

STATEMENT OF WORK BLANKET PURCHASE AGREEMENT

A. Project Title

Missouri River Recovery Implementation Committee (MRRIC) Facilitation and Consensus Building

B. Project Location

Missouri River Basin States (Iowa, Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, Wyoming)

C. Background

The U.S. Institute for Environmental Conflict Resolution (U.S. Institute)

(<https://www.udall.gov/ourprograms/institute/institute.aspx>) is a program of the Udall Foundation (www.udall.gov), an independent federal agency in the executive branch. The mission of the U.S. Institute is to provide impartial third-party collaboration, consensus building, and dispute resolution services to parties of environmental and natural resource conflicts where there is a federal interest or nexus. Since 2006 the U.S. Institute has been assisting parties in the Missouri River basin in developing a multi-party collaborative forum working with the US Army Corps of Engineers (USACE) in order to fulfill the purpose of USACE Missouri River Recovery Program (MRRP). Through the MRRP, USACE endeavors to manage its Missouri River operations in a manner that avoids a **finding of jeopardy for three federally listed species: the piping plover, the interior least tern, and the pallid sturgeon**. See <https://www.nwo.usace.army.mil/MRRP/> for more information about the MRRP.

In 2006 at the request of USACE and other agencies in the Basin, the U.S. Institute conducted a situation assessment regarding the feasibility of a collaborative forum in the Missouri River Basin to advise the agencies on species recovery issues and their impacts to Basin interests. Based on the findings of the assessment, USACE and other federal agencies in the Basin asked the U.S. Institute to convene a multi-party stakeholder group to develop a charter for such a group. The charter drafting process began in 2007 and the final charter was approved by USACE in July 2008. The Charter is available at <https://www.nwo.usace.army.mil/MRRP/>

Established in the fall of 2008, the Missouri River Recovery Implementation Committee (MRRIC) is the basin wide collaborative tasked to develop a shared vision and comprehensive plan for the Missouri River recovery. Section 5018 of the 2007 Water Resources Development Act (WRDA) authorizes USACE to establish MRRIC. The Committee is a Federal Advisory Committee Act (FACA)-exempt, multi-stakeholder body composed of representatives from federal, state, and tribal agencies, and nongovernmental and local governmental stakeholder interests in the basin. MRRIC is currently led by a Chair and Vice-Chair. The Chair is a paid position under contract to the U.S. Institute. The Vice-Chair is a voluntary position filled from the stakeholder membership of the Committee. The duties of the Chair and Vice-Chair are described in the MRRIC Charter and Operating Procedures.

One purpose of MRRIC is to provide consensus-based recommendations and guidance on the Missouri River recovery and mitigation plans that were in place when WRDA 2007 was passed. These plans are implemented through the Missouri River Recovery Program (MRRP). Further, the MRRP's efforts to avoid jeopardy for the listed species, while meeting USACE's authorized purposes and minimizing negative impacts to other interests on the river, are now guided by a Science and Adaptive Management Plan (SAMP) and annual Strategic Plans (which in turn are informed by MRRIC's consensus recommendations).

Paragraph (a.1) of Section 5018 of WRDA2007 directs MRRIC to provide advice to USACE regarding a “*study of the Missouri River and its tributaries to determine actions required - A) to mitigate losses of aquatic and terrestrial habitat; B) to recover federally listed species under the Endangered Species Act of 1973 (16 USC 1531 et seq.); and C) to restore the ecosystem to prevent further declines among other native species*”. Work on this task has been suspended since December 2011 when Congress passed the Consolidated Appropriations Act of 2012 in which Section 120 states: “*None of the funds made available in this 11 Act may be used to continue the study conducted by the Army Corps of Engineers pursuant to section 5018(a)(1) of the Water Resources Development Act of 2007.*”

USACE provides technical and operational support for MRRIC as further described in Appendix A. For more information on the purpose and scope of the Committee as well as the duties and responsibilities of its members, please read the MRRIC Charter at www.mrric.org.

An interagency agreement between USACE and the U.S. Institute is in place for the U.S. Institute to provide neutral facilitation and process assistance to MRRIC and the agencies working with it. The U.S. Institute is responsible for managing the technical performance of the MRRIC facilitation team, the MRRIC Chair, and the Third Party Science Neutral (TPSN). The U.S. Institute provides project management, oversight, and consultation to the facilitation team, Chair, and TPSN and coordinates with the Interior Business Center Contracting Officer Technical Representative.

