



Technical Proposal

Strategy Review System Finance Forum—Expert Consultant(s)

A. OUR TEAM

ERG helps government and nonprofit clients, including the CBP, protect the environment and achieve other positive outcomes. Founded in 1984, we now have more than 400 technical, communications, and IT specialists in offices across the United States. An employee-owned company, ERG works only in the public interest.

ERG brings outstanding qualifications to this project. ERG has specialized in providing clients with experts for peer review and other services continually since our inception in 1984. As the most experienced peer review contractor currently serving government agencies, we have identified, screened, contracted with, and managed the work of well over a thousand environmental and public health experts. In addition, our Conference Services Group has contracted with several hundred experts over the past 20+ years to provide design, participation, and post-meeting support for environmentally focused meetings.

ERG has the staff, systems, and processes to provide streamlined, cost-effective support. Because budgets for peer reviews and meetings are typically frugal, we have developed highly efficient and cost-effective processes and systems for procuring expert services. To provide these efficiencies to CBP, ERG is proposing its senior peer review manager, Laurie Waite, as the project manager. Over her 17 years' experience managing and coordinating projects involving expert consultants, Ms. Waite has developed and perfected many of the systems and processes we use for expert-focused projects. Robert Bongiovi (a junior analyst) and other junior staff as needed will assist Ms. Waite with administrative tasks. Ms. Waite and Mr. Bongiovi are fully available to provide the support described below.

I have served on several ERG peer review panels on the toxicity of various substances. These reviews generally were conducted for the EPA. In each case, Laurie Waite has overseen the logistics for each review. She always does an excellent job of providing details, collecting and disseminating information. She always provides advance notice for potential schedules of reviewers which is extremely useful. I greatly appreciate her timely responses to all of my emails. I certainly praise Laurie's outstanding efforts.

—David Gaylor, Ph.D., Peer Reviewer

B. SCOPE

This proposal covers Scope #12B, Strategy Review System Finance Forum—Expert Consultant(s). Under this project, ERG will contract with about 10 to 30 private-sector experts on environmental financing, who will collectively provide an estimated 400 to 600 hours of work. All experts will attend a one-day Finance Forum and provide ongoing advice, as consultants, to selected Goal Implementation Teams/Workgroups (GITs/WGs) after the Forum. Some experts may also need limited support for travel to the Forum. Starting with the list of experts provided and prescreened by the CBP,¹ ERG will contact the experts and ascertain their availability and interest in serving as experts for this project, along with their hourly rate and travel support needs, if any; determine, based on CBP priorities, the most cost-effective set of experts for ERG to contract with (i.e., the set that best meets CBP priorities and provides maximum hours within the fixed price project budget); contract with the selected experts; manage, track, and pay them an honorarium for their work; and provide reports to the CBP by expert as described in the RFP.

C. OUR APPROACH

The maximum fixed-price budget for this project is \$30,000. ERG understands that the CBP wants to allocate as large a portion of this budget as possible to expert consultants rather than administrative expenses. Our approach will achieve this in two ways. First, we will keep our administrative costs to a minimum by using an efficient approach throughout the project. Second, as proposed below, we will work with the CBP to obtain the maximum value of expert support feasible based on its priorities, given the budget available for expert support (see Section F).

¹ Based on the CBP's response to questions, we assume that it is responsible for identifying and pre-vetting experts to be contacted for this work and have not budgeted any hours for ERG to screen experts or search for additional experts.

Key Steps

1. Hold kickoff. Within one or two weeks of award, Laurie Waite will hold a call with the CBP to kick off this project. During this call, she will establish lines of communication with the CBP; obtain the list of experts from the Budget and Finance Workgroup (BFWG) and discuss it (e.g., which experts, if any, have been contacted already and what information they have provided to the CBP); discuss the current proposed or actual target date(s) for the Forum and establish an initial schedule based on the earliest possible Forum date; and obtain information to be provided to experts, including a list of the GITs/WGs the experts will advise and a description of the Forum's purpose and agenda. She will also discuss and confirm details of the CBP's expectations for the roles experts will play at and after the Forum, including the nature and extent of the experts' post-Forum consultation to the GITs/WGs. (For example: What type of consultation might the GITs/WGs require? How will it be determined which and how many GITs/WGs each expert will consult for? How will it be determined how many hours of each expert's time the CBP would like ERG to contract with the expert for? How does the CBP want GITs/WGs to prioritize and communicate their consultation needs to experts?) Finally, Ms. Waite will discuss reporting to the CBP, including the frequency of any interim reports of expert work, and will confirm the format and information needed for these reports.

