



**Request for Qualifications
Boardman River Dams Removal Project**

**Boardman River Dams Implementation Team
ATTN: Project Consultants
Conservation Resource Alliance
10850 Traverse Hwy
Suite 1111
Traverse City, MI 49684**

Responses Due: February 1, 2011

Project Background

Traverse City Light and Power's decision in 2004 to discontinue hydropower generation at Brown Bridge, Boardman and Sabin dams, in the Boardman River, Grand Traverse County Michigan, triggered a process to assess the fate of the dams that were built between 1867 and 1921. That process, considered one of the most comprehensive studies of its type ever undertaken in the United States, created the Boardman River Dams Committee (BRDC), an inclusive and diverse group of property owners, private citizens, agencies, nonprofits, businesses, scientific experts, and students. The BRDC involved over 1,000 people in 180 public meetings and the assessment of 91 options for the future of the dams. In April 2009, the Traverse City Commission and Grand Traverse County Board of Commissioners reviewed the scientific data and recommendations provided by the BRDC, and voted to proceed with dam removal. This project, when completed, will be the largest of its kind in the Great Lakes region.

In 2009, the dam owners (City of Traverse City owns Union Street and Brown Bridge dams and Grand Traverse County owns Sabin and Boardman dams) passed resolutions to allow an Implementation Team (IT) to make recommendations and decisions concerning overall planning and direction of the dam removal project in accordance with the Boardman River Dams Settlement Agreement (SA). The IT was formed through the SA in 2005 and consists of the dam owners and key agency stakeholder representatives. In September 2010, the development of funding to sustain this project was supported by a joint resolution of the City Commission and County Board to "achieve the shared goals for a coordinated process to pursue the removal of Sabin, Boardman and Brown Bridge dams and modify Union Street dam."

Project Objective

The IT is advertising this Request for Qualifications (RFQ) to obtain and evaluate the experience and capabilities of organizations that are interested in developing, implementing, monitoring, managing, and communicating a Scope of Work (SOW) for the removal of the Brown Bridge dam that encompasses all of the work items outlined below, and additional tasks that may arise in the future.

Work Items

The most qualified candidate(s) will be invited to submit a SOW to address, at a minimum, the following work items:

1. Develop and implement an action plan to remove the Boardman River Dams that currently focuses on Brown Bridge, but may be expanded to the other dams pending availability of funding. The plan will identify an overall timeline, strategy, funding sources, roles and responsibilities and a projected completion schedule.
2. Prepare a final design, engineering, and restoration plan for the removal of Brown Bridge dam. Critical elements (among others) to be addressed for this work item are:
 - a. Analyze and incorporate existing data into the final design and engineering plan.
 - b. Identify and fill additional data needs required to finalize a design and engineering plan.
 - c. Assure all new data collection and analysis efforts compliment historic and current efforts.

- d. Evaluate and determine appropriate sediment management and mitigation measures.
 - e. Evaluate and document the ecological, environmental, economical, social, and recreational effects of dam removal and identify appropriate mitigation, restoration, or enhancement measures.
 - f. Prepare an engineering design and specification bid package for the removal of Brown Bridge Dam and present the plan to the IT.
3. Act as the owner's agent to apply for all applicable permits involving the removal of Brown Bridge dam. Critical elements (among others) to be addressed for this work item are:
 - a. On behalf of the owners, submit the final design, engineering, and restoration plan and prepare permit applications to all appropriate local, State, and Federal permitting agencies.
 - b. Work collaboratively with the permitting agencies to address any comments, questions, or concerns that may arise.
 4. Advertise the engineering design and specification package and solicit bids for a construction contract to remove the Brown Bridge dam.
 5. Implement and monitor the Brown Bridge dam removal design, engineering, and restoration plan (pending receipt of applicable permits and required funding).
 6. Administer, manage, and oversee all aspects of the removal of Brown Bridge dam, including all safety, construction, deconstruction, restoration, and mitigation work items, including drawing the impoundment down, disconnecting all utilities, removing the powerhouse and spillway, and restoring and monitoring the project area.
 7. Attend and participate in meetings as requested by the IT and integrate information obtained from the meetings, when applicable, into the design, engineering, and restoration plan. The successful candidate will, at a minimum, be required to report progress at monthly public IT and Project Manager meetings.
 8. Assist, as appropriate, in internal and external communication and fundraising initiatives.
 9. Conduct various activities related to the design, engineering, removal, and restoration of Sabin, Boardman, and Union Street dams as appropriate

As funding becomes available, the most qualified candidate may conduct the above work items for additional dams, in conjunction with Brown Bridge dam. Be aware that there **no guarantees** of any work past the SOW described in this RFQ.