For information regarding the operational structure and typical one-year schedule of MRRIC, see Appendix A.

D. Description of Work

The U.S. Institute is seeking a highly skilled environmental collaboration and conflict resolution (ECCR) professional team to provide facilitation and consensus building services to MRRIC. The facilitation and consensus building services to be provided include: plenary meetings; work group calls and meetings; meetings with MRRIC leadership (Chair and Vice-Chair, lead agency representatives from USACE, U.S. Fish and Wildlife Service (USFWS), and U.S. Institute); and support of associated Committee operations, information gathering, and deliberations in order for the Committee to provide consensus recommendations to the lead agencies.

The following list describes the significant ongoing and future activities that represent the likely requirements of the U.S. Institute and MRRIC. The initial Call Order will be a subset of these tasks. Additional tasks will be specified in subsequent Call Orders as needs arise and funds are available.

TASKS

The Contractor shall provide the following services:

- I. **Plenary Meeting Planning, Documentation, and Follow-Up** for in-person plenary Committee meetings. For each meeting cycle contractor shall:
 1. Plan, participate, and provide follow-up for coordination calls among the U.S. Institute, MRRIC Chair and Vice-Chair, and facilitation team to plan the meeting agenda and address meeting and related Committee issues. The agenda for the coordination call is prepared in coordination with the U.S. Institute, contractor, and MRRIC Chair. Most calls are facilitated by the facilitation team, with a small subset facilitated by the U.S. Institute. The number of coordination calls per meeting cycle may vary depending on the meeting planning timeline

- and the complexity of plenary topics. The exact number of calls will be determined at the Call Order level.
2. Produce all meeting materials (agenda, consent agenda, read ahead documents, name tents for new members), ensure USACE and USFWS staff read-aheads are ready on time, and distribute pre-meeting materials to Committee members by hard copy (sent two weeks before each meeting) and electronically via MRRIC All Partners Access Network (APAN) (one week before the meeting) as outlined in the Committee Charter and Operating Procedures. Contractor shall maintain an up-to-date mailing list of primary and alternate Committee members.
 3. For each plenary meeting, make available and implement teleconference and online participation tools.
 4. Prepare and disseminate an annotated meeting agenda and facilitate a 2-hour meeting preparation session (by phone or in-person in the weeks leading up to each plenary meeting).
 5. The project lead and other lead facilitator(s), as available, shall participate, as requested by USACE, in a 2-hour pre-meeting webinar convened by USACE to review management plan-related presentations prepared by the agencies. Facilitators are expected to provide advice and recommendations about the presentations so that the presentations are clear to MRRIC members. The U.S. Institute, USFWS, MRRIC Chair, MRRIC Vice-Chair, as available, will also participate in these webinars. USACE is the lead on scheduling, note taking, and hosting the pre-plenary webinars.
 6. Assist with on-site meeting preparations, ensuring appropriate room set up, providing last minute photocopies, etc.
 7. The Contractor will provide pre-meeting venue management services and directly contract for meeting facilities, including associated AV and sustenance (water/coffee and light snacks). Major tasks include: coordination of banquet event orders, room diagrams, pre-meeting RSVPs, hotel room block, working lunches, logistical information, communication to MRRIC in advance of the meeting, coordination with members and staff regarding logistics (e.g. troubleshooting reservation issues, etc.), parking, and shuttle coordination. The Contractor will coordinate and communicate with USIECR to ensure venue options are appropriate for MRRIC needs and within budget.
 8. Impartially facilitate all MRRIC plenary meetings; most associated work group breakout sessions (with the US Institute facilitating a few specific work groups such as the Federal Work Group); and all pre-meeting agency webinars.
 9. Take notes, prepare meeting summaries and action items and disseminate to MRRIC members and U.S. Institute for the plenary meetings and pre-meeting agency webinars. Prepare draft documents during the meeting (may include overnight turn-around of revised materials) and post to MRRIC APAN all post-meeting documents such as meeting accomplishments, press releases etc. All notes and meeting documentations should meet a high-quality professional standard (i.e. clearly written, neutral language, accurately and appropriately captures all details, delivered in a timely manner, etc.)
 10. The project lead and other lead facilitator(s) are expected to stay after plenary meetings conclude for a 1.5-hour Debrief Meeting with U.S. Institute, USACE, USFWS, MRRIC Chair, MRRIC Vice-Chair, and TPSN, as available. Any deviation from this schedule must be coordinated with the U.S. Institute.
 11. Engage in post-meeting debrief calls with U.S. Institute and MRRIC Chair, Vice Chair, USACE, and USFWS, as requested.
 12. Follow-up communications, consensus building, and as the need arises, mediation with Committee members, the Committee Chair, USACE, and USFWS.

