



Interstate Technology & Regulatory Council

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Request for Proposals (RFP) Program Advisor Support for ITRC Brines and Produced Water Project Team

**Released: September 8, 2026
Responses Due: September 30, 2026**

Overview

The Interstate Technology & Regulatory Council (ITRC) is a national coalition focused on developing tools and strategies to reduce barriers to the deployment of innovative environmental technologies. ITRC develops various resources including written documents and tools, and training and educational deliverables through project teams led by ITRC contractors and produced by volunteer members from hundreds of U.S. state, federal, local and tribal governments, the private sector, academia, and other organizations that share our mission. Learn more about ITRC at <https://itrcweb.org/who-we-are/>.

ITRC achieves its mission through the work of its project teams, which are comprised of experts from the environmental sector and vary in size depending on the subject area. Project team sizes typically range from 50 to 200 volunteer members. Project teams complete their work throughout the project lifecycle and share progress at regular virtual meetings, in-person meetings (as needed and as travel is allowed), and collaboration through Microsoft Teams and other tools.

Each project team has two Team Leaders who are employees from state government agencies and are supported by technical/management contractors referred to as Program Advisors. ITRC Program Advisors are responsible for providing project management support for the team's activities, which includes the development of written deliverables, training, and educational materials. Roles, responsibilities and requirements of an ITRC Program Advisor and for this project team are provided below and in the attached ITRC Program Advisor Guide.

ITRC is seeking proposals from qualified contractors to provide **Program Advisor Support** for the ITRC Brines and Produced Water Project Team. The focus of this project team will be to develop guidance to help environmental professionals evaluate how brackish water, brine, and produced water can be characterized, treated, managed, and reused. For more information about this team, please review the [Project Proposal](#), which outlines the initial scope and intended deliverables. Note: the final project scope, deliverables, and content may change as the Team finalizes its outline at the start of the project.

The Project Team will start on June 1, 2027, and Program Advisor Support will be required for a 24-month period. Services will be paid under a fixed monthly fee contract, and bidders must propose an all-inclusive monthly rate based on the Project Objectives and Requirements described below. Historical experience indicates that the anticipated level of effort is the

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equivalent of a part-time project manager role; however, this information is provided for planning purposes only and does not constitute a guarantee of hours or workload by month. Workload will fluctuate throughout the months depending on the activity level of the team at any given time.

About ITRC, ERIS, and ECOS

ITRC is a program of the Environmental Research Institute of the States (ERIS), a 501(c) (3) organization incorporated in the District of Columbia and affiliated with the Environmental Council of the States (ECOS). ECOS is the national, nonprofit, nonpartisan association representing the state and territorial environmental commissioners. ERIS issues and administers contracts on behalf of ITRC.

Administrative Information

- This RFP is for a fixed monthly fee contract for a period of 24 months with an anticipated project start date of June 1, 2027.
- The contract duration will be dependent on the availability of funding for the project team and its final negotiated work plan.
- An electronic copy of the proposal must be submitted by **5:00 pm ET, Wednesday, September 30, 2026. Late proposals will not be accepted or evaluated.** Proposals must be emailed to Charles Reyes, ITRC Director, at creyes@ecos.org. Proposal submission confirmation will be sent via email within three business days of receipt. It is the Proposer's responsibility to follow up if a confirmation email is not received. For questions or concerns regarding email submittals, please contact Charles Reyes, ITRC Director, at creyes@ecos.org or (202) 266-4939.
- ITRC may contact select Proposers to schedule a virtual meeting and interview between the Key Person(s) identified by the Proposer and ITRC leadership at a mutually convenient time. Interviews and final selections are expected to be completed by Friday, October 23, 2026.
- All requests, questions, or other communications about this RFP must be made in writing and submitted by email to Charles Reyes, ITRC Director, creyes@ecos.org no later than 5:00 pm ET Thursday, September 17, 2026. A response will be provided within three business days of receipt of inquiry and posted on the ITRC website. *Communications made to ITRC, ERIS, or ECOS personnel and associates will not be allowed or recognized and may disqualify the proposal.*
- As part of the evaluation process, proposals and other information on proposers may be shared with ECOS staff, the ITRC Teams and Training Program Manager, and state government employees from the ITRC Board of Advisors.
- Proposer acknowledges that submission of a proposal in response to this RFP does not create a contract between the Proposer and ITRC, ERIS, or ECOS.
- Any false or misleading statements found in the proposal will be grounds for disqualification or contract nullification if awarded.

Proposal Requirements

Proposals that do not meet the following requirements (including page length) will not be evaluated. Addenda in or to the proposal other than the requirements listed here will not be considered during the evaluation.

