

**General Services Administration
Authorized Federal Supply Schedule Price List**

Environmental Advisory Services

**Environomics Incorporated
Contract GS-10F-0070K
Dec 16, 1999 - Dec 15, 2004**

***SIN 899-1
Environmental Planning Services & Documentation***

***SIN 899-3
Environmental/Occupational Training Services***

***E*nvironomics**

*4405 East-West Highway, Suite 307
Bethesda, Maryland 20814
(301) 657-7762
FAX (301) 657-9025
www.environomics.com*

Environomics Incorporated: GSA Contract # GS-10F-0070K

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**GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
*Authorized Federal Supply Schedule Price List***

Note: Prices Shown Herein are Net (discounts deducted)

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address for GSA Advantage! is: <http://www.fss.gsa.gov>

**ENVIRONMENTAL ADVISORY SERVICES
Federal Supply Schedule Industrial Group 899
Industrial Class 8999**

Contract No: GS-10F-0070K
For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at <http://www.fss.gsa.gov> .

Contract Period: December 16, 1999 through December 15, 2004

Contractor: Environomics Incorporated
4405 East-West Highway, Suite 307
Bethesda, MD 20814

Telephone: (301)657-7762

Fax: (301)657-9025

E-mail Address: susel@environomics.com

Web Address: www.environomics.com

Contract Administration: Domestic Orders - Mr. Irving Susel
Overseas Orders - Mr. Stuart Sessions

Address: Same as above

Telephone: Same as above

Business Size: Small

DUNS No. 78-436-7070

CUSTOMER INFORMATION

- 1a. Table of Awarded Special Item Numbers (SINs):
 - SIN 899-1 Environmental Planning Services & Documentation
 - SIN 899-3 Environmental/Occupational Training Services
- 1b. N/A
- 2. Maximum Order: \$1,000,000
- 3. Minimum Order: \$ 100
- 4. Geographic Coverage: Domestic and Overseas
- 5. Production/Performance Point: Bethesda, MD
- 6. Discount from List Price: Prices shown are net prices.
- 7. Quantity Discount: N/A
- 8. Prompt Payment Terms: Net 30 Days
- 9a. Government Credit Card is accepted for orders below the micropurchase threshold.
- 9b. Contact Contractor's representative for credit card acceptance of orders above the micropurchase threshold.
- 10. Foreign Items: N/A
- 11a-d. Time of Delivery: To be specified by ordering agency on each task order.
- 12. F.O.B. Point(s): To be specified by ordering agency on each task order.
- 13. Ordering Address(es): Same as contractor's address.
- 14. Payment Address(es): Same as contractor's address.
- 15. Warranty Provisions: N/A
- 16. Export Packing Charges: N/A
- 17. Terms and Conditions of Government Credit Card Acceptance: See #9 above
- 18. Terms and Conditions of Rental, Maintenance, and Repair: N/A

CUSTOMER INFORMATION (continued)

- | | | |
|------|--|-------------|
| 19. | Terms and Conditions of Installation: | N/A |
| 20. | Terms and Conditions of Repair Parts: | N/A |
| 20a. | Terms and Conditions of Any Other Services: | N/A |
| 21. | List of Service and Distribution Point(s): | N/A |
| 22. | List of Participating Dealers: | N/A |
| 23. | Preventative Maintenance: | N/A |
| 24. | Year 2000 (Y2K) Compliant | |
| 25. | Environmental Attributes: | N/A |
| 26. | Data Universal Numbering System (DUNS) Number: | 78-436-7070 |
| 27. | Contractor is not registered in Central Contractor Registration (CCR) Database | |

CONTRACTOR PRICE LIST

The following provides Environomics' Authorized FSS Schedule Price List for SIN 899-1 and for SIN 899-3 (prices shown are net -- discounts deducted):

All Labor Categories for Years 1-5 Covering the Period From 12/16/1999 - 12/15/2004

PROFESSIONAL LEVEL	Year 1	Year 2	Year 3	Year 4	Year 5
<p>Principal (25 yrs exp and over)</p> <p>Project Manager (20-24 yrs exp)</p> <p>Senior Analyst (15-19 yrs exp)</p> <p>Analyst (10-14 yrs exp)</p> <p>Associate (5-9 yrs exp)</p> <p>Senior Research Assistant (MS & less than 5 yrs exp, or BS>5)</p> <p>Research Assistant (BS & less than 5 yrs exp)</p>	<p>Please See Price Schedule in GSA Advantage!™</p>				

Environomics hereby certifies that the above price list is identical to that accepted by the Government for GSA Contract Number GS-10F-0070K and that only the products/services accepted by the Government are included in the price list.

_____/S/_____
Irving Susel, President

The overall level of effort, professional labor mix, timing for completion, and resulting product depend on the specific requirements of individual task orders.

INTRODUCTION TO ENVIRONOMICS

Environomics is pleased to offer our services under this contract for the following Special Item Numbers:

- U SIN 899-1 Environmental Planning Services & Documentation and
- U SIN 899-3 Environmental/Occupational Training Services.

The following introduces Environomics and its senior staff. We would be pleased to provide additional information regarding our capabilities and experience.

OVERVIEW

Environomics was founded in 1989, specializing in developing and applying innovative analytical techniques to help our clients make sound decisions regarding environmental matters. The firm is a small business. Irving Susel, president of Environomics, is our proposed Project Manager for this procurement, and Stuart Sessions, vice-president of Environomics, is our proposed Deputy Project Manager. Each has performed economic, technical and risk analyses across a broad range of environmental program areas for more than 25 years. They are especially experienced in regulatory analysis, economic analysis, financial analysis, benefit-cost analysis, risk analysis, economic incentives/alternatives, and policy analysis. They are also experienced in developing and presenting training materials in these areas. As consultants, they have performed numerous analyses of the type called for in SIN899-1 and SIN899-3 for both government and private industry. Their understanding of the requirements for this solicitation is enhanced by their extensive government service in environmental positions as: Branch Chiefs and Division Directors in the Environmental Protection Agency's Policy Office, Division Director in the Department of Energy's Policy Office, and as staff or reviewers with three other agencies. In these capacities as consultants and employees, they have performed economic and regulatory analyses across nearly all of the Federal government's environmental programs. Over the past 25 years, EPA in particular has frequently called upon Messrs. Susel and Sessions to provide innovative, state-of-the-art, groundbreaking economic, regulatory and risk analyses.

Importantly, Environomics and its Project Managers offer a proven record of successfully managing and performing contracts similar to that called for in this solicitation. Environomics recently completed a 5½ year, \$6.4 million mission contract for EPA, *Technical Support Services for OPPE Relating to Land and Water Quality*. EPA's statement of work for this contract was broad, requiring economic, technical and risk analyses for all of the Agency's statutes and programs. The contract called for multidisciplinary, and sometimes multi-contractor analytic efforts, often of a quick response nature, and often with several assignments proceeding simultaneously. Recently, EPA evaluated Environomics' performance for this contract as "outstanding" in every respect. In addition to this contract, Mr. Susel has served as the Project Manager for three similar contracts for EPA's policy office, successfully managing over 250 work assignments performed by over 120 subcontractors and consultants representing \$14 million of work. Two of these contracts provided EPA-wide regulatory and policy analysis support, while one emphasized support for EPA's development and implementation of regulatory reforms.