II. Plan, Facilitate, Document Work Group, Ad-hoc Group, and Task Group Consensus Building Activities

Plan, impartially facilitate, and document work group calls, and if needed in-person work group meetings, between each MRRIC plenary meeting. The number and duration of work group calls varies with the complexity of issues addressed by each work group, duration of time between plenary meetings, and need for coordination between task groups and work groups. Task groups associated with work groups should be facilitated by the same person who facilitates the primary work group where feasible. See Appendix A for the workgroups that are likely to be included in Call Orders. Any or all work groups may sunset or be combined as needed to ensure the functionality of the Committee. Creation of new work groups will be reflected via modification of a current Call Order, or by issuing a new Call Order.

For each work group and/or task group the Contractor shall perform the following tasks between each plenary meeting.

1. For each Work/Ad Hoc group call, if needed, engage the applicable Planning Group in a preparation call to confirm call topics and approach for Work/Ad Hoc group call. The preparation call is estimated to take 60 minutes. (However, the Work Group facilitator and POC may jointly and explicitly decide, in consultation with the Chair, Work Group members, and lead agency staff supporting the Work Group, that a planning call is not needed, and that planning can more efficiently be done via email and 1:1 phone conversations.)
2. Schedule and convene Work/Ad Hoc group calls. Work/Ad Hoc group calls average 90 minutes per call. Depending on the call topic, it may be more efficient to hold joint Work Group/Ad Hoc group/team calls. Joint calls may be up to 2 hours as either one two-hour call or two one-hour calls.
3. Impartially facilitate and document Work/Ad Hoc group discussions and follow-up to ensure the Work/Ad Hoc group is meeting its MRRIC-assigned charge and coordination of agency activities and MRRIC.
4. Prepare work group call/meeting summaries, circulate draft summaries for work group review, and respond to work group comments about the draft summary, and prepare and post final work group summaries to MRRIC APAN site. In lieu of full meeting summaries, it may also be determined at the Call Order level that providing call recordings and a summary of action items is sufficient.
5. Maintain records of MRRIC Work/Ad Hoc group participation including agency personnel; maintain MRRIC Work/Ad Hoc group member matrix, and update matrix after each plenary meeting.
6. Coordinate development of, and compile, all relevant Work/Ad Hoc group materials and products for consideration at each plenary MRRIC meeting e.g., read-ahead documents, powerpoint presentations etc.
7. Monitor for, and report to, the U.S. Institute any Work Group content that may have implications for broader MRRIC work or objectives (e.g., MRRIC contracting implications, potential barriers to consensus, conflict amongst interests/parties, etc.) Contractor should request U.S. Institute attendance on calls where sensitive issues are anticipated to arise and/or report-out any Work Group interactions where such concerns take place. Contractor should share takeaways from Work/Ad Hoc group interactions that may affect the U.S. Institute's MRRIC project management or may have implications for MRRIC members who are not involved in the Work/Ad Hoc group(s). This information should be shared with the U.S. Institute Senior Program Manager in a direct and timely manner, ideally through personal emails/calls to the Senior Program Manager, or on LFT calls if calls occur within a week of any identifying potential issues of concern. These communications should be separate from general call/meeting summaries. Calls where contract scopes, budgets, or schedules may be

impacted should involve participation by the U.S. Institute Senior Program Manager or Project Manager (as appropriate), and USACE MRRIC Project Manager.

