

**Appendix
Items 1 through 16**

**Response Contracts Basics Web Seminar
September 2008**

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**Appendix
Item 1**

**Reference List for Response Contracts Basics Web Seminar
September 2008**

1. Incident Management Handbook – Available at www.epaosc.net
2. OSC Warrant Officer Training, OSC Toolbox Guide – Available at www.epaosc.net
3. List of Prime START and ERRS Contractors by Region with Contracting Officer contacts – Available at <http://www.epa.gov/oamsrpod/ersc/bpa/index.htm> - Item 2 in Appendix
4. Example Daily Work Order – Item 3 in Appendix
5. Contract Management Manual, Section 9.2, Post Award COI Determinations – Item 4 in Appendix
6. Training information for IGCEs – Available at <http://epawww.epa.gov/oamintra/training/igeguide2.pdf>
7. Independent Government Estimates, A Student Text Reference and Workshop, September 1998 – Item 5 in Appendix
8. RCMS Template – Item 6 in Appendix
9. Example Form 1900-55 – Item 7 in Appendix
10. Example Incident Action Plan – Item 8 in Appendix
11. EPA Order 1900.A1 CHG2, Interacting with Contractors – Item 9 in Appendix
12. Federal Acquisition Regulations – Available at <http://arnet.gov/far>
13. OAM Policy on Personal Services – Available at <http://intranet.epa.gov/oamintra/>
14. Contract Management Manual, Section 42.1, Contracting Officer Representative – Item 10 in Appendix
15. Continuous Learning Policy for Acquisition Workforce – Item 11 in Appendix
16. OFPP Policy Letter 05-01, Developing and Managing the Acquisition Workforce – Item 12 in Appendix
17. What is ACMIS? – Item 13 in Appendix
18. Capabilities of EPA's Governmental Resources – Item 14 in Appendix

**Appendix
Item 2**

**List of Prime START and ERRS Contractors by Region
with Contracting Officer Contacts**

List of Authorized Purchasing Personnel

The following individuals are authorized to place orders against the EPA BPAs: (UPDATED)

1. ANY Warranted EPA Contracting Officer
2. ANY EPA ON-SCENE-COORDINATOR (OSC) with Purchase Card Authority.

For an updated list of warranted OSCs go to: <http://www.epa.gov/oamsrpod/ersc/osc/oscdatabase.pdf>

3. ANY Contractor who holds a valid START, ERRS, WES, ERTTP or REAC contract.

For an updated list of those contractors see the list below:

EPA Response Contracts				
Region /Contract	Contract#	Contractor Name	CO Name	CO Phone #
Region #1				
START:	EP-W-05-042	Weston Solutions, Inc.	Hilary Kelley	(617) 918-1904
	EP-W-06-043	Sovereign Consulting	Hilary Kelley	(617) 918-1904
ERRS:	68-W-03-037	Shaw Environmental Group	Hilary Kelley	(617) 918-1904
WES:	EP-R1-05-01	Eagle Instruments, Inc.	Hilary Kelley	(617) 918-1904
Region #2				
START:	EP-W-06-0726	Weston Solutions, Inc.	Donna Johnson	(212) 637-3373
	EP-W-05-048	Weston Solutions, Inc.	Donna Johnson	(212) 637-3373
WES:	EP-R2-04-02	Chenega Management, LLC.	Karen Giacobbe	(212) 637-3380
Region #3				
START:	EP-S3-05-03	Tetra Tech Tech EM, Inc.	Lorrie Murray	(215) 814-5304
	EP-S3-05-02	Tech Law	Lorrie Murray	(215) 814-5304
	EP-S5-06-03	STN Environmental JV	Lorrie Murray	(215) 814-5304
ERRS:	68-S3-0006	Shaw Environmental Group	Lorrie Murray	(215) 814-5304
	68-S3-03-04	Guardian Environmental Services, Inc	Al Pinero	(215) 814-5306
	68-S3-03-02	WRS Infrastructure & Environmental Inc.	Alexandra Rajkowski	(215) 814-5308
	68-S3-03-03	Industrial Marine Service Inc.	Jim Clark	(215) 814-5198
	68-S3-03-05	Kemron Environmental Services Inc.	Alexandra Rajkowski	(215) 814-5308
WES:	EP-S3-0708	Chenega Operations Services LLC.	Melisa Hoffman	(215) 814-5339
Region #4				
START:	EP-W-05-054	Tetra Tech EM	Deborah Hoover	(404) 562-8373
	EP-W-05-053	TN & Associates	Deborah Hoover	(404) 562-8373
ERRS:	68-S4-02-04	CMC, Inc.	Fran Harrell	(404) 562-8383
	68-S4-02-05	KEMRON Environmental	Fran Harrell	(404) 562-8383
	68-S4-02-06	WRS Infrastructure and Environment, Inc.	Fran Harrell	(404) 562-8383

Region /Contract	Contract#	Contractor Name	CO Name	CO Phone #
	68-S4-02-07	Ferguson Harbor Inc.	Fran Harrell	(404) 562-8383
WES:	EP-S4-05-02	G2 Engineering and Management Inc.	Deborah Hoover	(404) 562-8373
Region #5				
START:	EP-S5-06-03	STN Joint W/Sullivan & TN&A	Claudea Heise	(312) 353-8989
	68-S5-03-06	Environmental Quality Management Inc.	Lisa Smith	(312) 886-6876
ERRS:	68-S5-03-01	Earth Tech, Inc.	Gene Jackson	(312) 886-5028
	68-S5-02-01	Environmental Restoration LLC	Lisa Smith	(312) 886-6876
Region #6				
START:	EP-W-06-042	Weston Solutions, Inc.	Tobin Osterberg	(214) 665-6512
	EP-W-06-077	Dynamac	Tobin Osterberg	(214) 665-6512
ERRS:	68-S6-02-01	Environmental Quality Management, Inc.	Georgia Okstel	(214) 665-8310
	68-S6-02-02	Earth Tech, Inc.	Georgia Okstel	(214) 665-8310
Region #7				
START:	EP-S7-06-01	Tetra Tech EMI	Phyllis Carrasco	(913) 551-7349
	EP-S7-05-15	Professional Environmental Engineers 8(a)	Anthony Lamaster	(913) 551-7228
ERRS:	68-S7-02-04	Environmental Restoration, LLC	Marie Noel	(913) 551-7176
Region #8				
START:	EP-W-05-050	URS Operating Services	Kristine Hostetler	(303) 312-6154
ERRS:	68-W-01-053	Environmental Restoration, LLC	Lisa Walker	(303) 312-6475
	68-W-02-016	Environmental Quality Management Inc.	Lisa Walker	(303) 312-6475
WES:	EP-W-06-020	G2 Engineering and Management	Maria Houston	(303) 312-7022
Region #9				
START:	EP-S9-06-01	Team 9, Joint b/w URS & AECOM	Paul Casagrande	(415) 972-3719
ERRS:	68-W-02-016	Environmental Quality Management, Inc.	Peggy DeLaTorre	(415) 972-3717
	68-W-02-017	Project Resources, Inc.	Peggy DeLaTorre	(415) 972-3717
WES:	68-R9-03-05	Equipment Mgmt & Warehouse Services	William Terrell	(415) 972-3025
Region #10				
START:	EP-S7-06-02	Ecology & Environmental	Phyllis Carrasco	(913) 551-7349
WES:	68-W-02-083	Ecology & Environmental	James Price	(913) 551-7239
ERRS:	68-W-01-64	Environmental Quality Management, Inc.	Yolanda Nero	(913) 551-7573
Environmental Response Training Program Contract				
ERTP:	68-C-03-039	Tetra Tech NUS, Inc.	David Murphy	(202) 564-6595
Response Engineering & Analytical Contract				
REAC:	EP-C-04-032	Lockheed Martin	Christine Edwards	(202) 564-2128
EPA -US Coast Guard Inter-Agency Agreement				

Region /Contract	Contract#	Contractor Name	CO Name	CO Phone #
Incident-Specific IAG for the South Central Terminal Site	Site ID # B5D5;	Dan Allman, USCG (202) 493-6802	Gail Nabasny	(312) 353-1056
	CERCLIS ID # ILD 084309210			
Environmental Response Team				
ERT:	GS-10F-0076K (Task Order 1102)	Tetra Tech EMI, Inc.	Claudia Armstrong	(202) 564-6679

**Appendix
Item 3**

Example Daily Work Order

**U.S. EPA Region Q
Daily Work Order/Report**

Page: 1 of 1
Date: 7/9/03

Site Name: BKC Site
Site/Spill Number: B54E
On-Scene Coordinator: Pat Fredericks
Monitors: West -Tek Inc.
START: Jody Johnson

Contract No./Task Order No: 9-956-771
Response Manager: Rodney Rogers
Contractor: ERRS - EnviroServ
Subcontractor: Earth Guard Management

Description of Work

Work Authorized:

- Break up concrete in upper building
- Break up contaminated concrete footing in chrome room
- Dig contaminated soil from the chrome area and stockpile
- Collect air samples
- Decontaminate/cut up vats from chrome room (estimated 3 vats)
- Load out one truck of chrome contaminated soil
- Conduct dust control
- Pressure wash upper concrete floors

OSC Signature:

RM Signature:

Pat Fredericks

Rodney Rogers

Work Accomplished:

- 10% complete
- complete
- complete
- 3 collected
- continue 90% complete

- complete
- continue
- continue

OSC Signature:

RM Signature:

Pat Fredericks

Rodney Rogers

Authorized Personnel

1 Response Manager
_ Foreman
_ Chemist

1 Clerk
1 Operator
_ Engineer

3 Clean-up Technicians
_ Lab Technicians
_ Other _____

Equipment and Materials

Item	Qty	Used	Unused	Item	Qty	Used	Unused
Office Trailer	1	1		Light Stands	0		
Pickup	4	3		Hazcat Kit	0		
Equipment Trailer	1	1		Water Laser	1	1	
2" Acid Pump W/100' hose	1		X	Skid Steer	1	1	
1" Acid Pump W/100' hose	1		X	Cat 320 Excavator	1	1	
Computer	1	1		Generators	0		
Air Compressor 125 cfm	1		X				

Amendments (include time and authorizing person)

-Add 1 case of Tyvek suits and 2 cases of booties

OSC Signature:

RM or Contractor Representative Signature:

Pat Fredericks

Rodney Rogers

**Appendix
Item 4**

Contract Management Manual, Section 9.2, Post Award COI Determinations

Section 9.2 Procedures for Handling Post Award Organizational Conflicts of Interest (COI)

9.2.1 PURPOSE

This section provides EPA Contracting Officers and program personnel with guidance on procedures for handling organizational conflicts of interest issues that arise after contract award.

9.2.2 BACKGROUND

EPA uses contractor support in the development and enforcement of environmental standards and regulations, as well as control of toxic substances and cleanup of hazardous wastes and oil. Our contractors often work for or have financial interests in the industries for which they are providing regulatory support to EPA. Contractors are involved in the manufacture of equipment or the marketing of software systems that may be the subject of evaluation under a resultant contract. Also, potential conflicts exist when contractors are involved in the manufacture of chemicals for which product and residue chemistry data may be reviewed and evaluated. Consequently, the objectivity of the contractors' work product for EPA and the integrity of EPA's regulations and standards could be called into question by the public. Further, it may be difficult to identify conflict of interest (COI) issues at the pre-award stage and contractors' financial and business relationships are constantly changing. Therefore, while no potential COIs may have existed at contract award, conflicts may arise during the period of performance of a contract.

EPA's Superfund cleanup contractors may also work for Potentially Responsible Parties (PRPs) responsible for pollution at Superfund sites where the contractors are working for EPA. The objectivity or integrity of the work contractors perform for EPA may be called into question as a result of their relationships with PRPs. This may prejudice EPA enforcement actions and jeopardize successful cost recovery. Due to changing cleanup priorities, multiple sites, and ongoing identification of PRPs, it is often impossible to identify work at the pre-award stage that may pose COI.

Appendix 9.2A is an example of a method developed and used by the Region III Office of Acquisition and Assistance Management to evaluate whether a COI exists. These procedures can also be used when considering Limitation of Future Contracting (LOFC) requests. A parallel procedure for non-Superfund programs would be to identify the appropriate Key Indicators for the program being evaluated.

This section was originally issued as Procurement Policy Notice (PPN) 95-04 on September 20, 1995, by Betty L. Bailey, Director of the Office of Acquisition Management to OAM Division Directors, Senior Resource Officials, Regional Contracting Officer Supervisors, Ray Spears, OGC, and Devereaux (Dev) Barnes, OSWER.

9.2.3 AUTHORITY/APPLICABILITY

This section is based on authority of FAR Part 9 and corresponding sections of the EPA Acquisition Regulations (EPAAR).

9.2.4 DEFINITIONS

The Federal Acquisition Regulation (FAR) 2.101 defines COI as a situation in which "...because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage."

9.2.5 POLICY

9.2.5.1 Participants in COI Decisional Process

- A) Contracting Officers. The FAR, the EPAAR, and EPA contract clauses make it clear that a COI determination is a Contracting Officer's (CO's) responsibility. However, all EPA employees should be sensitive to identifying and avoiding COI.

The CO should evaluate COI on a case by case basis. Before making a determination regarding whether a potential COI exists, the CO must thoroughly evaluate the facts based on program, legal, and public interest concerns, taking into consideration the best interests of the Government. In evaluating a potential COI, the CO performs a risk analysis to determine whether a significant potential COI exists. If one exists, the CO evaluates whether and how the COI can be avoided, neutralized or mitigated and may request supplemental information from the contractor to aid in making a determination. The exercise of common sense, good judgment, and sound discretion is required to make a determination and to develop an appropriate means for resolving the issue. Some cases may be clear cut so that a CO can evaluate the facts and make a quick decision based on common sense and knowledge. However, the majority of COI determinations are more complex. Often, a CO does not initially have enough information to make an informed decision.

- B) Program Offices. As part of the CO's decision-making process, COs should coordinate with the program and seek program office advice. Program personnel are in the best position to provide technical advice regarding the nature and/or relationships of the applicable work. Also, they may be aware of other issues COs should consider in evaluating whether an actual or potential COI exists.
- C) Office of General Counsel (OGC) and the Acquisition Policy and Training Service Center (APTSC). OGC and APTSC are available to provide advice and assistance to the CO in evaluating and making COI determinations. OGC and APTSC review of a COI determination is required only in the following situation; When a Work Assignment/Delivery Order/Technical Direction Document (WA/DO/TDD) has been issued to a contractor and a COI is later identified which cannot be avoided, neutralized, or mitigated, the CO must consult with OGC and IOSC before canceling the work and issuing it to another contractor. This requirement does not apply to situations where contractors have been issued a WA/DO/TDD which is specifically for preliminary COI screening only. OGC and APTSC consultation is not required in any other COI determinations.

COs may find it helpful to obtain advice from APTSC regarding remedies when a COI exists. OGC review should be requested if legal issues are raised by the CO, the contractor, or the contractor's attorney. The Office of Regional Counsel also has attorneys available for consultation on COI matters.

- D) Office of Enforcement and Compliance Assurance (OECA). Potential COI may impede successful cost recovery negotiations. OECA can provide advice on how a potential COI may impact or prejudice an enforcement and/or cost recovery action. Therefore, enforcement staff input is especially helpful where the CO is basing his/her determination on the Government's potential use of the contractor as an expert witness in cost recovery or other litigation.

9.2.5.2 Examples of COI Information to Request from the Contractor

The following are examples of the kinds of information a CO may find helpful to evaluate a post-award COI issue. There may be additional information you need to consider in evaluating a COI situation. The purpose of requesting this type of information is to assess the magnitude of a contractor's relationship with another party when evaluating potential COI.

- Is the work to be performed at the same site or a contiguous site where a contractor performed work, is performing work, or will perform work for a PRP? If yes, what are the details?

- Is the work to be performed for EPA similar or related to the work performed, being performed/to be performed by the contractor for a PRP? A commercial client? An industry? Explain.
- Does the contractor have any contracts to perform work for any applicable PRP(s) and what are the terms of the contract(s)?
- Does the contractor's contract with a PRP contain any confidentiality or testimony clauses?
- Request that the contractor provide a copy of any relevant information regarding the contractor's relationship to a PRP.
- How much work was performed in the last three years for the PRP(s)/commercial client(s) that pose potential COIs?
- How much work (i.e., in dollars, percentage of business, and/or gross revenue) has the contractor performed or is in the process of performing for the PRP(s)? Commercial client(s)? Industries? What is the contractor's gross revenue for each of the past three years?
- When did the contractor perform the applicable work for the PRP(s)? Commercial client(s)? Industries?
- Is work currently being performed for the PRP(s)? Commercial client(s)? Industries? If yes, what work and how long is the work expected to continue?
- If the work in question involves an organizational relationship, what is the relationship between the parties? Does the work involve a parent, subsidiary, affiliate, etc.?
- Is the contractor under contract or does it have some other arrangement with any relevant public or private clients to begin providing services/work efforts that may represent a potential COI?
- Does the contractor own or have any financial interest in a specific technology, equipment, system, or software which will be evaluated under this contract?
- Request that the contractor provide any other pertinent information bearing on the COI of which the contractor may be aware that has not been specifically requested by EPA.

9.2.5.3 Examples of Basic COI Information Available Within the Agency

- What is the value of the WA/DO/TDD? Is it a significant amount? (Note -- While this is useful information, often the dollar value is not as relevant to COI decisions as the type of work to be performed).
- Does the work performed or to be performed for EPA relate to an existing or potential cost recovery and/or enforcement action?
- Will the contractor/subcontractor testify on behalf of the United States in the litigation?
- What are the concerns in this regard if the contractor/subcontractor were to testify?
- Will the contractor testify for the PRP?
- Has a consent decree or an administrative order been signed? If so, what are the terms of the agreement? (For example, is the party with whom the contractor has a relationship a signatory of the consent decree, and if so, what are the terms?)
- Will the work be used to support an Agency regulation or standard? If so, does the contractor have any clients that would directly benefit from the Agency regulation or standard?
- Is the work non-discretionary in nature or does it involve some degree of judgment or discretion on the contractor's part?

9.2.5.4 Time Frame for Evaluating Post Award Conflicts

The Agency is committed to providing timely responses on COI issues to contractors. As a general rule, COs should strive to resolve COI issues within 10 working days of receipt of all relevant information. Failure to deal with COIs in a timely manner could cause contractors to lose business and delay implementation and work on EPA programs and projects. COs should coordinate with contractors and programs to establish specific response/decision timeframes for individual COI issues.

9.2.5.5 Documenting COI Decisions

COs should maintain records of COI decisions and related correspondence in the official contract file. COs should forward an information copy of all COI decisions to APTSC. In turn, APTSC will analyze the COI decisions to ensure consistency across the Agency and as a basis for developing and scheduling additional COI training.

9.2.5.6 Waiver Procedures

If a determination is made that a conflict cannot be avoided, neutralized, or mitigated but it is in the best interest of the Government to award/continue the WA/DO/TDD, a request for waiver must be approved by the Head of the Contracting Activity (HCA). COI waivers are not required under initial time-critical response actions under the Emergency Response Cleanup Services (ERCS) or the Emergency and Rapid Response Services (ERRS) programs. However, the emergency response contractor would still be required to disclose the COI in accordance with the timeframes stated in the contract.