Overall, Environomics offers the four critical elements that we believe are essential for providing services under this contract:

- Environomics has the proven ability to successfully manage and perform on contracts similar to this one;
- Environomics has extensive experience in performing the types of analyses called for in this solicitation;
- Environomics has extensive experience across nearly all environmental programs and issues; and
- Environomics has a 10-year track record of performing high quality, timely economic analyses, technical analyses, risk analyses and training for environmental needs.

The remainder of this introduction provides additional information regarding Environomics qualifications for these four critical elements.

ORGANIZATION OF THIS INTRODUCTION

We have organized this introduction to Environomics as follows:

1.	Overview of Environomics' Knowledge & Experience	Page 7
2.	Overview of Selected Senior Professional Staff	Page 12
3.	Description of Three Examples Projects	Page 19
4.	Overview of Management Approach	Page 26

If there are any questions about the exceptional breadth or relevance of our capability, whether in project experience or personnel, we will be pleased to provide whatever additional information is required to more fully demonstrate our exceptional qualifications for performing economic analysis, technical analyses, risk analysis, and training in the environmental area.

OVERVIEW OF ENVIRONOMICS' KNOWLEDGE & EXPERIENCE

The following describes the exceptional expertise and experience offered by the firm's Principals. In addition, we provide a sample of the wide range of projects completed by Environomics that included economic, technical and risk analyses for environmental needs, as well as training in these areas.

Environomics' Principals Have Over 50 Years Combined of Directly Relevant Experience

Mr. Susel, president of Environomics, and Mr. Sessions, vice president of Environomics, have exceptional expertise and experience in performing precisely the types of economic analyses, technical analyses, risk analyses and training called for in SIN 899-1 and SIN 899-3.

Mr. Susel's Background

Mr. Susel has over 25 years of experience in performing SIN 899-1 and SIN 899-3 work. Starting in 1973 as an analyst and then as Branch Chief in the Economic Analysis Division of EPA's policy office, Mr. Susel contributed to the development of EPA's economic impact and regulatory analysis methodologies. In 1977, as Director of the Industrial Fuel Use and Synfuels Policy Division of DOE's policy office, he led a team of economists and engineers in analyzing the economic, energy and environmental impacts of industrial energy policy. As a consultant over the past 20 years, Mr. Susel has performed numerous economic and regulatory analyses of environmental regulations for air, water, and hazardous waste for EPA, States and commercial clients. He has also assisted federal agencies and States in applying risk information to set priorities for addressing diverse health and environmental problems at the State and national levels. Mr. Susel has long supported EPA in designing and implementing economic incentives and other alternatives to command and control regulations, and is currently assisting EPA and an interagency task force (including DOE and the State Department) regarding alternatives for designing an international greenhouse gas trading program pursuant to the Kyoto Protocol.

Mr. Susel has an MBA in finance and decision analysis from Stanford University, an MS in systems analysis from the University of Colorado's College of Engineering, and a BS in Engineering Science from the University of Colorado's College of Engineering.

Mr. Sessions' Background

Mr. Sessions also has over 25 years of experience in performing SIN 899-1 and SIN 899-3 work. Starting in 1973, he served as an instructor at Harvard on statistics and policy analysis. In 1975- 1978 for OMB he reviewed Department of the Interior environmental programs. He then worked on environmental issues for the White House and the Federal Trade Commission. At EPA, starting in 1980, he served as Chief of the Energy Facilities and Industrial Analysis Branches, and then as Director of the Regulatory Policy Division, where he was responsible for managing analysis of all proposed EPA regulations from the air, water and waste programs. As a consultant over the past 15 years, he has performed or directed the preparation of numerous economic and regulatory analyses regarding environmental matters for EPA, USAID, States, international organizations and commercial clients. He has worked extensively with State and federal officials in the U.S. and abroad in improving their procedures for environmental strategic

and policy planning. He is the individual perhaps most responsible for developing a technique for systematic environmental planning known as “comparative risk analysis.”

Mr. Sessions has an MPP in environmental economics from Harvard’s Kennedy School of Government, he completed a year of graduate study in natural resource planning at the University of Michigan, and earned an BA in Economics from Amherst College.

Environomics Is a Recognized Leader in this Area

Environomics is recognized for performing state-of-the art economic and risk analyses for environmental matters. Clients have selected Environomics to tackle particularly difficult assignments in these areas that require exceptional expertise and experience. For example:

- EPA needed to develop a practical training course for Eastern European countries to assist them in how to use economic analysis to evaluate and make better decisions about environmental issues. EPA selected Environomics for this challenging assignment because of our extensive experience in performing high quality economic and regulatory analyses, our ability to tailor the analysis to serve the practical needs of government decision-makers, and our ability to communicate the results clearly. We developed a week-long training course focusing on local case studies, and stressing how economic analysis can help in developing viable environmental policies even in a time of uncertainty and transition to market economies. Key topics include the use of economic analysis in: establishing regulatory standards, designing economic incentives, evaluating environmental investments, determining environmental policies toward major industrial sectors, and establishing systems of fines, penalties and user charges. EPA found the course to be so effective that the Agency has extended its use world-wide and has also used it to train its own EPA staff.
- Environomics and its principals have pioneered the development and application of comparative risk analysis (CRA) methodology, which involves conducting risk analyses across the full range of environmental problems affecting a geographic area in a manner such that the risk estimates are comparable and conclusions can be drawn about the relative severity of the different environmental problems.

For example, Mr. Sessions, while at EPA, prepared for the Deputy Administrator the first extensive analysis of the comparative risks associated with EPA’s major program areas. He was then the lead contractor on EPA’s subsequent landmark “Unfinished Business” project. He assisted in conducting the first CRAs in States (PA and CO), EPA Regions (1,3,10) and for program offices (OSWER). He was the first to adapt CRA techniques to diverse cultures and settings, including the first CRA for Native American tribes and the first CRA in a foreign country (Thailand). Since 1993, he directed three more CRAs for USAID in developing countries that have firmly established CRA as an effective tool for planning and priority-setting in host countries and USAID Missions. He served as the lead contractor to EPA’s Science Advisory Board in its major evaluation of the CRA methodology and wrote large portions of several of EPA’s major documents describing the methods and findings of CRA. He developed seminars and training courses (EPA’s first) on CRA, organized

two major conferences for EPA, and has lectured on this subject throughout the world.