III. Quarterly or Bi-annual Check in Calls And Associated Prep

As detailed below Section D.1 (“Decision-making”), the Contractor will participate in an annual Work Group / Ad hoc Group call allocation discussion in the Adaptive Management Governance Planning (AMGP) Work Group, and quarterly (or bi-annual) stand-alone work planning calls of approximately 1 to 1.5 hours. Participants will include, at a minimum, the lead of the facilitation team, the MRRIC Chair, and at least one representative from each Lead Agency. For each call, the Contractor will be asked to develop a basic quarterly (or bi-annual) work plan (e.g., spreadsheet, or 2-3 page Word document) focusing on the number and topic of calls and/or webinars for each facilitated MRRIC Work/Ad Hoc Group and Team, subject to USIECR approval. The events included must be within the facilitation team's budget and scope of work ("base tasks"). Further, they should reflect the input of the relevant Work/Ad Hoc Group POCs. A similar work plan will be required each quarter (or bi-annually). The intent of this requirement is to ensure that relevant budget constraints and trade-offs that could affect resources available to other MRRIC members are taken into consideration.

IV. All-MRRIC Webinar Planning, Facilitation, Documentation. Based on Work Group activities, and the needs of MRRIC: plan, impartially facilitate, and prepare and circulate draft and final summaries for webinars. Webinars will range from either 90-120 minutes, or 180 minutes in length depending on project needs.

Examples of possible webinar topics include agency updates, MRRIC updates, scientific presentations, or finalization of tentative MRRIC recommendations. Scheduling of the webinars is subject to the availability key Lead Agency and contractor staff and other potential priorities.

V. MRRIC Leadership and Facilitation Team Calls

Plan, impartially facilitate, and provide follow-up for 90-minute coordination calls to plan for plenary meeting agendas and for up to MRRIC webinars related Committee issues. The agenda for the coordination call is prepared in coordination with the U.S. Institute, Contractor, and MRRIC Chair.

VI. MRRIC Leadership, Facilitation Team, and Lead Agency Meeting

The US Institute, lead agencies, facilitation team, MRRIC Chair and Vice-Chair typically meet in-person or by webinar twice a year. These meetings are organized by the US Institute Senior Program Manager.

1. Assist in the coordination of each meeting by reviewing and providing input into the draft agendas, action items, meeting summary and other related documents.
2. Attendance at in-person meetings is required of the lead and senior members of the contracted facilitation team; other members of the facilitation team may participate by phone.

VII. Adaptive Management Workshop Planning, Documentation, and Follow-Up.

Working in coordination with USACE, the MRRIC Chair, and the U.S. Institute, prepare, organize, impartially facilitate, and document a 3 day in-person AM Workshop Meeting. The Contractor will provide recordings of the Workshop. Materials distributed to participants will be posted to APAN. USACE is responsible for the final summary and documentation of the Workshop meeting.

The Contractor will provide pre-meeting venue management services and directly contract for meeting facilities, including associated AV and sustenance. Major tasks include: coordination of

banquet event orders, room diagrams, working lunches, pre-meeting RSVPs, hotel room block, logistical information, communication to MRRIC in advance of the meeting, coordination with members and staff regarding logistics (e.g. troubleshooting reservation issues, etc.), parking, and shuttle coordination. The Contractor will coordinate and communicate with USIECR to ensure venue options are appropriate for MRRIC needs and within budget.

VIII. Project and Contract Management

1. Contract Management calls with USIECR (1.5 hours a month)
2. Contract Management – invoicing, coordination of contract team, etc.
3. Product Development - Various MRRIC engagements including but not limited to planning groups, work/ad hoc groups, and webinars may require additional time spent developing work products (example: developing tracking tools, draft language for work group consideration, diagrams, compilation of group feedback, gantt charts, surveys,
4. Issue resolution and coordination - Includes preparation and associated time spent coordinating and resolving issues with work/ad hoc group members, POCs, MRRIC Chair, Lead Agencies and consultants, MRRIC members, TPSN and independent science panel, and the U.S. Institute.

E. DELIVERABLES

Contractor shall provide the following deliverables, and others as deemed necessary at the Call Order Level:

- I. For plenary meetings and AM workshop: draft and final meeting agenda(s); a copy of all meeting materials provided to the Committee such as read-ahead documents, power points etc; draft and final meeting summaries; meeting accomplishments, action items and press releases.
- II. For Work Groups, Ad Hoc Groups, and Task Groups: draft and final call and meeting agenda(s); a copy of all call or meeting materials provided to the Work Group, Ad Hoc Group, or Task Group such as read-ahead documents, power points etc. draft and final call and meeting summaries (or where agreed with USIECR in writing, action item emails + audio recordings); tracking sheets for work group attendance.
- III. Quarterly (or bi-annual) check-in calls: draft and final quarterly (or bi-annual) work plan (e.g., spreadsheet, or 2-3 page Word document)
- IV. For MRRIC Leadership, Facilitation Team, and Lead Agency Meetings, comments on draft meeting materials, agendas, meeting summaries and action items.