APPENDIX 9.2A COI EVALUATION EXAMPLE RED LIGHT/GREEN LIGHT PROCEDURE

Determine which indicators are applicable and pertinent for the specific COI issue to be evaluated. The sample indicators provided below are a beginning point and will normally be useful in the majority of Superfund COI cases.

Score each "COI Indicator" by color coding the indicator **RED** for those indicators that present a high risk, or **GREEN** for those indicators that present a low risk. HINT: If you are unsure whether to mark an indicator either red or green, consider marking it half green and half red, or **YELLOW**. After each indicator has been evaluated and color coded, a visual picture will emerge to help in evaluating whether or not a conflict exists. If all of the indicators are green, the probability will be low that a conflict exists. If all of the indicators are red, the probability will be very high that a conflict does exist. If the indicator colors are a mixture of red and green, or yellow, the indicators in red must be given more careful consideration before making the decision. Be aware that some indicators may be more important than other indicators, depending on the facts involved in a particular situation. Thus, in a circumstance where there may be only one red indicator and all the other indicators are green, the COI may be of sufficient seriousness that a conflict would still exist and the contractor should not perform the work.

NOTE: This "red light/green light" process will not necessarily provide the best response for the Agency for all COI cases. Therefore, this method should not be considered the definitive answer or procedure to use when evaluating and making COI decisions, but rather used as a tool to improve consistency and timeliness in evaluating COI issues.

Sample COI Indicators:

A) Same Site

- Is the work to be performed at the same site or a contiguous site where the Contractor performed/is performing/will perform work for a PRP?

B) Related Services

- Is the type of work to be performed for EPA similar to the type of work performed for the PRP?
- Does the work to be performed for EPA impact the manner in which the contractor may already be performing related tasks?

C) WA Value

- What is the value of the WA?
- Is the value of the WA a significant amount?
(NOTE: Even if the dollar value is low, if COI is an issue, the work product from the WA could be "tainted," that is, its credibility could be in question. Also, since it is possible that the work product or, at least data/information from the WA will be used later in the process (of site decision-making/cleanup), it could potentially affect other work.)

D) Financial Dollar Relationships

- How much work [in dollars (\$) and/or percentage (%) of company revenue/gross] has the contractor performed for the PRP(s)/commercial client(s)/industry?
- Is the amount of work such that the contractor's credibility and bias could be questioned or challenged?
- Have any Confidential Clients been identified? If so, has the contractor disclosed any information other than it only has a confidential client? If not, obtain as much information as is possible to make a determination or decision without violating the contractor's confidentiality agreements.

E) Past, Present, and/or Future Relationship(s) (\$)

- When did/will the contractor perform the work for the PRP(s)/commercial client(s)?
- Is work currently being performed for the PRP(s)/commercial client(s)? And if so, what work?
- How much work was performed for the PRP(s) in the last three years?
- Does the contractor have any contracts or other arrangements to perform work for any applicable PRP(s)?

F) Sensitivity/Visibility

- Are there any extenuating circumstances that would cause this work to be considered sensitive or highly visible? (e.g., a Superfund Accelerated Cleanup Model cleanup, press coverage, special Congressional interest.)
- Could release of sensitive information endanger the Agency's cost recovery and/or enforcement actions?

G) Other

- Add any other factors that are applicable and require evaluation, but are not included above, for example:
- If the work in question involves an organizational relationship, what is the relationship between the parties? Is it a parent, subsidiary, affiliate, sister-organization, etc.
- Has a consent decree been signed? If so, who signed and what are the terms?

After completing the evaluation of each COI indicator, before a decision is made, consider whether litigation has, is, or will occur, and whether the work involved will or will not result in any enforcement action(s).

**Appendix
Item 5**

**Independent Government Estimates, A Student Text Reference and
Workshop, September 1998**

INDEPENDENT GOVERNMENT ESTIMATES

A Student Text Reference and Workshop
Prepared by
The Office of Acquisition Management

September 1998

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I. Introduction

Independent cost or price estimates are used by both private industry and the Federal Government as essential tools that enable the buyer to determine the best value for dollars expended. They are an integral part of any effective acquisition program. They are referred to as Independent Cost Estimates (ICE), Independent Government Cost Estimates (IGCE), or Independent Government Estimates (IGE), or just simply Independent Estimates (IE). The basic definition is the best calculation by the individual or organization of what will have to be paid for an item or service based upon the requirement.

At the Environmental Protection Agency, IGEs are prepared in support of procurement requests leading to new contracts, to support contract modifications and change orders, as well as to support the issuance of new work assignments, task or delivery orders under existing contracts.

The General Accounting Office (GAO) has long been concerned with EPA's failure to develop independent cost estimates and the EPA Office of the Inspector General (OIG) has frequently identified poorly constructed IGEs as a weakness in audit reports. In some instances, program offices have been cited for using improper contractor assistance with its cost estimation process.

This workshop and student text has been prepared to provide general guidance to the Environmental Protection Agency (EPA) personnel in their preparation of IGEs. It doesn't contain required Agency procedures, but describes methods of preparing IGEs which could be helpful. This basic guidance can be used for new and existing contracts, but it doesn't have program or contract specific guidance. It does provide a thorough overview for preparing an IGE. It is expected that each EPA program office will supplement this guide with information relative to the specific program's requirements. On existing contracts we should have better defined requirements and actual cost history that should result in more detailed cost estimates.

II. BACKGROUND

Starting with the Administrator's Standing Committee Report in 1992, the development of in-house cost estimation skills has been recommended to be made an Agency contract's management priority. In June of 1994, the Cost Advisory and Financial Analysis Division of the Office of Acquisition Management (OAM) published the Guide for Preparing Independent Government Estimates as the first step in complying with the Standing Committee recommendation on IGEs and making IGEs a normal part of the EPA acquisition process.

The current policy requires IGEs be submitted with contract actions greater than the simplified acquisition threshold, currently \$100,000, however, Contracting Officers have the discretion to require them at any dollar threshold if deemed necessary. Contract actions include new contract awards, modifications to increase the scope of work of the contract, work assignments (WA), task order (TO), and delivery orders (DO). The IGE is used by both Contracting Officers (CO) and Contracting Officer's Representatives (COR) to analyze the contractor's technical plan to complete the effort and the costs associated with it. It is a good indicator of the contractor's understanding of the requirement, and a method of determining the consistency of the cost proposal with projected technical effort.

III. DEFINITION AND USES OF IGEs

A. Definitions

A cost estimate is generally defined as a projection or forecast of the economic or financial value of goods and/or services to be delivered in the future. It's the Government's detailed projection of what a reasonably prudent business person should pay to obtain the best value for a product or service, including priorities and assumptions current at the time the estimate is made. The estimate must be the Government's own in-house estimate and must not be based upon information obtained from contractors/ offerors from which proposals will be solicited. Also, it cannot be disclosed to any potential contractor unless it is disclosed to all in the solicitation. Any IGE developed for a current contract must never be disclosed to the contractor prior to the contractor's submission in response to the proposed Statement of Work (SOW) or modification.

There are various steps required in the development of an IGE. All are necessary for a good cost estimate. The time expended and the depth of information needed for each step will depend on the phase and complexity of the work being estimated. Cost estimating relationships and models are often referred to as parametric. The cost estimating relationship typically determines the cost based on some cost-driving parameter such as complexity, life expectancy, speed, scope of research, etc. In cost estimating, the individual doing it identifies the cause-effect relationships that help predict the costs.

1. Develop a requirements analysis. Basic to everything is knowing the requirement, project or service being procured. This means describing the requirement in a SOW or specification. A well-written, detailed, accurate SOW/specification is the source document which defines the requirement, project or service and is integral to the development of the IGE. Generally, the Government uses the phrase "specification" when it's acquiring supplies/physical deliverables or when it has detailed drawings. The phrase "SOW" gets used more often for buying services. These differences are not significant, and using one phrase instead of another isn't critical. For the purposes of this text, the phrase used will be SOW.
2. Determine if any historical databases are available and what other sources of data are available for the cost estimator to use. This could include experience on like or similar efforts, any type of professional materials, surveys and personal expertise of the cost estimator and co-workers. Document all sources of information.
3. Determine what method of estimating will be used, either a bottoms-up or a top-down, or a combination of both. Document the estimating method chosen and why it was selected.
4. Using the chosen method of estimating, prepare your estimate for quantities for labor, materials, travel and other elements of cost. Document the quantities used and how they were determined.
5. Review and organize your information and estimate unit costs for each category of cost and compute your estimate. Document the source and dates of your costs.

6. Review the resulting cost estimate for credibility, reasonableness, accuracy, and completeness. Make sure all steps in the IGE preparation have been well documented.

B. Cost Estimates

Every cost estimate will be based on forecasts and cannot be predicted with absolute certainty. EPA's goal for cost estimates is to achieve predictions that are as accurate as possible using the information available and the best estimating technique for a given situation. Both involve the use of any historical data available. If a program is just starting to prepare IGEs, formal supporting databases may not exist. However, there may be sufficient in-house experience and prior contracts for similar work which will provide information to assist you in using either method. Typically, SOWs address "what is required," not "how to do it." Therefore, offerors may propose different methods of "how to do it" than anticipated by the cost estimator. The Agency wants a detailed IGE for all work assignments, task orders, contracts, and delivery orders.

Most often, writing a SOW generally evolves from the general into the more specific. It starts with a general description of the functions to be performed, important elements, schedules or dates that have to be met, or key characteristics in order to arrive at the desired final outcome. The writer must establish ground rules and assumptions, and document them. As the writer analyzes the description, that person can start to break down the tasks further into greater detail. This further breakdown from the general to the specific is called a Work Breakdown Structure or WBS. The writer is breaking the requirement into smaller parts or tasks which can be further segmented into subtasks. .

The two most common techniques for estimating are the "top-down" or "bottom-up" approaches:

1. Top-Down

The top down method would be used in the early planning stages of a project when the precise quantities or needs are not yet known or when requirements are not fully known or detailed specifications are not available. This is the method which would probably be used when starting to prepare the IGE. The estimate would result in an "order-of-magnitude" projection of costs, and would have to be refined as the work product becomes more defined. The top down approach does not detail all peripheral costs of tasks and subtasks, such as travel, site preparation access, regulatory permitting costs, specific license requirements, computer mainframe time-share costs or software, but some estimates of the cost of these items should be included. It evolves into the WBS as more detail is added.

2. Engineering or Bottoms-up.

This is called the detailed estimate and represents the opposite end of the cost estimating spectrum. This is often used for reverse engineering of a product for which an individual has to write a specification by taking the item apart and defining each of the separate parts and rolling them up to make an entire description. The database for a bottom-up estimate

has to be very detailed and represents the accumulated experiences of many previous and similar projects. Adjustments still have to be made and you should never depend entirely upon any historical database.

Each program should have as a top priority, preparing well defined needs for your SOW prior to even considering a Purchase Request (PR) package. OAM assumes the program has fairly complete knowledge of the work to be done, and exact work steps or tasks and subtasks have been developed.

C. Uses of IGEs

EPA uses IGE's for several purposes. Once an IGE has been completed, all proposals, work plans and management plans can be compared to the IGE. Differences and similarities can be compared and various conclusions can be drawn. The Project Officer (PO), Contracting Officer (CO), cost estimator and cost analyst participate in this comparison analysis, depending on the situation. Examples of what this comparison might disclose include the following:

1. The proposals overstate work required.
2. The proposals understate the work required.
3. The SOW does not sufficiently explain the requirements.
4. The SOW is good, the IGE is good, the technical proposals are good, but the proposed prices are either too high or too low.
5. The proposals may include ideas and/or new technologies not considered by the Government.

Among the uses of IGEs are:

1. For budget purposes prior to awarding contracts, issuing DOs, TOs, and WAs.

A good IGE can be used to prepare the budget, prioritize areas of concern and monitor the work in process. You must always keep in mind that the IGE is an estimate and may differ from the final cost. In an ideal situation these differences will be insignificant. However, there may be significant differences. You should analyze closely the differences to understand why they occurred and learn from them for the future. It is a good idea to document significant differences for future references.

2. For evaluating proposals for new contracts, change orders, modifications and before issuing WAs, TOs, and DOs.

This is similar to evaluating proposals for new contracts. One difference is the lack of competition associated with work assignments. Any time there is a lack of competition, the importance of a complete and accurate IGE increases. The quantities and levels of expertise and the associated amounts for other direct costs

used in the IGE are extremely important in this situation since rates for labor and indirect cost and associated amounts for other direct costs will have been negotiated for the contract as a whole.

3. To document negotiation objectives.

This is a continuation of the process of comparing the IGE to the proposals. The differences and similarities should be highlighted and the CO and PO should work together to determine what the Government's negotiation objectives should be and what issues will be discussed during negotiations. Desired outcomes should be documented as part of the CO's prenegotiation plan.

4. To document award decisions.

Any award decision for a new contract, competitive task or deliver order must be based on a best value decision that includes both a fair and reasonable price for the required work and any technical tradeoffs, if applicable. The IGE will assist the CO and POs in their determination that the Government will pay a fair and reasonable price and will get an acceptable service or product. Any significant difference between the IGE negotiation objective and the final cost/price negotiated, should be addressed and documented for the contract file.

D. Who is responsible for preparing IGEs?

It is the responsibility of the Program Office and the COR (RPM/WAM/PO/TO, DOPO or other technical personnel) to develop the IGE. These persons are responsible for determining the resources necessary to perform the work described in the statement of work. If your office or region has an in-house cost estimator he/she will probably be utilized for new procurements and large, complex WAs/DOs/TOs. In these situations the program technical personnel and the cost estimator should work very closely to ensure that the cost estimator is receiving and utilizing current, accurate and complete technical information and that there is complete agreement among all concerned parties as to the content of the IGE. For most of the WAs/DOs/TOs, the project officer or lower level technical personnel will be responsible for preparing the IGE. The accuracy and completeness of the IGE are the responsibility of the Program Office, not the CO. However, the CO should be available to address specific contractual issues. Teamwork between the contracting office and the program is vital for a good IGE.

IV. PREPARING THE IGE

A. Statement of Work.

The basic requirement for developing a sound and defensible IGE is a good SOW. The SOW is the starting point for the cost estimator in the preparation of the IGE. The SOW is the source document that defines the Government's requirements for a product, project or service. It should provide information on the requirements, descriptions of the efforts required, and the timing and locations of efforts. An accurate and defensible IGE cannot be developed without a clear, complete and concise SOW and detailed specifications. The SOW is the basis for both the IGE and the contractor's proposals. A good SOW should

provide the necessary foundation for the EPA to obtain the goods and services it contracts for at a fair and reasonable cost and to get the best product, project or service on time and within the budget.

Program offices need to budget for the amount of time it takes to develop and prepare the SOW. Developing detailed descriptions of the technical requirements for a material, product, or service and the criteria for determining whether the requirements are met or not takes a lot of time. A rushed project will usually result in a poor SOW with incomplete requirements and may lead to failure of the entire project. To start the SOW process, an outline of the major tasks to be performed should be developed. This will reduce the likelihood of major omissions and redundant steps.

In addition to the obvious use of the SOW in the resulting contractual instrument, it is also used to develop the performance schedule, evaluation criteria for negotiated contracts, provide a basis of measurement for analyzing contractor performance, identification of deliverables, and to develop the work breakdown structure (WBS). The development of the SOW and WBS are facilitated by utilizing some of the following processes or information sources:

1. Current database for similar work being performed on this contract or a similar contract with adjustments for any differences.
2. Round table discussions with Government experts, supervisors and peers.
3. Personal experiences and professional judgement.
4. Available Government models for the type of work required.
5. Historical data on prior similar contracts. (Caution: You should never rely completely on historical data; there will generally be some adjustments required.)

B. Work Breakdown Structure (WBS)

The WBS is a critical element in development of the IGE and must be done as a part of the SOW process. A well written SOW should permit the user to develop a WBS for the requirement. Sometimes the WBS is actually prepared before the SOW. The important point is to prepare a WBS.

A WBS of the project will enhance everyone's understanding of the requirement, facilitate the Round table discussions and is should be required for a meaningful IGE. If a WBS has not been prepared prior to the discussions, the estimator should prepare one at the conclusion. This includes breaking the statement of work into as many tasks and subtasks as can be identified or as considered necessary. Deliverables are identified by task or subtask as well. This WBS will enable the COR to track performance, deliverables, and costs over the course of the effort.

A WBS is prepared by dividing a requirement, project or service into its major tasks and dividing its major tasks into subtasks and dividing the subtasks into sub-subtasks, etc. This division into small subtasks makes it easier to identify the work required, to

determine required staffing needs, to schedule the work and to estimate the initial cost for the desired output. It permits the cost estimator to assign quantities such as man-hours, disciplines, labor category levels, number of trips, duration of trips, and equipment, etc.

A WBS provides overall visibility to the work to be performed and provides some assurance that all required tasks and subtasks are considered. It is a valuable tool for identifying activities, deliverables and milestones and provides a baseline to track actual vs. estimated costs to help determine potential cost overruns and underruns. It can be used to identify potential duplications and redundant tasks.

This is an important tool not only for estimating initial costs, but for scheduling the work, managing the resources and costs, and tracking the deliverables and expended effort throughout the period of performance. Good planning should allow sufficient time and effort to be devoted to preparing a WBS to produce a useful product. We recommend the WBS be prepared using some type of automated spreadsheet so changes can be made easily.

The following is an example of a WBS for conducting a training course.

(THIS PAGE CONTAINS AN EXCEL
WORKSHEET THAT IS NOT REPRODUCED
IN THIS ELECTRONIC FILE)

C. Databases.

A database is a collection of information. The simplest form of a database is a list. The more complex databases are computerized and contain many different types of information which can be sorted to provide printouts in different formats to fit the needs of the user. Each program should be developing databases appropriate to their needs.

In almost every situation, having a database of like and/or similar projects will facilitate the preparation of an IGE. The cost estimator is strongly cautioned to not rely completely on historical data. Historical data may, in some instances, reflect quantities and prices that are unreasonable and unacceptable under current conditions or include inefficiencies for past works. They are a good starting point, but adjustments have to be made based on current needs. Historical databases usually will consist of two primary categories: (1) the quantity of items to be acquired such as hours (level of efforts) pieces of equipment, number of service calls of a particular type, number of types and duration of trips, number and type of lab analyses, number of PCS ordered, etc., and (2) the specific costs or dollar amounts incurred for these items.

The database of quantities should reflect projects which are similar in scope - in terms both of type of work and size - to the project for which the estimate is being prepared. If no formal database exists, the IGE preparer should review invoices and monthly progress reports containing the actual costs incurred for WAs, TOs, or DOs which were issued for like purposes. The information may or may not be broken down into tasks and subtask level of detail to permit a meaningful analysis.

The database of costs will consist of the specific cost or pricing information such as direct costs (hourly labor rates, travel costs, equipment costs, etc.), indirect costs, fixed rates or prices and unit prices. If there is no formal database, review of prior invoices and progress reports and personal experience will all be helpful. If the IGE is being prepared for a WA, TO, or DO on an existing contract, the contract will contain much of the cost data needed to prepare the IGE.