For example, Mr. Susel led the development and application of a CRA methodology to assist DOE in ranking all of its defense production facilities based on the severity of the diverse health and environmental problems they posed. The ranking was to serve as a key input into DOE's 5-year remedial response planning effort. Each of DOE's 400 sites had been fully characterized in terms of 13 different measures of health and environmental risks at their facilities (including several different measures of population and individual risks, environmental risks, the timing of potential impacts, and differences in the reliability of information for different sites). But each of the sites posed very different combinations of diverse health and environmental risks, making it difficult to evaluate the overall significance of a site and to set risk-based priorities across the 400 sites being evaluated. Mr. Susel was responsible for the development and application of the method for systematically and explicitly applying the judgment of over 30 DOE and EPA environmental managers to combine these disparate combinations of characteristics and rank the sites. Mr. Susel led the development of the decision model and the consensus process to successfully arrive at a national consensus ranking for the 400 sites.

Environomics Has Performed a Wide Array of Relevant Work For Over a Decade

Environomics has performed many studies for EPA, USAID, DOE and commercial clients for SIN899-1 and SIN 899-3: economic analyses, technical analyses, risk analyses and development/delivery of training for environmental matters. A few of these studies are listed in Table 1 on the next two pages, providing a title, an indication of the type of work (data collection, data development/analysis, analysis of comments, economic analysis, regulatory analysis and risk analysis -- including both hazard and exposure analysis), whether the study was for a government agency or industry, and the statutes involved (water -- CWA, SDWA; waste -- RCRA, Superfund; air -- CAA; or other, such as FIFRA). We can gladly provide more detail on these projects or describe additional projects.

Table 1: Summary Description of A Sample of Environomics' Project Experience (2 pages)

Descriptive Project Title (* Some Titles Represent Several Separate Studies)	Work Area						Client & Statute					
	Collect Data	Develop Data	Analyze Comments	Economic Analysis	Regulatory Analysis	Risk Analysis	Develop / Deliver Training	Agency (A) or Industry (B)	Water	Waste	Air	Other
1.Training Course In Environmental Economics				U	U		U	A	U	U	U	U
2.Domestic Comparative Risk Analyses*	U	U				U	U	A	U	U	U	U
3.International Comparative Risk Analyses for USAID*	U	U				U	U	A	U	U	U	U
4.Regulatory Impact Analysis for EPA Rules on Oil and Gas Underground Injection Wells*	U	U	U	U	U			A	U	U		U
5.Regulatory Impact Analysis for EPA Rules on Underground Storage Tanks	U	U	U	U	U	U		A		U		
6.Analysis of Proposed Revisions To EPA's Total Maximum Daily Load Regulations	U	U		U				A	U			
7.Analysis of Proposed Revisions to EPA's National Pollution Discharge Elimination System Regulations	U	U		U	U			A	U			
8.Support to EPA's Science Advisory Board in Assessing Risk Reduction Strategies		U		U		U	U	A	U	U	U	U
9.Analysis of EPA/OSHA Information Disclosure Requirements for the Chemicals Industry	U	U		U	U			A				U
10.Critical Review of EPA's Report to Congress on Cement Kiln Dust (CKD)	U	U	U	U	U	U		I		U	U	
11.Analysis of Toxic Air Pollution Regulations for Cement Plants Burning Hazardous Waste Derived Fuels*	U	U	U	U	U	U		I		U	U	U
12.Developing Alternatives for International Greenhouse Gas Emissions Trading*	U	U	U		U			A			U	
13.Benefits Analysis of Alternative Regulatory Approaches for Above-Ground Storage Tanks	U	U		U	U			A	U			
14.EPA Training Course For Use of Economic Incentives	U	U		U			U	A	U	U	U	U
15.Guide to Incorporating Uncertainty Analyses Into EPA's Drinking Water Regulatory Impact Analyses	U	U		U	U	U	U	A	U			

Descriptive Project Title (* Some Titles Represent Several Separate Studies)	Work Area						Client & Statute					
	Collect Data	Develop Data	Analyze Comments	Economic Analysis	Regulatory Analysis	Risk Analysis	Develop / Deliver Training	Agency (A) or Industry (B)	Water	Waste	Air	Other
18. Retrospective Evaluation of Studies Supporting EPA's Effluent Guideline Regulations	U	U	U	U	U			A	U			
19. Analysis of Options for Managing Used Motor Oil	U	U		U				I		U	U	
20. Techniques for Setting Environmental Priorities in Developing Countries, for USAID, EPA and World Bank*		U	U	U		U	U	A				U
21. Benefit Cost Analysis of EPA's Sanitary Sewer Overflow Regulations	U	U		U	U			A	U			
22. Comments on EPA's Proposed Effluent Guideline Regulations for Industrial Laundries	U	U	U	U	U			I	U			
23. Costs and Benefits of Water Conservation	U	U		U				A	U			
24. Studies for the Design and Implementation of Economic Incentives*	U	U	U	U			U	A	U	U	U	
25. Impact of EPA's Proposed Hazardous Waste Combustion Regs on the Chemical Recycling Industry	U	U		U				I		U		
26. Economic Analysis of Pathogens & Water-Based Recreation	U	U		U	U	U		A	U			
27. Regulatory Choices for Mercury & Fluorescent Lamps	U	U		U		U		A		U	U	U

OVERVIEW OF SELECTED SENIOR PROFESSIONAL STAFF

Examples of the individuals representing Environomics' on-board senior staff that would be involved in this work are introduced in Table 2 below:

Table 2: Experience Summary for Environomics' Senior Staff

Name (*Brief Resume Included)	Degree	Years of Experience	Work Area							Statute			
			Collect Data	Develop Data	Analyze Comments	Economic Analysis	Regulatory Analysis	Risk Analysis	Training	Water	Waste	Air	Other
Irving Susel*	MS Systems Anal / MBA Finance	>25	U	U	U	U	U	U	U	U	U	U	U
Stuart Sessions*	MPP Environmental Economics	>25	U	U	U	U	U	U	U	U	U	U	U
Robert Youngman*	MPA Environmental Policy	7	U	U	U	U	U	U	U	U	U	U	
Michael Leifman*	MS Environmental Policy	6	U	U	U	U	U	U	U	U	U	U	
Amy Ronayne*	MS Policy Analysis	8	U	U	U	U	U	U	U	U	U	U	
Gail Goldberg	MS Environmental & Geo Chemistry	8	U	U	U		U		U	U			

Any new senior staff that Environomics would employ over the course of a 10-year contract would have qualifications generally similar to those of these individuals.

For the purpose of this brief overview, we have included very short resumes for these individuals. Please note that these individuals' standard resumes are several pages long. If there is any question about their exceptional qualifications to perform SIN899-1 or SIN899-3 work, we would be pleased to provide additional detail to supplement the brief presentations of their experience in this proposal.