F. PERIOD OF PERFORMANCE

The Blanket Purchase Agreement (BPA) period is from [Date] to [Date] with four one-year option periods. The exercise of option periods will be in accordance with FAR 52.217-9 Option to Extend the Term of the Contract.

G. PERFORMANCE STANDARDS

Contractor performance will be measured based upon:

- Timeliness
- Contractor Reports
- Impartiality and neutrality in line with professional standards in the Environmental Collaboration and Conflict Resolution (ECCR) field

The Contractor's performance will be a primary factor in the Government's determination of whether or not to exercise the option period.

H. SPECIAL REQUIREMENTS

I. Decision-Making

Base Tasks: Before initiating MRRIC engagements that are within budget and scope of affected contractors (“base tasks”), the following decision-making steps are required in order to ensure that decisions about how to use scarce resources take into consideration budget constraints and relevant tradeoffs that can affect resources available to other MRRIC members:

- A. An initial discussion on an Adaptive Management Governance Planning (AMGP) work group call regarding how to allocate available calls by work / ad hoc group and unallocated webinar(s) (without a predetermined topic) over the course of the year.
- B. Quarterly (or bi-annual) work plans with broad concurrence:
 - i. The facilitation team will have the lead on developing a quarterly work plan (e.g., 2 pages) listing calls by WG / Ad Hoc Group, topics for unallocated webinar(s), approximate timing, and anticipated focus, subject to refinement and concurrence of affected parties as indicated below. The facilitator for each MRRIC body (e.g., plenary, work group, ad hoc group) must:
 - 1. Seek concurrence on the need to undertake each event (whether plenary, work group or team call, webinar, or meeting) from:
 - 1. POC/s of relevant Work / Ad Hoc Group or Team (if event is at work / ad hoc group or team level);
 - 2. Primary Lead Agency staff for that MRRIC body; and
 - 3. MRRIC Chair.
 - 2. We anticipate that the facilitation team will share a proposed work plan, reflecting the above consultations, with the AMGP and seek refinement / AMGP concurrence on either an existing AMGP call or an AMGP call planned specifically for this.
 - 3. Obtain work plan approval from USIECR.
- C. Changes may be made to the quarterly (or bi-annual) work plan with broad concurrence of the affected parties (e.g., those listed in a-c above).

II. Travel

All travel will be completed in accordance with Federal Travel regulations on a Cost-Reimbursable basis.

III. Continuity of Services (Phase In – Phase Out)

The Contractor shall participate in an agreed upon phase-in, phase-out period. Contractor shall be reimbursed for all reasonable phase-in, phase-out costs (*i.e.*, costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations). The phase-in period is tentatively scheduled for [Date] through [Date] .

IV. Staffing

This procurement will acquire independent third-party neutral facilitation and consensus building services whose primary purpose is to provide independent facilitation, consensus building and dispute resolution to MRRIC including USACE and USFWS. The subject matter addressed in the tasks in this statement of work requires a team of professionals with at least one individual with senior level expertise, and other team members with a combination of intermediate and junior level facilitation experience. The Contractor Lead must be a senior-level practitioner.

V. Key personnel

Key personnel are those Contractor personnel considered to be essential to contract performance and subsequent orders. The Contractor Lead is designated as key personnel, and may only be replaced with the approval of the government's contract-level PM and CO, in accordance with the terms and conditions of Section VI, Substitution of Key Personnel. Key Personnel is defined as follows:

1. Personnel identified in the Proposal as key individuals to be assigned for participation in the performance of the Order and who may, at the discretion of the government, be interviewed to verify resumé representations;
2. Personnel whose resumé were submitted with the Proposal; or
3. Individuals who are designated as key personnel by agreement between the government and the Contractor during Order negotiations.

