EPA

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number: 3-36

☐ Other ☐ Amendment Number:

Contract Number	Contract Period	Title of Work Assignment/SF Site Name
EP-W-10-002	11/19/2009 to 09/19/2014 Base Option Period Number 3	Market Assess. & Tech Opport.

Contractor: INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW: Pgs. 5, 6, 10-11, 12 -elements 1, 3, 4

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

Period of Performance: From 09/20/2012 to 12/31/2012

Comments:
The purpose of this action is to initiate Work Assignment (WA) 3-36 which continues and does not duplicate work previously performed under WA 2-36 .

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

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

SFO (Max 2): ☐

Line	DCN (Max 6)	Budget/FY (Max 4)	Appropriation Code (Max 8)	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 09/19/2014 — 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: Lisa Comer (Signature) (Date)	Branch/Mail Code: Phone Number: 202-566-2206 FAX Number:	
Project Officer Name: Cheryl R. Brown (Signature) (Date)	Branch/Mail Code: Phone Number: 202-566-0940 FAX Number:	
Other Agency Official Name: (Signature) (Date)	Branch/Mail Code: Phone Number: FAX Number:	
Contracting Official Name: Stefan Martlyan (Signature) (Date) 9/19/2012	Branch/Mail Code: Phone Number: 202-564-1987 FAX Number:	

Work Assignment Form. (WebForms v1.0)

Work Assignment SOW

Title: Support for Piloting Market Assessments and Technology Opportunities for EPA Actions Phase I and Phase II

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

Work Assignment Number: 3-36

Estimated Period of Performance: Date of issuance to September 20, 2012 – January 31, 2013

Estimated Level of Effort: Phase I Hours: 65
Phase II hours: 155
Amendment 1 hours: 75
Amendment 2 hours: 115

Option Year 3 Hours - 182.70

Key EPA Personnel:
Work Assignment COR (WA COR): Lisa Comer
Office of Policy
Office of Strategic Environmental Management
U.S. EPA, 1200 Pennsylvania Ave., (1807-T)
Washington, D.C. 20460-0001
Tel. (202) 566-2206
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Contract Level COR: Cheryl Brown
OP (1805T)
202/566-0940
202/566-3001 (fax)

Background

New and innovative approaches to environmental technology are increasingly becoming part of the solution for existing and emerging environmental challenges. The preponderance of evidence demonstrates that environmental protection and economic progress go hand-in-hand. Working with both internal and external partners, all functional units of the Agency will seek tangible, outcome-oriented opportunities to catalyze and support technology innovation across the range of the Agency's work. EPA will support a more seamless system of policy development and

implementation; finance; and technology R&D, commercialization, and adoption to ensure a more sustainable approach to innovation across the Agency. EPA will advocate more cost-effective, innovative solutions that eliminate, or significantly reduce, adverse impacts to natural resources in a manner that promotes healthy, productive communities.
The Office of Policy (specifically, the Office of Strategic Environmental Management within OP), Office of the Chief Financial Officer (OCFO), and the Office of Research and Development (ORD), will work together and with EPA programs and regions to accomplish these goals.

Specifically, this work assignment will help Office of Strategic Environmental Management (OSEM) with a range of activities and services related to the implementation of the Key Performance Indicator ("KPI" listed under cross-cutting fundamental strategies, May 2011 in EPA's Strategic Plan) excerpted and included (paragraph 2) below:

2. **Conduct at least two innovative technology opportunity and market assessments for completed, pending or prospective regulatory actions, and begin developing a framework for conducting future assessments as part of the EPA Action Development Process (ADP) and periodic regulatory action review process (as required by E.O. 13563, Improving Regulation and Regulatory Review), applying lessons learned from the two pilot assessments.**

This work assignment is to support OSEM in managing and implementing one of the two pilots called for in the KPI above. In addition to OSEM, this work will involve coordinating across offices and programs at EPA, including but not limited to OCFO, ORD, Office of Solid Waste and Emergency Response (OSWER), Office of Air and Radiation (OAR), Office of Water (OW), and Office of Chemical Safety and Pollution Prevention (OCSPP). This work assignment will be used to (1) research and develop and distribute written reports regarding options and application of the market analysis concept, in accordance with the KPI (above); (2) assist in the development and application of analytical tools and methodologies pursuant to the KPI (methodology to be used will be determined by EPA with research supported by contractor); (3) generate resulting power point presentations, written draft and final narrative reports, and other deliverables related to the KPI analysis; (4) assist in facilitating and running meetings related to the KPI analysis, as well as other undertaking other types of communication, including possibly helping EPA individuals involved with the analysis coordinate with each other. Some work, such as defining technology opportunity and market assessment and how it may apply to regulatory actions has been developed. OSEM will share this work with the contractor and the contractor will use it as background and supportive material for this work assignment.