Irving Susel

Summary of Experience

Mr. Susel, president of Environomics, has over 25 years of experience in performing SIN 899-1 work. Starting in 1973 as an analyst and then as Branch Chief in the Economic Analysis Division of EPA's policy office, Mr. Susel contributed to the development of EPA's economic impact and regulatory analysis methodologies. In 1977, as Director of the Industrial Fuel Use and Synfuels Policy Division of DOE's policy office, he led a team of economists and engineers in analyzing the economic, energy and environmental impacts of industrial energy policy. As a consultant over the past 20 years, Mr. Susel has performed numerous economic and regulatory analyses of environmental regulations for air, water, and hazardous waste for EPA, States and commercial clients. He has also assisted federal agencies and States in applying risk information to set priorities for addressing diverse health and environmental problems at the state and national levels. Mr. Susel has long supported EPA in designing and implementing economic incentive alternatives to command and control regulations, and recently assisted EPA and an interagency task force (including DOE and the State Department) regarding alternatives for designing an international greenhouse trading program pursuant to the Kyoto Protocol. He also recently performed a regulatory analysis (in conjunction with Mr. Sessions and staff) of EPA's proposed revisions to its water quality program.

Using this extensive experience, Mr. Susel has often developed and presented customized training and courses for the environmental area. Three examples of Mr. Susel's experience in this area include: 1) development and presentation of the day-long economic incentives module of the week-long course Environomics developed for EPA on how to use economic analysis to make better environmental decisions; 2) development for EPA of a methodology and training materials that States could use to set environmental priorities, presentation of the resulting day-long course to four states, and development of a guide that EPA distributed to all of the States; and 3) development and presentation of a 2-day course and management of the additional 2-day consensus process for DOE and EPA managers on setting environmental priorities.

Graduate Education

M.B.A., Master of Business Administration (finance, economics, and decision analysis)
Stanford Graduate School of Business Administration, Stanford University, 1973

M.S., Systems Analysis,
College of Engineering, University of Colorado, 1971

Professional History

1991-Present	Principal, Environomics Incorporated
1979-1991	Senior Vice President, Sobotka & Company
1977-1979	Director, Industrial Fuel Use & Synfuels Policy Division, DOE
1977	White House Energy Policy Staff (economic analysis)
1975-1977	Branch Chief, Economic Analysis Division, EPA
1973-1975	Analyst, Economic Analysis Division, EPA

Stuart Sessions

Summary of Experience

Mr. Sessions, vice president of Environomics, has over 25 years of experience in performing SIN 899-1 work. Starting in 1973, he served as an instructor at Harvard on statistics and policy analysis. In 1975- 1978 for OMB he reviewed Department of the Interior environmental programs. He then worked on environmental issues for the White House and the Federal Trade Commission. At EPA, starting in 1980, he served as Chief of the Energy Facilities and Industrial Analysis Branches, and then as Director of the Regulatory Policy Division, where he was responsible for managing analysis of all proposed EPA regulations from the air, water and waste programs. As a consultant over the past 15 years, he has performed or directed the preparation of numerous economic and regulatory analyses regarding environmental matters for EPA, USAID, States, international organizations and commercial clients. He has worked extensively with State and federal officials in the U.S. and abroad in improving their procedures for environmental strategic and policy planning. He is the individual perhaps most responsible for developing a technique for systematic environmental planning known as “comparative risk analysis”. He recently completed a project for USAID which included benefits and risk analysis, and performed a regulatory analysis (in conjunction with Mr. Susel and staff) of EPA’s proposed revisions to its water quality program.

Mr. Sessions has taught, lectured and consulted in this area throughout the world – for three Federal agencies, several States and regional organizations in the U.S., for the World Bank, and in ten foreign countries. Among his major training accomplishments have been: 1) development and presentation of three major training courses for the U.S. EPA on “Economic Analysis for Environmental Decision Making,” “Comparative Risk Analysis,” and “Use of Economic Incentives for Environmental Purposes”; 2) development and supervision of two weekend retreat training programs for EPA senior managers on risk-based priority-setting; 3) creation of a module on environmental priority-setting for the U.S. Agency for International Development (USAID) as part of USAID’s training course for officials from developing countries; 4) completion of several assignments for U.S. government agencies to work with foreign governments in identifying environmental training needs and arranging for subsequent development and delivery of appropriate training courses; and 5) organization and presentation of at least 20 training workshops (1-2 days) or shorter programs on analytical techniques for environmental planning, on environmental finance and economics, and on other related topics.

Graduate Education

M.P.P. Master of Public Policy (concentration in environmental economics)
Kennedy School of Government, Harvard University (1974)

Graduate study in natural resource planning (concentration in policy and institutions)
School of Natural Resources, University of Michigan (1970-1971)

Professional History

1991 - present Principal, Environomics Incorporated
1985 - 1991 Vice President, Sobotka & Co.

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1983 - 1985 Director, Regulatory Policy Division, EPA.
1982 - 1985 Chief, Water Economics Branch, EPA.
1980 - 1982 Chief, Energy Facilities Branch, EPA
Chief, Industrial Analysis Branch, EPA.
1979 - 1980 Special Assistant, the White House.
1979 Consultant, U.S. Federal Trade Commission.
1975 - 1979 Staff Analyst, U.S. Office of Management and Budget. (for Dept of Interior)
1974 - 1975 Instructor, applied statistics, econometrics and policy analysis, Harvard.

Robert Youngman

Summary of Experience

Robert Youngman has seven years of experience as an environmental policy analyst in which he has used economic analysis and other quantitative techniques to study environmental problems. He has worked on several projects in which he has utilized cost/benefit analysis; economic analysis; cost-effectiveness analysis; risk analysis; data analysis; and regulatory analysis. His major projects include estimating benefits across a wide range of benefits categories as part of Environomics' work on the RIA for sanitary sewer overflows. He has also participated in analyzing two major EPA regulations supporting EPA's water quality programs (see page 27), as well as analyzing potential EPA regulations regulating air toxics emissions. Mr. Youngman has written on a number of international environmental and economic policy issues, at the Organization for Economic Cooperation and Development. As a legislative analyst, he prepared reports to private sector and foreign governmental clients on environmental legislative, regulatory and political developments, with emphasis on the Clean Air Act.

Mr. Youngman has developed training materials for two different projects at Environomics. First, he developed a greenhouse gas (GHG) emissions trading case study for a U.S.EPA Office of International Affairs training course targeted at developing country government officials. In another training-related project, Mr. Youngman drafted portions of a guide for economic analysts at the U.S. EPA Office of Ground Water and Drinking Water to help them address uncertainty in their economic analyses.

Graduate Education

M.P.A., Master in Public Affairs (environmental policy and international relations). Woodrow Wilson School of Public & International Affairs, Princeton University, (1996)

Professional History

1998 - present Analyst, Environomics Incorporated
1997 Organization for Economic Cooperation and Development.
1991 - 1994 Legislative Analyst, Garvey, Schubert & Barer.

