EPA

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number: 2-18

☐ Other ☐ Amendment Number:

Contract Number	Contract Period	Title of Work Assignment/SF Site Name
EP-W-10-002	11/19/2009 To 11/18/2014 Base Option Period Number 2	Lean Government Support

Contractor: INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW: Pg. 12-13, para. 4

Purpose:
- [X] Work Assignment
- [ ] Work Assignment Amendment
- [ ] Work Plan Approval
- [ ] Work Assignment Close-Out
- [ ] Incremental Funding

Period of Performance: From 11/19/2011 To 11/18/2012

Comments:
The purpose of this action is to initiate Work Assignment 2-18. This work assignment continues work not completed under Work Assignment 1-18 from Phase 2 of the Work Plan dated 10/25/11. The level of effort is 154 hours.

☐ Superfund — Accounting and Appropriations Data — [X] Non-Superfund

Note: To report additional accounting and appropriations date use EPA Form 1900-69A.

SFO (*Max 2*) ☐

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 6)	Budget Org/Code (Max 7)	Program Element (Max 9)	Object Class (Max 4)	Amount (Dollars)	(Cents)	Site/Project (Max 8)	Cost Org/Code (Max 7)
1										
2										
3										
4										
5										

Authorized Work Assignment Ceiling

Contract Period: 11/19/2009 To 11/18/2014 Cost/Fee: LOE:

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated: Cost/Fee: LOE:

Cumulative Approved: Cost/Fee: LOE:

Work Assignment Manager Name Kimberly Green-Goldsborough (Signature) (Date)	Branch/Mail Code: Phone Number 202-566-2355 FAX Number:
Project Officer Name Cathy Turner (Signature) (Date)	Branch/Mail Code: Phone Number: 202-566-0951 FAX Number:
Other Agency Official Name (Signature) (Date)	Branch/Mail Code: Phone Number: FAX Number:
Contracting Official Name Jami Rodgers (Signature) (Date)	Branch/Mail Code: Phone Number: 202-564-4781 FAX Number:

Work Assignment SOW

Title: Lean Government Support

Contractor: IEc, Inc. **Contract No.:** EP-W-10-002

Work Assignment Number: 2-18

Estimated Period of Performance: November 19, 2011 to November 18, 2012

Estimated Level of Effort: 154 hours

Key EPA Personnel:

Work Assignment COR (WA COR): Kimberly Green-Goldsborough
OPEI/OSEM (1804T)
202 566-2355
202 566-2211 (fax)

Contract Level COR: Cathy Turner
CMG/OSEM (1805T)
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Background and Purpose:

This Work Assignment 2-18, is Phase 2 of the WA 1-18. To date Tasks 1, Task 3 and Task 4 are complete. The contractor shall not duplicate work performed under Work Assignment 1-18.

The purpose of this work assignment is to encourage broader scale application of Administrative Lean and Lean Process Improvement, also known as "Lean Government" work to EPA, State environmental agencies, Federal Agencies and local governments, and also to provide system change support for this arena. This work will be done by (1) providing assistance/support for EPA, State, Federal, and local government administrative lean events; (2) providing communication support about administrative lean within EPA, other Federal Agencies, the States, and local governments; and (3) scoping, research and possible development of additional administrative lean tools.

These tools could include the use of lean for: (a) a variety of government processes; (b) policy deployment within a government agency; (c) development of new government programs and processes; (d) examination of the links between administrative lean and lean as an environmental tool; and (f) other tools that may be identified through research.

The U.S. EPA created the Office of Strategic Environmental Management (formerly known as the National Center for Environmental Innovation) to bring creativity to bear on solving pressing environmental problems. The long term goals of the Office are to foster a performance-oriented regulatory system, promote environmental stewardship behavior and create a culture of creative problem solving.

Since 2005, the Office has been providing support to, and has been working with, State environmental agencies on the use of business process improvement methods such as Lean and Six Sigma in a new and innovative way to drastically improve permitting and administrative. Within a few months of implementation of the business process method, States drastically reduced permit application backlogs, reduced lead times for permit reviews by more that 50 percent and made more staff time available for "mission critical" work. This was done while improving staff morale and increasing the transparency of the processes to stakeholders, *without* scarifying environmental protection goals or reducing value-added permit review time.