If relevant databases are unavailable, the IGE preparer may consult with other programs or agencies where similar work may be performed to obtain assistance. Examples of other agencies which might have useful information are the U.S. Army Corps of Engineers for Superfund Clean-up or GSA for ADP requirements. The Work Assignment Managers (WAMs), Task Order Project Officers (TOPOs), and Delivery Order Project Officers (DOPOs) can consult with senior or more experienced project officers. Each major program office should take steps to develop and maintain databases for all work commonly performed by contractors. It is extremely important to keep a database updated once it is in place. Some EPA programs may have to update their reporting requirements in their contracts to facilitate the establishment of a useful database for use in preparing IGEs, staying within budgets and better overall management of their contracts and budgets.

D. Identifying Costs

An IGE is essentially a forecast of what the estimator believes it will cost the Government for services and/or supplies to be acquired, generally from contractors. This estimated cost includes any profit or fee that the contractor will earn. This forecast includes a broad spectrum of costs. When you prepare your IGE you have to exercise your professional judgement as to the detail you include on each cost element. You should be careful about letting external forces, such as time constraints or funding limits influence your IGE.

Contractors incur costs in two broad categories, direct costs and indirect costs called overheads. Overhead expenses are common expenses for everyday management of a project or contract. A distinction is made between direct and indirect costs because they are given different accounting treatments. For a Government contract this distinction insures that a contractor recovers the costs of performing work and that only those costs for which a benefit is received by the Government are charged to the Government.

It is important to have a general understanding of the difference between direct and indirect costs because it is necessary to make a distinction between direct and indirect costs when preparing an IGE. Federal Acquisition Regulation (FAR) 31.202 and 31.203 define these terms. These terms are simplified for this text.

Direct costs are costs that can be directly associated with a particular project or contract. If a cost is incurred specifically for a contract and would not otherwise be incurred, it is a direct cost. Examples of direct costs include direct labor, materials, travel, equipment, subcontracts, consultants, computer usage time, courier service and long distance phone calls to name just a few. An estimator preparing an IGE has more control over direct costs than indirect costs.

Indirect costs are not directly associated with a specific project or contract. They are the necessary ingredient to doing business in general. Private industry has costs such as rent, heat, light, depreciation, office supplies, legal fees, telephone, and management salaries for example. Industry also has a fringe benefit package it offers to its employees such as health insurance, annual leave, tuition reimbursement, training, etc.

There is no specific rule or cost principle which defines whether a particular cost will be direct or indirect. A particular element of cost may be treated as direct or indirect depending upon the circumstances as long as the contractor treats the cost consistently. The elements in a particular indirect cost pool can and will vary widely from contractor to contractor. For example, clerical labor is an element of cost that can be charged direct or indirect depending on the specific contractor's practices. Another example would be the way a contractor accounts for the costs of photocopying; some contractors accumulate all of those costs in their indirect rate while others set up accounts for each contract, WA, TO or DO and put in that code so the contract is charged directly for each page. It is important that the estimator understands the way a contractor charges the different cost elements on current contracts.

It's important to remember that a contractor cannot be directed or required to charge a cost in a way that differs from his usual accounting practice unless his procedure is in

violation of accepted Government cost principles. For example, if it is a contractor's accounting practice to direct charge the company's president's time when he meets on problems dealing with a specific contract, EPA cannot direct or require him to charge his time to an indirect account when he holds meetings for your specific contract.

At EPA it is not the responsibility of the estimator to review and analyze the contents of the indirect pools and bases. These details are left to EPA's cost and rate experts located in the Office of Acquisition Management. The estimator only needs to know the rates and the bases to which they are applied. Any detailed assessment of details is the responsibility of agency experts in the accounting and cost advisory areas.

Contractors may have one indirect rate or dozens of indirect rates. The number of indirect rates depends on a contractor's individual accounting systems. Generally speaking, most contractors will have a minimum of two indirect rates i.e., a Direct Labor Overhead rate and a General & Administrative (G&A) rate. (See paragraph 6 below.) The base for the overhead expense pool may be direct labor hours, machine hours, direct material costs or direct labor dollars. The most common base is direct labor dollars. On an existing contract, it is necessary for the IGE developer to know and use the contractor's basis for allocating indirect costs to ensure accurate amounts for indirect costs. On a new procurement, it is necessary for the estimator to select a rational basis of allocation for indirect rates and document his selection, with the understanding that the actual allocation will frequently differ depending on which contractor is awarded the contract.

G&A expenses are generally expenses for the overall management of a company. Examples of expenses found in G&A pools are salaries for upper management, accounting and legal expenses, rent and utilities for corporate offices, etc. The base for allocating G&A expenses is generally total cost, but other allocation bases may be used. For example, a contractor may use a base that excludes subcontracts.

Contractors also have different overhead rates when their employees work onsite at the employing company's facility instead of at its own facility. The onsite rate tends to be lower because the cost's of rent, furniture, utilities, etc. are not incurred for those employees.

There is no rule for an acceptable or unacceptable number for an indirect rate. No one can make an informed opinion about a company's proposed costs from just knowing their indirect rate(s). A complete understanding of the pools, bases and the accounting system is required. Any question regarding the indirect rates should be addressed to OAM.

There may be instances on existing contracts where the estimator and/or COR are aware that the required work falls within the expertise of one or more of a prime's team subcontractor(s). In these instances the IGE should be based on the subcontractors' rates and any oversight costs required by the prime contractor.

When preparing the IGE, document why costs have been included and any assumptions made that impact the costs. Once a project has been completed you can go back and determine where the differences are and where your assumptions differ from actual occurrences. Also, when the CO uses your IGE during negotiations, having your assumptions all laid out will make it much easier for the CO and you to discuss areas of differences with the contractor. Each and every assumption and/or decision used in

choosing cost factors, quantities, schedules and any other IGE item should be documented not only for use during and after negotiations but for any possible future reviews by management or other interested parties.

It is strongly recommended that an automated cost template or spreadsheet be set up for each contract, WA, TO, or DO. This will prevent simple math errors and allow for changes with a minimum of effort. Remember to update your documentation whenever you change your template.

E. Steps for Estimating Direct Labor.

Because such a large percentage of EPA's contracts are labor intensive, a good Government estimate for direct labor is fundamental to a clear, concise and complete IGE. Preparing a good estimate for direct labor is both the most difficult and the most important part of the IGE. The following are some of the recommended steps for estimating direct labor.

1. Determine the appropriate level of expertise and the hours of direct labor for each labor category. There are several methods of estimating the level of expertise. For new contracts, the Government may just list the specific types of professional and technical expertise needed by job title and depend on the responses by proposing contractors to suggest specific individuals with defined job titles and the estimated hours to be performed by those individuals. Or the Government may specify the effort in terms of general Professional or P levels and Technical or T levels. In either case, the requirement often combines education and experience with experience being allowed to substitute for some portion of the educational requirement.

The following are general descriptions of the various P and T levels of expertise:

(a) P-4

This is an individual who has management authority, and has usually 10 years or more of experience coupled with an advanced degree of a Master's or higher. The contractor's contract manager, senior level engineers, scientists, economists, and other experts are examples of this category. P-4s are the equivalent of GS-15s and 16s. These people operate with wide latitude and have final decisional authority.

(b) P-3

The P-3 individual is someone who operates under the general supervision of the project or contract manager but also may oversee assignments of less senior people. This level typically has a Master's Degree or a combination of education and experience that equals that degree. These individuals also have 6 years or experience or more. P-3s are the equivalent of GS-14s or senior GS-13s.

(c) P-2

A P-2 is someone with a 4 year college degree and 3 or more years of experience. This individual works under the supervision of a senior manager or P-3 leader and may coordinate the activities of P-1 or technical people. The GS equivalent would be 9s, 11s or 12s.

(d) P-1

This is a junior individual with a 4 year degree and no experience, or less than a 4 year degree but experience to make up the equivalent difference. The P-1 is usually the entrance level where the individual is one who gathers information, works on simpler tasks under a TO/DO/WA, and could do routine analysis. The GS equivalent would be 5s and 7s.

(e) T-3

This individual is someone without a 4 year degree but has senior technical experience and who can perform nonroutine assignments. This is an individual with high technical expertise who may also have a 2 year degree and 3 years of experience or more. The GS equivalent would be at the 7 or junior 9 level in a non-professional series.

(f) T-2

This individual typically performs standardized assignments and does routine troubleshooting. The individual has technical training and experience but no formal degree. It could be compared to a GS at the senior 5, 6 or junior 7 level.

In order to prepare a reliable estimate of direct labor, the estimator must have a good understanding of the work required. This should be clearly delineated in the SOW so that the contractor and the EPA estimator have the same understanding of the work effort required.

Based upon the categories of labor defined above or using specific job categories such as senior organic chemist, determine the disciplines and/or labor categories and associated descriptions required for each task. A helpful hint to keep in mind is "if the work was performed 'in-house' what resources would be needed." The write-up must include all assumptions and the basis for selections.

Preparing a good estimate for direct labor is both the most important and the most difficult part of the IGE. As such, the estimator should make use of all the Government expertise available. Probably the most effective method of tapping the available Government expertise is to use the so called Round table method. This involves bringing together Government representatives having the specific knowledge and experience of the subject requirement. Each invited expert should be given a copy of the SOW in advance and given sufficient time to study the SOW and independently estimate the number of hours required for their area of expertise. At the Round table discussions, differences will be highlighted, and strong and weak areas of the SOW will be disclosed. If the requirement has a

good SOW, the experts will have little difficulty understanding it. However, an unclear and disorganized SOW will result in the experts having difficulty understanding it and the estimates may be meaningless. The Round table discussions should be completely open and allow the invited experts to discuss all aspects of the requirement. These discussions will probably result in adjustments to the individual estimates. The SOW may be revised at this point to clarify areas of concern disclosed by the round table discussions.

It is the responsibility of the estimator to determine the final estimate of hours based on the input from the experts. Using the information and knowledge gained from the Round table discussion, the estimator is ready to continue with his estimate of direct labor. Once these discussions have concluded, the COR should input the information into a database along with annotations of the assumptions. At the WA, TO, or DO level, discussions with your supervisor and some of your peers may give you sufficient input to determine if you have a strong SOW or if you have a lot of experience, your personal experiences and professional judgement may be adequate.

2. If this is a delivery order, work assignment or task order on an existing contract, compare the estimated labor categories and disciplines with the contract to insure that the contract contains these same ones.
3. If this is a new contract to be placed, work with the CO to decide what the best approach for describing the job categories and disciplines would be for the solicitation, and the best method for estimating the direct labor for the IGE.
4. Price the hours for P & T levels, job categories, or discipline descriptions by using the methods decided upon as identified in A above.

If the estimate is for a new procurement, use historical databases on previous work with adjustments for escalation and differences in the complexity of work. You may also contact one of the cost advisory individuals in the Office of Acquisition Management (Headquarters, Cincinnati, and RTP) to see what information they may have on rates being currently proposed on similar procurement. Sometimes, you may have a situation when you know the maximum dollar amount available to you and you'll have to adjust your SOW and IGE accordingly. Whatever situation you find yourself in -- always document your decision in writing.

If you have a delivery order under an existing time and materials fixed loaded rate type of contract, use the negotiated rates listed in Section B of the contract for each applicable category. (Remember that these rates already include not only the average or composite hourly labor rate for that job category, but also all indirect rates and profit). The only additional items to be priced would be any travel and/or ODCs. To these additional items, the COR may have to apply any G&A rate and profit, depending on the terms of the contract.

If the estimate is for a DO/TO/WA under an existing cost type contract, generally there have been average rates negotiated for each general labor category or P and T level, and these rates are the ones used for pricing. However, there may be situations where the level of expertise or personnel required is of a significantly higher or lower level than the average rate. In these situations the accuracy of the

estimate can be increased by getting the contractor's average rates for a more narrowly defined labor category. If you provide more specific categories or disciplines to the CO, he/she can request current information from the contractor or they can request the Cost Analyst to get this information from the contractor.

If the work crosses a contractor's fiscal year, it will be necessary to either use escalation factors or review the contract files to determine if different rates have been negotiated for subsequent years. In some cases you may want to use weighted average rates which cover more than one year. The contract or contractor's final cost proposal revision should provide rates for each contract year.

After the number of hours are estimated, completing the direct labor estimates includes multiplying the number of estimated hours by the labor rates.

F. Applying the Direct Labor Overhead Rates

Once the direct labor pricing has been computed, the estimator applies the applicable overhead rate(s). Check Section G of the contract for the appropriate bases and rates. If the contract has been in effect for any length of time the rates may have changed. Therefore, any contract modifications with negotiated rate changes should be reviewed. You may also contact the OAM cost analysts for the latest information on indirect rates for specific contractors.

There are two types of direct labor overhead rates that may be applied to the total estimated cost for the direct labor. Some contractors have one rate that folds in fringe benefits, others apply it as a separate rate.

1. Fringe Benefits Overhead Rate

Many contractors apply a separate fringe benefits rate to direct labor dollars in order to recover the cost of items such as health insurance, social security, etc. If the cost estimate's for an order under an existing contract, check the contract to determine if a fringe benefits rate is contained in the contract. If there is a fringe benefits rate, compute the fringe benefits costs by multiplying the rate times the direct labor total.

2. Direct Labor Overhead Rate

This rate is the cost of managing or supervising the labor force as well as the operations entailed in maintaining it. If the contractor doesn't have a separate fringe benefits rate, the costs of health insurance, annual leave, etc. will be a part of this rate. The direct labor overhead may consist of rent, office furniture, clerical support staff, supervisors and managers not directly working on the effort and similar items.

If an IGE is being prepared for a new procurement, the COR may consult program personnel with experience with similar contracts or the Cost Analysts in OAM to obtain information on typical contractors who might bid on the procurement. The CO should be consulted as well for advice on how to estimate the indirect cost.

For new procurements, the estimator may want to use an average loaded rate for projected labor categories, job skill levels, defined disciplines, or P&T levels which would include

labor, indirects (overhead and G&A) and profit. This information could be retrieved from the historical database for similar work with adjustments for escalation and any other differences. If you are pricing an individual work assignment/task order or delivery order, you will want to be more specific and price categories of cost separately.

G. Travel.

Determine if performance of the SOW will require any travel by the contractor. If yes, the IGE should be specific as to :

- The purpose of the travel and the contractor's role
- number of trips
- numbers of persons per trip
- the beginning and ending destinations for each trip and the length of time for each trip
- expected necessity of car rental vs. public transportation
- estimated per diems
- estimated airfares and/or train fares
- estimated amounts for taxis and other miscellaneous expenses

The narrative should include the purpose of each trip and any assumptions you have made regarding travel required to perform the SOW. This will be used to compare your estimate with the contractors estimate. If this is a cost reimbursement contract, all local travel costs are directly reimbursable and the COR must take that into consideration.

H. Other Direct Costs (ODCs).

Determine what ODCs will be required for contract performance. Examples of ODCs include the following:

<i>Telephone</i>	<i>Unique Supplies</i>	<i>Special Reports</i>
<i>Postage</i>	<i>Reproduction</i>	<i>Computer Usage Rates</i>
<i>Messenger Service</i>		<i>OnLine Computer Connection Time</i>

The narrative should include all assumptions you used in pricing these items. Some points to consider for each of the above are as follows:

Telephone - Based on historical data or personal experience, estimate the number of long distance calls per week and the average amount per call. *i.e. 2 calls per week at \$5 per call and 52 weeks per year*
 $2 \times \$5 \times 52 = \520 for telephone calls/year

Postage - Consider what types of items are mailed. CORs should always consider the use of EPA mail to save on mailing costs. Although using the contractor can be more convenient or expedient, it often is not the best value for the Government. If the Contactor will be mailing

samples for example, the estimates for mailing or shipping could be:

e.g. 25 samples per month at \$45/sample

25 X \$45 = \$1,125/month shipping charges

Equipment - For any special equipment needs consider specific items. Would it be more economical for the contractor to rent or lease rather than buy? Include specific quantities and cost for each equipment item. It is EPA's policy that generally, contractors should provide all resources necessary to perform agency contracts. This includes equipment. However, in some situations it may be necessary to provide Government furnished equipment or to permit the contractor to acquire specialized equipment at Government expense. At some shared laboratory facilities, EPA has obtained a class deviation to the FAR. The requirements and regulations pertaining to Government furnished/contractor acquired property are found in Chapter 5 of the Contracts Management Manual (CMM) and FAR Part 45. The requirements and regulations pertaining to lease vs purchase of equipment are found in FAR Subpart 7.4 - Equipment Lease or Purchase.

Reports - Review what reports are being received on the current contract or similar contracts. How many are being received? What is being done with them? Can any be cut out or the number reduced? Are additional reports required? Could some reports be combined? Keep in mind that any changes to reports on a current contract would require CO approval and modification of the contract, and requiring reports in addition to those specified in the contract will result in additional costs for the WA/TO/DO. Once the number of reports and the estimated number of pages needed per report, has been determined, the cost estimator can estimate, based on historical data how much it costs per page and compute the total estimate, *i.e. if the historical base shows a cost of \$3.50/page and the average report is 50 pages and 3 different reports are required per month.*

\$3.50 X 50 X 3 = \$525/month for reports

Reproduction - This is usually estimated on a per page basis. The rates generally range from \$.05 to \$.15 per page. *You could use an average of \$.10 and an estimate of pages needed based on prior history.*

\$.10 X 10,000 pages = \$100 month for xeroxing.

Note: Environmental Protection Agency Acquisition Regulation (EPAAR) 1552.208.70
Reproduction or copying is permitted up to 5,000 copies of one page not to exceed 25,000 copies in the aggregate of multiple pages per job or individual requirement.

Messenger Service - This is an area where cost savings can be realized if monitored closely. Many times contractors use a messenger service at \$15 or \$20 per trip when an item could be mailed for \$3 or \$4. If time is not of the essence, items should be mailed instead of using a messenger. Calling several messenger services in the area and asking for quotes for deliveries in given areas will give a good estimate for the unit cost. Then project the number of deliveries per month.

e.g. 4 deliveries per month at \$15 per delivery equates to - \$15 X 4 = \$60/month

Computer Related Costs - This is one of the more difficult area to estimate, because the category covers so many facets. It can include the purchase of personal computers, different computer usage rates for main frame and personal computers and other computer related

costs. Are there special computer software packages that are required for your contract or project and the CO has obtained authority to allow the purchase as direct charge in compliance with FAR and CMM? If so, this cost could be included in this category. This is an area where assistance from an experienced professional is extremely helpful. You may wish to consult with representatives from the Office of Information Resources Management at Headquarters.

Miscellaneous ODCs - If this category is included you should have specific things in mind to include. Contractors include such things as temporary office help, special licenses and some surprises in this category. You should always identify what you are including in miscellaneous costs. There should never be excessive amounts in this category.

I. General and Administrative (G&A).

Once the pricing has been completed for direct labor, overhead, travel and ODCs, the applicable G&A rate should be applied. Check Section G in the contract for the appropriate bases and rates. If the contract has been in effect for any length of time the rates may have changed. Therefore, any amendments to the rates should be reviewed. The CO and the OAM Cost Analyst can provide the latest information on indirect rates for specific contractors.

J. Profit or Fee.

Since an IGE is an estimate of the total cost to the Government, it should include profit or fee. Profit is associated with fixed price contracts and fee is associated with cost reimbursable type contracts. If the IGE is for a contract already in place, the estimator should review the contract for any special fee provisions and apply the negotiated fee percentage to the total estimated costs.

