letter from the Commander addressed to Missouri River Basin tribes. The letter will outline the approach to the "spring rise" process as currently envisioned, convey the urgency and time constraints of the process, and introduce the U.S. Institute and its independent and impartial role in the process. The U.S. Institute will make follow-up calls to the appropriate representative of each tribe regarding the "spring rise" process within two weeks of distribution of the letter. The purpose of the calls are two-fold: 1) to set a time to discuss with the appropriate representative of each tribe its concerns, expectations and protocols related to participating in the "spring rise" process, and 2) to explore potential interest and availability in meeting with other tribal representatives to coordinate their participation in the "spring rise" process. The letter and any conversations with the tribes shall not replace the USACE's obligations for government-to-government consultation as outlined in Executive Order 13084 and the Department of Defense policy on government-to-government consultation.

**I-3c Communication with Missouri River Basin Tribes Regarding Their Preferences for Participating in the Spring Rise Process** (to be initiated by U.S. Institute staff)

The U.S. Institute will engage the representatives of interested and available tribes in confidential conversations for the purposes of understanding their preferences and expectations for participating in the "spring rise" process. Substantive issues raised by the tribes will be noted for follow-up with the facilitation team. The information gathered regarding preferences for participating in the "spring rise" will be synthesized and serve as the basis of developing an agenda for an inter-tribal meeting.

**I-3d Inter-Tribal Meeting and Follow-Up** (to be initiated by U.S. Institute staff)

In consultation with participating tribes and the USACE tribal liaison, the U.S. Institute will develop a meeting agenda, coordinate meeting logistics, and prepare materials for an inter-tribal meeting. The purpose of the meeting is to identify shared preferences for participating in the "spring rise" process with the preliminary goal of reaching some level of agreement on the nature of tribal participation and representation in the process. This goal may be modified as additional information is gathered. Therefore, the U.S. Institute will keep the USACE tribal liaison, and the Core Planning Group apprised of the range of preferences articulated by the tribes. The U.S. Institute will facilitate the meeting, record key points, agreements, actions, and distribute a draft meeting summary. The draft meeting summary will be provided to all participants including tribes unable to attend the meeting. The U.S. Institute will follow-up with tribal representatives not able to come to the meeting to gather their feedback and preferences for integration into the final document. The Contractor, if available, will attend the inter-tribal meeting and would be expected to use information from this meeting and communications in Task I-3c to design an appropriate intergovernmental "spring rise" process that is broadly viewed as inclusive and legitimate.

### **I-3e Travel to Inter-Tribal Meeting**

#### **I-4 Develop Draft Process Design, Operating Protocols and Ground Rules**

Based on the decisions and outcomes from the meetings in Task I-1, the Contractor will develop a draft design for the intergovernmental “spring rise” decision process, along with proposed operating protocols and ground rules, for consideration and adoption by the full set of participating agencies to provide mutually agreed upon procedural guidelines for their efforts.

### **PHASE II – Plan, Facilitate, Document, Follow-up Intergovernmental Plenary Meetings, Technical Working Group Meetings, Meetings of Core Planning Group, Public Workshop**

Currently, it is assumed that the participating entities will engage in two intergovernmental plenary meetings to build agreement on a proposed plan for the 2006 “Spring Rise.” It is anticipated that all intergovernmental plenary meetings will be open to the public for observation and that an opportunities for public comment and stakeholder participation will be provided. It is expected that the intergovernmental group will establish one or more working groups to examine specific technical issues, gather information, explore options, and prepare proposals for consideration by the full intergovernmental group. These technical working groups may include participation by nongovernmental stakeholders with relevant technical expertise. It is anticipated that the technical working group meetings will also be open to the public for observation and that an opportunity for public comment will be provided. It is anticipated that a public stakeholder workshop will be held to present, explain and seek feedback on the intergovernmental group’s proposed plan for the 2006 “Spring Rise.” It is expected that the Core Planning Group will meet again following the public stakeholder workshop to incorporate feedback received into a final proposed plan for the 2006 “Spring Rise.”