Selection Process

The IT or a sub-group of the IT will use the Qualifications Based Selection process to evaluate and select the most qualified candidate. Based on a review of responses to this request, the candidate or candidates selected will be asked to submit a detailed SOW for consideration by the IT. If the IT and the selected candidate develop a mutually acceptable SOW the candidate will be retained to administer and implement the SOW. If the IT and selected candidate cannot develop a mutually acceptable SOW the IT may, at their discretion, begin negotiations with other qualified candidates to develop a mutually acceptable SOW. The firm(s) ultimately retained will report to the IT, with the project consultant (Conservation Resource Alliance) serving as the point of contact.

Candidate Evaluation Criteria

Candidates interested in being considered for this RFQ will be evaluated based on criteria applied consistently to all respondents, such as:

- Experience and technical capability and knowledge to design, implement, document, monitor, and communicate a dam removal project that is diverse, complex, and large in scope.
- Experience and technical capability and knowledge to design, implement, document, monitor, and communicate an environmental restoration project that is diverse, complex, and large in scope.
- Multi-disciplinary capability, either individually or through a team of organizations, to define and assess the societal, economical, environmental and recreational implications of all aspects of dam removal.
- Ability to develop, manage, coordinate and maintain accountability for project plans in order to complete complex projects within a specified budget and timeline.
- Experience in applying for and acquiring local, State, and Federal environmental permits, in particular, experience with permits under the auspices of the National Environmental Protection Act (NEPA).
- Technical engineering experience and knowledge relating to large dam removal projects.
- Responsiveness to the needs, questions, concerns and time requirements of the IT as well as all other interests involved with or relevant to the project.
- Ability to effectively use and integrate existing information into this stage of the Boardman River Dams project, and to develop and implement a dam removal plan for Brown Bridge that complements and corresponds with the overall dam removal/modification project.
- Capability of collaborating and interacting with diverse project partners, some of which have individual contracts to accomplish various tasks through this project such as the US Army Corps of Engineers through the Section 506 process (Water Resource Development Act of 2000) and the Grand Traverse Band of Ottawa and Chippewa Indians and its contractor, MACTEC, Inc., currently developing drawdown and bottomlands plans and permits.
- Capability of complying with a variety of funding source (federal, state, private, etc.) requirements.
- Capability of integrating local resources and organizations into applicable aspects of the Boardman River Dams Removal Project, and maintaining a local presence throughout the duration of the contract.
- Extensive river, wetland, and watershed restoration experience
- Experience relating to dam removal effects on the structural and scour potential on downstream structures and culverts related to road crossings

Project Timeline

The timeline for this project is tentative and subject to change based on the outcomes of the permitting processes, unforeseen schedule changes, and availability of funding.

March-April 2011: Data collection and assessment.

April-May 2011: Finalize the design, engineering, and restoration plan for Brown Bridge dam.

May-July 2011: Apply for all appropriate permits for the removal of Brown Bridge dam.

July-September 2011: Draw Brown Bridge Pond down to the greatest extent using the existing structures.

September 2011-May 2012: Dam removal pre-deconstruction activities

June 2012: Begin the structural removal of Brown Bridge dam and the restoration of the project area.

Other relevant information

Other information regarding the Boardman River Dams Removal Project is available at the City of Traverse City website (<http://www.ci.traverse-city.mi.us/>) and the Boardman River Dams IT website (theboardman.org).