The estimate of the profit/fee for a new procurement is an area where the CO can be particularly helpful. He/she can either give you a "normal" fee percentage to use or work with you in preparing an estimate based on EPA's Weighted Guidelines for profit/fee. Remember fee is paid on the basis of hours delivered not a set percentage. When estimating fee on an award fee contract, take the conservative approach and include the maximum fee available.

The time and effort expended and the details included in the IGE will vary with the size and complexity of the project. Generally, the more details you include in your IGE, the more useful it will be. Each program is different. Some items discussed in detail in this text may not pertain to all programs. For example, some EPA contracts contain only small dollar amounts for ODCs and other EPA contracts contain high dollar amounts of ODCs. This general guidance has to be adapted for the specific needs of each program. Remember, each program should know more about its contract needs than anyone else and is the most qualified to estimate the cost of the work required.

EPA has no standardized forms or formats for IGEs. Your office may already have existing IGE forms, but, if not, the PO COR might wish to generate one to be used uniformly by all WAMs, TOPOs, or DOPOs for the contract.

**Appendix
Item 6**

RCMS Template

EPA STANDARD FORM 1900-55 Personnel Report		US ENVIRONMENTAL PROTECTION AGENCY HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING REPORT								RCMS Date		Page: 1 Date: 03/28/2000		
Site: ACME ENTERPRISES DAY 1 Site # 1234				This should be the official EPA site number				Delivery Order #: 00-123-456 Contract #:						
EMPLOYEE	EMPLOYEE ID	WORK CLASSIFICATION	RCMS #	TASK CODE	DAILY HOURS		RATES		LABOR COST	G&A COST	PERSONNEL COST	Cmt	REF #	
					REG	OT	REG	OT						
ABC Contractor:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	9	
Jones, Mike	MJ9876	Equipment Operator	S2-05-01	2/14	0.0	0.0	\$30.00	\$45.00	\$0.00	\$0.00	\$0.00	N	10	
Patrick, Kevin	KP8045	Laborer / Non 40 Hr	D2-30-LB	8	8.0	0.0	\$22.50	\$0.00	\$180.00	\$0.00	\$180.00	N	11	
Roberts, Lynn	LR4585	Field Cost Admin.	S2-13-01	6	8.0	0.0	\$32.00	\$48.00	\$256.00	\$0.00	\$256.00	N	14	
Smith, Jim	JS1234	Equipment Operator	D2-05-EX	8	8.0	0.0	\$62.95	\$0.00	\$503.60	\$0.00	\$503.60	N	12	
<div style="text-align: center;">ADJUSTMENTS</div>														
ABC Contractor:	Service Date													
03/24/00:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	19	
03/23/00:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	18	
03/22/00:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	17	
03/21/00:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	16	
03/20/00:														
Green, Bill	BG5109	Response Manager	S1-05-01	6	8.0	0.0	\$41.00	\$41.00	\$328.00	\$0.00	\$328.00	N	15	
<div style="text-align: center;">Task Code descriptions print on the signature page of the 1900-55</div>														
TOTAL PERSONNEL COST FOR TODAY:										\$2,907.60	\$0.00	\$2,907.60		
TOTAL PERSONNEL COST TO DATE:												\$4,771.40		

EPA STANDARD FORM 1900-55 Equipment Report		US ENVIRONMENTAL PROTECTION AGENCY HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING REPORT								Page: 2 Date: 03/28/2000			
Site: ACME ENTERPRISES DAY 1 Site # 1234					Delivery Order #: 00-123-456					Contract #:			
EQUIPMENT ITEM	EQUIP ID	RCMS#	TASK CODE	SERVICE DATE	HRS	DAILY RATE	RATE TYPE	RATE %	G&A COSTS	TODAY'S COSTS	TOTAL TO DATE	Cmt	REF #
ABC Contractor: Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/28/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	14
Excavator-CASE 688	ABC123	03-030-040	2/15	03/28/00	8.0	\$350.00	Reg	100.00%	\$0.00	\$350.00	\$700.00	N	9
Excavator-CASE 688	ABC456	03-030-040	8	03/28/00	8.0	\$350.00	Reg	100.00%	\$0.00	\$350.00	\$700.00	N	11
Radio-Handheld	RADIO1	05-015-010	6	03/28/00	8.0	\$5.00	Reg	100.00%	\$0.00	\$5.00	\$10.00	N	12
Computer-Portable PC	ABCP1	07-023-020	6	03/28/00	8.0	\$15.00	Reg	100.00%	\$0.00	\$15.00	\$30.00	N	8
<div>Even if a piece of equipment is rented, it should be added on the equipment page so the number of days and hours can be tracked.</div> <div>RENTALS</div>													
ABC Contractor: Office-8x40	TRAILER1	02-055-040	6	03/28/00	8.0	\$0.00	Rent	0.00%	\$0.00	\$0.00	\$0.00	N	13
<div>ADJUSTMENTS</div> <div>Costs for rental equipment are tracked on the OFC page</div>													
ABC Contractor: Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/24/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	19
Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/23/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	18
Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/22/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	17
Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/21/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	16
Pickup-2 wheel drive	PICKUP1	01-036-010	6	03/20/00	8.0	\$60.00	Reg	100.00%	\$0.00	\$60.00	\$420.00	N	15
<div>RCMS charges the full daily rate for a piece of equipment regardless of the number of hours it works each day. If only a percentage of the daily rate needs to be charged, changing the rate percentage will make that adjustment. This is also the way to split costs among multiple tasks</div>													
TOTAL EQUIPMENT COST FOR TODAY:									\$0.00	\$1,080.00			
TOTAL EQUIPMENT COST TO DATE:											\$1,860.00		

EPA STANDARD FORM 1900-55			US ENVIRONMENTAL PROTECTION AGENCY HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING REPORT							Page 3 Date: 03/28/2000			
Other Field Costs													
Site: ACME ENTERPRISES DAY 1 Site # 1234			Delivery Order #: 00-123-456							Contract #:			
Contractor:													
ITEM DESCRIPTION	SERVICE DATE	COST STATUS	COST TYPE	TASK CODE	VENDOR	INVOICE #	QTY	UNITS	COST	G&A COST	TOTAL COST	Cmt	REF #
<p>A cost is considered final when you receive the invoice with the actual amount spent on that item. Examples would be a monthly invoice from the trailer rental company or a receipt from Wal-Mart.</p>													
ABC Contractor:													
Bottled Water	03/27/00	Final	Subctr/Con	13	Sparkle Spring	SS0001	5	each	\$60.00	\$3.00	\$63.00	N	10
Disposal	03/27/00	Final	Disposal	3	A1 Disposal	A19876	3000	tons	\$30,000.00	\$1,500.00	\$31,500.00	Y	12
Disposal	03/27/00	Final	Transportati	5	Big City Haulin	BCH123	8	each	\$40,000.00	\$2,000.00	\$42,000.00	N	11
Disposal	03/27/00	Pending	Disposal	3	A1 Disposal		2000	tons	\$470,000.00	\$23,500.00	\$493,500.00	Y	17
Disposal	03/27/00	Pending	Transportati	5	Big City Haulin		1	each	\$10,000.00	\$500.00	\$10,500.00	N	16
Lodging	03/27/00	Pending	Lodging		Holiday Inn		1	week	\$2,100.00	\$105.00	\$2,205.00	Y	13
Office-8x40	03/27/00	Pending	Equipment	6	Action Rental		1	Each	\$2,000.00	\$100.00	\$2,100.00	Y	9
Per Diem	03/27/00	Pending	PerDiem		ABC Contract		1	week	\$1,932.00	\$96.60	\$2,028.60	Y	14
Port-O-John	03/27/00	Pending	Subctr/Con	13	123 Sanitation		2	each	\$800.00	\$40.00	\$840.00	Y	15
<p>A cost is considered pending when you have incurred a site related expense but have not yet received an invoice for that expense. For example, you have rented a piece of equipment but the bill will arrive at the end of the month. That charge should be placed on the 1900-55 as a pending charge until the final invoice is received. Doing so will subtract the pending amount from the site ceiling to ensure funds will be available when the invoice arrives. This is especially important for T&D charges that can be quite expensive. A pending item will carry forward each day until the final bill has been received.</p>													
<p>If a Y appears in this column, additional information (comments) have been entered for this expense. The comment will appear on the signature page of the 1900-55 and is referenced by the type of expense (Personnel, Equipment or OFC) and the Ref # that corresponds to the comment. For example 15-O will appear on the last page of the 1900-55 with the comment for this item.</p>													
									\$70,060.00	\$3,503.00	\$73,563.00		
OTHER FIELD COSTS FOR TODAY (FINAL):											\$51,173.60		
PENDING TOTAL (ALL):											\$584,736.60		
TOTALS FOR TODAY (including Pending):											\$585,104.10		
TOTAL OTHER FIELD COSTS TO DATE (including Pending):													

EPA STANDARD FORM 1900-55 Comments and Daily Totals	US ENVIRONMENTAL PROTECTION AGENCY HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING REPORT	Page: 4 Date: 03/28/2000
Site: ACME ENTERPRISES DAY 1 Site # 1234 Contractor:	Delivery Order #: 00-123-456 Contract #:	
REF #	COMMENTS	
9-O 12-O 13-O 14-O 15-O 17-O TASK	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: Action Rental, Office-8x40: PO for \$2000.00 </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: A1 Disposal, Disposal: PO for \$500,000.00 </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: Holiday Inn, Lodging: \$50/night-6 employees-7 nights </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: ABC Contractor, Per Diem: \$46/day - 6 employees - 7 days </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: 123 Sanitation, Port-O-John: 1 month estimate </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Service Date: 03/27/00, Vendor: A1 Disposal, Disposal: PO for \$500,000.00 </div> <div style="border: 1px solid black; padding: 5px;"> CODES: 6 = Administrative, 2/14 = Excavation / Pit 2, 8 = Demolition, 2/15 = Excavation / Pit 1, 13 = Operations, 3 = Disposal, 5 = Transportation </div>	
* IN THE 'CMT' COLUMN DENOTES A DISPUTED ITEM		
PERCENTAGE OF CEILING UTILIZED: 59.17%.. DO End Date: 12/31/01		
TOTAL DAILY COSTS (excluding Pending):	\$77,550.60	TOTAL COSTS TO DATE (including Pending)
SIGNATURE OF OSC REPRESENTATIVE	DATE	SIGNATURE OF CONTRACTOR'S REPRESENTATIVE
		DATE

IOL 1900-55 Cost Summary									
RCMS Date	Personnel	Equipment	Final OFCs	Pending	Daily Total	Total	Ceiling	Balance	% Remaining
Prior Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			
03/27/2000	\$1,863.80	\$780.00	\$367.50	\$584,736.60	\$587,747.90	\$587,747.90	\$1,000,000.00	\$412,252.10	41.23%
03/28/2000	\$2,907.60	\$1,080.00	\$73,563.00	\$511,173.60	\$588,724.20	\$591,735.50	\$1,000,000.00	\$408,264.50	40.83%
Detail Total	\$4,771.40	\$1,860.00	\$73,930.50	\$511,173.60	\$591,735.50				
TTD:	\$4,771.40	\$1,860.00	\$73,930.50	\$511,173.60	\$591,735.50	\$591,735.50	\$1,000,000.00	\$408,264.50	40.83%

This is the IOL page. IOL stands for Incident Obligation Log. This page is a daily summary of expenses for the current month and includes year to date totals as well as the current ceiling and percentage of ceiling remaining. Although the IOL prints with the 1900-55 for the current month, it can be printed at any time and for any date range.

**Appendix
Item 7**

Example Form 1900-55

US ENVIRONMENTAL PROTECTION AGENCY
 HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING
 REPORT

Site: Hog Hollow Site #:B54D

Contractor: TetraTech EMI STARTS, Ref# G9009L0303006

Delivery Order #: S05-0303-006

Contract #: 68-W-00-129

EMPLOYEE	EMPLOYEE ID	WORK CLASSIFICATION	RCMS #	TASK CODE	DAILY HOURS		RATES		LABOR COST	G&A COST	PERSONNEL COST	Cmt	REF #
					REG	OT	REG	OT					
TetraTech EMI STARTS:	002203	START	S9-30-P3	9		0.0			\$554.72	\$0.00	\$554.72	Y	1
US EPA:	01	Regional	S0-10-01	6		0.0			\$270.00	\$0.00	\$270.00	N	2
TOTAL PERSONNEL COST FOR TODAY:									\$824.72	\$0.00	\$824.72		
TOTAL PERSONNEL COST TO DATE:											\$824.72		

US ENVIRONMENTAL PROTECTION AGENCY
 HAZARDOUS SUBSTANCE RESPONSE FUND CONTRACTOR COST/RECEIVING
 REPORT

Site: Hog Hollow Site #B54D

Contractor: TetraTech EMI START5, Ref# G9009L0303006

Delivery Order #: S05-0303-006

Contract #: 68-W-00-129

EQUIPMENT ITEM	EQUIP ID	RCMS#	TASK CODE	SERVICE DATE	HRS	DAILY RATE	RATE TYPE	RATE %	G&A COSTS	TODAY'S COSTS	TOTAL TO DATE	Cmt	REF #
RENTALS													
TetraTech EMI START5:													
Suburban-2 Wheel Drive	SUV	01-047-011	6/14	07/07/03	0.0	\$0.00	Rent	0.00%	\$0.00	\$0.00	\$0.00	N	4
Meter/Monitor-Explosion/Oxygen	PHD LITE	05-001-012	11	07/07/03	0.0	\$0.00	Rent	0.00%	\$0.00	\$0.00	\$0.00	Y	2
Meter/Monitor-HNu (PID)	2020	05-001-020	11	07/07/03	8.0	\$0.00	Rent	0.00%	\$0.00	\$0.00	\$0.00	Y	1
PPE-Lvl B/SCBA/High Pres	MSA SCBA	05-005-050	11	07/07/03	0.0	\$0.00	Rent	0.00%	\$0.00	\$0.00	\$0.00	Y	3
TOTAL EQUIPMENT COST FOR TODAY:									\$0.00	\$0.00			
TOTAL EQUIPMENT COST TO DATE:											\$0.00		

Site: Hog Hollow Site #:B54D

Contractor: TetraTech EMI START5, Ref# G9009L0303006

Delivery Order #: S05-0303-006

Contract #: 68-W-00-129

ITEM DESCRIPTION	SERVICE DATE	COST STATUS	COST TYPE	TASK CODE	VENDOR	INVOICE #	QTY	UNITS	COST	G&A COST	TOTAL COST	Cmt	REF #
TetraTech EMI START5: cost thru 6/29	07/07/03	Final	Subctr/Cons	6	TetraTech EMI		1	each	\$3,331.68	\$0.00	\$3,331.68	Y	14
US EPA: lodging govt	07/07/03	Final	Lodging	6	Ramada Limit		1	each	\$45.90	\$0.00	\$45.90	N	10
TetraTech EMI START5: disposable camera	07/07/03	Pending	Materials/S	6	Walgreens		1	each	\$14.13	\$1.05	\$15.18	N	7
expendables	07/07/03	Pending	Personal Pr	11	EAGLE INSTR		1	each			\$552.01	Y	1
lodging	07/07/03	Pending	Lodging	13	Super 8 Motel		1	each	\$58.08	\$4.30	\$62.38	N	2
Meter/Monitor-Explosion/	07/07/03	Pending	Equipment	11	EAGLE INSTR		1	Each			\$25.31	Y	11
Meter/Monitor-HNu (PID)	07/07/03	Pending	Equipment	11	EAGLE INSTR		1	Each			\$25.78	Y	12
per diem	07/07/03	Pending	PerDiem	6	TetraTech EMI		1	each			\$24.17	Y	6
PPE-Lvl B/SCBA/High Pr	07/07/03	Pending	Equipment	11	EAGLE INSTR		1	Each			\$21.48	Y	13
Suburban-2 Wheel Driv	07/07/03	Pending	Equipment	6/14	Budget Rental		1	Each	\$50.00	\$3.70	\$53.70	Y	8
US EPA: per diem govt	07/07/03	Pending	PerDiem	6	US EPA		1	each	\$34.50	\$0.00	\$34.50	N	9
OTHER FIELD COSTS FOR TODAY (FINAL):									\$3,377.58	\$0.00	\$3,377.58		
PENDING TOTAL (ALL):											\$814.50		
TOTALS FOR TODAY (including Pending):											\$4,192.08		
TOTAL OTHER FIELD COSTS TO DATE (including Pending):											\$4,192.08		

Site: Hog Hollow Site #B54D

Contractor: TetraTech EMI START5, Ref# G9009L0303006

Delivery Order #: S05-0303-006

Contract #: 68-W-00-129

REF #	COMMENTS			
1-P	Service Date: 07/07/03, 002203, START: CONDUCTED SITE MOBILIZATION ACTIVITIES INCLUDING TRAVEL TO SITE			
1-E	Service Date: 07/07/03, 2020, Safety-Meter/Monitor-HNu (PID): PHOTOVAC 2020 PID			
1-O	Service Date: 07/07/03, Vendor: EAGLE INSTRUMENTS, expendables: 1 case Saranex, 1 case XXL booties, 2 rolls of duct tape, 1 box GME-P100 cartridges, 2 boxes surgical nitrile			
2-E	Service Date: 07/07/03, PHD LITE, Safety-Meter/Monitor-Explosion/Oxygen: Phd Lite			
3-E	Service Date: 07/07/03, MSA SCBA, Safety-PPE-Lvl B/SCBA/High Pres: MSA SCBA with 60 min bottle			
6-O	Service Date: 07/07/03, Vendor: TetraTech EMI START5, per diem: 75% of per diem charged on mob/demob travel days per travel policy			
8-O	Service Date: 07/07/03, Vendor: Budget Rental Car, Suburban-2 Wheel Drive: : Daily cost based upon a total cost of \$699.45 for two weeks.			
11-O	Service Date: 07/07/03, Vendor: EAGLE INSTRUMENTS, Meter/Monitor-Explosion/O: Daily rate based upon weekly rental at \$			
12-O	Service Date: 07/07/03, Vendor: EAGLE INSTRUMENTS, Meter/Monitor-HNu (PID): : Daily rate based upon weekly rental rate of \$			
13-O	Service Date: 07/07/03, Vendor: EAGLE INSTRUMENTS, PPE-Lvl B/SCBA/High Pres:: Daily rate based upon weekly rental rate of \$			
14-O	Service Date: 07/07/03, Vendor: TetraTech EMI START5, cost thru 6/29: Total costs through month ending 6/29/03. Total LOE is 50.			
TASK	CODES: 9 = Mobilization/Demob, 6 = Administrative, 6/14 = Administrative / travel, 11 = Health & Safety, 13 = Operations			
* IN THE 'CMT' COLUMN DENOTES A DISPUTED ITEM				
PERCENTAGE OF CEILING UTILIZED: 30.87%. DO End Date: 09/30/03				
TOTAL DAILY COSTS (excluding Pending):	\$4,202.30	TOTAL COSTS TO DATE (including Pending)	\$5,016.80	
SIGNATURE OF OSC REPRESENTATIVE		DATE	SIGNATURE OF CONTRACTOR'S REPRESENTATIVE	DATE

**Appendix
Item 8**

Example Incident Action Plan

LA Hurricane Response Unified Incident Management Team (IMT) Incident Action Plan (IAP) Oil & Hazardous Materials Response Annex

Operational Period(s)

Starting: 0700 21 Feb 06

Ending: 0700 28 Feb 06



St. Tammany Orphan Container Recovery Operations.

