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**Multi-State Working Group for Environmental Performance
Policy Academy on Environmental Management Tools
Request for Proposals**

**Curriculum Development and Education –
Sorting Tools to Improve Environmental Performance**

November 21, 2005

Request for Proposal (RFP) Outline

This RFP will have the following sections:

- Background
- Project Objectives
- Project Assumptions
- Project Activities and Timeline
- Budget
- Proposal Requirements
- Evaluation Criteria
- Contact information

With this RFP, the Policy Academy announces its interest in receiving proposals to develop curriculum and conduct an education session on Sorting Tools to Improve Environmental Performance (Sorting Tools).

Concerns about persistent and emerging environmental problems have sparked debate about environmental policy tools. Today, many instruments are available – from traditional performance- and technology-based regulatory approaches, to innovative government programs, to new private sector initiatives such as environmental performance reporting and environmental management systems. In February, 2005, the Policy Academy on Environmental Management Tools held a workshop to consider the role of full range of tools for environmental improvement. One conclusion of the workshop was that there is no ideal instrument for solving all problems, but that specific tools need to be tailored to specific problems.

Choosing the right instrument or combination of instruments to meet environmental objectives is no easy task. While the environmental policy “toolbox” is large, it lacks instructions for when and how each tool should be used to achieve maximum environmental and economic benefits. We are seeking proposals for a training program to help public and private-sector decision makers improve their ability to choose the most appropriate instrument(s) to address particular problems and to help these decision makers use the chosen tools effectively and efficiently.

Background

The Multi-State Working Group on Environmental Performance (MSWG) is a state-driven organization that convenes government, non-government, business and academic interests to conduct research, promote dialogue, create networks

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and establish partnerships that improve the state of the environment, economy and community through public and private policy and organizational innovation and collaboration.

The Policy Academy on Environmental Management Tools (the Policy Academy) is a program of MSWG. The Policy Academy has been established to develop and provide information on credible and effective environmental management systems and other public policy and practical implementation tools that can be used to aid organizations in the pursuit of improved environmental performance and sustainability through education, dialogue and research.

A Board of Regents directs the Policy Academy. The Board is a committee of MSWG. The Board of Regents has recommended a process, or flow for funded projects. This process includes:

- A dialogue on an emerging issue concerning environmental or sustainability management issues, challenges, or tools (this step sets the stage for development of a Policy Academy activity);
- Research on and the identification of educational needs relating to the identified environmental or sustainability management issues, challenges, or tools, for interested sectors (this step establishes the needs and potential directions for the Policy Academy's activity);
- The development of preliminary curriculum tailored to meet identified educational needs;
- Conduct pilot level education to test and tune curriculum;
- Revise curriculum based upon pilot evaluations; and
- Make the final curriculum available as a formal educational program and a Policy Academy product, and market the program and product as demand dictates.

The current project will follow this process. Successful proposals will result in the development of a curriculum and the delivery of an educational session that will assist decision makers in organizations and in government choose the most appropriate tools to improve environmental performance under different circumstances.

The Policy Academy supported the Dialogue on Sorting Tools to Improve Environmental Performance (the Dialogue). The Dialogue was designed and managed by the team of Consensus Solutions, Inc and Greentrack Group as result of their successful bid responding to a competitive RFP from the Policy Academy. The Dialogue was held at the Pace University Law on February 3rd and 4th, 2005.¹

The curriculum should:

- Identify the most common, and most vexing, environmental problems encountered by public and private-sector managers that may benefit from new tools for environmental management.
- Provide information on a broad range of innovative environmental policy tools that can be used to address today's environmental problems, at least in part based on the "Sorting Tools" dialogue.
- Address how managers can assess the appropriateness of a particular tool in addressing particular problems, including through a set of assessment factors developed by the contractor.
- Include information on a few promising cases where private and public-sector practitioners have sorted and bundled tools to get a job done.
- Discuss the role of external actors, such as community residents, environmental NGOs, and government in the sorting process.