OSEM requests additional support via Amendment from IEc under Tasks 4 (Research and Analysis) and 5 (Facilitation and Meeting Management) to support high-level briefing presentations based on the market assessment already completed under this work assignment. Under task 4, the contractor shall develop a concise, contextual, and sophisticated briefing for senior management highlighting the methodology, results and potential regulatory/policy impact

of the market assessment. Under task 5, the contractor shall present these findings, facilitate the meetings and track comments and input from senior management across offices. This in addition the deliverables already completed under these tasks and will build on innovative technology work IEc has already completed under this WA.

OSEM requests additional support under Amendment 2 for the contractor to develop and deliver a final written report (in narrative format) that incorporates all of the research and analysis and presentation materials previously developed under this WA – as described in the new Task 6. EPA requests this work be completed by November 2012.

Purpose

EPA is interested in using market analysis to evaluate how proposed rules, guidance documents, policy considerations, or strategic planning (among other EPA actions) might encourage or ease the market entry of new technologies, including (but not limited to) undertaking the following steps:

1. Determining what role market analysis can play in the context of regulatory review, policy making, or strategic planning, and how that application may be carried out;
2. Developing criteria that EPA might use to judge the appropriateness of a particular action, regulation, policy, or other EPA action for market analysis and technology opportunity assessment;
3. Developing the elements of market analysis (tools and methodologies) that could be used to conduct one pilot (with the potential for seeing how market analysis might fit into EPA's processes, such as the regulatory review process, policymaking process, strategic planning).

The purpose of Amendment 2 is to request the contractor develop and deliver a final written narrative report, as described in Task 6, by November 2012.

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 that 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 contractor shall not duplicate work performed in the previous work assignment(s).

Task 1-Prepare Workplan (COMPLETED -including for Task 6/Amendment 2)
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, and a detailed cost estimate by task and a staffing plan for both Phase I and II. 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 5 calendar days of receipt of comments from the Contracting Officer, if required.

Task 2-Scoping and Planning (COMPLETED)
[EP-W-10-1002 Performance Work Statement, Element 1: Planning and Management Support (p. 1-5, Research; p. 1-6 Data gathering and information management; p. 1-7, Reports); Element 3: Evaluating innovation (analyses of trends, opportunities, and existing and proposed legislation and regulations, pp.1-10-11); Element 4: Encouraging broad-scale application of innovations (policy development, technical assistance, strategic planning; p. 1-12).]

This task is intended to provide technical review, information, and analysis on market assessments and technology opportunities tools, methodologies, and approaches as they may be applied to one pilot regarding an EPA action pursuant to the KPI. The Contractor shall provide information, advice, and expertise on market assessments and analyses and related activities, possibly including how market analysis might relate to EPA's existing action development process, policymaking process, strategic planning or other activities currently undertaken at EPA.

EPA at its discretion may take incomplete or partial work products and complete them "in-house."

Specifically, under this task with direction from the WA COR, the contractor shall collect, categorize, review, analyze, and summarize EPA data, documents, and other necessary materials in order to perform a market analysis. Possible analytical steps for a market analysis include the following:

- Scoping – This step includes scoping the project and level of effort with EPA. This initial step engages EPA to determine whether the EPA office/action selected is right and ready for a market analysis. In practice, a "Right and Ready" tool or checklist can be used to support this step.

- Planning – This step helps the contractor understand EPA's situation in detail, such as understand the problem EPA is trying to address. This is accomplished by meeting with EPA to understand what EPA plans to accomplish with the market analysis. This step may be supported by the use of a "Needs Assessment" tool, a qualitative and quantitative questionnaire that helps to obtain this information and ultimately helps to develop a search strategy.

Deliverables and schedule under Task 2

2a. Scoping - Discuss scoping 7 calendar days after conversation with EPA/WA COR and receipt of necessary documents.

2b. Planning - Discuss planning 7 calendar days after request from WA COR.

Task 3-Facilitation and Meeting Management (COMPLETED)

[EP-W-10-1002 Performance Work Statement, Element 1: Planning and Management Support (Events: p. 1-8).]

The Contractor shall facilitate meetings between various offices, including managers and staff working on the market analysis and communicating its purpose, methodology, approach, and results, as directed by the WA COR, for Phase 1. The contractor shall help address issues that may arise between different programs as directed by the WA COR. The WA COR anticipates approximately 2-4 meetings.

Task 3 Deliverables

3a. Plan/outline potential meetings schedule within 1 month of WA COR technical direction, with input from WA COR.

3b. Revisions to plan based on WA COR comments due back within 1 week of receipt of WA COR comments.