New Orleans Incident Command Post



For more information on HHW, please call 1-800-401-1327

In-House Emergency Response: 214-329-8315 or 504-731-8677

N.O. Incident Command Post Press Officer	504-731-8627
AFO Joint Information Center (N.O.)	504-589-0393
EPA – State Baton Rouge Liaison	225-219-3969
EPA-R6 External Affairs	214-665-2200
SPILL REPORTING – National Response Center	800-424-8802
Public Information Line	800-887-6063
EPA Murphy Oil/Sampling Results/Sediment Public Information Line:	800-533-3508
Documentation Unit (N.O. Incident Command Post)	510-593-1010

Information Bulletin

Date: February 21, 2006

- **Threats:**

Report any perceived threats which need to be investigated to the Federal Protective Service (FPS) 24-hour Mobile Command Service at 817-233-1773. Immediate threats or criminal incidents should also be reported to 911.

- **Ammunition:**

For pick-up of flood damaged ammunition, explosives, firearms, pyrotechnics, ordnance, or manufactured devices such as bombs, call 1 (800) 401-1327, 24 hours.

- **Hunting Season Is Open!**

Louisiana is the Sportsman's Capital. Hunters are out in numbers. Be sure to wear visibility vests at all times. Small vehicles such as ATV's should have whip sticks with brightly colored flags on them. Speak with locals and designate areas in which hunters may be expected. Report any signs of hunting (i.e. gun shots) to other area personnel.

Note: Hunting season will end on 2/28/2006 but will resume on 3/17/2006 until 4/23/06.

- **Critical Incident Stress Management:**

The CISM Team may be contacted by telephone: Karen McCormick (214) 789-2814 or Jan Shubert (202) 253-4177. They are available for peer support to anyone (EPA, Contractors, etc.). CISM representatives Pam Harting-Barrat (617) 721-2868 and Craig Beasley (202) 309-5123 will be on-site in Metairie until 2/23. Please feel free to call about anything!

- **Workplace Violence:**

EPA is committed to working with its employees and contractors to promote and maintain a safe work environment. Violence or threats of violence will not be tolerated. All reports of threats or violent incidents in the workplace will be taken seriously and will be dealt with appropriately on a case-by-case basis.

If threatened or you witness an act of workplace violence take the following steps:

- Immediately call 911
- Notify your supervisor
- Seek safe refuge
- Call the Federal Protective Service at 817-233-1773

- **Crisis Counseling for Residents**

The following information was recently provided by health professionals at the New Orleans Area Field Office regarding referrals for mental health services and crisis counseling. For encounters by EPA staff and contractors with returning residents and affected citizens who appear to be in need of crisis counseling or crisis intervention, please provide those persons with the following information.

Area Mental Health Clinics which are open and can provide assistance are:

1. Central City Mental Health Clinic
2221 Phillips St.
New Orleans, LA 70113
(504) 568•6650

3. Algiers Community Health Center Clinic
4422 General Meyer Ave.
Algiers, LA 70112
(504) 364•4065

2. Plaquemines Center for Addictive
Disorders
3708 Main St.
Belle Chase, LA 70037
(504) 393•5624

4. Covenant House
611 N. Rampart St
New Orleans, LA 70112
(504) 584•1111

In the event that someone in need is unable to reach anyone at these clinics, have them call the 24 hour “COPE Line” at 1 (800) 749•2673 or (504) 269•2673.

- **Citizen and Media Inquiries**

Refer citizen or media inquiries to the Unified Command Public Information Officer, Cynthia Fanning, at 504-731-8680 or 214-329-8230.

- **Please use the following email boxes for incoming / outgoing email communications.**

R6IMT_EPACommunityInformation,
R6IMT_FinanceSectionChief,
R6IMT_IncidentCommander,
R6IMT_InformationOfficer,
R6IMT_ITUnitLeader,
R6IMT_LiaisonOfficer,
R6IMT_LogisticsSectionChief,
R6IMT_MedicalUnitLeader,

R6IMT_OperationsSectionChief,
R6IMT_PlanningSectionChief,
R6IMT_ResourcesUnitLeader,
R6IMT_SafetyOfficer,
R6IMT_ScientificSupportCoordinator,
R6IMT_SituationUnitLeader,
R6IMT_SupportBranchDirector

All emails must include R6INFOKATRINA@EPA.GOV and or R6INFORITA@epa.gov for email archive purposes.

- **Site Specific Training Information**

The LA Hurricane Response Unified Incident Management Team (IMT) was informed by OSHA that site specific training could be provided by the National Institute of Environmental Health Sciences (NIEHS). Further coordination with the Center to Protect Workers Rights (CPWR), a contractor to NIEHS, has resulted in the initial and on-going development of site specific bi-lingual training modules to be provided to EPA Staff and contract personnel.

Division/Group Supervisors are asked to contact CPWR and coordinate site specific training with EPA staff and contract personnel as well as when and where these classes will be provided. Individual unit leaders may request additional modules but are required to have the IMT approve these according to criteria as agreed to by the IMT and FEMA. CPWR has indicated a willingness to be flexible with Division/Group Supervisors such that training modules can be provided before or after normal working hours or on days when weather hinders operations.

EPA field personnel (OSC's, RPM's, START, ERRS, etc.) are required to have a certain level of training and experience when conducting field operations. However, site-specific training to these individuals is required in order to inform them of specific hazards not previously addressed.

Recommended Site Specific courses for OSC, ERRS, and START field personnel as necessary:

- Basic electrical and generator operations (do's and don't)
- LA hurricane response specific driver awareness
- LA hurricane response specific general hazard awareness
- Slings, Lifting and air operations
- Basic boat safety in LA including bio, underwater debris, air boat operations, etc.
- Ammunition, flares, fireworks
- Other site specific training as identified by Division/Group Supervisors and approved by the Incident Management Team

Response Support Corps (FOB, CIC, etc.) personnel may not have the field training required by regulation due to the fact that they do not conduct field operations as part of their employment. Therefore these individuals require an elevated level of training in order to meet the above mentioned standards.

Recommended Site specific courses for FOB, CIC, etc:

- LA hurricane response specific driver awareness
- LA hurricane response specific general hazard awareness
- First Aid/CPR
- DOT requirements
- Other site specific training as identified by Division/Group Supervisors and approved by the Incident Management Team



EPA New Orleans Incident Command Post / Incident Management Team Geographic Information Systems Unit

GIS Unit Phone: 504-731-8634*

How to Request Maps from the GIS Unit

Ways to request maps, analysis or data from the EPA New Orleans Incident Command Post GIS Unit:

1. Walk-in (see location map) and discuss your mapping needs with the GIS Coordinator. He or she will help you fill out an electronic 213 form in the GIS Unit and make sure the map product is produced in the time frame needed.
2. Go to <http://www.gisworkgroup.org/katrina/> to fill in an electronic form to request a map product or analysis or data. When you submit the request an email notification will automatically be sent to GIS Unit staff and the Situation Unit Leader mailbox (R6IMT_SituationUnitLeader@epa.gov). The GIS Coordinator will review electronic requests and ensure they are assigned to map production staff to be completed in the requested time frames. Make sure to call after submitting electronically if your request is particularly urgent (less than a 3 hour turn around time).
3. Email a completed electronic 213. To do this, download an Excel or Text version of the form locally from <http://www.gisworkgroup.org/katrina/>, complete it and email to R6IMT_SituationUnitLeader@epa.gov. The text version can be easily copied and pasted into the body of an email message. For urgent requests (less than 3 hour turn around time) please phone GIS Unit to alert that you have submitted the request.
4. Note that you may need to fill out a paper form with your Section Chief's signature if the request is unusual or requires extensive or unanticipated work. Submittal of electronic requests implies that you are self certifying that the requested work is approved by your supervisors under the Incident Command System.

* The GIS Unit IP Phone voicemail has no message pending indicator light but is checked periodically. The GIS Unit voicemail message always provides the cell phone of the GIS Unit Leader, and that cell # is also updated in the Incident Action Plan. For **urgent or non-standard requests**, call that cell # to discuss the product.

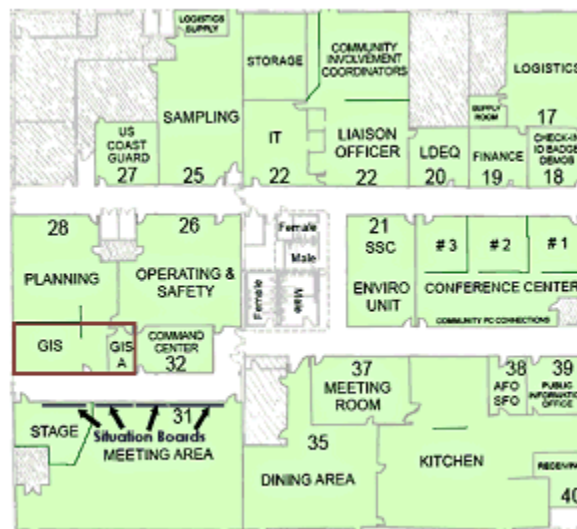


Figure 2: New Orleans ICP Floor Plan



MARDI GRAS 2006

SAFETY TIPS FOR OFF DUTY PARTICIPATION



- Do not wear EPA identification clothing to these off-duty events.
- Travel in groups - use the buddy system.
- Remember where you park.
- Do not park where parking is prohibited. Your car will be towed!
- Identify a meeting place in case someone gets separated.
- Take your mobile phone. Know your party's numbers.
- Lock vehicle and do not leave valuable items visible.
- Avoid areas where there are few people and insufficient lighting.
- Do not flash cash.
- There may be road congestion two hours prior to parades and 1 hour following.
- Recommended parade sites: St. Charles Ave., Lee Circle, Veterans Hwy, General deGualle, Judge Perez, etc.
- The French Quarter can be very packed during Mardi Gras (extremely tight quarters).
- Minimize items carried (be aware of pickpockets).
- Bring a bag for "throws" (beads, cups, etc.).
- Be cautious of strangers asking for a ride or money.
- Be patient (there will be many intoxicated people out there).
- COMPLY with Police Officers (always be polite and courteous to police officers).
- Medical assistance is limited.
- Consider limiting your liquid consumption as bathroom facilities are limited (portable potties will be available).
- Stay patient, positive, helpful, and polite. Represent your agency well!



1. Incident Name:	2. Operational Period (Date/Time):	ICS 202: Incident Objectives
LA Hurricane Response	From: 0700 21 Feb 06 To: 0700 28 Feb 06	ICS 202-UC
3. Objective(s):		
<ol style="list-style-type: none"> 1) Ensure health and safety of the public and responders by conducting environmental assessments, controlling hazards, and operating in accordance with the approved site safety and quality assurance sampling plans. 2) Conduct aggressive air, ground and water recon and investigation activities to identify active and potential pollution targets, as well as confirm extent of hurricane damage to oil and chemical facilities and critical infrastructure. 3) Rapidly control, contain and mitigate all sources of pollution threatening or impacting public health and the environment/inland, and within the commercially navigable waterways, in accordance with the memorandum signed by USCG and EPA delineating FOSC responsibilities (dated 2 Oct 05, amended 13 Oct 05). 4) Remove household hazardous waste and hazardous debris from impacted communities, to include the orphaned and hazardous containers, in close coordination with affected stakeholders. Finalize and Implement the Ordnance Response Plan. Properly characterize and dispose of all hazardous materials in an efficient and effective manner, with all appropriate documentation. 5) Manage a coordinated response effort with local, state, federal and industry partners and ensure adherence to policies, practices and plans, of all participating agencies. Assure that all stakeholders are informed of response activities and enhance proactive media and community outreach programs. 6) Manage a financial system that ensures accurate, efficient and effective accounting of resources; continually monitor ESF #10 funds and adjust operations as needed. 		
4. Operational Period Command Emphasis		
<ol style="list-style-type: none"> 1) Ensure staffing adjustments meet current operational needs. 2) Continue the Operational Planning Process with added emphasis on equipment resource tracking and ordering. 3) Implement the Federally regulated facility strategic plan. 4) Assure timely and accurate data management to enhance the operational function of the ESF #10 response effort. 5) Continue the implementation of the mission transition strategy for operations within each parish to include the Operational Strategy and Response Endpoints for ESF#10 Orphaned Drum and Hazmat Container Recovery Plan. 6) Accurately document ESF #10 response actions and ensure it is captured in appropriate official repositories. 7) Emphasis on completing tasks within the parishes that are close to completing MAs. 8) Emphasis on Marsh Ops Coordination. 		

Safety Message:

- 1) The "buddy system" is to be used at all times.
- 2) Multiple means of communication are to be used and are to be clear, concise and consistent.
- 3) When working on or around debris piles: avoid "slips, trips and falls, biologics (i.e.: spiders, snakes, poison plants, thorns, etc.) and sharps (i.e.: nails, wood/metal splinters, jagged edges, etc.) and direct contact with debris (use tools to move debris whenever possible).
- 4) When working in high traffic areas (public streets, parking lots, access roadways, etc.): wear high visibility clothing (vests, cover-alls, etc.), follow all appropriate traffic safety practices (flagman, road-barriers, etc.) and maintain an awareness of the surroundings/situations (they tend to change).

5. Prepared by:


(Planning Section Chief)

Date/Time:

2/20/06

6. Approved By:


(EPA Incident Commander)

Date/Time:

2/20/06

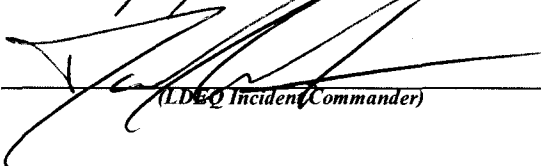
Approved By:


(USCG Incident Commander)

Date/Time:

2/20/06

Approved By:


(LDEO Incident Commander)

Date/Time:








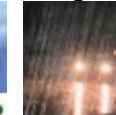
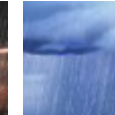
2/20/06

COMMAND CENTER NUMBERS

IMT Command Center at LA Technical College	5200 Blair Drive Métairie, LA 70001-5606	Phone: 504-731-8627 Fax: 504-731-1953
LDEQ Headquarters	LDEQ Galvez. Bldg. 602 N. 5th Street Baton Rouge, LA 70802	Phone: 225-219-3953 Fax: 225-219-3971
LDEQ Hotline / Notification	24 hr Call Back	Phone: 225-342-1234
Louisiana State Police Hazardous Materials Hotline	1 hr Call Back	Phone: 225-925-6595
AFO NOLA ESF-10	Westpark Office Park Operation Section, 2 nd Floor One Seine Court New Orleans, LA 70114-6575	Phone: 504-762-2424
EPA JFO ESF #10 Location	415 N. 15th Street Baton Rouge, LA 70802	Phone: 225-339-3747
USCG JFO ESF #10 Location	415 N. 15th Street Baton Rouge, LA 70802	Phone: 225-267-2972
EPA R6 RRC:	1445 Ross Ave. Dallas, TX 75202	Phone: 214-665-9700 Fax: 214-665-9718
West Branch Operations	700 Ave. J Lake Charles, LA 70615	Phone: 407-624-4029 Phone: 407-329-3006 Fax: 337-439-9197
Central Branch Operations	205 Hulco Scott, LA 70583	Phone: 337-232-3190 Fax: 337-269-4729
East Branch Operations	co-located w/ IMT Command Center	

POST HURRICANE KATRINA CLEAN UP SOUTHERN LOUISIANA NATIONAL WEATHER SERVICE

NEW ORLEANS

Monday	Monday Night	Tuesday	Tuesday Night	Wednesday	Wednesday Night	Thursday	Thursday Night	Friday
								
Chance Rain	Slight Chc Rain	Slight Chc Rain	Slight Chc Rain	Chance Rain	Chance Rain	Rain Likely	Rain Likely	Showers Likely
Hi 55°F	Lo 52°F	Hi 67°F	Lo 62°F	Hi 73°F	Lo 60°F	Hi 63°F	Lo 57°F	Hi 68°F

Monday: Scattered showers. Mostly cloudy, with a high near 55. East wind around 10 mph. Chance of precipitation is 30%.

Monday Night: A 20 percent chance of showers. Mostly cloudy, with a low around 52. East wind between 5 and 10 mph.

Tuesday: A 20 percent chance of showers. Mostly cloudy, with a high near 67. South wind between 5 and 10 mph.

Tuesday Night: A 20 percent chance of showers. Patchy fog after midnight. Otherwise, mostly cloudy, with a low near 62. South wind around 10 mph.

Wednesday: Scattered showers. Mostly cloudy, with a high around 73. Southwest wind between 10 and 15 mph. Chance of precipitation is 30%.

Wednesday Night: Scattered showers. Mostly cloudy, with a low around 60. Chance of precipitation is 40%.

Thursday: Showers likely. Cloudy, with a high around 63. Chance of precipitation is 60%.

Thursday Night: Showers likely. Cloudy, with a low around 57.

Friday: Showers likely and possibly a thunderstorm. Cloudy, with a high around 68.

Friday Night: Scattered showers. Cloudy, with a low near 66.






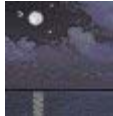



Saturday: Scattered showers and thunderstorms. Mostly cloudy, with a high around 66.

Saturday Night: A slight chance of showers. Partly cloudy, with a low around 41.

Sunday: Mostly sunny, with a high around 56.

POST HURRICANE KATRINA CLEAN UP SOUTHERN LOUISIANA NATIONAL WEATHER SERVICE

LAKE CHARLES

MONDAY	MONDAY NIGHT	TUESDAY	TUESDAY NIGHT	WEDNESDAY	WEDNESDAY NIGHT	THURSDAY	THURSDAY NIGHT	FRIDAY
								
Slight Chance Rain	Slight Chance Rain	Chance Rain	Mostly Cloudy	Chance Showers	Chance Showers	Chance Showers	Chance Showers	Chance Showers
Hi: 49°F Lo: 41°F		Hi: 65°F Lo: 55°F		Hi: 71°F Lo: 55°F		Hi: 65°F Lo: 51°F	Hi: 65°F Lo: 51°F	Hi: 65°F

Monday: Mostly cloudy with areas of drizzle and slight chance of rain. Highs in the upper 40s. Northeast winds around 10 mph. Chance of rain 20 percent.

Tonight: Mostly cloudy with a 20 percent chance of rain. Lows in the lower 40s. Light and variable winds becoming southeast around 10 mph after midnight.

Tuesday: Mostly cloudy with a 40 percent chance of rain. Warmer. Highs in the mid 60s. Southeast winds around 10 mph.

Tuesday Night: Mostly cloudy. Warmer. Lows in the mid 50s. South winds around 10 mph.

Wednesday: Mostly cloudy with a 40 percent chance of showers. Highs in the lower 70s. Southwest winds 10 to 15 mph.

Wednesday Night: Mostly cloudy with a 50 percent chance of showers. Lows in the mid 50s.

Thursday: Mostly cloudy with a 40 percent chance of showers. Highs in the mid 60s. Lows in the lower 50s.

Thursday Night: Mostly cloudy with a 40 percent chance of showers. Highs in the mid 60s. Lows in the lower 50s.