2. Contact experts. After the kickoff call, Ms. Waite will prepare a contact email to send to experts identified by the CBP. This email will provide an overview of the Forum, the desired expert participation, and estimated maximum level of effort (LOE). She will ask experts to respond regarding their interest and availability to attend the Forum on the projected date(s) and to provide post-Forum advice and consultation. Ms. Waite will follow up with interested experts to obtain their lowest hourly rate and ascertain whether they require travel support to participate in the Forum. She understands that the CBP's preference is to minimize travel expenses, if any, and will communicate and negotiate accordingly with experts. Ms. Waite will coordinate with her junior staff to collate this information into a spreadsheet and will provide it to the CBP.

3. Select experts and determine hours of support needed. The CBP will have choices about which and how many of the experts to use and how much post-Forum consultation to obtain from each expert. For example, the CBP may want to use a few experts for a higher consultation LOE, and several others for varying lower LOEs. Also, some experts may require higher honoraria than others. The spreadsheet Ms. Waite will provide is a tool to optimize the value of the available expert budget to the CBP's needs. It will list all experts who are interested and available to participate in this project. It will also indicate the cost for each expert's time at the Forum and estimated travel cost to attend, if any. In addition, it will have a column where the CBP can indicate how many hours of each expert's time it would like to have for post-Forum consultation. When hours data are entered into that column, the spreadsheet will calculate the total cost for each consultant to participate, as well as the total cost of all consultants. This will enable the CBP to experiment with different combinations of experts and hours based on its needs and priorities. Any combination up to the amount allocated for consultants in our cost proposal (see Section F) is workable. The spreadsheet will also enable the CBP to specify which GITs/WGs they anticipate each expert may support. Once the CBP has settled on the combination of experts and hours that best meets those needs, ERG can proceed to contract with each expert chosen for the total LOE indicated by the CBP. (If the CBP will not know how many hours of post-Forum work it needs from each expert until after the Forum, we will contract with all experts before the Forum and provide not-to-exceed LOEs for consultation after the Forum.)

4. Develop the scope of work, reviewer instructions, and tracking worksheet. The RFP indicates that experts will provide post-Forum "consultation" and "ongoing" and "follow-up advice" to selected GITs/WGs. Given the advisory nature of the post-Forum work, we anticipate that Ms. Waite can develop a single scope of work (SOW) that will be suitable for all consultants, which will streamline our contracting process. For example, deliverables, if any, are anticipated to consist of comments on draft products or emails or brief memos providing the requested input. As needed or requested, Ms. Waite will provide the draft SOW to the CBP for review. Ms. Waite will email selected experts to confirm their continued interest and hourly rate and travel costs (if any), and let them know that an agreement will be forthcoming. She will also prepare a letter of instruction to the experts, as well as a worksheet for them to document which GITs/WGs they advise, what type of advice they provide (e.g., discussion, review/comment), and how many hours total of advice they provide to each GIT/WG.

5. Execute agreements with experts. Over the past 30+ years of contracting with experts for peer reviews, meetings, and other projects, ERG has developed well-honed templates and systems for contracting with experts and tracking their work. Robert Bongiovi will use these resources to prepare individualized letters of instruction and consulting agreements. For travel reimbursement, if any, Mr. Bongiovi will prepare not-to-exceed cost-reimbursement agreements and provide instructions for compliance with government travel regulations, including retaining receipts.

(We have found that using separate contracts for expert work and travel expenses is the most efficient approach.) After a QC check, Ms. Waite will deliver the agreements to the experts. She will follow up with experts to respond to any questions and obtain signed executed agreements.

6. Manage, track, and document the work of experts. Laurie Waite will work with the CBP to ensure that all experts are included in the participant list for the Finance Forum and that Forum organizers provide them with the logistical and any other pre-meeting information and materials important to their participation. If the CBP prefers to wait until after the Forum to establish the post-Forum consultation time desired for each expert, then the spreadsheet described under Step 3 can be utilized at this stage to provide that information, and Ms. Waite will issue contract addendums by email to each consultant to provide a not-to-exceed consultation LOE and indicate which GITs/WGs may contact them for consultation. She will also clearly communicate to experts the process that GITs/WGs will use to contact them. For example, we suggest that one point of contact (POC) be designated for each GIT/WG. When there is a need for consultation, each POC will be responsible for describing that need in an email, along with the estimated the number of hours. The POC may email the expert directly, copying Laurie Waite. This may result in dialogue with the expert regarding details, all of which will need to occur via email, copied to Laurie Waite, so she can monitor requests for consultation to ensure that they are consistent with the SOW and reviewer LOE. After all is clear, the consultation can proceed. As noted above, Ms. Waite will provide experts with a form and instructions to track their work. She will instruct them not to exceed their LOE and to notify her immediately should any questions or issues develop.