3c. Ongoing contact and communication with WA COR, as needed and on a timely basis, for any specific meeting that is organized (e.g., preparing background materials/agenda sending invitations and organizing public involvement, facilitating and note-taking, etc.).

Task 4-Research and Analysis (INCOMPLETE)

[EP-W-10-1002 Performance Work Statement, Element 1: Planning and Management Support (p. 1-5, Research; p. 1-6 Data gathering and information management; p. 1-7, Reports); Element 3: Evaluating innovation (analyses of trends, opportunities, and existing and proposed legislation and regulations, pp.1-10-11); Element 4: Encouraging broad-scale application of innovations (policy development, technical assistance, strategic planning; p. 1-12).]

This task is intended to provide technical review, information, and analysis on market assessments and technology opportunities tools, methodologies, and approaches as they may be applied to one pilot regarding an EPA action pursuant to the KPI. The Contractor shall provide information, advice, and expertise on market assessments and analyses and related activities, possibly including how market analysis might relate to EPA's existing action development process, policymaking process, strategic planning or other activities currently undertaken at EPA.

EPA at its discretion may take incomplete or partial work products and complete them "in-house."

Specifically, under this task with direction from the WA COR, the contractor shall collect, categorize, review, analyze, and summarize EPA data, documents, and other necessary materials in order to perform a market analysis. Possible analytical steps for a market analysis include the following:

- Researching – This step makes use of a standard research methodology to conduct both secondary and primary research in order to capture findings. The process of secondary research is focused on gathering technical and market information to build asset-specific understanding of technical issues, identify key applications and competing technologies, use of market reports and other data to build general understanding, and develop a foundation upon which more detailed analysis can be build. Primary research provides insight from industry experts, and taken together with secondary research, form the basis for developing actionable options for EPA.

- Analyzing – This step synthesizes information by employing an analysis tool, such as a SWOT (Strengths, Weaknesses, Opportunities and Threats). This allows the contractor to develop findings and prioritize opportunities for EPA. The contractor may identify solution spaces, select target spaces, and focus on specific targets for analysis.

- Reporting – This step includes discussing steps to be taken to report information to EPA, documenting the findings, and delivering findings to EPA. The EPA receives a profile of the best opportunities to meet their needs with recommended actions. This output may include, but is not necessarily limited to, a product capability description, a summary of findings, and options for next steps.

- Presenting - The contractor shall develop a concise, contextual, and sophisticated briefing for senior management highlighting the methodology, results and potential regulatory/policy impact of the market assessment.

Deliverables and schedule under Task 4

4a. Researching - Discuss research steps 14 calendar days after meeting with WA COR.

4b. Analyzing - Discuss analytical steps 14 calendar days after meeting with WA COR.

4c. Reporting - Discuss reporting steps 14 calendar days after meeting with WA COR. Within 14 days of receiving WA COR comments on draft report, submit revised draft to WA COR.

4d. Within 14 days of WA COR comments to revised draft report, submit final report to WA COR.

Task 5-Facilitation and Meeting Management (INCOMPLETE)

[EP-W-10-1002 Performance Work Statement, Element 1: Planning and Management Support (Events: p. 1-8).]

The Contractor shall facilitate meetings between various offices, including managers and staff working on market analysis pilots and communicating and carrying out the Phase 2 activities, as needed, for researching, analyzing and reporting as directed by the WA COR. The contractor shall also help address issues that may arise between different programs as directed by the WA COR. EPA anticipates approximately 2-4 meetings. Under this task, the contractor shall also present the findings (of the report developed in Task 4) to managers, facilitate the meetings, and track comments and input from senior management across offices. EPA anticipates approximately 3-5 meetings.

Task 5 Deliverables

5a. Plan/outline potential meetings schedule within 1 month of WA COR technical direction, with input from WA COR. WA COR anticipates approximately 2 meetings and at least 1-2 events.

5b. Revisions to plan based on WA COR comments due back within 1 week of receipt of WA COR comments.

5c. Ongoing contact and communication with WA COR, as needed and on a timely basis, for any specific meeting that is organized (e.g., preparing background materials/agenda sending invitations and organizing public involvement, facilitating and note-taking, etc.)

5d. Facilitate meeting(s) with managers – present information in the draft and/or report(s) (Task 4) to managers and track any comments from managers.

Task 6 – Development of Final Written Report – (**INCOMPLETE**)

In addition to draft and final power point presentations already developed by the contractor under this WA SOW, the contractor shall prepare a final written report (in narrative format) that incorporates all draft materials and information previously submitted to the WA COR. The final report shall explain the results of the market analysis on flame retardant alternatives providing important context for the information gathered through research and analysis. The report shall contain an executive summary; text for a full report; hyperlinks to supporting information gathered by the contractor including EPA documents and non-EPA documents; and appendices containing presentations of the results of research and analysis, along with primary and secondary research source summaries. The report shall not identify any industry expert (individual, company, or organization involved as a primary research source for this analysis) in any way other than that agreed to by the source at the time of the original conversation.

