EPA

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number: 2-19

☐ 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	Eval.-Green Workforce/Dev.

Contractor: INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW: Pg. 10-11, Element 3, Sec. 1, Para. 1

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

Period of Performance: From 11/19/2011 To 09/30/2012

Comments:
The purpose of this action is to initiate Work Assignment 2-19. This work assignment continues the work not completed on Work Assignment 1-19.

☐ 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 Michelle Mandolia (Signature) (Date)	Branch/Mail Code: Phone Number 202-566-2198 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 Statement of Work

Title: Evaluation and Measurement of Community Based Initiatives with Green Workforce Development Case Study

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

Work Assignment Number: 2-19

Estimated Period of Performance: Date of issuance to 9/30/12

Estimated Level of Effort: 585 Hours

Key EPA Personnel:

Work Assignment COR (WA COR):

Michelle Mandolia
Office of Policy
U.S. EPA
1200 Pennsylvania Ave., N.W.
Washington, DC 20460
(202) 566-2198 (phone)
(202) 566-2200 (fax)
Mail Code (1807T)
mandolia.michelle@epa.gov

Alternate WA COR: **Terell P. Lasane**
Evaluation Support Division (1807T)
(202) 566-0705
(202) 566-2300

Contract Level COR: Cathy Turner
OP (1805T)
202/566-0951
202/566-3001 (fax)

BACKGROUND AND PURPOSE:

Located within the Office of Policy is the Evaluation Support Division (ESD). ESD's mission is two-fold: First, ESD assesses and evaluates innovative activities in ways that identify and explain successful innovations or lessons learned and communicates its findings throughout the Agency to promote system change. Second, ESD builds the capacity of EPA staff and managers to conduct program evaluation activities throughout the Agency by providing technical support and training on program evaluation for EPA's national programs and regional offices. A crucial component in assessing the benefit of meeting goals, objectives, and sub-objectives is having measurable results.

EPA seeks through this work assignment to help the Agency's community-based programs and the communities these programs work with measure and evaluate the results of their programs and projects so that EPA can:

- meet accountability expectations (i.e., track our progress and ensure we are doing what we say we will do),
- inform our program work by determining outputs and environmental/project sustainability impacts and assessing what works and what doesn't work.
- help communities address their own measurement and evaluation needs.

For many, if not all of community-driven programs, there are numerous challenges to measuring changes in human health and the environment at the local level. For example, long-term outcomes are challenging to quantify for community-based programs, which vary considerably from place to place in the environmental problems addressed, and at the stage where EPA connects to a community's journey in addressing those problems, and if quantified are challenging to aggregate in a meaningful way. Many EPA programs have been struggling with these issues individually if at all. Through this work assignment, EPA will begin addressing these issues for community-based programs as a whole. EPA will, through this work assignment, begin establishing a set of indicators not bounded by any single project, grant program, or, possibly, agency. E.g., capacity-building, environment improvements, and community sustainability (economic/environment/quality-of-life).

The contractor shall under the guidance of a cross agency work group consisting of NPM representatives produce 3 basic products that would come together as a flexible framework:

1. Coordinate drafting a framework for shared measures across community-based programs for Agency-level effectiveness
2. Develop tip sheets and a resource list that EPA staff can share with communities that need to address their own measurement and evaluation needs
3. Quickly draft a clear, practical, and useful "guide" for managers and staff to be ready to plan and execute measurement and evaluation for individual community-based programs, which vary greatly in style, type, and function but which share the need to demonstrate that they are achieving environmental results and supporting EPA's mission.

The goals of the framework are <u>not</u> to establish a rigid measurement and evaluation approach, but to enable EPA and communities to look for effective practices across programs with common goals, and position programs prospectively to learn more from one another.

In creating a framework to guide the information that might be collected, the contractor shall consider the specific data users served and the specific data uses anticipated for the information.

This work assignment continues work performed under Work Assignment 1-19 of this contract. The contractor shall not duplicate work performed under Work Assignment 1-19.

Expertise

The contractor team shall be skilled in: facilitation, interviewing, measure development, guideline development, and analysis of qualitative data. The team shall also have knowledge of community-based programs and community-based work and the ability to write to non-technical audiences.

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.