#### **II-1 Plan, Facilitate, Document, and Follow-up 1-day Intergovernmental “Spring Rise” Plenary Meeting #1**

- II-1a Develop meeting agenda
- II-1b Coordinate with USACE, USFWS and Core Planning Group
- II-1c Coordinate meeting logistics
- II-1d Assist in developing meeting materials and preparing presenters
- II-1e Final facilitator preparations
- II-1f Travel to meeting
- II-1g Facilitate one-day meeting. Take notes to prepare meeting summary.
- II-1h Debrief meeting with USACE, USFWS and Core Planning Group
- II-1i Develop draft and final meeting summary
- II-1j Follow-up with participating agencies

#### **II-2 Plan, Facilitate, Document, Follow-up 1-day Technical Working Group Meeting #1**

- II-2a Develop meeting agenda
- II-2b Coordinate with the Chair of working group
- II-2c Coordinate meeting logistics
- II-2d Assist in developing meeting materials and preparing presenters

- II-2e Final facilitator preparations
- II-2f Travel to meeting
- II-2g Facilitate 1-day working group meeting. Take notes to prepare summary.
- II-2h Debrief with the Chair of the working group
- II-2i Develop draft and final meeting summary
- II-2j Follow-up with working group members

**II-3 Plan, Facilitate, Document, Follow-up 1-day Technical Working Group Meeting #2**

**II-4 Plan, Facilitate, Document, and Follow-up 1-day Plenary Meeting #2**

**II-5 Plan, Facilitate, Document, Follow-up ½-day Public Workshop on Intergovernmental Group’s Proposed Plan for 2006 “Spring Rise”**

- II-5a Develop workshop agenda
- II-5b Coordinate with Core Planning Group augmented with stakeholder representatives
- II-5c Coordinate workshop logistics
- II-5d Assist in developing workshop materials and preparing presenters
- II-5e Final facilitator preparations
- II-5f Travel to workshop
- II-5g Facilitate ½ day workshop. Take notes to prepare workshop summary.
- II-5h Debrief with Core Planning Group
- II-5i Develop draft and final workshop summary
- II-5j Follow-up with stakeholders

**II-6 Plan, Facilitate, Document, Follow-up 1-day Meeting of Core Planning Group**

- II-6a Develop meeting agenda
- II-6b Coordinate with USACE, USFWS and Core Planning Group
- II-6c Coordinate meeting logistics
- II-6d Assist in developing meeting materials and preparing presenters
- II-6e Final facilitator preparations
- II-6f Travel to meeting
- II-6g Facilitate one-day meeting. Take notes to prepare meeting summary.
- II-6h Debrief meeting with USACE and USFWS
- II-6i Develop draft and final meeting summary
- II-6j Follow-up with participating agencies and stakeholders

**PHASE III – Mediation of Specific Remaining Issues (if needed)**

**III-1 Mediation of Specific Remaining Issues**

If needed, the Contractor will provide targeted mediation assistance on a bi-lateral or multi-lateral basis with participating agencies to reach agreement on any remaining issues, whose prospects for resolution are promising with additional focused effort.

**III-1a Travel to mediation meetings (if needed)**

## Project #2

### Situation Assessment for Missouri River Recovery Implementation Committee

#### PHASE I – Situation Assessment and Preliminary Process Design

##### **I-1 Review Background Information**

Contractor will review background information relevant to the establishment of the Missouri River Recovery Implementation Committee (MRRIC).

##### **I-2 Organization Meeting with Situation Assessment Coordination Group**

Contractor will participate in an initial one-day organizational meeting with representatives of USACE, USFWS, and other key stakeholders comprising the Situation Assessment Coordinating Group to establish preliminary mutual understanding of the following:

- purpose and need for MRRIC;
- why USACE and USFWS are seeking to convene MRRIC at this time;
- purpose of the Situation Assessment;
- substantive scope and focus of the Situation Assessment;
- legal, policy, and procedural parameters of the assessment process;
- roles and responsibilities of third party neutral contractor, the U.S. Institute, USACE, USFWS, and other participating entities;
- highlights of relevant background information;
- likely areas of conflict and controversy regarding the work of MRRIC;
- relative priority of key issues likely to be identified during Situation Assessment interviews;
- key stakeholder groups and their interests relative the MRRIC process;
- criteria for selecting stakeholders and specific individuals to be interviewed;
- prioritization and sequencing of stakeholder interviews;
- desired outcomes of the Situation Assessment process;
- how to describe the Situation Assessment process to stakeholders and the general public;
- process for ongoing communication and coordination among Situation Assessment Coordinating Group;
- process for keeping public informed of developments and ensuring transparency of the Situation Assessment process;
- next steps and timeline for the overall situation assessment effort, with particular emphasis on the initiation of the interview process.

##### **I-2a Travel to organizational meeting**

##### **I-3 Develop Interview Protocol and Letter of Introduction**

In consultation with the Situation Assessment Coordinating Group, the Contractor will develop an interview protocol. The interviews will be used to gain a mutual



understanding of the most important issues, concerns, and constraints of the different stakeholder interest groups with respect to the MRRIC process. This information will be aid in designing and convening a productive MRRIC process. A Letter of Introduction will also be developed to orient interviewees to the context and purpose of the Situation Assessment process and to team members who will be conducting the interviews with stakeholders.

**I-4 Identify Key Stakeholder Interests and Specific Individuals to be Interviewed**

The Contractor will work closely with the Situation Assessment Coordinating Group to identify a preliminary list of potential participants in the assessment process. These would be key parties who are likely to have a strong interest in the MRRIC issues, including those with important information or expertise needed to inform the MRRIC process, as well as those who would potentially have key roles in supporting recovery efforts or implementing recovery actions. The Coordinating Group should reach agreement on the different categories of interested and affected stakeholders who should be represented in the MRRIC, the level of representation to be sought, any gaps in representation, ideal criteria for participants (including direct knowledge or role in the issue, ability to represent an organization or constituency, and good communication and collaboration skills). Since parties may initially be identified as individuals, organizations, agencies, governments, or by roles, the third-party neutral may also need to consult further directly with groups to identify the most appropriate individuals to interview for the situation assessment process. The Contractor may also need to develop different interview approaches, as appropriate, for different stakeholder groups. The Contractor will establish a project contact database that includes all relevant contact information for those interviewed.

**I-5 Schedule and Conduct Confidential Interviews**

The Contractor will schedule and conduct approximately 50 confidential individual and/or group interviews with the identified stakeholder representatives. The interviews will be used to gain an understanding of the most important issues, concerns, and constraints of the different stakeholder interest groups with respect to the MRRIC process. To the extent feasible given geographic and budgetary constraints, interviews will take place in person, although it may be necessary to conduct some interviews by telephone. It is anticipated that the interview process will take six to eight weeks.

**I-5a Travel to interviews.** For the purposes of cost estimation, it is assumed that conducting the in-person interviews will require four separate trips.

**I-6 Analysis of Assessment Findings and Meeting to Consider Implications**

The Contractor will analyze the findings from the assessment interviews and prepare a preliminary summary for discussion with the Situation Assessment Coordinating Group. A meeting will be conducted to consider the implications of the assessment findings and to plan for distribution of the Situation Assessment Report to stakeholders.

**I-6a Travel to assessment findings discussion meeting**

### **I-7 Prepare Draft and Final Situation Assessment Report**

Following the meeting with the Situation Assessment Coordinating Group to discuss preliminary findings, the Contractor will then prepare a draft Situation Assessment Report that 1) summarizes the scope of relevant issues and concerns related to the MRRIC process; 2) clarifies and neutrally describes the range of perspectives on these issues; 3) identifies areas of potential agreement and shared interests; 4) evaluates the feasibility of a productive MRRIC process, including an evaluation of current conditions for success and a recommendation regarding whether or not to proceed; and 5) if appropriate, recommend design options for the MRRIC process. The Contractor will provide an initial draft Report to the Situation Assessment Coordinating Group for their review and feedback. The Contractor will revise the draft Situation Assessment Report as appropriate in consultation with the U.S. Institute. The final Report will be the independent work product of the Contractor on behalf of the U.S. Institute. The final Situation Assessment Report will be provided to all of those interviewed and will also be made publicly available through agency websites.

