



Braided River Consulting
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Doug Krapas
Chair of the iPCB/TSCA Workgroup
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(509) 924-1911

RE: Response to Spokane River Regional Toxics Task Force RFP to
“Evaluate the success of PCB procurement policies”

Dear Doug:

Please accept our proposal for the SRRTTF scope of work related to PCB procurement policies. As you know, Northwest Green Chemistry is currently shuttered but my team is available to conduct work independently. We are therefore applying as Braided River Consulting, LLC but with a research team the task force has worked with before. Per the RFP we are including the following:

1) Qualifications of the research team

Name	Education	Experience	Sustainability Projects	Relevant Skills
Anna Montgomery	Doctorate in education, master's in public administration, bachelor's in biology	25+ years as leader, consultant, and program/project director; 7+ years of environmental science work	EPA; OECD; SRRTTF; OR DEQ; WADOE; Autodesk; A4; GC3; PrISM Framework	Qualitative & Quantitative Research Methodology; Alternatives Assessment; Environmental Policy; Intersectoral Collaboration
Amelia Nestler	Doctorate in biochemistry, bachelor's in biochemistry	7+ years as environmental scientist; research assistant	EPA; OECD; SRRTTF; OR DEQ; WADOE; A4; PrISM Framework	Alternatives Assessment; Chemical Substitution; QCAT; Ecotoxicology; GreenScreen
Liz Oh	Master's in public policy; bachelor's in psychology	4+ years addressing public policy implementation	OR DEQ; PrISM Framework; A4	Public policy research & implementation
Charlotte Trebilcock	Bachelor's in engineering	3+ years in environmental engineering	OR DEQ; WADOE; OECD; PrISM Framework	Alternatives Assessment; Engineering alternatives

The primary research team can also call on Lauren Heine, Ph.D., other experts in the field, and researchers at University of Massachusetts, Lowell that have agreed to participate. The team will also conduct surveys and interviews of relevant government, certification, and industry representatives.

2) Proposed approach

The SRRTTF TSCA/iPCB committee wants to determine if procurement policies, certifications, or other interventions are effective at reducing PCBs in processes and products that impact water quality in the Spokane River. The research team has processed the original research request from the task force and is proposing that an evaluation study is not feasible given the diversity of setting that the procurement policies are being implemented and the lack of data gathering done prior to implementation that would provide a baseline for efficacy comparison. Therefore, we instead propose a gap analysis methodology that identifies the knowledge, motivation, and inter-organizational barriers and enablers of goal completion (reduce PCBs in Spokane river ecosystem). After identification, strategies for achieving goal completion based on evidence-based practices for learning and development; evaluation; and intersectoral collaboration for collective impact will be recommended. This approach will allow us to answer salient research questions, provide important action steps for the task force to take, and move the needle toward collective impact.

The foundation for framing the research questions, methodology, and analysis of data in this study is the Clark and Estes (2008) gap analysis of stakeholder’s knowledge and motivation issues, and the (inter) organizational context/cultural barriers to successful goal achievement. Knowledge and motivation gap identification and mitigation are the keys to improving inter-organizational performance. Stakeholders need to know how to succeed and why to address gaps that prevent performance. Additionally, to attain desired organizational outcomes and remove organizational barriers to performance, systemic issues need to be acknowledged and improved (Clark & Estes, 2008). Every aspect of the inter-organizational structure to the norms of culture can help or hinder the stakeholder’s goals.

Primary Gap Analysis Goal for SRRTTF:

What interventions (procurement, certification, other) are efficacious to reduce PCBs (legacy and inadvertent) in the environment (or similar chemicals of concern for identification of evidence-based practices). Research questions fall within the assumed influence category and come from the RFP and research team.

Type of Influence	Assumed Influence	Influence Assessment	Evidence-Based Practices
Knowledge	SRRTTF needs knowledge of the procurement policies, certifications, and other interventions that are currently used to control PCBs.	Environmental scan involving IC2, industry association, and other sources to identify where this knowledge resides.	Benchmark each intervention on testing method, conformance compliance, enforcement, monitoring, successes, and challenges in implementation. Information will be gathered from surveys, interviews, and publicly available data.
	SRRTTF needs to know what makes an intervention to reduce chemicals of concern successful within an intersectoral collaboration.	Review of public policy, environmental law, implementation strategies, and intersectoral collaboration.	Literature review to reveal best and evidence-based practices with surveys and interviews from consortium members and similar groups.
Motivation	Are manufacturers and others in the supply chain motivated to reduce PCBs in products,	Determine if pressure and/or incentives from consumers, brands, government agencies, or	Evaluate what is working to reduce PCBs and other chemicals of concern.

	packaging, and other materials used?	others will change processes and products.	
	SRRTTF needs to find a way to dovetail or advocate its values into those held by members and the organizations and/or public they seek to influence.	Determine ways to communicate, educate, and influence the intersectoral stakeholders that can make changes.	Literature review on evidence-based practices for intersectoral stakeholder engagement.
Inter-organizational	SRRTTF needs to advocate for the creation/implementation of public policy, market incentives, industry or public awareness to achieve its goal.	Determine strategy and implementation plan based on benchmarks and other evidence-based practices revealed by this research project.	Recommendations from the research team to SRRTTF based on outcomes of this research project.

3) Schedule for completion of work

The research team will complete the project within a 4–5-month timeframe, starting in November or December depending on the schedule of SRRTTF. We propose a meeting with the SRRTTF TSCA Chair and Principal each month to discuss all progress and any challenges or changes. All research, analysis, and synthesis will be presented in draft form to the committee after 3-3.5 months with a three-week window to return edits and pose questions. The research team will return a final report within 2-3 weeks of receiving feedback.

4) Overall budget

Not to exceed \$20,000 over the project period based on the following billing rates per hour.

Role	Rate
Principal Investigator	\$150/hr.
Senior Environmental Scientist	\$100/hr.
Public Policy Analyst	\$50/hr.
Researcher/Engineer	\$40/hr.

Please don't hesitate to contact me with questions. We appreciate your consideration.

Warm regards,



Dr. Anna E. Montgomery
Principal
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