The Alternate WA COR will serve only in the absence of the WA COR.

NOTE: The contractor shall not duplicate work that has been previously performed.

TASK 1: PREPARE WORKPLAN (COMPLETE)

The contractor shall prepare a workplan within **15** 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, a detailed cost estimate by task and a staffing plan. The WA COR and the 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.

Deliverables and Schedule Under Task 1

1a. Workplan	Within **15** calendar days of receipt of work assignment.
1b. Revised workplan	Within **5** calendar days of receipt of comments from the CO, if required.

NOTE REGARDING WORK ASSIGNMENT DELIVERABLES AND TECHNICAL DIRECTION:

The Work Assignment Contracting Officer's Representative (COR) is authorized to issue technical direction under this work assignment. The WAM will follow-up all oral technical direction in writing within 5 days.

TASK 2: BACKGROUND INTERVIEWS (ONGOING)
[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

2-1 BACKGROUND INTERVIEWS. The EPA COR will provide the contractor with a list of EPA and other federal community-based programs for background exploration. In order to narrow a broad and heterogeneous set of candidate initiatives, we will target those programs that have a special opportunity to promote workforce development at the community level as the Agency targets its work at EJ and other communities. The contractor shall complete exploratory interviews with as representative a sample as possible with individuals from these programs and agencies to gain background knowledge on current needs, gaps, areas of work or development in the area of measurement and evaluation for community based programs. The contractor shall consult with the contractor engaged in a parallel effort on green workforce development to ensure that the knowledge gleaned from these independent investigations inform one another. The contractor shall also consult work that has previously been commissioned in this area by consulting documents provided by the WAM. For the purposes of costing, the contractor shall assume conducting no more than 12 interviews (1 hour in duration) to gather information. The contractor shall work with the EPA COR on an approach for contacting possible interviewees and will share the interview approach with the COR for feedback prior to the first interview. The contractor shall provide the COR with a brief document sharing the themes resulting from the interviews, prior to the roundtable (Task 3). The information gleaned from these interviews shall provide the basis for the roundtable agenda.

Deliverables and Schedule Under Task 2

2-1	Themes document	To be specified by the EPA WAM

TASK 3: COMMUNITY-BASED MEASUREMENT AND EVALUATION ROUNDTABLE (INCOMPLETE)
[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

3-1 ROUNDTABLE. EPA will convene a roundtable of community based program practitioners and measurement and evaluation experts to inform development of the products under this work assignment. For the purposes of costing, the contractor shall assume that the roundtable will be approximately 6 hours in length and will occur in a single day in the Washington, DC Metropolitan Area. The roundtable shall build upon the work performed under Task 2 and shall be used to further develop the themes of current measurement and evaluation needs specific to community-based work (at both the federal and community level) and how to build upon the existing knowledge base in these areas. The contractor shall help plan and shall facilitate the roundtable and shall provide EPA with a written document stating the major themes of conversation and key recommendations coming out of the roundtable. The contractor shall provide this document within 14 calendar days after the roundtable. Depending on the timing of the roundtable in the development of Task 4 tools, the contractor shall, within 21 calendar days after completion of the roundtable themes document, provide an outline of each of the Task 4 tools. For those tools that are already under development, the contractor shall provide either a revised version of the document or a document outlining proposed

changes to the tool with a delivery schedule (if the changes are too extensive to complete in the 21 day time frame).

Deliverables and Schedule Under Task 3

3-1	Major themes/key recommendations document	Within 14 calendar days after the Roundtable
3-2	Outline/revised version/proposed changes for each of the Community Based Program Evaluation and Measurement Tools	Within 21 calendar days of the completion of the roundtable document

TASK 4: DEVELOPMENT OF COMMUNITY-BASED PROGRAM EVALUATION AND MEASUREMENT TOOLS (INCOMPLETE)

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

This task will be undertaken concurrent with the development of the roundtable. Initial drafts or outlines, as possible, of the deliverables described below will be shared with roundtable participants, and these participants will be asked to provide feedback on these draft resources (See 4-2, 4-3, and 4-4).

4-1 ADDITIONAL PRODUCT DEVELOPMENT RESEARCH (e.g., lit review, consultation with experts, with an eye toward not reinventing the wheel—mine and customize existing tools and knowledge base).