Project Objectives

The objectives of the Project include:

- Develop education curriculum based on this RFP and the education recommendations from the Dialogue
- Deliver an 8 hour educational session on Sorting Tools
- Complete a course evaluation and a final report with recommendations for future modification and use of the curriculum.

¹ The final report of the Dialogue is available at: www.mswg.org. Click on the Policy Academy button and then the Request for Proposals button.

Project Assumptions

The Policy Academy has made several assumptions regarding this project. These assumptions should be considered and addressed in proposals submitted in response to this RFP. The assumptions are:

- The education session will be delivered in association with the annual MSWG Workshop and conference “Environmental Empowerment – The Changing Game” which will be held in Park City, UT on June 25-27, 2006. Information about the conference is at: www.mswg.org
- MSWG will assist promoting the session and with logistical arrangements
- The Policy Academy will attempt to secure a corporate sponsor for this event
- There will be 30 to 40 participants. A course registration fee, of up to \$1000, will be charged. Reduced fee spots will be available for NGOs.
- The curriculum will include interactive methods, such as case studies and role plays
- The audience will include employees of the public and private sector
- Throughout the training, the audience will be encouraged to consider options that conserve energy, reduce costs, create value, promote lean practices, and reduce risk for facility, function, and the organization as a whole.
- One option would be to include Prof. Neil Gunningham from Australia, an internationally recognized expert in new tools, as a keynote presenter. His costs would be covered by registration fees. For information on Prof. Gunningham, consult the web site of another Policy Academy event, “Environmental Law in a Connected World” at <http://www.lafollette.wisc.edu/research/environmentalpolicy> and <http://www.lafollette.wisc.edu/research/environmentalpolicy/gunninghamreconfigure.pdf>

Bidders are encouraged to comment on these assumptions and, where appropriate, suggest alternatives.

Project Activities and Timeline

The following is a proposed list of project activities and timeline. Bidders are encouraged to comment on the list and schedule. Bidders may propose alternative activities and schedule.

| <u>Activity</u> | <u>Schedule</u> |
|-----------------------------------|-----------------|
| 1) Complete Project Workplan | February, 2006 |
| 2) Announce and begin recruitment | March, 2006 |
| 3) Complete course design | May, 2006 |
| 4) Deliver course | June, 2006 |
| 5) Final Report | August, 2006 |

Budget

The Board of Regents of the Policy Academy will work with the successful bidder to identify a corporate sponsor for this activity. \$15k will be sought. Bidders’ ability to identify potential business or business group sponsors and build a strong “business case” for better selection and use of environmental tools will be an important consideration in the Policy Academy’s selection process.

The remainder of the cost of the project will be covered by registration fees.

Bidders are encouraged to submit detailed budget estimates and proposals.

Proposal Requirements

The following is a list of proposal requirements/specifications;

- 1) The proposal shall be limited to 15 pages.

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- 2) Proposals are due at 5 p.m. Mountain Time on January 6, 2005
- 3) Proposals must be submitted electronically to: David Ronald, Executive Director, MSWG at: david.ronald@azbar.org
- 4) Proposals should include the following information:
 - Bidder qualifications
 - Personnel
 - Relevant project experience
 - Technical approach for curriculum and education session design and implementation
 - Management Approach
 - Proposed activities
 - Milestone chart
 - Communication plan
 - Budget and fund raising approach with specific ideas on business or non-business sponsors

Evaluation Criteria

A sub-committee of the Board of Regents will evaluate each Proposal. The Regents may secure added involvement of business or local government interests on their team. Proposals will be evaluated equally on Bidder qualifications, Technical approach, Management approach and Budget and fund raising approach.

Contact Information

Questions regarding this RFP are welcome and should be submitted in writing via email. Questions should be directed to David Ronald, Executive Director at: david.ronald@azbar.org All questions and answers will be posted for public information on the MSWG website: www.mswg.org on this site there is a Policy Academy Icon where this information will be located.