Friday: Mostly cloudy with a 50 percent chance of showers. Highs in the mid 60s.

Friday Night: Mostly cloudy with a 40 percent chance of showers. Lows in the mid 50s. Highs in the upper 60s.

Saturday: Mostly cloudy with a 40 percent chance of showers. Lows in the mid 50s. Highs in the upper 60s.

Saturday Night: Mostly cloudy. Colder. Lows in the lower 40s.

Sunday: Partly cloudy. Highs in the upper 50s.

POST HURRICANE KATRINA CLEAN UP SOUTHERN LOUISIANA NATIONAL WEATHER SERVICE

COASTAL WATERS FORECAST



Monday: East winds 5 to 10 knots becoming northeast in

Monday Night: Lake waters a light chop. Scattered showers.

.tonight...northeast winds 5 to 10 knots. Lake waters a light
Chop. Scattered showers.

Tuesday: Northeast winds around 5 knots becoming east in the
Afternoon. Lake waters a light chop. Scattered showers.

Tuesday Night: South winds around 10 knots. Lake waters a light
Chop. Scattered showers through the night. Patchy fog after
Midnight.

Wednesday: Southwest winds around 10 knots. Lake waters a light
Chop. Scattered showers.

Wednesday Night: West winds around 10 knots becoming north in
The late evening. Lake waters a light chop.
Scattered showers and isolated thunderstorms.

Thursday: East winds around 10 knots. Lake waters a light chop.
Numerous showers.

Friday: Southeast winds around 10 knots. Lake waters a light
Chop. Numerous showers and isolated thunderstorms.

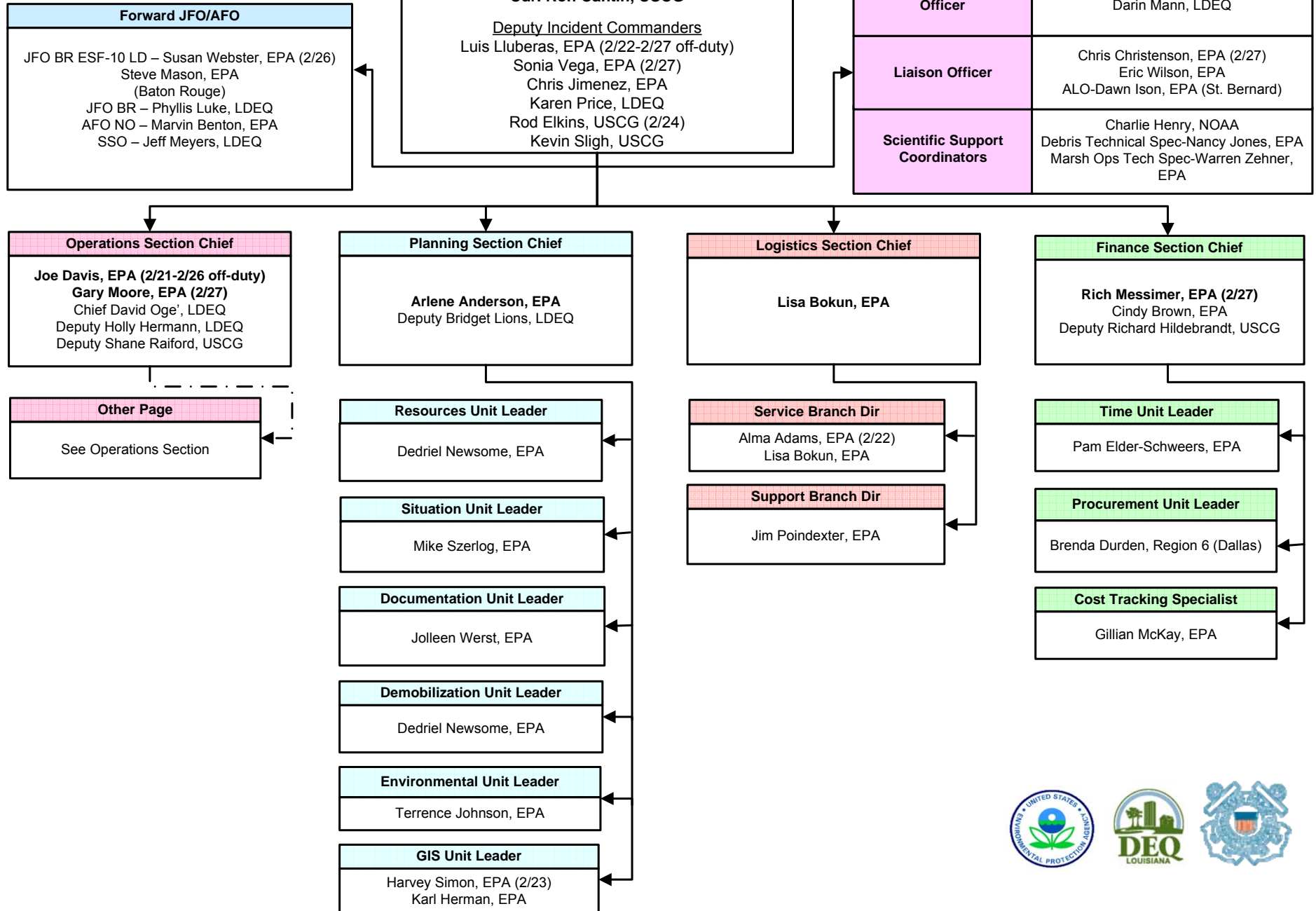
Unified Command Organizational Chart

ICS 207-UC: K1 - P

Incident Name: LA Hurricane Response

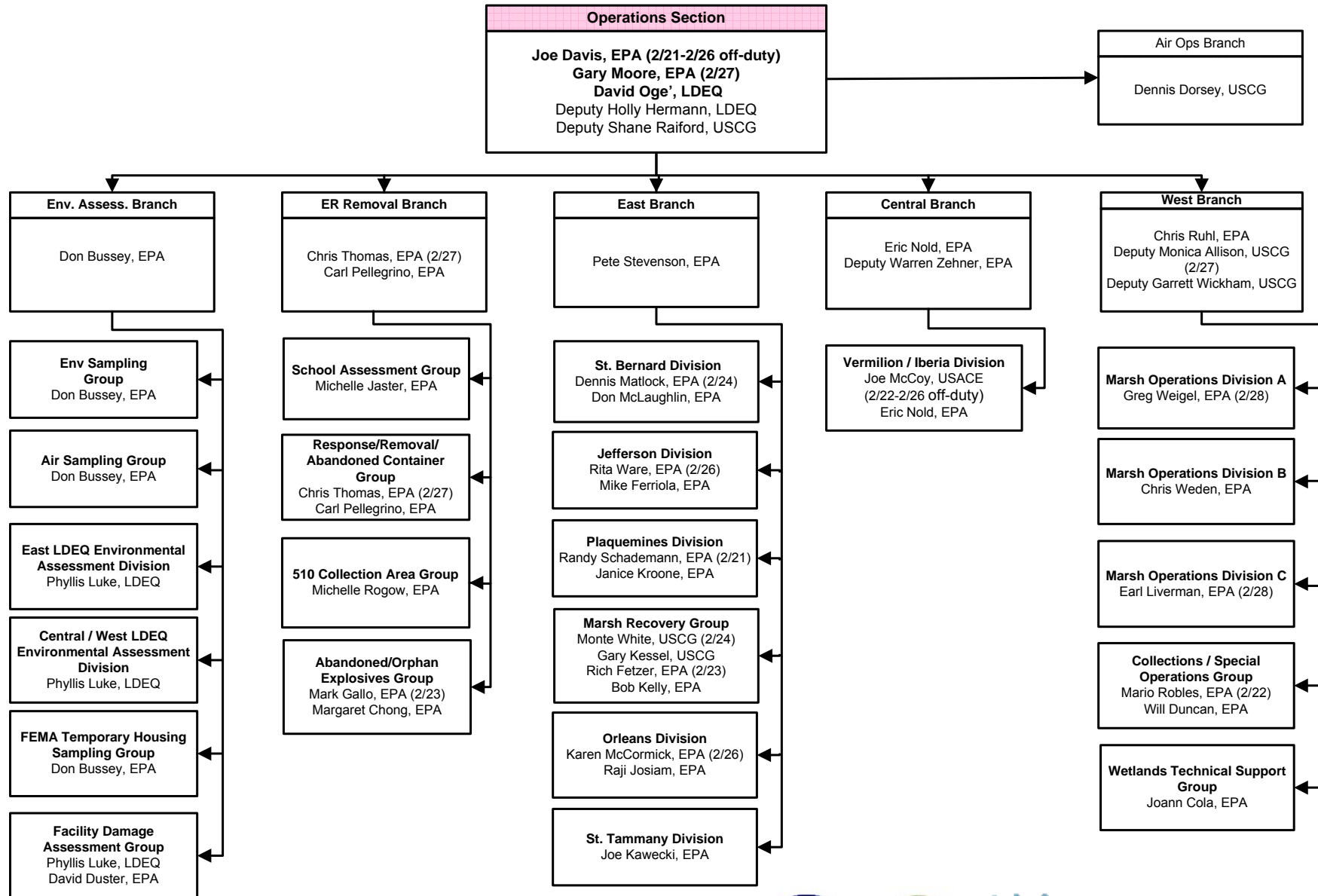
Date: 0700 hrs 21 February, 2006

0700 hrs 28 February, 2006



Date: 0700hrs 21 February, 2006

0700hrs 28 February, 2006



To View Incident Action Plan Operational Period February 21, 2006 through
February 28, 2006 Maps please see Attachments

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Environmental Assessment Branch		4. Division/Group/Staging <u>Environmental Sampling Group</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director		Don Bussey	EPA	702-290-7072	
Division/Group Sup/STAM:		Don Bussey	EPA	702-290-7072	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	
Special Requests Team	Paola Vasquez START	405-606-1115		ICP Jefferson Campus at 0730	<input type="checkbox"/>
Phase IV (Area wide) Sediment Grab Sampling Team	Preston Schup START	651-325-1851	4 START	ICP Jefferson Campus at 0730	<input type="checkbox"/>
Phase III Soil Sampling	Pat Shanley START	952-454-2106	5 EPA 5 LDEQ 20 START	ICP Jefferson Campus at 0730	<input type="checkbox"/>
Assistant Safety Officer	Various			Various	<input type="checkbox"/>
7. Work Assignments					
<u>Special Requests Team:</u> Perform Pre & Post-usage soil sampling as requested. <u>Phase IV (Area wide) Sediment Grab Sampling Team:</u> Perform sediment sampling and recon activities as directed. <u>Phase III Soil Sampling:</u> Perform sediment/sediment-impacted soil sampling activities as directed by EPA and LDEQ. <u>Asst. Safety Officer:</u> The safety officer for the assigned parish will float throughout the branch.					
8. Special Instructions					
Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function		Radio: Frequency			
Ch 1/EAB Tactical		163.100			
Ch 6/Command New Orleans North Area Wide		R - 170.0125 T - 165.2500			
Emergency Communications					
10. Prepared by 1910 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Environmental Assessment Branch		4. Division/Group/Staging <u>Air Sampling Group</u>			
5. Operations Personnel	Name	Affiliation	Contact # (s)		
Operations Section Chief:	Joe Davis inactive (2/21-2/26)	EPA	816-718-4279		
Operations Section Chief	Gary Moore (2/21-2/27)	EPA	214-789-1627		
Branch Director	Don Bussey	EPA	702-290-7072		
Division/Group Sup/STAM:	Don Bussey	EPA	702-290-7072		
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	
Air Sampling Logistics Team	Tom Davis START Nelson Feick START	484-880-5113 484-880-1731	2 START	ICP Jefferson Campus at 0600	<input type="checkbox"/>
Data Team	Carrie Galligan START	334-275-0042	2 START	ICP Jefferson Campus at 0730	<input type="checkbox"/>
URG #1 Paris Road Grind Operation Monitoring Team:	Larry Dustin START	352-428-4505	3 START	ICP Jefferson Campus at 0600	<input type="checkbox"/>
URG #2 Asphalt Grind Operation Monitoring Team:	Bryce Roberts START	253-377-9694	3 START	ICP Jefferson Campus at 0600	<input type="checkbox"/>
Additional Grind Operational Monitoring Team	Tom Davis START Nelson Feick START	484-880-5113 484-880-1731		ICP Jefferson Campus at 0600	
Air Station Implementation Team	Bill Stanley START	865-414-5550	2 START	ICP Jefferson Campus at 0600	<input type="checkbox"/>
Air Station Sampling Team 1:	Steve Daughtry EPA	760-521-5268	3 START	ICP Jefferson Campus at 0730	<input type="checkbox"/>
Air Station Sampling Team 2:	Gail Heine START	541-401-5797	3 START	ICP Jefferson Campus at 0730	<input type="checkbox"/>
Assistant Safety Officer	Various			Various	<input type="checkbox"/>
7. Work Assignments					
<p><u>Air Sampling Logistics Team:</u> Serve as point of contact at the ICP for air sampling activities in St. Tammany, Jefferson, Orleans, and Plaquemines Parishes.</p> <p><u>Data Team:</u> Assist with data recovery and the receipt, shipment and processing of air samples at LA Technical College Jefferson Campus</p> <p><u>URG #1 Paris Road Grind Operation Monitoring Team:</u> Perimeter locations are being monitored/sampled for the following: particulates, metals, and asbestos.</p> <p><u>URG #2 Asphalt Grind Operation Monitoring Team:</u> Perimeter locations are being monitored/sampled for the following: particulates, metals, and asbestos.</p> <p><u>Additional Grind Operational Monitoring Team:</u> Team formed in preparation for additional grinding sites to monitor/sample perimeter locations for the following: particulates, metals and asbestos.</p> <p><u>Air Station Implementation Team:</u> Service, deploy and troubleshoot field equipment.</p> <p><u>Air Station Sampling Team 1:</u> Team will collect and deploy 24 hr PQ200 and SKC (NIOSH and AHERA) media/air samples on a three day cycle for MTA(AS001), Arabi(AS003) and Meraux(AS004) and alternating six day cycle for CVNG(AS020), and UNO(AS010). The samples will be analyzed for particulates (PM10, PM2.5), asbestos, metals, and VOCs.</p> <p><u>Air Station Sampling Team 2:</u> Team will collect and deploy 24 hr PQ200 and SKC (NIOSH and AHERA) media/air samples on a three day cycle for Kenner(AS006), City Park(AS008), and alternating six day cycle for LaFren. Park(AS013), NOWPP(AS014), Marrero(AS009), KAWK(AS015) and French Mkt (AS011). The samples will be analyzed for particulates (PM10, PM2.5), asbestos, metals, and VOCs.</p> <p><u>Assistant Safety Officer:</u> The safety officer for the assigned parish will float throughout the branch.</p>					
8. Special Instructions					
<p>Special Request Air Team: grinding ops must have the capability to upgrade to Level B, if necessary. However, use of a modified Level C PPE is at the discretion of the Team for media retrieval.</p> <p>Grinding ops are wet operations.</p> <p>Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.</p>					

9. Communications (radio and/or phone contact numbers needed for this assignment)		
Channel/Function		Radio: Frequency
Ch 2/EAB Tactical		162.700
Ch 6/Command New Orleans North Area Wide		R - 170.0125 T - 165.2500
Emergency Communications		
10. Prepared by 1910 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>
12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>		

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Environmental Assessment Branch		4. Division/Group/Staging <u>East LDEQ Environmental Assessment Division</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director		Don Bussey	EPA	702-290-7072	
Division/Group Sup/STAM:		Phyllis Luke	LDEQ	225-936-3012	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	
Debris Site Assessment Team 1	Ella Barbe LDEQ	504-452-1445	2 LDEQ	ICP Jefferson Campus at 0800	<input type="checkbox"/>
Debris Site Assessment Landfill Team 1 :	Dionne Magness (2/21) Bridget Lions (2/22) Mark Stansbury (2/23) April Wallace, (2/24) LDEQ	504-452-1445 504-452-1445 504-452-1445	1 LDEQ	ICP Jefferson Campus at 0800	<input type="checkbox"/>
Debris Site Assessment Landfill Team 2 :	Larry Pentecost (2/21 & 23) Ashley Garber (2/22) Don Weinell (2/24) LDEQ	225-219-3671 225-219-3688 225-219-3602	1 LDEQ	ICP Jefferson Campus at 0800	<input type="checkbox"/>
Debris Site Assessment Landfill Team 3:	Terry Dedon, LDEQ	225-219-3688	2 LDEQ	ICP Jefferson Campus at 0800	<input type="checkbox"/>
Debris Site Assessment Landfill Team 4:	Don Weinell (2/24) LDEQ	225-219-3602	1 LDEQ	LDEQ Baton Rouge at 0800	<input type="checkbox"/>
Debris Site Assessment St. Bernard Team:	Wayne Desselle Frank Wojkowski LDEQ	504-919-9355 504-452-1445	2 LDEQ	ICP Jefferson Campus at 0800	<input type="checkbox"/>
Assistant Safety Officer	Various			Various	<input type="checkbox"/>
7. Work Assignments					
<p><u>Debris Site Assessment Team 1:</u> Team 1 will perform debris site assessments in Jefferson and Lafourche on 2/21, St. Charles and St. John on 2/22, Jefferson and Plaquemines on 2/23 and Orleans on 2/24/06. Team 1 will be inactive 2/25-27/06.</p> <p><u>Debris Site Assessment Landfill Team 1:</u> Team will conduct assessments of C/D debris disposal facilities in Plaquemines on 2/21, Orleans and Plaquemines on 2/22, Plaquemines on 2/23 and in St. Tammany on 2/24/06. Team will be inactive 2/25-27/06.</p> <p><u>Debris Site Assessment Landfill Team 2:</u> Team will conduct assessments of C/D debris disposal facilities in St. Charles parish on 2/21 and 2/23, Jefferson parish on 2/22, and in St. Tammany parish on 2/24/06. Team will be inactive 2/25-27/06.</p> <p><u>Debris Site Assessment Landfill Team 3:</u> Team will conduct assessments of C/D debris disposal facilities in Jefferson parish on 2/21 and 2/23/06. Team 2 will be inactive 2/22 and 2/24-27/06.</p> <p><u>Debris Site Assessment Landfill Team 4:</u> Team will conduct assessments of C/D debris disposal facilities in St. Tammany parish on 2/21. Team 4 will be inactive 2/22-27/06.</p> <p><u>Debris Site Assessment St. Bernard Team:</u> Team will conduct assessments of debris disposal facilities and attend meetings in St. Bernard parish on 2/21-2/25 and 2/27/06. Team is inactive on 2/26.</p> <p><u>Asst Safety Officer:</u> The safety officer for the assigned parish will float throughout the branch.</p>					

8. Special Instructions

Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Channel/Function	Radio: Frequency
Channel 1 /TAC1	163.100
Channel 6/ CMD-North	Rx-170.0125 Tx-165.2500