4-2 A FRAMEWORK FOR SHARED MEASURES ACROSS COMMUNITY-BASED PROGRAMS FOR AGENCY-LEVEL EFFECTIVENSS—around certain theme areas as determined by the roundtable or as directed by the working group? (e.g., capacity building, sustainability of partnerships). A draft of potential theme areas will be presented to roundtable participants. The list may be modified based on roundtable discussions.

4-3 A TIP SHEET/RESOURCE LIST FOR EPA STAFF TO SHARE WITH COMMUNITIES WHO NEED TO ADDRESS THEIR OWN MEASUREMENT AND EVALUATION NEEDS. A draft of resources will be presented to roundtable participants. The tip sheet/resource list may be modified based on roundtable discussions.

4-4 GUIDELINES. The contractor shall quickly draft a clear, practical, and useful "guide" for managers and staff to be ready to plan and execute measurement and evaluation for individual community-based programs, which vary greatly in style, type, and function but which share the need to demonstrate that they are achieving environmental results and supporting EPA's mission. The content of these guidelines shall inform and shall be informed by the roundtable discussion described in the parallel task.

Deliverables and Schedule Under Task 4

4-2	FRAMEWORK	To be determined by WAM via technical direction

4-3 TIP SHEET To be determined by WAM via technical direction

4-4 GUIDELINES To be determined by WAM via technical direction

The following task, which was not included in the approved work plan (Option B) dated December 6, 2010 is deleted.

~~**TASK 5: GREEN WORKFORCE DEVELOPMENT PROJECT MEASUREMENT WORKSHOP AND TECHNICAL ASSISTANCE**~~

~~*[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]*~~

~~5-1 The contractor shall assist a new EPA initiative in developing measurement tools and techniques for assessing the effectiveness and accomplishments of the projects and program. As a part of this work the contractor shall introduce four to six small project teams to the principles of measurement through a hands-on workshop of approximately a day and a half in length. The contractor shall then provide some follow on technical assistance to continue to help these project teams develop measures specific to their green workforce development projects and related to the common framework of the overall work assignment. Under this task, the contractor shall apply the underlying principles and specific tools under development as a part of this work assignment and will use this experience to inform development of the tools. The workshop date will be determined by the WAM in consultation with the Green Workforce Development Team.~~

~~5-2 The contractor shall prepare a summary document that identifies major themes from the workshop and summarizes the measurement and evaluation needs of the attendees involved.~~

~~**Deliverables and Schedule Under Task 5**~~

~~5-2 Summary document Within 14 calendar days after the workshop~~

This work assignment has been amended to add the following task.

TASK 6: Evaluation and Measurement Technical Assistance – Laying the Groundwork for Evaluation of the Delivery of Green Workforce Development Services to the Southwest Atlanta Communities (ONGOING)

[Contract Scope of Work Element III, Section 1, para(s) 1, page(s) (10 -11)]

This Region 4 project is a cross-Federal initiative designed to work with states and local communities to address training/education, workforce and economic development, housing, transportation, and environmental justice issues. It is focused on leveraging the resources, skills and expertise at the Federal, state and local level to help four Southwest Atlanta communities. Under this task, the contractor shall finalize the logic model for the project (EPA has created a draft logic model in MS Word), facilitate development of a final list of evaluation questions, and identify the measures and data collection necessary to answer each

evaluation question. EPA will provide both the draft logic model and the initial set of evaluation questions. The contractor shall work with EPA to develop a set of evaluation questions and accompanying measurement plan that would prepare project staff to understand how efficient and effective the partnership has been in its operations and at delivering services to the four communities. EPA also is interested in learning about the particular Agency support model chosen (i.e., partnership to leverage existing resources), with an eye toward informing others' decisions about using this model and to be able to improve the operations of other partnerships of this kind. For this task, EPA requires contractor staff with knowledge of and expertise in community-based approaches, partnerships, workforce development, logic modeling, performance measurement, program evaluation, environmental policy innovation, and business decision-making.