EPA provided additional support to the States and EPA to broaden the innovative use of Lean and Six Sigma, by developing two documents. In 2006: "Working Smart for Environmental Protection – Improving State Agency Processes with lean and Six Sigma," also known as "The Lean Primer," was completed. This document provides basic information about using business process improvement methods such as Lean and Six Sigma to improve government permitting and administrative processes.
In 2007, "Lean in Government - A Practical Guide to Implementing Successful Lean initiatives at Environmental Agencies," also known as "The Lean Starter Kit," was developed and updated in 2008. This document builds on ideas presented in "The Primer" and contains practical tools, resources and tips. In July 2009, "Lean Government Metrics Guide" was developed.

All documents are posted on the EPA lean web site and have been distributed to all EPA SES managers, State Environmental Commissioners, many other federal agencies and . They have been used by many States, local governments, EPA offices and other federal offices. EPA provides a wealth of information about lean government on the EPA lean web site, including EPA and state case studies, Lean Fact Sheet, Lean in Air Permitting Guide, and many other resources.

This work assignment does not duplicate tasks in any existing work assignments.

The WA COR is authorized to provide technical direction under this work assignment.

Quality Assurance (QA) Requirements

Check [ ] Yes or [X] NO, if the following statement is true or false. The Contractor shall submit a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models with their technical proposal.

Work Assignment CORs will provide additional information here, if **Yes** is checked above

Tasks and Deliverables:

The WA COR will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the WA COR's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1 - Prepare Workplan

The contractor shall prepare a workplan within15 calendar days of receipt of a work assignment signed by the Contracting Officer. The workplan shall outline, describe and include the technical approach, resources, timeline and due dates for deliverables, and a detailed cost estimate by task and a staffing plan. The WA COR, Contract Level COR and the CO will review the workplan. However, only the CO can approve/disapprove the workplan. The contractor shall prepare a revised workplan incorporating the Contracting Officer's comments, if required.

1a. Workplan within 15 calendar days of receipt of work assignment.
1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.

Task 2 - <u>Assistance/Support for EPA, Federal, State and local Administrative Lean Events and Networks</u>

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

The contractor shall perform research, analysis, scoping, mentoring, coaching, teaching and facilitating best practices, methods and techniques for EPA, Federal Agency, State and local lean government events and networks. This includes pre-event, event work, follow-up implementation work and network meetings. This shall include:

- As directed by the WA COR in written technical direction, scoping for possible events, including WEB research, phone conversations with possible event leaders and participants, writing short descriptions of possible events,
- Analyzing and supporting needs of networks including the EPA Lean

Government Practitioners network, Federal Lean network, as well as other government lean networks and individual government entities relevant to EPA's lean government initiative. This includes, but is not limited to, WEB research, meeting planning, facilitation and note taking.

- As directed by the WA COR in written technical direction, event and network support, including but not limited to attending meetings, taking notes, providing facilitation, writing short summaries of meetings and providing facilitation for **up to 6 meetings or events**.
- Includes, but not limited to, PowerPoint and other presentations materials, as needed.

Deliverables and schedule under Task 2.

2a. Initial draft list of possible areas of opportunity for lean Kaizen events or networking opportunities to advance EPA's lean government initiative within 30 days of completion of Task 1.

2b. Draft presentation or meeting support materials 1 week after design concepts discussed with WA COR.

2c. Final presentation or meeting support materials 1 week after comments on draft are received.

2d. PowerPoint, presentation materials, meeting summaries and other event or network meeting support as directed by the WA COR in written technical direction.

Task 3 - <u>Communication Support</u>

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

As directed by the WA COR in written technical direction, the contractor shall provide communication support for EPA, Federal, State and local Lean government events and activity. This includes pre-event, event work and follow-up implementation work.

This shall include:

- Research and assist in development and revision of "communication messages" for EPA lean government , including, but not limited to, fact sheet, banner or booth materials,
- EPA administrative lean website support: re-organize and keep up to date existing materials on the website, as needed; identify and link key Lean resources from State, Federal, local government or other resources; provide links for newly developed Lean resources,
- Attending and assisting with the preparation of materials for the presentation at between **3 – 5 meetings**, including, but not limited to, the Federal Lean Network, one-on-one meetings with Federal, State or local agencies, larger meetings such as, the 2010 EPA Innovation Symposium and the 2010 AME meeting,
- Attending and assisting with the preparation of materials for approximately 5 meetings with individual EPA offices as well as the EPA Lean Practitioners Network,

- Includes, but not limited to, PowerPoint and other presentations materials, as needed.