10. Prepared by 1910 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>	11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>	12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>
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1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb. 06 To: 0700 28-Feb. 06		Assignment List ICS 204-UC	
3. Branch Env. Assess. Branch		4. Division/Group/Staging Central/West LDEQ Environmental Assessment Division			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director		Don Bussey	EPA	702-290-7072	
Division/Group Sup/STAM:		Phyllis Luke	LDEQ	225-936-3012	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓
Debris Site Assessment Team 1	Daron Suggs (2/21-22) Arlene Brooks (2/23)	337-262-5584 337-475-2726	2 LDEQ	LDEQ Lake Charles Regional Office (2/21-22) @ 0800 LDEQ Lafayette Regional Office (2/23)	<input type="checkbox"/>
Debris Site Assessment Team 2	Mary Ann Diaz, LDEQ	337-475-2726	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Debris Site Assessment Team 3	Gerald Quarles (2/21) Kurt Kellar (2/22) LDEQ	337-475-2756 337-475-2756	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Debris Site Assessment Team 4	Clayton Miller (2/21) LDEQ	337-475-2756	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Debris Site Assessment Team 5	Heather McCormick (2/21) LDEQ	337-475-2756	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Debris Site Assessment Team 6	Arlene Brooks (2/21) LDEQ	337-475-2756	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Debris Site Assessment Team 7	Kurt Keller (2/21) LDEQ	337-475-2756	1 LDEQ	LDEQ Lake Charles Regional Office @ 0800	<input type="checkbox"/>
Assistant Safety Officer	Varies			Varies	<input type="checkbox"/>
7. Work Assignments					
<p><u>Debris Site Assessment Team 1:</u> Team 1 will perform debris site assessments in Acadia, St. Mary, St. Landry and St. Martin on 2/21 and 2/22, Calcasieu and Cameron parishes on 2/23/06. Team 1 will be inactive 2/24-27/06.</p> <p><u>Debris Site Assessment Team 2:</u> Team 2 will perform debris site assessments in Calcasieu on 2/21, Cameron parishes 2/22/06. Team 2 will be inactive 2/23-27/06.</p> <p><u>Debris Site Assessment Team 3:</u> Team 3 will perform debris site assessments in Calcasieu and Beauregard parishes 2/21/06 and Beauregard and Vernon parishes on 2/22/06. Team 3 will be inactive 2/23-27/06.</p> <p><u>Debris Site Assessment Team 4:</u> Team 4 will perform debris site assessments in Calcasieu and Beauregard parishes 2/21/06. Team 4 will be inactive 2/22-27/06.</p> <p><u>Debris Site Assessment Team 5:</u> Team 5 will perform debris site assessments in Jefferson Davis parish on 2/21/06. Team 5 will be inactive 2/22-27/06.</p> <p><u>Debris Site Assessment Team 6:</u> Team 6 will perform debris site assessments in Vernon parish 2/21/06. Team 6 will be inactive 2/22-27/06.</p> <p><u>Debris Site Assessment Team 7:</u> Team 7 will perform debris site assessments in Cameron parish on 2/21/06. Team 7 will be inactive 2/22-27/06.</p> <p><u>Asst. Safety Officer:</u> The safety officer for the assigned parish will float throughout the branch.</p>					
8. Special Instructions					
Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Emergency Communications					
10. Prepared by 1910 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Env. Assessment Branch		4. Division/Group/Staging <u>FEMA Temporary Housing Sampling Group</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Don Bussey	EPA	702-290-7072	
Division/Group Sup/STAM:		Don Bussey	EPA	702-290-7072	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks ↓
FEMA Temporary Housing Sampling Team:		Paola Vasquez START	405-606-1115		ICP Jefferson Campus at 0730 <input type="checkbox"/>
Assistant Safety Officer		Various			Various <input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
7. Work Assignments					
FEMA Temporary Housing Sampling Team: Perform environmental sampling as requested. Asst. Safety Officer: The safety officer for the assigned parish will float throughout the branch.					
8. Special Instructions					
Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Emergency Communications					
10. Prepared by 1916 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/22/06 Joe Davis <i>[Signature]</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>[Signature]</i>	

1. Incident Name LA Hurricane Response	2. Operational Period (Date/Time): From: 0700 21-Feb. 06 To: 0700 28-Feb. 06		Assignment List ICS 204-UC	
3. Branch Env. Assess. Branch	4. Division/Group/Staging Facility Damage Assessment Group			
5. Operations Personnel	Name	Affiliation	Contact # (s)	
Operations Section Chief:	Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief	Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:	Don Bussey	EPA	702-290-7072	
Division/Group Sup/STAM	Dave Duster	EPA	214-329-8325	
Division/Group Sup/STAM:	Phyllis Luke	LDEQ	504-452-1445	
6. Resources Assigned "X" indicates 204a attachment with additional instructions				
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
EPA Team 1	Stacie Wissler START	619-888-4265	5 START	ICP Jefferson Campus at 0800 <input type="checkbox"/>
LDEQ Team 1	John Posey LDEQ	504-452-1445	2 LDEQ	ICP Jefferson Campus at 0800 <input type="checkbox"/>
LDEQ Team 2	Greg Fruge' LDEQ	337-491-2733	2 LDEQ	LDEQ Lake Charles Regional Office <input type="checkbox"/>
Assistant Safety Officer	Varies			Varies <input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
7. Work Assignments				
<p>EPA Team 1: EPA Team 1 will conduct phone assessments to determine facility damage. To be followed with field assessments as needed.</p> <p>LDEQ Team 1: LDEQ Team 1 will perform recon assessments in Jefferson parish on 2/21-24/06. Team 1 will be inactive on 2/25-27/06.</p> <p>LDEQ Team 2: LDEQ Team 2 will perform recon assessments in Calcasieu parish on 2/21-24/06. Team 2 will be inactive on 2/25-27/06.</p> <p>Asst. Safety Officer: The safety officer for the assigned parish will float throughout the branch.</p>				
8. Special Instructions				
Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.				
9. Communications (radio and/or phone contact numbers needed for this assignment)				
Channel/Function			Radio: Frequency	
Emergency Communications				
10. Prepared by 2020 Date/Time 2/20/06 Dedriel Newsome Dedriel Newsome		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis Joe Davis		12. Reviewed by (PSC) 2020 Date/Time 2/20/06 Mike Szerlog Mike Szerlog

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Emergency Response		4. Division/Group/Staging <u>School Assessment Group</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Thomas	EPA	214-329-8315	
Division/Group Sup/STAM:		Michelle Jaster	EPA	734-740-9014	
Division/Group Sup/STAM:		Walter Nied	EPA	312-802-0754	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
Team 1		Michelle Jaster (2/28) Walter Nied	734-740-9014 312-802-0754	1 LDEQ 2 START	ICP at 0700 <input type="checkbox"/>
Team 2		Michelle Jaster (2/28) Walter Nied	734-740-9014 312-802-0754	1 EPA 1 LDEQ 2 START 10 ET-ERRS	ICP at 0700 <input type="checkbox"/>
Assistant Safety Officer		Tony Zimmer (2/25) Kenneth Shewmake	513-675-1746		Various <input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
7. Work Assignments					
Team 1: Continue assessments of laboratories within schools (8th grade and above) for presence of chemicals impacted from hurricanes Katrina and Rita.					
Team 2: Continue assessments of laboratories within schools (8th grade and above) for presence of chemicals impacted from hurricanes Katrina and Rita.					
On call for abandoned container recovery and explosives recovery. LDEQ will be active on 2/21 and 2/22.					
Assistant Safety Officer: The safety officer for the assigned parish will float throughout the branch.					
8. Special Instructions					
Areas adjacent to survey areas should be cleared of students prior to beginning work					
Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function			Radio: Frequency		
Ch 3/EAB Tactical			162.775		
Ch 6/Command New Orleans North Area Wide			R - 170.0125 T - 165.2500		
Emergency Communications					
10. Prepared by 2020 Date/Time 2/20/06 Dedriel Newsome Dedriel Newsome		11. Reviewed by (OSC) Date/Time Joe Davis 2/20/06		12. Reviewed by (PSC) 2020 Date/Time Mike Szerlog 2/20/06	

1. Incident Name LA Hurricane Response	2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Emergency Response	4. Division/Group/Staging Response/Removal/Abandoned Container Group			
5. Operations Personnel	Name	Affiliation	Contact # (s)	
Operations Section Chief:	Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief	Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:	Chris Thomas (2/27)	EPA	214-329-8315	
Branch Director:	Carl Pellegrino	EPA	908-420-4491	
Division/Group Sup/STAM:	Chris Thomas	EPA	214-329-8315	
6. Resources Assigned "X" indicates 204a attachment with additional instructions				
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
Team 1	Mark Gallo (2/23) Margaret Chong	908-420-1765 908-420-4277	1 EPA 5 START 1 ET-ERRS	ICP at 0700 <input type="checkbox"/>
Team 2	Mike Torres	214-789-9751	2 EPA 2 START 5 ET ERRS	ICP at 0700 <input type="checkbox"/>
Team 3	Keith Lesniak	312-208-0242	1 EPA 2 START 5 ET ERRS 6 BOA	ICP at 0700 <input type="checkbox"/>
Team 4	Mark Gallo (2/23) Margaret Chong	908-420-1765 908-420-4277	2 START 6 BOA	ICP at 0700 <input type="checkbox"/>
Team 5	Mark Gallo (2/23) Margaret Chong	908-420-1765 908-420-4277	1 START 6 NOFD	ICP at 0700 <input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
Assistant Safety Officer	Tony Zimmer Kenneth Shewmake (2/25)	513-675-1746		Varies <input type="checkbox"/>
7. Work Assignments				
<p><u>Team 1:</u> Conduct removal operations in response to immediate and short-term incidents. On-Call for ERs.</p> <p><u>Team 2:</u> Primary function is to conduct recovery/removal operations of abandoned containers in Orleans Parish. Secondary function is to maintain readiness for emergency responses. On-Call for ERs.</p> <p><u>Team 3:</u> Perform reconnaissance and recovery of abandoned and orphan containers in Orleans Parish. On-Call for ERs.</p> <p><u>Team 4:</u> Perform reconnaissance and recovery of abandoned and orphan containers in Orleans Parish. On-Call for ERs.</p> <p><u>Team 5:</u> Perform reconnaissance of abandoned and orphan containers in Orleans Parish in coordination with the New Orleans Fire Department Hazmat Team. On-call for ERs.</p> <p><u>Assistant Safety Officer:</u> The safety officer for the assigned parish will float throughout the branch.</p>				
8. Special Instructions				
<p>To mitigate slips and trips on unstable ground, ensure adequate lighting.</p> <p>Protect soles of feet against puncture injury by use of appropriate steel inserts.</p> <p>Use snake chaps whenever in lowland or marsh areas.</p> <p>Use earplugs to protect against heavy equipment noise.</p> <p>PPE-Minimum Level D. Level C & B for hazcatting activities.</p> <p>PPE-All refrigerant recovery activities require the use of appropriate gloves.</p> <p>PPE-Collection of HHW in Level D.</p> <p>Use splash shields wherever splash hazard is present.</p> <p>Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.</p>				

9. Communications (radio and/or phone contact numbers needed for this assignment)		
Channel/Function	Radio: Frequency	
Ch 3/EAB Tactical	162.775	
Ch 6/Command New Orleans North Area Wide	R - 170.0125 T - 165.2500	
Emergency Communications		
10. Prepared by 195 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>	11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>	12. Reviewed by (PSC) 1970 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Emergency Response		4. Division/Group/Staging 510 Collection Area Group			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Thomas (2/27)	EPA	214-329-8315	
Branch Director:		Carl Pellegrino	EPA	908-420-4491	
Division/Group Sup/STAM:		Michelle Rogow	EPA	415-595-8347	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
510 Collection Area Group		Michelle Rogow	415-595-8347	1 EPA 3 START 16 ET ERRS	ICP at 0700
Assistant Safety Officer		Tony Zimmer (2/25) Kenneth Shewmake	513-675-1746		Varies
7. Work Assignments					
Collection Team: Characterize, consolidate, package, and transport for disposal containers dropped off by the Response, Removal, School Assessment and Abandoned Container Groups from East Branch.					
Assistant Safety Officer: The safety officer for the assigned parish will float throughout the branch.					
8. Special Instructions					
To mitigate slips and trips on unstable ground, ensure adequate lighting. Protect soles of feet against puncture injury by use of appropriate steel inserts. Use snake chaps whenever in lowland or marsh areas. Use earplugs to protect against heavy equipment noise. PPE-Minimum Level D. Level C & B for hazcatting activities. PPE-All refrigerant recovery activities require the use of appropriate gloves. PPE-Collection of HHW in Level D. Use splash shields whenever splash hazard is present. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function			Radio: Frequency		
Ch 3/EAB Tactical			162.775		
Ch 6/Command New Orleans North Area Wide			R - 170.0125 T - 165.2500		
Emergency Communications					
10. Prepared by Date/Time 2/20/06 1915 Dedriel Newsome Dedriel Newsome		11. Reviewed by (OSC) Date/Time Joe Davis 2/20/06		12. Reviewed by (PSC) 1920 Date/Time Mike Szerlog 2/20/06	

1. Incident Name LA. Hurricane		2. Operational Period (Date/Time): From: 0700 21-Feb-06 to 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Emergency Response		4. Division/Group/Staging <u>Abandoned/Orphan Explosives Group</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Dir.		Chris Thomas (2/27)	EPA	214-329-8315	
Group Supervisor		Mark Gallo (2/23)	EPA	908-420-1765, 214-329-8299 (Ammo Phone)	
Group Supervisor		Margaret Chong	EPA	908-420-4277, 214-329-8299 (Ammo Phone)	
6. Resources Assigned		"X" indicates 204a attachment with additional instructions			
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓
Team	Mark Gallo (2/23) Margaret Chong	908-420-1765 214-329-8299	1 EPA 2 START 3 EQM ERRS	ICP 07:00	<input type="checkbox"/>
Assistant Safety Officer	Tony Zimmer (2/25) Kenneth Shewmake	513-675-1746		Varies	<input type="checkbox"/>
					<input type="checkbox"/>
7. Work Assignments					
<u>Team</u> : Perform recovery, storage, and transport and disposal of abandoned and orphan explosives in East Branch Area. <u>Assistant Safety Officer</u> : The safety officer for the assigned parish will float throughout the branch.					
8. Special Instructions					
Proper personal protective equipment (PPE) required by all on site personnel. A minimum of level D PPE is required on-site. Level D includes: safety glasses; traffic safety vests; steel toed shoes and hard hats. All personnel must attend a daily safety meeting and sign-in at the safety meeting to verify attendance Contractor personnel must keep a daily sign-in sheet of all personnel on-hand in case of emergency. Refer matters related to Ammunition/firearms to LA DEQ Hotline at 225-342-1234 or the Federal Protective Service Mega Center in Denver, CO, at 888-282-7862. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Cell Phone Communications				N/A	
Emergency Communications					
10. Prepared by 2020 Date/ Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/ Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 2020 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch		4. Division/Group/Staging <u>St Bernard Division</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis will be inactive 2/21-2/26	EPA	816-718-4279	
Operations Section Chief:		Gary Moore active 2/21-2-27	EPA	214-789-1627	
Branch Director:		Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:		Dennis Matlock (2/24)	EPA	304-280-7500	
Division/Group Sup/STAM:		Don McLaughlin	EPA	215-514-3846	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks ▼
Bulking and Disposal Task Force		Dennis Matlock (2/24) Don McLaughlin	304-280-7500 215-514-3846	4 START 13 EQM ERRS	600 St. Bernard Pkwy/Hwy 39, Poydras at 0630 <input type="checkbox"/>
Hazardous Debris Collection Taskforce		Philip Ofosu (2/25) Jane Neumann	214-329-8265 312-339-7485	2 EPA 11 START 52 EQM ERRS	600 St. Bernard Pkwy/Hwy 39, Poydras at 0630 <input type="checkbox"/>
Rapid Response Team for Habitat for Humanity Task Force		Dennis Matlock (2/24) Don McLaughlin	304-280-7500 215-514-3846	1 START 3 EQM ERRS	600 St. Bernard Pkwy/Hwy 39, Poydras at 0630
URG C&D Debris Removal Oversight Task Force		Dennis Matlock (2/24) Don McLaughlin	304-280-7500 215-514-3846	6 START	600 St. Bernard Pkwy/Hwy 39, Poydras at 0630
Murphy Oil Removal Task Force		Jim Mullins (2/22) Richard Franklin	214-329-8280 214-329-8290	1 EPA 2 LDEQ 8 START	2500 St. Bernard Avenue, Violet at 0645 <input type="checkbox"/>
Assistant Safety Officer		Gregory DeAngelis	908-420-4473	1 EPA	<input type="checkbox"/>
LDEQ Representative		TBD		LDEQ	Various <input type="checkbox"/>
Murphy Oil Spill Community Involvement Coordinator		June Hoey	214-557-8551	1 EPA	Various <input type="checkbox"/>
Community Involvement Coordinator		Yolanda Bouchee	312-343-6666	1 EPA	Various <input type="checkbox"/>
7. Work Assignments					
<p><u>Bulking and Disposal Task Force:</u> Performing separation, bulking and disposal activities. Air monitoring at the collection area. Note, site operations closed on Saturdays.</p> <p><u>Hazardous Debris Collection Taskforce:</u> Continue sixth sweep curbside collection in Search Grids 995 and 939 progressing eastward. Note, site operations closed on Saturdays.</p> <p><u>Rapid Response Team for Habitat for Humanity:</u> Continue collection of HHW segregated from houses during volunteer house gutting activities. Addresses of homes will be provided by St. Bernard Parish Council.</p> <p><u>URG C&D Debris Removal Oversight Task Force:</u> Oversight of URG debris removal to monitor for segregation of HHW. Note, URG site operations closed on Sundays.</p> <p><u>Murphy Oil Removal Task Force:</u> Oversight of oil spill removal activities conducted by PRP.</p> <p><u>Assistant Safety Officer:</u> Provide Health and Safety oversight as required for the Group facility and field collection activities, will float throughout the Group for this Operational Period.</p> <p><u>LDEQ Representative:</u> Oversight of field activities throughout the parish</p> <p><u>Murphy Oil Spill Community Involvement Coordinator:</u> will work with Murphy Oil Removal Task Force</p> <p><u>Community Involvement Coordinator:</u> Will work throughout the Parish</p> <p>SBHHW operations will be inactive on Feb 26</p>					
8. Special Instructions					
<p>To mitigate slips and trips on unstable ground, ensure adequate lighting.</p> <p>Use high visibility traffic vests when working around traffic.</p> <p>PPE-Minimum Level D. Level C & B for hazcatting activities.</p> <p>PPE-All refrigerant recovery activities require the use of appropriate gloves.</p> <p>PPE-Collection of HHW in Level D.</p> <p>Use splash shields wherever splash hazard is present.</p> <p>If personal safety is threatened, immediately leave the area and call 911. Notify your supervisor and the Safety Officer, Doug Sharp 214-329-8316.</p> <p>Drill emergency procedures.</p> <p>At Murphy Oil, slips, trips and falls are the greatest hazard and require continued attention to walking surfaces.</p>					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Emergency Communications					
10. Prepared by Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 2145 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch		4. Division/Group/Staging <u>Jefferson Division</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis will be inactive 2/21-2/26	EPA	816-718-4279	
Operations Section Chief:		Gary Moore active 2/21-2-27	EPA	214-789-1627	
Branch Director:		Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:		Rita Ware thru (2/26)	EPA	214-329-8250	
Division/Group Sup/STAM:		Mike Ferriola	EPA	908-420-4439	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓
North Jefferson Bulking and Disposal/White Goods Task Force	Rita Ware (2/26) Mike Ferrinola OSC	214-329-8250 908-420-4439	1 EPA 2 START 10 EQM ERRS	Jefferson Parish Regional East Bank WWTP at 0700	<input type="checkbox"/>
Assistant Safety Officer	Anthony Zimmer	214-329-8316	1 EPA	Various	<input type="checkbox"/>
7. Work Assignments					
<p>North Jefferson Bulking and Disposal/White Goods Task Force: Receiving collected hazardous debris and orphan containers for segregation, bulking, and disposal. Segregation, bulking, and disposal of hazardous debris.</p> <p>Assistant Safety Officer: Provide Health and Safety oversight as required for the Group facility and field collection activities, will float throughout the Group for this Operational Period.</p> <p>Operations will be inactive on 2/26</p>					
8. Special Instructions					
<p>PPE-Minimum Level D. Level C & B for hazcatting activities.</p> <p>PPE-All refrigerant recovery activities require the use of appropriate gloves.</p> <p>PPE-Collection of HHW in Level D.</p> <p>Use splash shields wherever splash hazard is present.</p>					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Emergency Communications					
10. Prepared by Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time <i>Joe Davis</i> 2/20/06		12. Reviewed by (PSC) 2045 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response	2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch	4. Division/Group/Staging <u>Plaquemines Division</u>			
5. Operations Personnel	Name	Affiliation	Contact # (s)	
Operations Section Chief:	Joe Davis will be inactive 2/21-2/26	EPA	816-718-4279	
Operations Section Chief:	Gary Moore active 2/21-2-27	EPA	214-789-1627	
Branch Director:	Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:	Janice Kroone	EPA	816-718-4273	
Division/Group Sup/STAM:	Randy Schademann (2/21)	EPA	214-329-8238	
6. Resources Assigned "X" indicates 204a attachment with additional instructions				
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
Bulking and Disposal Task Force:	Randy Rice (2/24) Tom Hatzopoulos	617-680-5547 617-312-4712	2 EPA 1 START 12 E&E 48 EQM ERRS	EPA personnel meet at Belle Chasse (Metropolitan Developmental Center, 251 F. Edward Hebert Blvd.) at 0600 hours for verification of assignments and to discuss site-safety issues and drive directly to various work areas. ERRS crews report to the Fort Jackson Ballpark (38903 LA Hwy 23, Buras, LA 70041-3845) staging area by 0700 hours.
East Bank Task Force:	Randy Schademann (2/21) Janice Kroone	214-329-8238 816-718-4273	1 EPA 2 E&E 21 EQM ERRS	See Above
West Bank Task Force:	Randy Schademann (2/21) Janice Kroone	214-329-8238 816-718-4273	2 EPA 8 E&E 35 EQM ERRS	See Above
Community Involvement Coordinator	Andrew Spejewski	617-721-2599	1 EPA	ICP
Assistant Safety Officer	Rich Piligian (2/18) Damon Frizzell (2/18-3/10)	617-721-2169 913-544-6504	1 EPA	Various
7. Work Assignments				
<p><u>Bulking and Disposal Task Force:</u> Receiving collected hazardous debris and orphan containers for segregation, bulking, and disposal at the collection area in Fort Jackson.</p> <p><u>East Bank Task Force:</u> Two task forces will be deployed during this operational period. One 14-person crew will be responsible for retrieving hazardous debris, drums, and larger containers from levees and open areas. Work during this operational period will be augmented by small boats to facilitate near-levee pickup of predominately 55-gallon and larger items. The second task force (7-person crew) will be responsible for collecting HHW from USACE demolition crews working throughout residential neighborhoods. It is anticipated that this function will be reverted to the USACE contractor in the coming operational period.</p> <p><u>West Bank Task Force:</u> Six task forces will be deployed during this operational period. One 10-person crew (SHAW--Region 1) will be collecting material from the interior canals and retrieving items on the west (marsh) levee. There will be two task forces (14 persons each) utilizing small boats to collect near levee items--one around Venice and one in the Port Sulfur area. One 7-person crew will be responsible for collecting HHW from USACE demolition crews working throughout residential neighborhoods. One 14-person task force to collect the remaining terrestrial items and collect HHW from parish demolition crews. There will be one special operations crew of 14 persons to support the other tasks forces as needed to retrieve tanks and other larger items. An emergency response team has been identified that will perform those functions as needed throughout the parish.</p> <p><u>LDEO Representative:</u> Oversight of field activities throughout the parish.</p> <p><u>Assistant Safety Officer:</u> Provide Health and Safety oversight as required for the Group facility and field collection activities. will float throughout the Group for this Operational Period.</p> <p><u>Community Involvement Coordinator:</u> Will work throughout the Parish.</p> <p>Division operations will be inactive on Feb 26</p>				