6-1 ASSIST IN DEVELOPING MODEL OF PROGRAM THEORY. The development of a logic model is an essential tool in developing a common understanding of a program's inputs, outputs and activities. As an initial step in preparation for the evaluation, EPA developed a logic model of the project. EPA will share the draft model with the contractor. With input from the evaluation team, the contractor shall adjust and finalize the existing models using software (e.g., MS PowerPoint or MS Word) that can be manipulated/revised by EPA within 7 calendar days after receipt of the updated draft models from the EPA COR.

6-2 REFINE EVALUATION QUESTIONS. Using the logic model developed in Task 6-1, the contractor shall meet with the EPA COR and evaluation team members via conference call to draft and refine the evaluation questions that will be the subject of this evaluation. For each evaluation question, the contractor shall gather and document information from the evaluation team and other stakeholders related to each evaluation question, including, but not limited to, the context related to each question (cultural, economic, institutional, etc), the audiences with a potential interest in the answers to each question, communication of the answers to each question to each audience, and the potential uses of the answers and other information related to each question. All information should be used to inform and guide question development and should be organized and documented clearly and concisely in a format that it is easily communicated to the evaluation team and other stakeholders. Draft questions and supporting information shall be delivered 7 calendar days after the final meeting to discuss the questions. Final questions shall be due 7 calendar days after receipt of comments from the EPA COR via TD. For the purpose of costing, the contractor shall assume three 2 hour conference calls.

6-3 DEVELOP AND REFINE PERFORMANCE MEASURES. Using the logic model, evaluation questions and all supporting documents and information, the contractor shall meet with the EPA COR and evaluation team members via conference call to draft and refine performance measures to answer each evaluation question. Answering each evaluation question will require one or more measures. For each measure, the contractor, working with the evaluation team, should identify and clearly and concisely document (in a format easily communicated to the evaluation team and other stakeholders) primary and secondary data sources, data collection methods and strategies, the qualitative and quantitative tools and approaches for

data analysis, and the details of data collection and data management. The contractor shall consult with the evaluation team and other stakeholders to determine protocols for data management, access to data, and data formats to ensure appropriate and efficient sharing of information within the program and across program components, projects and stakeholders. Performance measures and all supporting information related to developing performance measures shall be delivered 7 calendar days after the final meeting to discuss the measures. Final measures shall be due 7 calendar days after receipt of comments from the EPA COR via TD. For the purpose of costing, the contractor shall assume three 2 hour conference calls.

<u>Deliverables and Schedule Under Task 6</u>

6-1	**Logic Model**	**7 calendar days after receipt of comments from the EPA COR via TD**
6-2	**Evaluation Questions**	**7 calendar days after receipt of comments from the EPA COR via TD**
6-3	**Performance Measures**	**7 calendar days after receipt of comments from the EPA COR via TD**

Table 1: Summary of Deliverables and Dates

Task	Deliverable	Due Date
Task 1	**Prepare Work plan**	
1a	Work plan	Within 30 calendar days of receipt of work assignment
1b	Revised work plan	Within 15 calendar days of receipt of comments from CO
Task 2	**Document Review and Design Methodology (Approach for Roundtable)**	
2-1	Summary Themes Document	To be specified by the WAM via technical direction
Task 3	**Community Roundtable**	
3-1	Major themes/key recommendations document	Within 14 calendar days after the roundtable
3-2	Outline/revised version/proposed changes for each of the Community Based Program Evaluation and Measurement Tools	Within 21 calendar days after the roundtable themes document
Task 4	**Development of Community Tools**	
4-2	Framework	To be specified by WAM via technical direction

4-3	Tip Sheet/Resource Tools	To be specified by WAM via technical direction
4-4	Guidelines Development	To be specified by WAM via technical direction
~~Task 5 Green Work Force Development Project Measurement Workshop and Technical Assistance~~		
5-2	~~Summary Document with Findings, Conclusions, Recommendations~~	~~Iterative review process to be considered final upon receipt of technical direction from WAM~~
Task 6 Evaluation and Measurement Technical Assistance – Laying the Groundwork for Evaluation of the Delivery of Green Workforce Development Services to the Southwest Atlanta Communities		
6-1	Logic Model	7 calendar days after receipt of comments from the EPA COR via TD
6-2	Evaluation Questions	7 calendar days after receipt of comments from the EPA COR via TD
6-3	Performance Measures	7 calendar days after receipt of comments from the EPA COR via TD