7. Document experts' work and process invoices. ERG will process invoices, if any, for travel reimbursement after the Forum, and invoices for honorarium after all work is completed. Once an expert has reached his or her maximum LOE (or the CBP has confirmed that no further consultation is needed), Ms. Waite will ask the expert to submit his/her final invoice and required documentation per the tracking worksheet (see Step 4). For travel invoices, experts will be required to provide a cost breakout and expense receipts. Ms. Waite will review and approve all invoices. Then, ERG will process invoices for payment in a timely manner (generally within a month).

8. Provide interim and final reports to the CBP. At a frequency/schedule agreed on the kickoff call, Ms. Waite will provide the CBP with one more reports that provide, for each expert, the: (1) number of hours spent advising each GIT/WG; (2) amounts paid (totals and by hour); (3) Workgroup(s) advised, including a short description of expertise provided (e.g., advice through discussion, review/comment on documents); and (4) proof of payment of honoraria to experts. Upon all completion of work by experts, Ms. Waite will submit a final report to the CBP that provides the total hours by expert for each GIT/WG/outcome and amounts paid (totals and by hour).

Schedule

Based on the assumption that the Financial Forum takes place in March or April 2018, we propose the following schedule:

- Kickoff call: within two weeks of award.
- Receive list of experts from the CBP: no later than 45 days in advance of the scheduled Finance Forum.
- Contact experts: within two days of receiving the list from the CBP.
- Provide the CBP with spreadsheet of available experts: within two weeks from start of contact.
- Choose experts: one week after providing the spreadsheet to the CBP (this gives the CBP one week to indicate which experts the CBP would like ERG to contract with).
- Draft SOW for experts: within two working days of receiving final details from the CBP.
- Receive and process executed agreements: within two weeks of issuance (to be executed at least one week in advance of the Finance Forum).
- Verify and process expert invoices, or obtain missing information: within three working days of receipt.
- Issue payments to experts: within 30 days from date of proper invoice.
- Provide the final report to the CBP: within two weeks after processing all expert invoices.

D. QUALIFICATIONS

Corporate Experience

As noted in Section A, ERG has exceptional qualifications for this project. We have contracted with well over a thousand environmental and health experts to provide peer review and other specialized services to clients and several hundred experts to support environmentally focused meetings. As a result, we routinely identify, screen, contract with, manage the work of, and process invoices for expert consultants and have developed and honed streamlined processes for

expert procurement. Examples of this experience are provided below. ERG's proposed project manager, Laurie Waite, served as project manager or otherwise played a key role in all projects described in this section.

ERG's peer review experience includes nine successive (1984 to present) prime peer review contracts with EPA's National Center for Environmental Assessment (NCEA)—contracts that Ms. Waite has supported throughout her 17 years at ERG. Under our current contract with NCEA, ERG organizes peer reviews and expert consultations, prepares background and summary documents, and conducts literature searches. A client reference for this contract is provided in Section E. Examples of specific reviews performed under these contracts include:

- **Procurement and management of six experts to review EPA's draft report *The Potential Role of Ecosystem Services in Strategies to Restore the Chesapeake Bay*.**

EPA had developed a modeling framework, described in this draft report, to test alternative policy scenarios that examined the effects of various regulatory and incentive policy scenarios on the costs of achieving TMDLs and the bonus ecosystem services delivered. Developed by EPA in concert with USDA's Environmental Markets Division, the World Resources Institute, the Bay Bank, and other NGOs, the scenarios reflected existing state and federal policies, as well as innovative policies and institutions proposed by public and private parties to increase the efficiency and effectiveness of Chesapeake Bay restoration. For this review, Ms. Waite searched for, screened, and selected six scientific experts with expertise in cost-effective strategies to meet TMDLs, innovative strategies to restore the Chesapeake Bay, quantification and valuation of ecosystem services, restoration policies and implementation in large watersheds, valuation of environmental benefits, water quality trading and offset programs (particularly for the Chesapeake Bay or other large watershed), watershed implementation planning, and familiarity with the Chesapeake Bay Program Watershed Model. She negotiated and contracted with these experts; monitored all work and deliverables; collected and processed invoices; and prepared the peer review report.