Michael Leifman

Summary of Experience

Michael Leifman has six years of experience as an environmental policy analyst. In addition, Mr. Leifman studied environmental policy for three years as an undergraduate and graduate student. In both his professional and student experience, Mr. Leifman has used a variety of economic analysis techniques in assessing environmental problems. Mr. Leifman is currently involved in three projects for the Office of Water. One project will help the office incorporate uncertainty analyses into economic assessments of drinking water regulations, another will assist EPA to finalize its policy and guidance on effluent trading, and a third will help the office analyze the economic impacts of the EPA's revisions to its water quality program (see page 27). Other current projects include investigating the economic feasibility of energy recovery from animal wastes and analyzing verification mechanisms under the Kyoto Protocol (see page 29). Mr. Leifman has considerable experience in analyzing the economics of the cement industry as whole and of the hazardous - waste burning portion of the industry in particular. Among other things, this work involved weighing the costs of control technology against the incremental reduction in pollution.

In addition to the guide on how to incorporate uncertainty into economic assessments, Mr. Leifman has other training experience including 1) training EPA staff in using a data base program he designed for tracking program expenditures, 2) preparing a brochure for the Citizens Advice Bureau (CAB) for housing attorneys and social workers in New York City on how to advocate for housing placement, and 3) training advocates within the CAB on this topic.

Graduate Education

Course work towards M.S., Environmental Sciences
Krieger School of Arts and Sciences, Johns Hopkins University – degree expected 2001

M.S., Public Management and Policy (concentration in environmental policy). H. John Heinz III School of Public Policy and Management, Carnegie Mellon University, 1995

Professional History

1995-Present Analyst, Environomics, Incorporated
1994 Environmental Programs Associate, Vira and Howard Heinz Endowments
1992 - 1993 Management Associate, Citizens Advice Bureau, Bronx, NY.

Amy Ronayne

Summary of Experience

Ms. Ronayne has eight years of experience as an environmental policy analyst and as a consultant to the Environmental Protection Agency. She has a strong academic background in policy analysis with an emphasis on the use of quantitative methods, including statistics, econometrics, financial analysis and particularly the application of computer modeling and analysis to problems in the public sector. Much of her experience has focused on the development and application of methods to set priorities and improve decision-making in state and federal environmental programs. She worked extensively on EPA's multi-year project, the Risk-Based Decision-Making Project, designed to assist states in developing systems for setting priorities for addressing different combinations of health and environmental problems at sites contaminated by leaking underground storage tanks. As an extension of this work she worked intensively on developing the risk-based ranking for environmental and health problems posed by DOE's defense production facilities described earlier.

As part of the risk-based priority setting work, Mr. Ronayne assisted in developing and presenting courses to States on how to set environmental priorities, and presented seminars on the subject at State conferences. She also assisted in preparing the materials for the 2-day training course for DOE, and in managing the subsequent 2-day consensus process.

Graduate Education

M.S., Public Management and Policy, Environmental Policy,
School of Public Policy and Management, Carnegie Mellon University, 1987

Professional History

1991-present	Environomics, Incorporated
1987-1991	Sobotka & Company, Inc.
1986	Pennsylvania Department of Revenue

DESCRIPTION OF THREE EXAMPLE PROJECTS

This section of our overview provides three summary descriptions of economic, technical and risk analyses that we have performed recently. These three examples of our recent work (together with the descriptions of the three projects described earlier in this overview including one project on training in use of economic analysis and two projects on comparative risk analysis) represent some of the diversity in the types of analysis we perform as well as the clients that we perform these analyses for:

1. ***Analyses of Proposed Revisions To EPA's Water Quality Program*** represents two companion regulatory analyses we performed for EPA's Office of Water as a subcontractor to Tetra Tech Inc. These two analyses, started in August 1998, evaluated the cost, feasibility and economic impact of regulatory options that EPA was considering. Relying on Environomics' regulatory analyses, EPA published the two proposed regulations on August 23, 1999.¹ Environomics will assist EPA in evaluating comments and provide additional analyses for the final rules.
2. ***International Greenhouse Gas (GHG) - Emissions Trading Analysis*** is a continuing project started in July, 1996 for EPA's Policy Office under our existing prime contract with EPA. Through this work for EPA, Environomics' is currently providing support to the U.S. government's Interagency Work Group (IWG – comprised of representatives including EPA, DOE and the State Department) regarding the design and feasibility of alternative options for implementing an international GHG trading program pursuant to the Kyoto Protocol. In particular, this work is assisting the IWG in formulating and presenting the U.S. position in international negotiations regarding the Clean Development Mechanism.
3. ***International Environmental Analyses*** have been performed for USAID over eight years. Most recently, in late 1998, Environomics completed an analysis for USAID of the economic, environmental and institutional impacts benefits of a fuel conversion project in Bulgaria. This project is one of many in a series for USAID, mostly regarding comparative risk analysis -- we completed CRAs in 1997 for Lima, Peru; in 1996 for Central America; and in 1994 for Cairo, Egypt.

We have complied with the RFP's request for concise descriptions of three projects. We gladly will provide additional detail, and, if desired, additional examples of our recent work.

¹ "Proposed Revisions to the Water Quality Planning and Management Rule" (40 CFR Part 130) and "Proposed Revisions to the National Pollutant Discharge Elimination System Program (NPDES) and Federal Antidegradation Policy in Support of Revisions to the Water Quality Planning and Management Regulation" (40 CFR Part 122 et al).

Project 1: Analyses of Proposed Revisions To EPA's Water Quality Program

Client: EPA, Office of Water, Assessment and Watershed Protection Division
EPA, Office of Water, Permits Division

Duration: August, 1998 - September, 2000

Contract: Subcontractor to Tetra Tech, Inc., US EPA Contract#68-C7-0018 & 68-C-99-249:
WA 1-12, Technical and Logistical Support for the TMDL Program &
WA 2-38, Economic Cost/Benefit Evaluation of TMDL Implementation
WA 0-07, Support for Finalizing the TMDL Rule

Contacts:	Prime Contractor Manager	Jim Pagenkopf	(703)385-6000
	Watershed Division Manager	Don Brady	(202)260-7074
	Watershed Division WA Manager	Christine Ruf	(202)260-3542
	Permits Division WA Manager	Laura Palmer	(202)260-6961

Background: Currently, over 20,000 water bodies across the country are considered to be polluted. EPA determined that it is necessary to strengthen the Agency's "total maximum daily load" (TMDL) regulations to help restore them. A TMDL, which is to be developed for each impaired water body, determines the overall pollution reduction that is needed, how this reduction is to be shared among point and non-point sources of pollution, and how this will be implemented. Listing impaired and threatened waters and establishing TMDLs are fundamental steps in achieving water quality goals where they are not now being met.

In addition to strengthening the TMDL regulations, however, related revisions were also needed to the permit (i.e., for the National Pollutant Discharge Elimination System -- NPDES) and Water Quality Standards (WQS) rules to facilitate implementation of TMDLs. These revisions add authority to cover additional categories of nonpoint sources under TMDLs, and require new sources wishing to locate on impaired waters to offset their additional pollution loads.

