

**DRAFT**

# Implementing the Nutrient Management Strategy

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Support for Governance  
Request for Proposal

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Contracting Entity on Behalf of the  
San Francisco Bay Nutrient Management Strategy Steering Committee

**Table of Contents**

Introduction.....1

Request for Proposals.....3

Project Description.....3

Scope of Services.....4

Project Schedule.....7

Organization and Content of Proposal.....7

Level of Effort.....7

Proposal Evaluation Criteria.....8

Standard Agreement.....8

Attachments:

- A – Nutrient Management Strategy
- B – Charter
- C – Tasks by Functional Area and priorities
- D – Sample Agreement

## Request for Proposals

### *Provide Support for the Stakeholder Governing Body (Steering Committee) Implementing the Nutrient Management Strategy*

#### Introduction

**Background:** San Francisco Bay is recognized as a nutrient-enriched estuary. Nonetheless, dissolved oxygen concentrations found in the Bay's subtidal habitats are much higher and phytoplankton biomass and productivity are substantially lower than would be expected in an estuary with such high nutrient enrichment, implying that eutrophication is potentially controlled by processes other than straightforward nutrient-limitation of primary production. There is a body of evidence that suggests the historic resilience of San Francisco Bay to the harmful effects of nutrient enrichment is weakening. The indications of decreased Bay resilience have come to the fore at a time when the availability of resources to continue assessing the Bay's condition is uncertain. Notwithstanding historic contributions to water quality sampling and monitoring by various independent organizations, there is a need for a locally-supported, multi-interest, long-term science strategy and associated implementation program to provide information that is needed to support nutrient-related management decisions in the Bay. This approach has been proposed to be the "San Francisco Bay Nutrient Management Strategy" (NMS). The NMS (see Attachment A) will define and guide this science, implementation, information-sharing, and public outreach approach. As such, the NMS and the work of stakeholders supporting the NMS will inform policies specifically decided by the San Francisco Regional Water Quality Control Board (Water Board). The NMS is currently envisioned to be completed within a 10 year time frame.

**NMS Governance and Implementation:** It has been recognized that the implementation of the NMS will require a variety of stakeholders including state and federal regulators, wastewater dischargers, NGOs, resource agencies, industry, and water suppliers. Given this array of stakeholders it was decided that a governance structure was needed to help ensure that all issues and perspectives were being considered as the scientific studies needed to implement the NMS were being pursued. A Charter was developed that established an organizational structure for implementing the NMS and set forth the key

entities that would be involved in the governance and implementation of the NMS and how they would function (see attachment B).

**The NMS Steering Committee and Planning Subcommittee:** The group within the organizational structure charged with overseeing the planning and implementation of the scientific program is the NMS Steering Committee (SC). The SC is a formal stakeholder body, structured to reasonably but not exhaustively represent various interests affected by the NMS and nutrient conditions in the Bay-Delta. The Steering Committee has formal membership. Members are invited to serve on the Steering Committee by the Regional Board Executive Officer (Executive Officer) (or a designee). All Steering Committee meetings are open to the public and are publicly noticed. Steering Committee meetings are held in various formats including in person, virtual web-based meetings, and /or conference call settings. Meetings are facilitated by a third party, neutral facilitator. Meetings are self-convened and occur on an as-needed basis (generally not to exceed every four months). To date the SC has met face to face on four occasions the first meeting being held in April 2014.

Due to the frequency of meetings (i.e. roughly quarterly) and the amount of work that was needed in between meetings to ensure that each SC meeting was productive, it was decided that a Planning Subcommittee (PS) composed of a few of the SC members was needed to conduct a variety of needed tasks between SC meetings. The PS was established at the 3<sup>rd</sup> SC meeting held in October 2014. Tasks to be undertaken by the PS include the following:

- Meeting periodically between SC meetings and develop recommendations for SC consideration;
- Develop proposed agendas and meeting logistics;
- Provide a first line review on time sensitive issues the Science Manager may encounter.

## **Current Status**

The SC has met 5 times and the PS has had several meetings to complete needed work in between SC meetings. A series of short term contracts have been utilized to provide facilitation services for the SC meetings while individual members of the PS have taken on the task of facilitation at the PS meeting as well as completing needed logistical and, administrative support. Although this approach has been successful to date, while the SC and PS have been in start-up mode, it has become apparent that additional outside support is needed in order to meet the work demands and timelines envisioned for completion of the NMS.