Minimal Requirements for a Summary of Qualifications:

Executive summary of no more than six pages which contains information about the lead organization, project team, project experience, project capabilities and approach to working with the IT in managing the Boardman River Dams Removal Project.

A REVIEW OF QUALIFICATIONS MUST INCLUDE:

1.0 Introduction To Lead Organization

1.1 Basic information (name, primary contact, address, phone and fax number, email address, web page address). Provide a summary of the organization's vision, mission, goals, and objectives.

1.2 History of lead organization

2.0 Project Team

2.1 Partnering organizations. A review of all organizations, groups or institutions to be involved in the project, including complete contact information for each and a summary of how the capabilities of the lead and partnering organizations will respond to the goals, objectives and work items to be addressed by the Boardman River Dams Project SOW.

2.2 Organizational accountability. The name, qualifications, and geographical location of the designated project manager and key personnel. Attach complete resumes for key personnel, including years of experience, professional licenses and a description of how the experience of personnel relates to this project.

3.0 Project Experience

3.1 Project references. Provide detailed information about prior projects or work that best reflect the capabilities of the lead organization and project team. The information should enable the IT to assess the technical and management capabilities of the applicant to address the work items identified in this RFQ.

4.0 Project Understanding

4.1 Narrative which summarizes:

- (A) The capabilities of the participating organization in relation to the requirements of the project.
- (B) How the organization will collaborate with the IT and other active partners to assure efficient and effective communication and utilization of existing data and resources.
- (C) The organization's comprehension of the scope, conduct and management philosophy of the project.

5.0 Project Management

5.1 Narrative which summarizes:

- (A) The management approach.
- (B) Management and accountability with and among team members.
- (C) Communications and public relations approach, including communications with the IT, community and any other interested party.

- (D) Cost management and control processes.
- (E) Schedule management and technique to meet the project timeline outlined in this RFQ.
- (F) Quality control in all elements of the project.
- (G) Coordination with affected local units of government, including permitting, planning and other functions.

6.0 References.

Provide the name and contact information for at least six client references which are relevant to the scope and magnitude of this project.

Submission Details

Please limit responses to one printed copy, (font size no less than 11 point, with one-inch margins at top, bottom and sides) including cover letter, excluding resumes and project descriptions. In addition, an electronic version in pdf format must be submitted via e-mail to Nate Winkler, Project Consultant at Conservation Resource Alliance, using the following address: nate@rivercare.org and a subject line "Boardman SOQ Submittal [firm name]". For file sizes larger than 5 MB, submittals must be posted to an ftp site with a confirmation message sent via e-mail sent to the above address containing access information and the above described subject line. Please limit file sizes to 10 MB.

Please send hard copy of submittals to:

Boardman River Dams IT RFQ
ATTN: Project Consultants-Conservation Resource Alliance
10850 Traverse Hwy
Suite 1111
Traverse City, MI 49684

Questions should be directed to the IT Chair at:

kalisht@michigan.gov
231-775-9727 ext. 6070

Selection Schedule

Thursday, January 20, 2011, 3:30-4:00 p.m.-Pre-bid conference call required for all bidders. Please call in using the following conference call phone number and password:

- Dial 1-877-402-9757
- At prompt, enter Access Code (9197562) followed by # symbol
- At prompt, press #
- If the Host is not yet on the call, you will hear music until the Host joins the call
- At prompt and after the tone, speak your name

Be prepared to **only** provide contact name and information for one team representative. No questions will be taken during the call. Alternatively, a team representative may appear in person at the Commission Chambers, 2nd Floor, Grand Traverse County Building, 400 Boardman Avenue, Traverse City, MI 49684.

Written questions only will be accepted through January 28, 2011. Please direct e-mail messages to the IT Chairman: kalisht@michigan.gov using the subject line of "Boardman RFQ Questions". Responses will be distributed to all bidders via email using a subject line of "Boardman RFQ Response to Questions # ----".

Friday, February 9, 2011-Short listed firms will be notified.

Thursday, February 17, 2011-Interviews in Traverse City. Schedule to be announced.
Please note that a second interview may be requested at the discretion of the IT.

Tuesday, February 22, 2011-Anticipated final selection.