The revisions to the TMDL regulations, and the supporting revisions to the NPDES and WQS regulations were published together by EPA on Aug.16, 1999.

Objectives: For the proposed rule, these included 1) estimate the cost, feasibility, and economic impact of the revisions to the TMDL, NPDES and WQS regulations and 2) provide the necessary supporting documentation to allow the rules to be proposed. We will provide similar support for the final rule.

Methods: This work was performed on a continuing quick response basis, with successive iterations of increasingly more detailed and reliable results. Based on the many interim outputs provided by Environomics, EPA revised and improved the draft regulations several times. To accomplish this, Environomics worked very closely with EPA staff. A wide range of methods were applied, as summarized below.

Data Collection and Development. Over 20 data bases were accessed including 7

census data bases, 6 EPA data bases, and 2 USDA data bases. Data bases about sources were combined with data bases about water quality problems to identify the extent to which different types of sources discharged pollutants of concern to water bodies needing TMDLs. In addition, the data were used to evaluate the technical and economic feasibility of various aspects of the regulations.

Analyze Comments. The public comment period on the rules ends December 22, 1999. Environomics will assist in evaluating comments and responding to them.

Economic/Feasibility/Regulatory Analysis. Environomics estimated the sources that would be affected by the rule by combining information about the location of the sources with the location of impaired waters, and evaluating the types of pollutants typically discharged by these sources in comparison to the pollutants that would need to be reduced. Environomics analyzed the cost of the proposed rules (to States, to industrial and municipal point sources, and to nonpoint sources such as construction firms and farms) by applying treatment cost functions to our estimate of sources needing controls. In addition, to address SBREFA requirements, Environomics evaluated the economic impacts to small businesses, including small feedlots and silviculture operations by combining our cost estimates with economic data from census sources to determine whether small business impact thresholds would be exceeded. Finally, Environomics estimated the cost and feasibility of the offset requirements for new sources by combining information we developed on the number of likely offsets needed, their magnitude, and the unit costs of offsets of different sorts.

Results: Environomics provided a series of interim analyses to EPA, which allowed EPA to revise the draft rules to improve their technical and economic feasibility. To support proposal of the rules, Environomics prepared two formal regulatory analyses for the docket: one regarding the revised TMDL regulations, and one regarding the revisions to the NPDES and WQS regulations. In addition, Environomics prepared the required accompanying Information Collection Requests (ICRs) for each of these rules. Finally, Environomics prepared on an expedited basis a 60-day Special Study requested by OMB regarding the total cost of the TMDL program, which had never before been estimated.

EPA felt that Environomics' performance on these studies was exceptional. For example, Environomics made an oral presentation of the results of the Special Study to EPA and OMB. During Environomics' presentation, the OMB representative interrupted to say to Don Brady, the Watershed Division Manager, "I don't know what you're paying these guys, but it's worth it." Subsequently, upon EPA's proposal of the rule, Don Brady, stated in an e-mail to Mr. Susel of Environomics: "I wanted to take a moment to thank you and Stu for all your efforts to help us out with the economic analyses needed to get the proposal out the door. It was truly a sterling effort on your part. I especially appreciated how painless you were able to make it for me. Thanks again."

Project 2: International Greenhouse Gas (GHG) - Emissions Trading Analysis

Client: EPA (and through EPA, the US Interagency Working Group, which included DOE, the State Department and other agencies).

Duration: July 29, 1996 - November 17, 1999

Contract: Environomics' prime contract with EPA, *Technical Support Services for OPPE Relating to Land and Water Quality*, Contract 68-W4-0022, Work Assignment 18.

Contacts: EPA Line Manager: Maurice LeFranc (202) 260-6804
EPA Work Assignment Manager: Dan Bilello (202) 260-2724

Background: The Kyoto Protocol is an international agreement to limit the release of greenhouse gases (GHG) into the atmosphere to reduce global warming. The protocol provides for three "flexibility mechanisms" for countries to reduce emissions, involving various forms of international GHG trading. One of these mechanisms, the Clean Development Mechanism (CDM), involves projects between developed and developing countries. The CDM allows developed countries to meet their GHG reduction commitments (at least in part) by funding GHG mitigation or reduction projects in developing countries. However, the institutional arrangements for implementing these mechanisms, especially regarding verification of reductions, have yet to be determined.

Objectives: To assist EPA and the Interagency Working Group (IWG) in 1) identifying and addressing issues and questions regarding international GHG trading and 2) identifying and evaluating alternative institutional arrangements for implementing the CDM, especially regarding verification.

Methods: Environomics' principals have assisted EPA in developing and implementing trading strategies since 1979 (we assisted EPA in developing and implementing its very first trading program), and so can draw upon this extensive experience to identify and evaluate issues regarding international GHG trading.

Regarding CDM and verification in particular, Environomics 1) researched and evaluated the existing institutional arrangements for verification of all types in the U.S. and abroad, 2) conceptualized three fundamentally different organizational models that represented existing institutional arrangements for verification, 3) assessed their applicability to international GHG trading, 4) proposed options for institutional arrangements for CDM, and 5) performed follow-up analysis to address specific issues raised by the Interagency Working Group.

Results: Environomics performed several analyses relating to international GHG trading. For example, one paper analyzed the implications of the interactions between a domestic environmental trading market and an international trading market. The issues addressed included the effect that simultaneous operation of two markets would have on incentives for trading, the compatibility of the two markets, and

the need for uniformity of the credits created in the two markets.

Environomics prepared two extensive papers that: reviewed the institutional structure of existing domestic and international verification arrangements, evaluated the extent to which existing verification institutions could be used for CDM, identified specific options for the institutional arrangements for CDM, and prepared a guide that “harmonized” the terminology that was being used by various parties world-wide regarding CDM in an effort to eliminate confusion that was occurring in international discussions and negotiations due to the absence of a common terminology. We prepared and gave a briefing to the IWG regarding the options for institutional arrangements for CDM and continued to address issues raised by the IWG in preparation for their next international meeting in November. We prepared a final paper reflecting comments from the international delegates regarding the concepts presented.

Project 3: Assessing the Benefits of a Fuel-Switching Project in Bulgaria

Client: United States Agency for International Development (USAID)

Duration: July, 1998 to October, 1998.

Contract: Subcontractor to Chemonics Int'l., USAID Contract # DHR-0039-C-00-5034-00
Work Order for the EAPS Bulgaria Stara Zagora Impact Assessment

Contacts: Prime Contractor Manager: Avrom Bendavid-Val (202) 955-3300
USAID Work Assignment Manager: Angela Crooks (202) 712-4071

Background: USAID supports developing countries and economies in transition in their efforts to better manage environmental problems. USAID pursues several strategies to do so, including conducting demonstration projects to implement appropriate environmental technologies or environmental management approaches that can subsequently be replicated by foreign governments without U.S. assistance.