6a. Reporting - Discuss reporting steps 7 calendar days after completion of WA workplan approval for Amendment 2.
6b. Within 7 days of meeting with WA COR, submit outline of report.
6c. Within 14 days of receiving WA COR comments on outline, submit draft report to WA COR.
6d. Within 14 days of WA COR comments to draft report, submit revised draft to WA COR.
6e. Within 14 days of WA COR comments on revised draft, submit final report to WA COR.
6f. Present final report to EPA, complete with executive summary and all necessary supporting materials and documentation, by November 2012.

EPA

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number: 3-36

☐ Other ☐ Amendment Number:

Contract Number	Contract Period	Title of Work Assignment/SF Site Name
EP-W-10-002	11/19/2009 To 09/19/2014 Base Option Period Number 3	Market Assess. & Tech Opport.

Contractor: INDUSTRIAL ECONOMICS, INCORPORATED

Specify Section and paragraph of Contract SOW: PGs/ 5-6, 10-11, 12 - elements 1, 3, 4

Purpose:
- ☐ Work Assignment
- ☐ Work Assignment Amendment
- ☒ Work Plan Approval
- ☐ Work Assignment Close-Out
- ☐ Incremental Funding

Period of Performance: From 09/20/2012 To 12/31/2012

Comments:
The purpose of this action to Work Assignment (WA) 3-36 is to approve the contractor's work plan budget estimate dated October 24, 2012 for Option Year 3 with an estimated cost of (b)(4) fixed fee of (b)(4) for a ceiling of $10,095.27, and 64.5 level of effort hours for this WA.

☐ Superfund — Accounting and Appropriations Data — ☒ Non-Superfund

Note: To report additional accounting and appropriations data 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 09/19/2014 Cost/Fee: LOE:

This Action:

Total:

Work Plan / Cost Estimate Approvals

Contractor WP Dated: 10/24/2012 Cost/Fee: $10,095.27 LOE: 65

Cumulative Approved: Cost/Fee: $10,095.27 LOE: 65

Work Assignment Manager Name: Lisa Comer	(Signature)	(Date)	Branch/Mail Code: Phone Number: 202-566-2206 FAX Number:
Project Officer Name: Cheryl R. Brown	(Signature)	(Date)	Branch/Mail Code: Phone Number: 202-566-0940 FAX Number:
Other Agency Official Name	(Signature)	(Date)	Branch/Mail Code: Phone Number: FAX Number:
Contracting Official Name: Stefan Martiyan	(Signature)	(Date) 11/9/12	Branch/Mail Code: Phone Number: 202-564-1987 FAX Number:

Work Assignment Form. (WebForms v1.0)

EPA

United States Environmental Protection Agency
Washington, DC 20460

Work Assignment

Work Assignment Number: 3-36

☐ Other ☐ Amendment Number:

Contract Number	Contract Period	Title of Work Assignment/SF Site Name
EP-W-10-002	11/19/2009 To 09/19/2014 Base Option Period Number 3	Market Assess. & Tech Opport.

Contractor	Specify Section and paragraph of Contract SOW
INDUSTRIAL ECONOMICS, INCORPORATED	PGs/ 5-6, 10-11, 12 - elements 1, 3, 4

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

Period of Performance: From 09/20/2012 To 12/31/2012

Comments:
The purpose of this action to Work Assignment (WA) 3-36 is to approve the contractor's revised work plan, and to approve the contractor's request for a no cost funding and level of effort (LOE) hours reallocation dated November 7, 2012.

☐ 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

	Cost/Fee	LOE
Contract Period: 11/19/2009 To 09/19/2014		
This Action:		
Total:		

Work Plan / Cost Estimate Approvals

	Cost/Fee	LOE
Contractor WP Dated: 11/07/2012	$10,095.27	76
Cumulative Approved:	$10,095.27	76

Work Assignment Manager Name: Lisa Comer (Signature) (Date)	Branch/Mail Code: Phone Number: 202-566-2206 FAX Number:	
Project Officer Name: Cheryl R. Brown (Signature) (Date)	Branch/Mail Code: Phone Number: 202-566-0940 FAX Number:	
Other Agency Official Name (Signature) (Date)	Branch/Mail Code: Phone Number: FAX Number:	
Contracting Official Name: Stefan Martiyan (Signature) (Date) 11/26/12	Branch/Mail Code: Phone Number: 202-564-1987 FAX Number:	