### **I-8 Meeting with Stakeholders to Discuss Results of Situation Assessment**

Following distribution of the Situation Assessment Report, stakeholders will be invited to participate in a meeting to provide feedback on the Report and to discuss the implications of its findings and recommendations. The goal of the meeting will be to gain broad support for the proposed approach to the MRRIC process.

- I-8a Develop stakeholder meeting agenda
- I-8b Coordinate with Situation Assessment Coordinating Group
- I-8c Coordinate meeting logistics
- I-8d Develop meeting materials and assist in preparing presenters
- I-8e Final facilitator preparations
- I-8f Travel to meeting
- I-8g Facilitate ½ day stakeholder meeting. Take notes to prepare summary.
- I-8h Debrief with Situation Assessment Coordinating Group
- I-8i Develop draft and final meeting summary
- I-8j Follow-up with stakeholders

**NOTE:** The Institute will solicit feedback from participants in the assessment process to evaluate the performance of the Contractor at the conclusion of Phase I. Authorization to proceed with work on subsequent phases will be contingent on the outcome of the assessment process, availability of funding, satisfactory performance of the Contractor, and concurrence of the funding agencies and the participating stakeholders.

### **ESTIMATED HOURS AND BILLABLE EXPENSES**

It is anticipated that approximately 725 hours of contracted professional services will be required to complete the proposed Scope of Work for Project #1: *Facilitation of Intergovernmental Process to Develop Agreement on a “Spring Rise” Proposal.*

For Phase I of Project #2: *Situation Assessment for Missouri River Recovery Implementation Committee*, it is estimated that approximately 475 hours of contracted professional services will be required.

Billable expenses can include professional labor, administrative support, project-related direct costs, and travel expenses. Travel will be compensated at actual costs up to a negotiated not-to-exceed amount.

## **CONTRACT**

The successful team will perform the requested services under contract to and with oversight by the U.S. Institute. Two separate contracts, each with its own Scope of Work, estimated budget, and cost reimbursement terms will be negotiated immediately following selection of the Contractor. Authorization to proceed with subsequent phases of Project #2 will be contingent on the outcome of the assessment process, availability of funding, satisfactory performance, and concurrence of the funding agencies and the participating stakeholders.

**NOTE:** A required condition of all U.S. Institute contracts is cooperation in completing a questionnaire designed to help evaluate projects at their conclusion.

## **DESIRED QUALIFICATIONS**

The successful team of ECR practitioners should collectively have substantial experience and exceptional expertise in successfully assessing, designing, facilitating, mediating, and documenting complex multi-stakeholder conflict resolution and collaborative environmental problem-solving efforts in polarized and politicized situations that have included a wide range of participants, including federal and state engineering, natural resource and environmental quality agencies, sovereign tribal nations, stakeholders (e.g., farmers and irrigators, shipping and navigation, hydropower and other water-using energy producers, environmental and conservation organizations, and recreational interests), scientists and technical consultants, and elected state and federal officials. The Contractor and team lead should have senior level experience at least equivalent to the minimum entry criteria required for the U.S. Institute's National Roster of Environmental Dispute Resolution and Consensus Building Professionals. If the members of the selected team are not currently on the Institute's roster, they will be expected to apply within 90 days after award of the contract. Information about the Institute's Roster of Environmental Conflict Resolution Practitioners can be found at <http://www.ecr.gov/roster.htm>.