This work involves a USAID-funded demonstration project in the city of Stara Zagora, Bulgaria. A serious environmental health problem in Eastern Europe results from the use of dirty coal and liquid fuels in many cities for heating homes, apartments, commercial and government buildings. USAID financed a project in 1998 to convert the boilers in 21 municipal buildings in this city of 150,000 from traditional dirty fuels to clean-burning natural gas. The conversion involved a wide variety of engineering, environmental, economic and institutional issues.

Objectives: To estimate and document the impacts of the USAID project, in terms of: 1) reductions in air pollution and associated health risks for city residents; 2) reductions in greenhouse gas (GHG) emissions; 3) municipal budget savings; 4) improvements in heating service; and 5) institutional impacts.

To summarize the “lessons learned” from the Stara Zagora demonstration project and to suggest the circumstances under which other cities in Eastern Europe would find it worthwhile to pursue similar fuel conversions.

Methods: Environomics was selected to perform this project because of our experience in many other international projects in estimating the impacts of environmental programs in multidimensional terms – simultaneously addressing health and ecological risks, economic issues, and institutional concerns. In contrast to other projects, though, we did not travel on-site to conduct this work. We obtained the necessary local information from: written materials previously developed by participants in the conversion project; interviews with involved officials and contractors; and extensive e-mail correspondence with local contacts in Bulgaria.

We combined local information on the boilers and fuels with standard engineering relationships in order to estimate air pollution emissions before and after the conversion. We then used air dispersion models to estimate the resulting improvement in ambient air quality in the city. We then used risk models and

toxicological relationships to estimate reductions in health risks. We evaluated economic impacts by combining fuel quantity and price information both before and after the conversions, and comparing fuel expenditures with various measures of fiscal capability: household income, the municipal budget, etc.. We evaluated institutional impacts and developed a list of “lessons learned” based on interviews with project participants and our extensive experience on other environmental improvement projects in Eastern Europe.

Results: The conversion project’s impacts were summarized in a succinct document that has served as both USAID’s evaluation of the project and as a guide for other Eastern European communities considering similar fuel conversions. Our summary report has been used in several conferences on municipal environmental management in Eastern Europe where cities have been brought together to learn from each other’s experiences.

OVERVIEW OF MANAGEMENT APPROACH

Contracts for economic analyses, technical analyses, risk analyses, and training in these areas in support of environmental needs require a special set of management skills and procedures on the part of the prime contractors and subcontractors. To manage the quality, timeliness, and cost of delivering these services, Environomics has established an effective management approach. This approach has proven its effectiveness over the past five years for Environomics' prime contract with EPA's Office of Policy for SIN899-1 and SIN 899-3 related work (Contract 68-W4-0022, starting May 18, 1995 and ending November 17, 1999). In a performance review for this contract (dated September 10, 1999), the EPA Project Officer rated Environomics' performance over the previous five years as "outstanding" in every respect:

- | | | |
|----|--|----------------------|
| 1. | Quality of services/supplies | U <u>Outstanding</u> |
| 2. | Timeliness of performance | U <u>Outstanding</u> |
| 3. | Effectiveness of management (incl. subcontractors) | U <u>Outstanding</u> |
| 4. | Initiative in meeting requirements | U <u>Outstanding</u> |
| 5. | Response to technical direction | U <u>Outstanding</u> |
| 6. | Compliance with cost/price estimates | U <u>Outstanding</u> |
| 7. | Customer satisfaction | U <u>Outstanding</u> |
| 8. | Overall performance | U <u>Outstanding</u> |

Further, the EPA Project Officer summarized Environomics' performance as follows:

"Environomics sets high standards for both technical support to and administrative management of this contract.....The contractor demonstrates strong ethical and professional qualities in contract management including the management of subcontractors.....In summary, Environomics is deserving of an outstanding rating on past performance".

Thus our management approach is proven highly effective for the work called for under SIN899-1 and SIN899-3. Further, same Environomics staff responsible for our outstanding performance on our EPA contract (Mr. Susel as Project Manager and Mr. Sessions as Deputy) is managing our contract with GSA.

This section of the overview describes our ***Overall Management Approach*** as follows:

- (1) our principles for project management,
- (2) the importance of close proximity and close working relationships,
- (3) how we ensure clear lines of authority and responsibility,
- (4) how we maintain effective lines of communication,
- (5) how we provide quick response capabilities, and
- (6) how we recruit and retain staff.

Overall Management Approach

Environomics offers a proven record of successful management and completion of task orders and contracts similar in size and scope to that called for in this solicitation. Environomics' very experienced Project Manager and Deputy combined with our proven management approach provide the easy access and frequent contact with senior managers typical of a small firm. Our focused, client-oriented management approach guarantees not only that we provide the best technical staff for this procurement, but also that we manage the work to meet budgets, schedules, quality goals, and most importantly, the government's needs (even when they may change during the project). Environomics' management plan assures that this contract will receive attention from management at the highest corporate level. In keeping with Environomics' hands-on style of management, Mr. Susel or Mr. Sessions or both will also have active technical involvement with every task order issued to Environomics.

Environomics has not included any subcontractors for this contract. Moreover, as a small business, we have not included a subcontracting plan. However, we are well known for our ability both to lead and to participate on multi-contractor teams. In the spirit of GSA's encouragement of teaming arrangements, we anticipate seeking teaming opportunities, either in a prime contractor or a subcontractor role, when they are appropriate for the required work. Although Environomics is a small business, it is just as likely that we will assume a prime contractor role as a subcontractor role. For example:

- Last year, Environomics was asked to be the prime contractor by several large firms (including ICF, Abt, and Hagler Bailly) for an unrestricted bid for an EPA contract (EPA HQ-98-10132) which requested SIN-899-1 analysis. The bid was for EPA's Office of Planning, Analysis and Accountability, requiring economic, technical and risk analysis spanning all of EPA's programs. (Note, we lost the bid narrowly, with our technical scores nearly tied with the winner – for one of the evaluation criteria we received an “excellent” rating instead of “outstanding.”)
- Environomics was recently awarded an unrestricted commercial contract for SIN-899-1 related work, where a large business (ICF) is a subcontractor.

Environomics is also sought out by other contractors to serve as a subcontractor. For example:

- Last year, Environomics was added to the existing contract of a large business (Tetra Tech, EPA Contract #68-C7-0018) to perform SIN-899-1 related work because Tetra Tech felt that Environomics was better able to perform the work needed than the large businesses that were already subcontractors to Tetra Tech.

Therefore, our management approach below includes some discussion of how we work with other contractors, for cases either where Environomics is the prime contractor or a subcontractor.

Our Principles for Project Management

Environomics recognizes that effective project management is critical to providing strong support to clients. Our management plan is built on well-established procedures designed to ensure delivery of high quality technical support to our clients. Our approach to contract management was designed with one person in mind: the client. On every project, however large or small, our objective is to provide superior services on time and within budget. Our management approach is built on these principals:

UResponsiveness—We match the most technically qualified staff to each project according to technical needs.