On behalf of everyone involved with developing this report, thank you, for a truly excellent job managing this peer review for ORD. Given the high-profile topic and accelerated schedule, there were inevitable but unpredictable challenges along the way. ERG rose to the occasion every time with superior performance and professionalism. Your experience, knowledge, and ability to respond rapidly to changing circumstances made this important review a success.

—Laurie Alexander,
EPA NCEA Task Order Manager for the Streams
and Wetlands Connectivity Peer Review

- **Procurement and management of 138 experts to review applications to EPA's SBIR program.** ERG was awarded an-\$800,000 task order to organize workshop peer reviews of over 370 proposals submitted in response to the EPA National Center for Environmental Research's (NCER's) annual Requests for Applications for Phase I Small Business Innovation Research (SBIR). All workshops and final deliverables had to be completed within 3½ months. To successfully meet the requirements of this quick-response task order, ERG assembled a project team involving over 25 ERG staff from across the company to search for qualified reviewers in nine highly diverse expertise areas; screen the qualifications of more than 400 potential candidates; select and contract with 138 final experts to review 375 documents; provide review packages to all reviewers; quality-control the over 1,000 initial reviewer pre-meeting deliverables; organize, identify venues and reviewer accommodations for, and facilitate nine one- to two-day panel meetings that took place back-to-back over five weeks; and quality-control 373 final reviewer deliverables. ERG successfully completed this project on budget and on schedule.
- **Procurement and management of 250 experts to review applications to EPA's STAR program.** Following the success of the SBIR peer review, NCER awarded ERG a similar but even larger (\$1.5 million) task order to organize external workshop peer reviews of 1,500 research applications to NCER's Science to Achieve Results (STAR) Graduate Fellowship Program. Following the same process successfully applied for SBIR, in just four months, we identified and contracted with 250 reviewers in 19 widely varying expertise areas; quality-controlled 4,500 reviewer pre-meeting deliverables; organized and facilitated 21 back-to-back one- to two-day peer review panel meetings (some on the same day as each other); and quality-controlled over 400 final reviewer deliverables.

In addition to our peer review work for EPA NCEA, ERG has provided peer review and meeting support to several other EPA offices; other federal agencies—including ATSDR (22 years), OSHA (six years), the National Highway Traffic Safety Administration (three years), and the U.S. Army Corp of Engineers—as well as state and local agencies. Examples of this work include:

- **Support to the Department of Human and Health Services (HHS) in procuring expert services.** Ms. Waite provided two years of support to HHS to procure experts for various services needed. She negotiated and contracted with

10 subcommittee members to attend three meetings and specific site visits. She also negotiated and contracted with a consultant to provide technical writing support at three yearly SACHRP meetings, and with an expert to provide website services. For each contract she developed the SOW; tracked and reported consultant hours and deliverables; reviewed, coordinated HHS approval of, and processed invoices; monitored the budget; and prepared quarterly reports. A client reference for this work is provided in Section E.

- **Procurement and management of experts for an EPA Climate Change Division (CCD) scientific peer consultation.** For CCD's Climate Change Impacts and Risk Analysis (CIRA) program, Ms. Waite coordinated a quick turnaround (over a three-week period) peer consultation via teleconference. She contacted a list of experts provided by EPA, tracked responses, collected schedules, and reported availability to EPA; negotiated honoraria and contracted with six final experts; developed the SOW; coordinated and facilitated a one-hour briefing teleconference and coordinated a two-hour consultation teleconference; developed agendas; provided a notetaker; collected final comments from panelists; prepared and delivered a final summary report to EPA; collected and tracked receipt of signed contracts and invoices; and reviewed, approved, and processed invoices in a timely manner. A client reference for this work is provided in Section E.

Team Experience

ERG's proposed project manager, Ms. Waite, has 17 years of experience managing projects to provide expert/consultation support to clients. She has coordinated well over 100 peer reviews and other expert support projects at ERG since 2000. As ERG's senior peer review manager, she manages a support staff including Robert Bongiovi and others and is responsible for developing, maintaining, implementing, and evolving efficient processes and systems for expert support. Section D provides examples of projects she has managed or otherwise provided key support for. Her resume in Appendix A describes her education and experience in more detail.