VI. Substitution of Key Personnel

The Contractor shall notify the CO and the COR prior to making any changes in Key Personnel. No changes in Key Personnel will be made unless the Contractor can demonstrate that the qualifications of prospective replacement personnel are equal to, or better than the qualifications of the Key Personnel being replaced. All proposed substitutes shall have qualifications equal to, or higher than the qualifications of the person to be replaced. The CO shall be notified in writing of any proposed substitution at least thirty (30) calendar days in advance of the proposed substitution. Such notification shall include:

4. An explanation of the circumstances necessitating the substitution;
5. A complete resume of the proposed substitute; and,
6. Any other information requested by the CO to enable him/her to determine whether or not the Contractor is maintaining the same high quality of personnel that provided the partial basis for award. The contract-level CO will evaluate substitutions at the contract level; and the order-level COR will evaluate order-level substitutions. These individuals will evaluate such requests and promptly notify the Contractor of his/her approval or disapproval in writing. All disapprovals will require resubmission of another substitution within fifteen (15) calendar days by the Contractor.

VII. Call Orders To Be Issued

The actual work for services that fall within the general scope of this statement of work will be authorized or "ordered" through the periodic issuance of individual Call Orders. Call Orders will be fixed price or time and materials, as needed. The statement of work (SOW) for each individual Call Order under this contract will define the services that are to be accomplished under the general scope of this contract. Each Call Order will cite the appropriate sections of the general SOW and will provide a separate, detailed, and descriptive Call Order SOW for the specific work required under that Call Order. The level of effort, periods of performance, and cost will be individually defined in each Call Order based on the type and complexity of work required. Deliverables will be identifiable in each individual task. All deliverables provided under Call Orders become the property of the U.S. Government. As a part of each Call Order the Contractor shall provide monthly progress reports to the Contracting Officer, Project Manager, and Contracting Officer Representative.

I. Additional Information

- Information about the U.S. Institute can be found at <https://www.udall.gov/ourprograms/institute/institute.aspx>
- The USACE Missouri River Recovery Program (MRRP) can be found at <https://www.nwo.usace.army.mil/MRRP/>
- The MRRIC Charter, Section 5018 of WRDA and other relevant documents can be found at <https://www.nwo.usace.army.mil/MRRP/>
- The USGS Clearinghouse for Missouri River Information can be found at <http://infolink.cr.usgs.gov/>

Appendix A. Structure of MRRIC and Typical Committee Operating Format (Subject to Change)

MRRIC DESIGN

MRRIC meets at locations throughout the Missouri River Basin.

Plenary Meetings

Plenary meetings are 2.5 days in length (Tuesday-Thursday) and are often preceded by other events of up to one day's duration, such as meetings between members of the Independent Science Panel and MRRIC members or a training on adaptive management or interest-based negotiation/collaboration (offered periodically by the US Institute with participation by the facilitation team).

Plenary meetings follow a standard format; see sample agenda from the most recent meetings at <http://www.moriverrecovery.org/mrrp/f?p=136:31:0::NO>. Briefly, MRRIC meets in plenary session all day Tuesday, Wednesday, and half of Thursday to hear, discuss, and build consensus on substantive recommendations and to hear substantive reports from work groups. On occasion, work groups might meet in the morning before the plenary meeting begins or in the evening to refine draft recommendations. As needed, other work groups might meet over lunch on Tuesday or Wednesday. Wednesday's plenary session includes a Chair's Hour, substantive work group reports, and Committee discussion and decision making. Thursday mornings are used to address any remaining Committee business, hear from operational work groups such as Communications Work Group and Membership Process and Procedures Work Group, approve work group charges and update work group membership, discuss items for the next plenary meeting, and review accomplishments and action items. The facilitation team prepares the meeting summary within 15-days of the plenary meeting. The draft summary is reviewed first by the MRRIC Chair and then circulated to MRRIC for review and comment. The facilitation team integrates MRRIC member edits to the meeting summary as appropriate for accuracy and completeness, and the final summary is included in the consent agenda for approval at the next plenary meeting.

The facilitation team plans, convenes, and facilitates an agency webinar two to three weeks prior to each plenary meeting. The purpose of these webinars is for USACE and USFWS to provide MRRIC with substantive briefings about topics of importance to the Basin that may further inform Committee deliberations and/or address Committee member and/or constituent concerns. These webinars are facilitated and recorded. The facilitation team prepares a summary of each session and circulates the recording to MRRIC.