## **SPECIFIC SELECTION CRITERIA**

- 1) Demonstrated experience and expertise working as an environmental conflict resolution practitioner in crafting joint solutions to technically complex and highly contentious intergovernmental water use and natural resource management issues involving a wide range of governmental and nongovernmental stakeholders.
- 2) Demonstrated experience, sensitivity, and effectiveness in working with sovereign tribal nations in achieving solutions to long-standing cultural and natural resource issues.
- 3) Familiarity with the Endangered Species Act and demonstrated experience and expertise in helping parties reach implementable agreements related to the recovery of endangered species.
- 4) Demonstrated experience and expertise in designing, conducting, and communicating neutral situation assessments involving highly controversial and technically complex circumstances.
- 5) Demonstrated ability of the Contractor to provide effective collaborative leadership for a team of senior-level professionals. Demonstrated ability of the team members to work together efficiently and effectively.
- 6) Availability of team members to begin the projects immediately upon award of the contract and to participate in all currently scheduled meetings. Ability and willingness to make this project your priority commitment during its duration, but especially through the summer of 2005.
- 7) Total cost and hours of professional service to complete the proposed Scopes of Work, along with the collective value added by each member of the team.
- 8) Geographic proximity, travel time and costs from base of operations to the Missouri River Basin area.
- 9) Member of the U.S. Institute's National Roster of Environmental Conflict Resolution and Consensus Building Professionals or equivalent experience.

## PROJECT SCHEDULE

Project #1: *Facilitation of Intergovernmental Process to Develop Agreement on a “Spring Rise” Proposal* will begin as soon as possible following award of the contract due to the severe time constraint of the August deadline to reach agreement on the recommended “Spring Rise” proposal for inclusion in the 2006 Draft Annual Operation Plan for the Missouri River. Minor refinements to the Plan may be possible in response to public comments on the Draft Plan until the 2006 Annual Operating Plan is finalized in December 2005.

Project #2: *Situation Assessment for Missouri River Recovery Implementation Committee* will also begin soon after award of the contract. However, the schedule for this project is more flexible than for the “Spring Rise” process.

The following combined schedule of milestones for both projects is anticipated:

Combined Milestones for Project #1 and Project #2	Target Completion Date
<b>Deadline for Submission of Statements of Interest</b>	<b>Friday, March 25</b>
Final Candidates Notified and Invited for Interviews	Friday, April 1
<b>In-Person Interviews with Final Candidates in Omaha, NE</b>	<b>Thursday, April 14</b>
Selection of Contractor by U.S. Institute	Tuesday, April 19
Establish Contract with U.S. Institute	Friday, April 22
<b>Project #1: Organizational Meeting with Core Planning Group in Kansas City, MO</b>	<b>Tuesday, April 26</b>
Project #2: Organizational Meeting with Situation Assessment Coordinating Group	May
Project #1: Initial Intergovernmental Meeting	May
Project #1: Technical Working Group Meetings	May/June/July
Project #2: Conduct Confidential Interviews for Situation Assessment	May/June/July
Project #2: Meeting with Situation Assessment Coordinating Group to Review Preliminary Assessment Findings	July
Project #1: Second Intergovernmental Meeting to Reach Agreement on Proposal	July
Project #1: Public Workshop to Review “Spring Rise” Proposal	July
Project #1: Meeting with Core Planning Group to Review Workshop Results	August
Project #1: Mediate Targeted Issues (as appropriate)	August - December
Project #2: Distribute Situation Assessment Report	August
Project #2: Public Meeting to Review Results of Situation Assessment	September
Project #2: Initiate Convening of MRRIC (to be determined)	October/November/December
Project #2: Initial Meeting of MRRIC (to be determined)	January 2006

- \* **Please tentatively reserve dates in bold for interviews and the initial organizational meeting for Project #1, should your team be selected** (availability is a factor in selection process)

## SUBMISSION OF PROPOSALS

**NOTE:** Proposals that fail to specifically address each item listed below will be competitively disadvantaged. Total submission package (excluding the writing samples) should total **no more than 30 pages**. Submissions longer than 30 pages may be competitively disadvantaged. Please do not submit any additional supplemental materials. Copies of submittals will be provided to stakeholders participating in the selection process. All information submitted will be considered non-confidential. Cost information will not be broadly distributed by the U.S. Institute, but will be made available to current and potential funding agencies and organizations.