E. REFERENCES

Table 1: Selected references who can attest to the high quality of the ERG team's work

Lisa Bacanskas	U.S. EPA, Climate Change Division	Bacanskas.Lisa@epa.gov 202-343-9758	Contracting officer representative (COR) for EPA's CIRA peer consultation and peer reviews (see Section D)
Irene Stith-Coleman	Department of Human and Health Services, OHRP	Irene.Stith-Coleman@hhs.gov 240-453-8138	Project officer for logistical support to OHRP and SACHRP (see Section D)
Reene Watt	U.S. EPA Office of Research and Development	Watt.Reene@epa.gov 541-754-4654	Project officer for EPA's NCEA peer review contract (see Section D)

F. BUDGET

Our budget for this project is provided in a separate file using the Trust's budget expenditures form. The budget shows the hours, rates, overhead, and profit proposed for ERG labor. Our budget includes junior analyst Robert Bongiovi, who will work on this project, but his rate is also a proxy for other support staff. ERG is committed to regarding the total loaded cost of \$4,680 shown in our cost proposal as an upper bound for ERG labor under this project so that the CBP can count on the remaining amount (\$25,255) being available for experts. To maximize the amount available for experts, we are writing off our standard G&A costs associated with the experts' overhead, so no G&A rate is shown for expert honoraria or travel in our cost proposal. ERG is also lowering its fee for this bid to only 5% of labor costs. ERG's overhead and G&A rates have been audited and approved by EPA.

G AND H. RESUMES AND ADDITIONAL INFORMATION

Appendix A provides a brief resume for our project manager, Ms. Waite. We encourage you to learn more about our people, our portfolio, and our strong track record at www.erg.com.

Appendix A

Resume for Key ERG Staff

EDUCATION

B.S., Plant and Soil Science (minor, Environmental Science), College of Food and Natural Resources, University of Massachusetts at Amherst, 2000

A.S., Floriculture, Stockbridge School of Agriculture, University of Massachusetts at Amherst, 1991

EXPERIENCE

Senior Project Manager, Eastern Research Group, Inc., 2000–present

Assistant to Office Manager, College of Engineering, University of Massachusetts, 1995–2000

Assistant Supervisor, Transcript Department, Undergraduate Registrar's Office, University of Massachusetts, 1988–1995



PROFESSIONAL SUMMARY

Ms. Waite is a senior project manager with 17 years of experience coordinating hundreds of letter, teleconference, and workshop peer reviews and expert panel meetings and consultations for EPA's National Center for Environmental Assessment (NCEA), Office of Water (OW), Climate Change Division (CCD), Office of Transportation and Air Quality (OTAQ); the U.S. Department of Transportation's National Highway Traffic Safety Administration (DOT NHTSA); the Agency for Toxic Substances and Disease Registry (ATSDR); and other federal and state agencies. Her responsibilities have included overseeing the coordination of each step of the peer review process while managing multiple simultaneous reviews, including preparing the scope of work, and negotiating and contracting with selected consultants. Additionally, for all peer reviews, she coordinates database and web searches for qualified scientific experts over a wide range of topics; prepares and sends reviewer packages, including instructions; coordinates and facilitates pre-review teleconferences; monitors progress, schedules, and task budgets; and collects and compiles peer review reports. For peer reviews that involve a meeting component, Ms. Waite also coordinates travel and hotel arrangements; attendee registration; logistical arrangements including audiovisual support (AV), signage, name tags, and handout packets; collects, compiles, and distributes speaker materials; develops logistical fact sheets; maintains databases; performs post-meeting follow-up; prepares meeting reports; and approves and processes consultant and vendor invoices. Examples of Ms. Waite's project experience are provided below.

EXPERIENCE RELEVANT TO THE STATEMENT OF WORK

Support for EPA Peer Reviews, EPA NCEA and OW. Under eight prime EPA peer review contracts (five with NCEA and three with OW) over the past 17 years, Ms. Waite has served as project manager for well over a hundred letter and workshop peer reviews of draft EPA scientific and technical documents. For these projects, she searches for, identifies, and screens experts based on EPA's required expertise criteria; negotiates honoraria and contracts with the final selected experts; coordinates and facilitates briefing and consultation teleconferences; manages and tracks the experts' work; handles all logistics and provides notetakers, facilitators, and onsite support staff for peer review meetings; collects and collates peer review comments; prepares peer review reports; provides all required project documentation; and reviews and approves reviewer invoices.