Specific areas of needed support are for longer term facilitation and overall program coordination. Facilitation services needed consists of primarily meeting facilitation for both

the SC and PS meetings and requires having a general understanding of the issues associated with the NMS strategy implementation and attending meetings to facilitate discussion and decisions making on key issues. Program Coordination services cover a broad array of tasks within four functional areas; strategic, financial, technical and administrative (see Attachment C). Completing tasks in the four functional areas will depend on available funding and prioritization of needs by the SC.

## **Request for Proposals**

The Steering Committee seeks the services of an individual(s), a firm, or team (Consultant) to provide on-going Facilitation and Program Coordination for the NMS (Project). This Request for Proposal (RFP) includes the information needed for proposal preparation and includes various attachments associated with proposal preparation and contractual requirements, including a sample agreement. The RFP and all attachments describe the scope requirements for the Project.

It should be noted that although facilitation and program coordination will require interaction with primarily the SC and the PS, all of the organizational entities shown on the organizational chart in the Charter will require some interaction. These organizational entities include the following:

- Stakeholder Advisory Group
- Science Manager and Core Science Team
- Nutrient Technical Workgroup
- Peer Reviewers
- Public
- Other Regional Groups

## **Project Description**

The Project consists of providing on-going Facilitation and Program Coordination services to the SC and PS as part of the implementation of the NMS. The Project will be a one year pilot effort. At the conclusion of the one year pilot, the SC will evaluate the costs and benefits of the effort and determine whether or not the project should be continued. The Consultant may submit a proposal for (1) the Facilitation portion of the work or (2) the Program Coordination portion of the work or (3) for both Facilitation and Program Coordination. If the SC decides to continue the Project it is anticipated that the Facilitation and Program Coordination services

will be contracted for on an annual basis. This will allow for increases or decrease in the scope of services as the needs of the SC and PS may change over time.

## Scope of Services

This section describes the nature and scope of services related to implementation of the NMS during CY 16. The successful proposal(s) will demonstrate the approach and qualifications for either the Facilitation services, Program Coordination services or both.

The Steering Committee has prepared the scope of services shown below that are necessary for implementing the NMS for CY 16. This scope of services should be used as a basis for preparation of the proposal. Additional tasks or modifications to the scope of services that the Consultant feels will produce more useful and/or cost-effective activities should be included in the proposal.

Both Facilitation and Program Coordination will be utilized on an “as needed” basis. It is envisioned that initially the Facilitation and Program Coordination Services will be at a lower level of effort but may grow over time.

### FACILITATION:

#### **Task 1: GENERAL FACILITATION**

**Task 1.1:** Facilitate Support for Planning Subcommittee meetings: The Planning Subcommittee meetings are self-facilitated by the Subcommittee members. In addition, BACWA provides in-kind services for Planning Subcommittee meetings consisting of agenda preparation and producing meeting summaries. Consultant to participate (by conference call or in person) in up to 6 meetings/yr. at approximately 3 hours each to keep abreast of Subcommittee discussion and offer suggestions which may help the meetings to be more productive.

**Task 1.2:** Facilitate Steering Committee meetings: Assumes 4 meetings/yr. at approximately 6 hours each and includes preparation time and planning discussions in advance of each meeting. The Consultant will work with the NMS Science Manager to prepare the agendas for the Steering Committee meetings, however as with the Planning Subcommittee, BACWA provides in-kind services by producing the meeting summaries.

- Task 1.3:** Facilitate Stakeholder Advisory Group meeting (Optional): This service is optional and may include up to 2 meetings/yr at approximately 3 hours and includes preparation time and planning discussions in advance of each meeting.
- Task 1.4:** Facilitate Nutrient Technical Workgroup. Assumes 2 meetings/yr at approximately 6 hours and includes preparation time and planning discussions in advance of each meeting.
- Task 1.5:** Other Facilitation Services as needed (optional)

## **PROGRAM COORDINATION:**

### **Task 1: BUDGET AND FINANCIAL MANAGEMENT**

**Task 1.1:** The Science Manager oversees the Science Program budget. The Program Coordinator would track and report on the Administrative budget and, with input from the Science Manager, provide the Steering Committee with overall Program budgeting and tracking updates.

**Task 1.2:** Identification of interest of SC members and other stakeholders in financial participation in undertaking scientific studies; identification of other funding sources, and pursuing grants.