### **Interested candidates should include the following information in their submissions:**

1. Clearly indicate team lead and proposed division of hours and responsibilities among team members.
2. A combined statement of qualifications for the whole team (listed by individual team member) addressing each of the specific selection criterion listed above.
3. A listing and brief description of projects previously conducted by team members that are especially relevant to the requirements for this project, along with several references for each listed project.
4. Brief description of anticipated approach to accomplishing the proposed Scopes of Work for the two projects. The descriptions should include any important strategic considerations, as well as an explanation of the advantages of the proposed approach.
5. Statement clearly describing your billing policy regarding projected-related travel time.
6. Statement of availability of each critical team member to work on this project between April and September 2005, specified in available hours per month for this project. Please also specifically indicate availability of each critical team member for the specific dates listed in **bold** under Project Milestones for the interviews and for the initial organizational meeting for Project #1. If critical team members are not available for these specific dates, please indicate alternate dates around the same timeframe when they would be available. Please list any known specific dates from April through September that critical team members are not available.
7. A description of any constraints, limitations, or potential perceived conflicts of interests that may be relevant to this project.
8. A less than five-page writing sample from an assessment.
9. A less than three-page sample from a meeting summary.
10. **In a separate document**, for each proposed Scope of Work, provide the hourly rates to be charged for each team member and list estimated hours required to complete each task, distribution of hours among team members to complete each task, and total estimated budget by task to complete the Scope of Work, as well as total hours for each team member and total labor cost. In the costs, please identify as specific line items by tasks, the estimated billable hours for project-related travel. In addition, provide estimated travel costs (assume that all meetings will be held in Omaha, NE) associated with relevant tasks, along with any anticipated other direct costs.

## PROCESS FOR SELECTING CONTRACTOR

The U.S. Institute will evaluate all written submissions according to the Specific Selection Criteria identified above; so it is important that every listed criterion is addressed. The Institute will extend invitations to a set of final candidates and will facilitate in-person interviews with representatives of the USACE, USFWS, USEPA, and any other funding agencies.

Representatives of stakeholder interests will also be invited to participate in the interviews and their assessment of the candidates will be solicited following completion of the interviews.

**Interviews are scheduled to take place on Thursday, April 14<sup>th</sup>, in Omaha, NE.** The U.S. Institute will make the final selection decision and then contract for services with the selected team of ECR practitioners.

## SUBMISSION DEADLINE

**In order to be considered, submissions must be received before 5:00 PM (EST) on Friday, March 25, 2005.**

**Please submit information to:** Michael Eng, Senior Program Manager  
U.S. Institute for Environmental Conflict Resolution  
130 South Scott Avenue  
Tucson, AZ 85701  
(520) 670-5299  
Fax: (520) 670-5530  
Email: [eng@ecr.gov](mailto:eng@ecr.gov)

**Electronic submissions via email are highly preferred.** However, submittals by mail or courier are permissible. Please include the following exact wording in the subject heading of your email message: **“Missouri River Recovery and Restoration”**

- Information about the U.S. Institute can be found at: [www.ecr.gov](http://www.ecr.gov)
- Information about the Missouri River Master Plan can be found at: <http://www.nwd-mr.usace.army.mil/mmanual/mast-man.htm>
- Information about the 2003 USFWS Supplemental Biological Opinion can be found at: <http://www.r6.fws.gov/missouririver/>
- The USGS Clearinghouse for Missouri River Information can be found at: <http://infolink.cr.usgs.gov/>
- National Academy of Science’s report on prospects for Missouri River recovery: <http://books.nap.edu/books/0309083141/html/index.html>
- Information about tribal water rights and cultural concerns of tribes can be found at: <http://mnisose.org/>  
[http://www.sacredland.org/endangered\\_sites\\_pages/missouri\\_river.html](http://www.sacredland.org/endangered_sites_pages/missouri_river.html)
- Additional stakeholder perspectives on the Missouri River can be found at: <http://www.mrba-missouri-river.com/>;  
<http://www.protectthemiissouri.com/>;  
[http://www.americanrivers.org/site/PageServer?pagename=AMR\\_Missouri](http://www.americanrivers.org/site/PageServer?pagename=AMR_Missouri;);