Cover Letter/Key Person(s)/Proposer Information

Proposers shall submit a **one-page** cover letter on Proposer letterhead indicating the Proposer's acceptance of the terms of the RFP and commitment to the contract, if awarded. The names and contact information of up to two Key Persons who shall provide the services for the extent of the contract must be listed. ITRC has a strong preference for a single, dedicated individual (Primary Key Person) to serve as the lead Program Advisor for this project to ensure consistent project management and accountability. If proposing a second Key Person, please clearly describe their role and how their involvement will benefit the project in the Narrative.

The cover letter must also include:

1. Full legal name and corporate address of the Proposer;
2. Whether the Proposer or any of its principals is subject to any litigation, judgment, debarment, or suspension that would prohibit it from fulfilling the terms of the contract;
3. Whether the Proposer is a disadvantaged, women-owned, or minority-owned firm;
4. Proposer's current total number of employees;
5. Names, addresses, e-mail addresses and telephone numbers of two references who are familiar with the work of the Primary Key Person and Proposer's business.

Narrative

Proposers shall submit no more than a **three-page narrative** outlining how the technical and management capabilities of the Key Person(s) will allow the project team to complete its deliverables on schedule. The narrative must connect their technical and management capabilities with the project objectives and requirements and demonstrate that the Key Person(s) understands the mission of ITRC and the project team's purpose and team life cycle.

Resume(s)

Proposers shall submit no more than **two-page** resumes of the Key Person(s) who shall provide the services for the extent of the contract (e.g., two pages total for one Key Person or four pages total for two Key Persons).

Pricing Information

- A **one-page** price statement that includes a proposed fixed monthly fee for Program Advisor Support for this project for a period of 24 months. The proposed fee in the pricing statement should be comprehensive and include all labor, materials, and overhead costs.
- Other direct costs that are incurred on behalf of ITRC and directly related to the ITRC project team will be reimbursed by ITRC at cost with prior written approval from ITRC and should not be included in the proposed pricing statement.
- The Primary Key Person must also travel to support in-person ITRC meetings that are, on average, two to three days long. Travel to in-person meetings approved by ITRC will be

reimbursed at a fixed rate of \$1,500 per trip for the Primary Key Person to attend an ITRC meeting. The planned in-person meetings for this project include:

- 2027 ITRC Kick-Off Meeting (January 12-13, 2027)
- 2027 ITRC Project Team Meeting (Fall 2027)
- 2028 ITRC Kick-Off Meeting (January 2028)
- 2028 ITRC Annual Meeting (March/April 2028)
- 2028 ITRC Project Team Meeting (Fall 2028)

The ITRC Kick-Off Meeting is a yearly leadership and training meeting attended by ITRC Team Leaders and the Program Advisors. The ITRC Annual Meetings consist of ITRC project team meetings and whole-organization sessions. The ITRC Fall Project Team meeting is a smaller gathering of the project team members, and leadership and the agenda is organized by the team Program Advisor.

Project Objectives and Requirements

The selected contractor will serve as an ITRC Program Advisor and provide technical and management services for the ITRC Brines and Produced Water Project Team. The Program Advisor is expected to conduct activities in a professional, objective manner and to strive for consensus in coordinating ITRC work schedules and in delivering ITRC work products.

Proposers must be able to demonstrate that they can successfully fulfill the Project Objectives and Requirements and will be evaluated on how likely they are to complete the Requirements on schedule and with excellence, as well as on total price.

The Program Advisor will support ITRC volunteers with the development and production of the following:

- Annotated Project Outline to scope the final project team deliverables and its content
- Internal Review drafts of deliverables and deliberation files
- External Review Draft of deliverables, formal request for external comments, and a final compilation of comments received and responses to comments from the team
- Final draft deliverables for ITRC publication
- Draft training and education materials

The Program Advisor's work scope will include the following general items to support the development of the project team's deliverables. Specific tasks and schedules will be dependent on details in the project team's work plan, which will be developed in coordination with Team Leaders, the ITRC Teams and Training Program Manager, and ECOS staff.

- Project management services, including yearly planning and scheduling, work plan development, and monthly project tracking. ITRC project management and budgeting tools must be used and deadlines must be met.
- Administrative support for the Project Team, including, but not limited to, maintaining current contact information of team members, planning, scheduling, and facilitating web-based and in-person meetings, and preparing meeting agendas.

- Assisting Team Leaders and project team members with researching, compiling, editing, formatting and reviewing/revising deliverables including technology overviews, technology case studies, technical and regulatory guidance documents, training curricula, information sheets, fact sheets, presentations, and other reports as assigned and as dependent on the project work plan.
- Scheduling and facilitating regular monthly, semi-monthly, and weekly web-based meetings at dates and times mutually agreed to by the Team Leaders, Program Advisors, and team members.
- Coordinating with ITRC's Teams and Training Program Manager, ECOS staff and other ITRC support consultants (i.e., technical editors, web developers) to complete project deliverables.
- Maintaining and archiving the project team's files and all meeting and collaboration activities through Microsoft Teams provided or managed by ITRC.
- Supporting the project team in the development of training and education material as defined and agreed to in the team's work plan and in coordination with the ITRC Teams and Training Program Manager.
- Participating in Program Advisor training and occasional leadership meetings with other ITRC Program Advisors and ECOS staff throughout the contract period as requested by ITRC. ITRC will invite the selected Program Advisor to participate in ITRC orientation training via virtual meetings in December 2026 and an in-person orientation meeting with other Program Advisors, Team Leaders, and staff January 12-13, 2027, in Arlington, VA.