UTimeliness—We recognize that the client’s needs are often extremely time-sensitive. Therefore, we schedule workloads and staff availability well in advance and manage them closely throughout the project. As a result, we can identify conflicts early and act to resolve them.

UCost-Effectiveness—We manage our cost structure aggressively, in order to be able to provide quality products at a reasonable price on both large and small jobs. Environomics’ Project Manager has a strong track record of meeting cost targets.

UQuality—In addition to a corporate culture founded on exceeding client needs, we follow rigorous quality assurance and quality control (QA/QC) procedures for all of our products, regardless of size, subject, or intended audience.

UFlexibility—We adjust our scope of work and schedule to accommodate changes in clients’ direction or priority, including subcontracting as necessary.

UCommunication—We maintain open and direct communications with our clients and subcontractors (and the prime contractor, as appropriate), keeping them informed of issues that may affect our work, schedule, or final product.

UObjectivity—We give serious consideration to potential real or perceived conflicts of interest, and discuss these with clients (and the prime contractor as appropriate).

Environomics’ management plan for this contract reflects these principles. It relies on management, reporting, and record keeping systems that have been in place for many years, not just proposed for this contract. Environomics’ extensive previous contract management experience as both a prime contractor and a subcontractor have resulted in the development and maintenance of management and accounting systems whose tailored performance for government requirements equals or exceed that found in much larger firms.

Close Proximity & Close Working Relationships

Proximity to clients is an important factor in providing high-quality, quickly responsive, low-cost support. Environomics is located in the Washington, D.C. metropolitan area, in close proximity to many government clients, and certainly those that Environomics has long supported such as EPA, DOE, and USAID.

Clear Lines of Authority and Responsibility

For Environomics, the overall contract management responsibility rests with Mr. Irving Susel as Project Manager. In his absence, Mr. Stuart Sessions will have full authority as Deputy Project Manager. They will have complete authority and control over technical resources provided by Environomics under this contract and over financial management information needed to ensure performance at the project level. Mr. Susel will be the principal point of contact for Environomics. Mr. Susel's responsibilities and authorities include:

- U Exercising management authority (e.g., committing resources);
- U Assigning technical staff and identifying required resources;
- U Ensuring that the corporate resources are sufficient to meet commitments;
- U Reviewing and approving products;
- U Controlling program management, cost commitments, and budgetary compliance; and
- U Ensuring accurate and timely monthly financial and technical progress reports.

If Environomics retains subcontractors for a specific job, each subcontractor will appoint its own Program Manager, who will report to the Environomics Program Manager. The subcontractor program managers will have the following responsibilities:

- U Direct the preparation and review of their company's work plans and deliverables;
- U Ensure that the corporate resources of their firms are sufficient to meet commitments;
- U Advise and provide support to task order managers;
- U Provide monthly financial status reports on subcontractor activities to Environomics;
- U Prepare monthly progress reports summarizing all activities undertaken as well as any problems encountered and steps taken to resolve them.

Effective Lines of Communication

Clear lines of authority and effective communication are critical to the success of any project and are therefore a cornerstone of Environomics* overall project management approach. Environomics believes in candid and close communication between our senior management, clients and firms we are working with.

We propose to meet regularly with our clients to review our work, discuss future needs, and address our performance. Such meetings will provide clients with up-to-date information on our work and the opportunity to discuss any existing or potential problem areas. Details would be sought regarding the client's perception of the quality of work provided by Environomics, and, if applicable, our subcontractors or consultants.

If Environomics has subcontractors, or is serving as a subcontractor to a prime contractor,

we generally would have meetings with them similar to those we would have with our clients.

Quick Response Capabilities

Environomics is accustomed to meeting the need to respond quickly and effectively to multiple, challenging and diverse requirements. Several factors explain our proven ability to meet quick-response requirements:

URapid, Effective Communication. Upon receiving notice of a quick response requirement, Environomics' can rapidly determine the appropriate approach and project team to meet the requirement. In addition, we are accustomed to working cooperatively and effectively with other firms on multi-disciplinary, multi-contractor teams in meeting such requirements.

UProgram knowledge. Environomics' senior staff are seasoned professionals with years of experience both as contractors and as federal government managers, providing precisely the type of work called for by this procurement -- both Messrs. Sessions and Susel served as Branch Chiefs and Division Directors responsible for this type of work, and both have consulted frequently for government clients on matters similar to the requirements of this procurement.

UExpertise. The proposed staff members provide the technical skills likely required for meeting the government's needs under this contract.

UProject managers. Our Project Managers all have experience managing individual and, more often, multiple tasks for the government.

UProximity. We are located in the Washington, D.C. area, facilitating quick response.

These factors have been demonstrated time and again over many years of service to our federal government clients, and provide convincing evidence of the exceptional quick response capability that Environomics offers.

Typically, quick turn-around assignments are much shorter in duration than ordinary task orders, and they often are much more highly visible. Therefore, they demand not only immediate action but also rigorous attention to the depth and quality of the analysis. Decision-makers demand a solid basis for any actions taken in response to the situation that generated the need for the quick response. There is no room for error. For highly visible projects, we will use our most senior staff. The analyses and products of those efforts will receive priority in our review process, with one or more Project Managers often serving directly on the project team. We also maintain frequent communication with the client as appropriate (and the prime contractor, if applicable) to keep them abreast of our progress, providing interim status reports or briefings to convey early results, when available. If necessary, we can travel on short notice to attend meetings or hearings, or meet with those in the field directly involved in the situation. We can also use a range of the most modern communication techniques to obviate the need for travel or when time is limited.

Environomics' Ability to Recruit and Retain Staff Is Excellent

Environomics has had very little staff turnover in the past ten years. Staff who join Environomics tend to stay because they are more comfortable in a smaller, but dynamic consulting firm and appreciate our collegial management style. In addition, because our recruiting requirements are modest we are able to be more selective in the individuals we hire, and so we have the flexibility to be sure that we have a good match for our company. We have always had ample opportunity to add exceptional staff, and plan to do so as our business grows. Environomics is at a very attractive stage for potential employees at all levels because we have established a strong business foundation that minimizes the employment risks that can be associated with the consulting business, especially for small businesses.

Task Order Management

Environomics' success in performing SIN 899-1 and SIN 899-3 work for the government has been the result of both an effective contract management approach and an effective approach for managing individual task orders that allows Environomics' highly skilled and experienced staff to perform to their potential. Although we have not addressed this level of detail in our overview, we will gladly provide a description of how we perform task order management, including:

- (1) how we ensure a prompt and efficient response to RFPs (including Teaming),
- (2) the role of task order managers,
- (3) how we plan and perform work,
- (4) the steps we take to ensure project results of the highest quality,
- (5) how we manage multiple work assignments, and
- (6) how we maintain control of project schedules and costs.

We will apply the same procedures that we have so successfully used in managing our SIN 899-1 and 899-3 work for our mission contract with EPA.