**Task 1.3:** Coordination of Peer Reviewer stipends / compensation at the appropriate point in time (this is not an immediate need)

### **Task 2: ADMINISTRATION**

- Task 1.1** Coordination and communication of meeting locations, meeting dates, and meeting materials for stakeholder and technical groups, and project leadership and staff
- Task 1.2:** Management of stakeholder group member contact information and various distribution lists.
- Task 1.3:** Preparation and coordination of meeting presentations
- Task 1.4:** Review and distribution of meeting summaries

**Task 3: NUTRIENT STUDY PROCESS MANAGEMENT**

- Task 3.1:** Compilation and distribution of Peer Reviewer proposal materials
- Task 3.2:** Communication and materials management supporting Peer Reviewer selection
- Task 3.3:** Tracking criteria for, selection of, and tabulation of science advisors
- Task 3.4:** Communication between Peer Reviewers and Science Program Manager.
- Task 3.5:** Coordination with Science Manager in identifying and presenting to the SC key underlying assumptions that support scientific conclusions
- Task 3.6:** Coordination of NMS science study communications (e.g. study plans, updates, results, etc.)
- Task 3.7:** Tracking and compiling standard information regarding all Bay and Delta nutrient related studies (purpose, study methods, budgets, review methods, and transparency)
- Task 3.8:** Coordination and tracking of external group activities related to and/or of interest to the NMS.

**Task 4: OUTREACH AND PUBLIC INFORMATION**

- Task 4.1:** Coordination and development of outreach/public information materials
- Task 4.2:** Coordination of public outreach activities/events
- Task 4.3:** Communication to external parties on behalf of the NMS process (e.g. associated stakeholder organizations, associated other science programs in the Bay Delta).
- Task 4.4:** Communication with SC members to ensure they are briefed on all key issues and that their issues are recognized and discussed

**Task 5: ASSISTANCE WITH NMS IMPLEMENTATION OPTIONS**

- Task 5.1:** Assist in the development of management options for implementation of the Nutrient Management Strategy such as use of “green” activities (e.g. water recycling, wetlands, and low impact development) and make recommendations to the Steering Committee for pursuit of promising alternatives.
- Task 5.2** Help develop means for identifying and recognizing early actions that will lead to reduction of nutrient discharges and support implementation of those early actions.
- Task 5.3** Assist in exploring the potential use of trading programs on a Bay-wide or subembayment basis as a means of cost-effectively reducing nutrient loadings. Address key implementation issues such as: who owns the trading bank, how this approach impacts regulatory compliance, and financial consideration.

## Project Schedule

The Scope of Services shall be completed during FY 16 beginning xx/xx/xxxx. Major milestones are provided below

Major Milestone	Date
Proposal due	4 weeks after issuance of RFP
Proposal review and interviews	3 weeks after receipt of Proposals
Selection of Consultant(s)	At the next scheduled Steering Committee Meeting
Notice to Proceed	1 week following Steering Committee Meeting

## Organization and Content of the Proposal

Suggested proposal outline

Section	Contents
Cover Letter	Transmittal
1	Identification of Proposer
2	Project Overview
3	Project Approach
4	Project Team and Qualifications
5	Project Experience
6	Project Schedule
7	Fee Estimate
8	Exceptions to Contract Terms and Conditions
A	Resumes of Key Staff

## Level of Effort

The contract will be based on a lump sum amount for the Facilitation Services and an hourly rate for the Program Coordination. All other direct costs will be reimbursed based on

submitted receipts or other documentation. Consultant should provide the lump sum fee for Facilitation under Section 7 along with the billing rates for team members. Proposals should contain rough estimates of what level of effort the Consultant envisions for each task listed under Program Coordination. It is recognized that this level of effort may vary widely depending on needs of the SC.

### Proposal Evaluation Criteria

<b>Criteria</b>	<b>Points</b>
Project approach – How the Consultant intends to provide the needed services	25
Expertise of proposed individual or team in similar endeavors	20
Principal in Charge/Project Manager – Availability and responsiveness	25
Ability to provide additional resources if needed	5
Level of Effort – cost effectiveness or individual or team	25
<b>Total</b>	<b>100</b>

### Standard Agreement

The BACWA standard agreement for consulting services will be used for this contract (see Attachment D).

ATTACHMENT A

San Francisco Bay Nutrient Management Strategy

ATTACHMENT B

CHARTER

ATTACHMENT C

PRIORITY TASKS FOR SAN FRANCISCO BAY NUTRIENT PROGRAM

(table of priorities)

ATTACHMENT D  
BACWA Standard Agreement