Deliverables and schedule under Task 3
3a. Draft "communication messages" within 1 week of message design concepts discussed with WA COR
3b. Final "communication messages" within 1 week after comments on draft are received
3c. Draft web design within 2 weeks after design concept discussed with WA COR
3d. Final web design within 2 weeks after comments on draft are received
3e. PowerPoint and other presentations materials as directed by the WA COR in written technical direction.
3f**.** Draft of PowerPoint and other outreach/presentation materials within 1 week of concepts discussed with WA COR.
3g. Final PowerPoint and other outreach/presentation materials within 1 week after comments on draft are received.

Task 4 - <u>Administrative Lean Tool Development</u>

[Section, Para(s) 4: Encouraging broad-scale application of innovations, page(s) 1-12 through 1-13 SOW]

The contractor shall scope, research and develop **1 or 2 new tools and revise up to 4 existing tools.** These tools could include the use of administrative lean for: (a) a variety of government processes other than air permitting; (b) policy deployment within a government agency; (c) development of new government programs and processes; (e) examination of the links between administrative lean and lean as an environmental tool; and (f) other tools that may be identified through research.

The contractor shall:

- Develop a draft list of tools, which could include, but is not limited to:
  - case studies of EPA/Federal/State/local government administrative lean process events,
  - supplemental tool guides on topics such as, Lean and Green Office, 5S Visual Deployment, new government programs and processes, Lean Government Leadership Training.
  - Other tools that may be identified through research.
- Develop draft tools once desired tool is identified by WA COR
- **Develop final tool once comments received from WA COR**
- Develop final tool "Lean Government Scoping Guide."
- Update, as needed, the "Lean Government Metrics Guide."
- Update, as needed, "Lean in Government - A Practical Guide to Implementing Successful Lean initiatives at Environmental Agencies" also known as "The Lean Starter Kit."
- Update, as needed, "Lean Government Metrics Guide,"
- This task shall include but is not limited to the development of "one-pagers" and

short "white papers," draft tools, final tools, PowerPoint and other presentation materials.

Deliverables and schedule under Task 4

4a. Initial draft list of tools within 30 days of Task 1.
4b. Revised ongoing list of tools 1 week after comments on draft are received
4c. Initial draft outline of new tool within 30 days of tool identification by WA COR.
4d. Final new tool within 20 days of receiving comments from WA COR
4e. Draft Lean Government Scoping Guide due within 45 days of Task 1
4f. Final Lean Government Scoping Guide due within 30 days after comments are received from WA COR
4g. Drafts of updated documents due 14 days after update concepts discussed with AW COR
4h. Final of updated documents due 14 days after comments on draft received
4i. Development of "one-pagers" and short "white papers," draft tools, final tools, PowerPoint and other presentation materials as directed by the WA COR in written technical direction.

Summary of Deliverables and Dates:

1a. Workplan within 15 calendar days of receipt of work assignment.
1b. Revised workplan within 3 calendar days of receipt of comments from the Contracting Officer, if required.
2a. Initial draft list of possible areas of opportunity for lean Kaizen events or networking opportunities to advance EPA's lean government initiative within 30 days of completion of Task 1.
2b. Draft presentation or meeting support materials 1 week after design concepts discussed with WA COR.
2c. Final presentation or meeting support materials 1 week after comments on draft are received.
2d. PowerPoint, presentation materials, meeting summaries and other event or network meeting support as directed by the WA COR in written technical direction.
3a. Draft "communication messages" within 1 week of message design concepts discussed with WA COR
3b. Final "communication messages" within 1 week after comments on draft are received
3c. Draft web design within 2 weeks after design concept discussed with WA COR
3d. Final web design within 2 weeks after comments on draft are received
3e. PowerPoint and other presentations materials as directed by the WA COR in written technical direction.
3f. Draft of PowerPoint and other outreach/presentation materials within 1 week of concepts discussed with WA COR.
3g. Final PowerPoint and other outreach/presentation materials within 1 week after comments on draft are received.
4a. Initial draft list of tools within 30 days of Task 1.
4b. Revised ongoing list of tools 1 week after comments on draft are received
4c. Initial draft outline of new tool within 30 days of tool identification by WA COR.

4d. Final new tool within 20 days of receiving comments from WA COR
4e. Draft Lean Government Scoping Guide due within 45 days of Task 1
4f. Final Lean Government Scoping Guide due within 30 days after comments are received from WA COR
4g. Drafts of updated documents due 14 days after update concepts discussed with WA COR
4h. Final of updated documents due 14 days after comments on draft received
4i. Development of "one-pagers" and short "white papers," draft tools, final tools, PowerPoint and other presentation materials as directed by the WA COR in written technical direction.