The Program Advisor shall adhere to ITRC's quality assurance programs and guidelines for document writing and training development. The Program Advisor will review ITRC Project Team resources and materials and help implement the use of these resources and processes with the team including ITRC's Writers and Research Tools and Guides and standard operating procedures and templates for ITRC software including Microsoft Teams and Zotero.

Technical and Management Capabilities:

The Proposer should highlight that the identified Key Person(s) have the following capabilities through a combination of related experience and education.

- Excellent project management skills and ability to successfully initiate, plan, execute, monitor, and work with the project team to complete the project on time according to the project schedule.
- Strong communication, facilitation, and collaboration skills to manage a large group of technical experts as they develop written technical products.
- Experience planning, executing, and facilitating web-based and in-person meetings.
- Experience supporting the development of written, complex guidance documents, fact sheets, and other deliverables and managing comments and responses.

- Proficiency using Microsoft Teams and other Microsoft software and tools to manage collaboration and communications.

The Program Advisor is not expected to have technical expertise in the specific topic area but should have familiarity with environmental technology and regulatory issues.

Evaluation Criteria

Proposers and their identified Key Person(s) will be evaluated on how likely they are to complete the Project Objectives and Requirements on schedule and according to ITRC's processes and procedures, their Technical and Management Competencies, and on the "best value" of their price statement. Proposals will also be assessed in comparison to the performance and capabilities demonstrated by current and past contracted Program Advisors, establishing a baseline for expected project delivery and value. Competitiveness of price will be considered, but the decision will be based on best value to ITRC.

Waiver and Acknowledgements

ERIS/ITRC reserves the right to award the contract at its sole discretion and based on any factors it chooses to consider. ECOS, ERIS, and ITRC may distribute proposals, via e-mail or otherwise, to a committee of ECOS staff, the ITRC Teams and Training Program Manager, and state government employees from the ITRC Board of Advisors who will act as reviewers.

What is an ITRC Program Advisor?

The Interstate Technology & Regulatory Council (ITRC) is a national coalition focused on developing tools and strategies to reduce barriers to the deployment of innovative environmental technologies. ITRC Project Teams develop documents, training, educational tools, and other resources to fulfill our mission.

Each ITRC Project Team is led by at least two Team Leaders (TLs) and supported by an ITRC Program Advisor (PA) and ITRC staff. ITRC PAs are contract employees or ITRC staff. Contracted PAs are selected by the ITRC Director through a competitive Request for Proposal process. PAs must adhere to all ITRC governance documents, and policies and procedures for ITRC Team planning and management.

Serving as a PA for an ITRC Project Team requires a substantial allocation of time and energy, and strong project management, communication, and collaboration skills. PAs and TLs for an ITRC Project Team must demonstrate a united team approach during the duration of Project Team.

What are your responsibilities?

- Facilitate communications and collaboration among TLs, team members, and ITRC staff.
- Support TLs in developing and maintaining the required project work plan, schedule, meeting announcements, agendas, and summaries.
- Support TLs in managing the development of deliverables, including but not limited to writing assignments and training materials in accordance with ITRC's policies and guidance.
- Manage the Project Team's communication and coordination through Microsoft Teams including document management, team discussions and communications, and calendar of events.
- Supporting the Project Team's internal Subgroups and Workgroup activities.
- Establish and participate in regular strategy and planning meetings with TLs.
- Plan, facilitate, and participate in regular virtual and in-person meetings including tracking attendance, developing meeting notes and action items, and other tasks assigned.
- Support TLs with team management including recruitment and conflict resolution.
- Assist TLs by ensuring all project deadlines are met and deliverables meet ITRC's standards and requirements.
- Maintain communications with ITRC Director and staff to address project concerns or changes in direction.

What are your skills and experiences?

- Strong organizational, time management, and project management skills.
- Excellent communication, facilitation, and collaboration skills.
- Experience managing project teams and diverse groups simultaneously.
- Experience managing the development of multiple deliverables including written guidance documents and training materials.
- Experience planning, executing, and facilitating meetings.
- Experience working with Microsoft Teams to manage collaboration and communications.

If you have any questions about the PA role, contact Charles Reyes, ITRC Director (creyes@ecos.org).

Learn more about ITRC, our Project Teams and more at <https://itrcweb.org/who-we-are/>.

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