Interest-based Negotiation Training

As needed and feasible with available funds, the U.S. Institute plans and facilitates a one-day interest-based negotiation training for MRRIC members in order to improve Committee negotiations. The MRRIC Chair, facilitation team, and U.S. Institute project staff attend and participate in the training to ensure application of techniques from the training are applied to Committee operations and meetings. The Contractor is not expected to facilitate this training, just attend and participate if funding is available.

Work Groups

MRRIC utilizes work groups to develop materials and draft recommendations between plenary meetings. The number of work groups varies depending on the needs of MRRIC and the lead agencies. As of March 2014, there are four standing work groups:

- Bird Work Group
- Fish Work Group
- Human Considerations Work Group
- Tribal Interests Work Group
- Adaptive Management Governance Planning Work Group
- Communications Work Group
- Agenda Work Group
- Federal Work Group

Standing work groups are defined as work groups with on-going regular tasks. The U.S. Institute facilitates coordination and cooperation among the members of the MRRIC Federal Working Group, a group established by regional executives of agencies with authorized purposes in the Missouri River Basin, the Membership, Process and Procedures (MP2) Ad Hoc Group, and the Lead Agency / Leadership & Facilitation (LA/LFT) Team. The U.S. Institute serves as the liaison between the Federal Working Group, MRRIC Chair, and the contracted facilitation team. This arrangement is designed to safeguard the actual and perceived independence of the Chair and the facilitation team.

Currently, there are also two ad hoc work groups:

- Membership Processes and Procedures (MP2)
- Plover Habitat

Ad hoc groups are short-term, typically serving for three to 15 months to address a specific set of tasks or to develop a set of specific recommendations, and typically sunset once their work is completed.

Work group membership varies in size from five individuals to 40 individuals. Each work group has one or two designated points of contact from the Committee membership along with a designated lead from USACE and USFWS. The agency leads are intended to be subject matter experts related to the charge of each work group. Together, the points of contact, agency leads, and work group facilitator constitute a work group Planning Group. The Planning Group works with the facilitator to set the agendas for each work group call. Each work group typically has 2-8 conference calls between plenary meetings depending on the number and complexity of tasks, the window of time between each plenary meeting, and engagement of task groups. All work group conference calls are facilitated and call summaries are distributed in draft for work group review. Final call summaries are posted to MRRIC APAN. The majority of the work groups utilize online meeting tools (Adobe Connect Pro or Go-to-Meeting) provided by the facilitation team for their calls. The in-person meetings are facilitated and meeting summaries are prepared.

MRRIC Leadership, Facilitation Team and Lead Agency Meetings

Between two and four times a year the Chair, Vice-Chair, U.S. Institute, facilitation team, and lead agencies meet in-person or by phone to discuss the progress of MRRIC and identify where improvements and/or refinements are needed. The agendas for these meetings are initiated by the U.S. Institute and

developed collaboratively across the meeting participants. The U.S. Institute prepares a summary of these meetings that is available to MRRIC on its APAN site.

MRRIC Operations and Administrations

The administrative operations of MRRIC are supported by USACE, the U.S. Institute, the MRRIC Chair and the contracted facilitation team. USACE is responsible for filling and tracking the federal, state and tribal appointments of primary and alternate members to MRRIC. USACE appoints stakeholders to MRRIC and manages and administers the stakeholder nomination, review, and selection process in accordance with the MRRIC Charter and Section 5018 of WRDA 2007.

The USACE MRRIC project manager manages the MRRIC APAN site, a password-protected site accessible to MRRIC members, alternates, and support staff including the U.S. Institute and facilitation team. All MRRIC meeting materials, work group work products and operational items are posted to the APAN site.

All MRRIC membership-related documents such as the Committee roster, work group membership, work group call attendance and work group call summary tracking sheets are managed by the facilitation team. Following each plenary meeting the facilitation team is responsible for ensuring all updated contact lists, meeting accomplishments, press releases, work group charges etc., are posted to the MRRIC APAN site.

Between each plenary meeting the facilitation team, U.S. Institute, MRRIC Chair, and Vice-Chair have regular coordination calls that coincide with the development of the plenary meeting agenda. Currently, the Chair recruits a rotating slate of MRRIC members to participate in these “Agenda Work Group” calls. These calls are co-facilitated between the facilitation team and the MRRIC Chair.