Letter Peer Review of *The Potential Role of Ecosystem Services in Strategies to Restore the Chesapeake Bay*, EPA NCEA. Coordinated the search to identify six scientific experts on cost-effective strategies to meet TMDLs, innovative strategies to restore the Chesapeake Bay, quantification and valuation of ecosystem services, restoration policies and implementation in large watersheds, valuation of environmental benefits, water quality trading and offset programs (particularly for the Chesapeake Bay or other large watershed), watershed implementation planning, and familiarity with the Chesapeake Bay Program Watershed Model. Negotiated and contracted with consultants and acted as liaison between consultants and client. Monitored the progress of the review; collected, reviewed, and submitted written comments to EPA to meet the schedule; and developed and submitted a peer review report. Collected and tracked signed contracts and invoices; reviewed, approved, and processed invoices.

Logistical and Technical Support Activities, U.S. Department of Human and Health Services (DHHS). Provided logistical support to the Office of Human Research Protection (OHRP) and the HHS Secretary's Advisory Committee on Human Research Protections (SACHRP) by negotiating and contracting with 10 subcommittee members to attend three SACHRP meetings and specific site visits. Negotiated and contracted with a consultant to provide technical writing support at three yearly SACHRP meetings. Negotiated and contracted with a technical support consultant to provide website services to HHS. For each, developed the scope of work; tracked and reported consultant hours and deliverables; reviewed, coordinated HHS approval, and processed invoices; monitored the budget and prepared quarterly reports and invoices.

Climate Change Division Peer Consultation, EPA Office of Air and Radiation, Climate Change Division. Coordinated a quick-turnaround peer consultation via teleconference over a three-week period. Contacted a list of experts provided by EPA, tracked responses, collected schedules, and reported availability to EPA; negotiated and contracted with six final panelists; developed the scope of work; coordinated and facilitated a one-hour briefing teleconference and a two-hour consultation teleconference; developed agendas; coordinated with an ERG note-taker; collected final comments from panelists, and prepared and delivered a final report to EPA. Collected and tracked receipt of signed contracts and invoices; reviewed, approved, and processed invoices. Monitored the budget.

Peer Review Meeting for Wild Rice Sulfate Standard Study Preliminary Analysis, Minnesota Pollution Control Agency. Coordinated the search to identify seven qualified, independent scientific experts on biogeochemistry, environmental engineering, hydrology, toxicology, statistical analysis, aquatic systems with emergent plants, and water quality criteria development. Coordinated all negotiations, contracts, and communication with reviewers. Prepared and sent review packages. Monitored the review process to meet task schedules. Compiled and distributed premeeting comments. Coordinated logistical arrangements for a one-day meeting including hotel arrangements, workshop signage, name tags, and registration packages. Monitored the receipt of post-meeting comments. Approved and processed consultant and vendor invoices, monitored the budget, and prepared monthly progress reports.

Peer Review Meeting for *Connectivity of Streams and Wetlands to Downstream Waters—A Review and Synthesis of the Scientific Evidence*, EPA NCEA. Coordinated the search to identify 11 qualified, independent scientific experts with expertise in hydrology, and wetland and stream ecology (chemical-nutrient influences and movement of aquatic/semi-aquatic organisms). Coordinated all negotiations, contracts, and communication with reviewers. Prepared and sent review packages. Monitored the review process to meet task schedules. Compiled and distributed premeeting comments. Coordinated logistical arrangements for a one-day meeting including hotel arrangements, workshop signage, name tags, and registration packages. Monitored the receipt of post-meeting comments. Approved and processed consultant and vendor invoices; monitored the budget; and prepared monthly progress reports.

Peer Review Workshops of Science to Achieve Results (STAR) Graduate Fellowships Applications, EPA NCEA. Coordinated the search to identify qualified scientific experts for three of the 15 application categories (aquatic systems ecology, terrestrial systems animal ecology, and terrestrial systems plant and soil ecology; proposed and selected final reviewers; coordinated the scheduling of three separate meeting dates; provided technical support for contracting with 250 reviewers, including negotiations of fee, contract language, and GSA travel rules; and reviewed receipts and processed invoices.

Letter Peer Review of *A Method to Assess Climate-Relevant Decisions: Application in the Chesapeake Bay*, EPA NCEA. Coordinated the search to identify three scientific experts on decision analysis/support, estuarine management, best management practices related to streams and estuaries, climate change effects on estuaries, and familiarity with the Chesapeake Bay. Negotiated and contracted with consultants and acted as liaison between consultants and client. Monitored the progress of the review; collected, reviewed, and submitted written comments to EPA to meet schedule; and developed and submitted a peer review report. Collected and tracked signed contracts and invoices; and reviewed, approved, and processed invoices.