East Branch / Plaquemines Division / 21-Feb-06 through 28-Feb-06, Con't.**8. Special Instructions**

To mitigate slips and trips on unstable ground, ensure adequate lighting.
Protect soles of feet against puncture injury by use of appropriate steel inserts.
Use earplugs to protect against heavy equipment noise.
Use splash shields wherever splash hazard is present.
Inspect rigging before use, every time.

Drill emergency procedures.
Use snake chaps whenever in lowland or marsh areas.
PPE-Minimum Level D. Level C & B for hazcatting activities.
PPE-all refrigerant recovery activities require the use of appropriate gloves.
PPE-Collection of HHW in Level D.


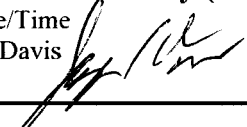

9. Communications (radio and/or phone contact numbers needed for this assignment)

Channel/Function	Radio: Frequency


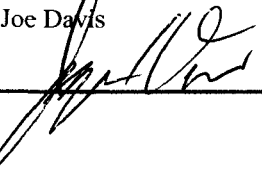
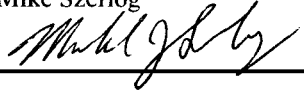
Emergency Communications

10. Prepared by Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>	11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>	12. Reviewed by (PSC) 2045 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>
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1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch		4. Division/Group/Staging <u>Marsh Recovery Group – EPA/USCG</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief		Joe Davis inactive (2/21-	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:		MK1 Monte White	USCG		
Division/Group Sup/STAM:		Rich Fetzer (2/23)	EPA	215-341-6307	
Division/Group Sup/STAM:		Bob Kelly	EPA	215-266-7456	
6. Resources Assigned “X” indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓ <input type="checkbox"/>
Team 1	MST1 Angie Vallier DC2 SanFilippo		2 USCG 1 START 15 BOA	Various locations in St. Bearnard Parish at 0600	<input type="checkbox"/>
Team 2	MST1 Bridget Brown		1 USCG 1 START 12 BOA	Various locations in Plaquemines Parish	<input type="checkbox"/>
Team 3	YNC Joe Ormond		1 USCG 18 BOA	Various locations in Plaquemines Parish	<input type="checkbox"/>
Team 4	DC1 Eric Martincavage		1 USCG 9 BOA	Various locations in St. Bernard Perish	<input type="checkbox"/>
Data Entry	Todd Williams		1 START	EPA ICP	<input type="checkbox"/>
St. Bernard Marsh Operations Taskforce:	Jon Gulch thru (2/26), Stavrous Emmanouil (2/26-3/18)	734-740-9017	3 EPA 6 START 28 ER-ERRS 10 EQM-ERRS 2 LDHH 6 NOFD	EPA ICP	<input type="checkbox"/>
Plaquemines Marsh Operations Task Force	Wing Chau (3/5) 214-329-8237	214-329-8237	2 EPA 11 START 32 ET-ERRS 7 BOA 2 LDHH	EPA ICP	<input type="checkbox"/>
Group Supervisor	MK1 Monte White		1 USCG	EPA ICP	<input type="checkbox"/>
7. Work Assignments					
<p><u>Team 1</u>: Continue removal of hazmat containers in St. Bernard Parish. Operate in grids 80854, 80378, 80379, 80381, 80382, 79912, 79913, 79914, 79915, 79442, and 79443. Continue coordination of pick up of hazmat containers with the FOSC in St. Bernard.</p> <p><u>Team 2</u>: Continue hazmat container recovery on the East bank of the Mississippi River in lower Plaquemines Parish. Operate in grids 73314, 73315, 73318, 73310, 73309, 73308, 73307, 73782, 73779, 73778, 74251 and 74252.</p> <p><u>Team 3</u>: Continue hazmat container recovery in the south Venice, LA area. Operate in grids 71898, 71897, 71896, 71895, 71424, 71425, 70010, 72369, 72368, 71897, 70951 and 72364.</p> <p><u>Team4</u>: Continue removal of hazmat containers in St, Bernard Parish in coordination with Team 1. Operate in grids: 78504, 78032, 78967, 78970, 78971, 78972, 78973 and 78027.</p> <p><u>Data Entry</u>: Update database with information on recovered containers.</p> <p><u>St. Bernard Marsh Operations Taskforce</u>: Continue collection of HHW and orphaned drums and containers in the Shell Beach area. Note. site operations closed on Saturdays.</p> <p><u>Plaquemines Marsh Operations Task Force</u>: Three task forces will be deployed during this operational period. One 10-person crew (SHAW--Region 1) will be collecting material from the interior canals and retrieving items on the west (marsh) levee. There will be two task forces (14 persons each) utilizing small boats to collect near levee items--one around Venice and one in the Port Sulfur area.</p> <p><u>Group Supervisor</u>: Support field teams with marsh hazmat container recovery and grid closures throughout Plaquemines, and St. Bernard Parish.</p>					
8. Special Instructions					
<p>USCG FOSC-R also performs safety oversight.</p> <p>To mitigate slips and trips on unstable ground, ensure adequate lighting.</p> <p>Protect soles of feet against puncture injury by use of appropriate steel inserts.</p> <p>Use snake chaps whenever in lowland or marsh areas.</p> <p>Use earplugs to protect against heavy equipment noise.</p> <p>PPE-Minimum Level D. Level C & B for hazcatting activities.</p> <p>PPE-All refrigerant recovery activities require the use of appropriate gloves. \Use splash shields wherever splash hazard is present.</p> <p>Drill emergency procedures.</p>					

9. Communications (radio and/or phone contact numbers needed for this assignment)		
Channel/Function		Radio: Frequency
Ch 10/Plaquemines North		R 170.6875 T 166.5750
Ch 11/Plaquemines South		R 168.7000 T170.9750
Emergency Communications		
10. Prepared by 2200 Date/Time 2/20/06 Dedriel Newsome 	11. Reviewed by (OSC) Date/Time Joe Davis  2/20/06	12. Reviewed by (PSC) 2200 Date/Time 2/20/06 Mike Szerlog 

1. Incident Name LA Hurricane Response	2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28- Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch	4. Division/Group/Staging Orleans Division			
5. Operations Personnel	Name	Affiliation	Contact # (s)	
Operations Section Chief:	Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief	Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:	Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:	Karen McCormick (2/26)	EPA	214-789-8286	
Division/Group Sup/STAM:	Raji Josiam	EPA	214-789-9897	
6. Resources Assigned "X" indicates 204a attachment with additional instructions				
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
Bulking and Disposal/White Goods Task Force	Karen McCormick (2/26) Raji Josiam	214-789-8286 214-789-9897	1 EPA 4 START 58 EQM ERRS	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Hazardous Debris Collection/Reconnaissance Task Force 1 & 2:	David Robertson thru (2/27) Gary Miller (2/27)	214-329-8308 225-328-6913 817-896-3912	2 EPA 5 START 39 EQM ERRS	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Special Operations Collection Task Force:	Valmicheal Leos	214-789-8256	2 EPA 2 START 6 EQM ERRS 1 LDHH	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Community Involvement Coordinator	Misty Ward, EPA	214-329-8325	1 EPA	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Community Involvement Coordinator	Jay Harris	214-641-7208	1 EPA	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Community Involvement Coordinator	Carmen Caldwell	206-419-5568	1 EPA	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Community Involvement Coordinator	Lee Tyner	202-246-3710	1 EPA	10200 Gentilly Rd. New Orleans, LA Gentilly Allmonaster, NO East at 0630 <input type="checkbox"/>
Assistant Safety Officer	Paul Atkociunas		EPA	Various <input type="checkbox"/>
East Branch / Orleans Division / 7-Feb-06 through 14-Feb-06, Con't.				
7. Work Assignments				
<p><u>Bulking and Disposal/White Goods Task Force:</u> Receiving and inventoring of hazardous and non-hazardous debris from EPA and USACE collections, as well as recovery of refrigerants from White Goods. Hazardous and non-hazardous debris is received at the 10200 Gentilly Rd and White Good are received at the Gentilly Landfill. White goods are collected and delivered by USACE. Air monitoring is conducted at both areas.</p> <p><u>Hazardous Debris Collection/Reconnaissance Task Force 1 & 2:</u> Continuing curbside hazardous debris collection sweeps and conduct reconnaissance/documentation of call-in items and materials not collected due to size, weight or any other reason during the curbside hazardous debris collection sweep. Hazardous debris collections include the use of a Remote Accumulation area which is currently located at Robert E. Lee and Wisner.</p> <p><u>Special Operations Collection Task Force:</u> Recovery of reconnaissance of orphan and abandoned industrial size containers, biological/medical waste, ammunition, class 3 or less explosives, and flammable solids. Emergency response for Orleans and Jefferson Parish. Emergency response backup for other parishes within east branch.</p> <p><u>Community Involvement Coordinator:</u> Will work throughout Orleans Parish</p> <p><u>Assistant Safety Officer:</u> Will work throughout Orleans Parish</p> <p>Collections will be inactive on Sunday during operational period. Will continue to receive items delivered by USACE.</p>				
8. Special Instructions				
<p>To mitigate slips and trips on unstable ground, ensure adequate lighting. Protect soles of feet against puncture injury by use of appropriate steel inserts. Use snake chaps whenever in lowland or marsh areas. Use earplugs to protect against heavy equipment noise.</p> <p>When handling hazardous materials, set up temporary decon stations and have eyewash stations and fire extinguishers immediately accessible.</p> <p>PPE-Minimum Level D. Level C & B for hazcatting activities. PPE-All refrigerant recovery activities require the use of appropriate gloves.</p> <p>Use splash shields wherever splash hazard is present. If personal safety is threatened, immediately leave the area and call 911. Notify your supervisor and the Safety Officer at 214-329-8316. Drill emergency procedures.</p> <p>8 CICs in Metairie office – building contacts, plans and networks for future activities. Field activities do not need support today, but planning should be completed in anticipation of needs. On-going for the next 6 months</p> <p>Refer citizen - media inquiries to Unified Command Public Information Officer Cynthia Fanning 504-731-8680 or 214-329-8230</p>				

9. Communications (radio and/or phone contact numbers needed for this assignment)		
Channel/Function		Radio: Frequency
Ch 6/Command New Orleans North Area Wide		R - 170.0125 T - 165.2500
Emergency Communications		
10. Prepared by 2025 Date/Time 2/20/06 Dedriel Newsome 	11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis 	12. Reviewed by (PSC) 2025 Date/Time 2/20/06 Mike Szerlog 

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch East Branch		4. Division/Group/Staging <u>St Tammany Division</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis will be inactive 2/21-2/26	EPA	816-718-4279	
Operations Section Chief:		Gary Moore active 2/21-2-27	EPA	214-789-1627	
Branch Director:		Pete Stevenson	EPA	303-886-1639	
Division/Group Sup/STAM:		Joe Kawecki (3/5)	EPA	312-886-7236	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓ <input type="checkbox"/>
Bulking & Disposal/ White Goods Decon & Recycle Task Force	Joe Kawecki	312-886-7236	2 START 18 EQM ERRS	Camp Villere, National Guard Armory at 0630	<input type="checkbox"/>
Hazardous Debris Collection Task Force	David Byro (2/27) Bernie Pasquini EPA	443-223-0514	1 EPA 2 START 5 EQM ERRS	Camp Villere, National Guard Armory at 0630	<input type="checkbox"/>
Marsh Operations Task Force	Steve Hirsh (2/28)	312-802-9637	1 EPA 2 START 17 EQM ERRS	Camp Villere National Guard Armory at 0630	<input type="checkbox"/>
Assistant Safety Officer	Brian Kovak , Medical Unit Leader	214-329-8316 215-353-3930	1 EPA	Various	<input type="checkbox"/>
7. Work Assignments					
<u>Bulking and Disposal/White Goods Decon & Recycle Task Force:</u> Receiving collected hazardous debris and segregation, bulking, and disposal. Air monitoring is conducted at the collection area. <u>Hazardous Debris Collection Task Force:</u> Collection and transportation of household hazardous waste and white goods where USACE has no mission in the parish. <u>Marsh Operations Task Force:</u> Reconnaissance, collection and transportation of household hazardous waste and white goods where USACE has no mission in the parish. <u>Assistant Safety Officer:</u> Provide Health and Safety oversight as required for the Group facility and field collection activities, will float throughout the Group for this Operational Period. (Bi-weekly visits.) Division will be inactive on 2/26-2/27 Staff will be reduce on 2/28.					
8. Special Instructions					
PPE-Minimum Level D. Level C & B for hazcatting activities. PPE-Collection of HHW in Level D. PPE-All refrigerant recovery activities require the use of appropriate gloves. Compressed gas cylinders must be secured by ratchet straps.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Emergency Communications					
10. Prepared by 2025 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 2030 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 21-Feb-06 through 28-Feb-06		Assignment List ICS 204-UC	
3. Branch Central Branch		4. Division/Group/Staging <u>Vermilion/Iberia Division</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis will be inactive 2/21-2/26	EPA	816-718-4279	
Operations Section Chief:		Gary Moore active 2/21-2-27	EPA	214-789-1627	
Branch Director:		Eric Nold	EPA	816-718-4274	
Division/Group Sup/STAM:		Eric Nold Acting 2/22-2/26	EPA	972-342-3700	
Division/Group Sup/STAM:		Joe McCoy (off duty on 2/22-2/26)	USACE	972-342-3700	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
Bulking and Disposal Task Force		Pete Gollinck USCG (02/23) Mark Gray	609-351-8514	1 USCG 1 LDEQ 4 START 4 E&E 16 EQM ERRS	Vermilion Command Post, 12002 Calvin LeBoeuf Road, Abbeville at 0700 <input type="checkbox"/>
Hazardous Debris Collection Task Force		Joe McCoy, USACE off duty on (2/22-2/26) Sam Broussard, LDEQ	972-342-3700 337-501-2948	1 LDEQ 6 START 5 E&E 28 EQM ERRS 1 USACE	Vermilion Command Post, 12002 Calvin LeBoeuf Road, Abbeville at 0700 <input type="checkbox"/>
Assistant Safety Officer		Paul Atkociunas		1 EPA	Various <input type="checkbox"/>
7. Work Assignments					
<p><u>Bulking and Disposal Task Force:</u> Segregating, bulking, and preparing for disposal of orphaned containers and HHW collected throughout affected areas of the Parish. (Crews will be off 2/26/2006 for a scheduled break.) USCG will provide EMT support.</p> <p><u>Hazardous Debris Collection Task Force:</u> Reconnaissance and recovery of HHW and orphaned containers. (Crews will be off 2/26/2006 for a scheduled break.)</p> <p><u>Assistant Safety Officers</u> Assistant Safety Officer will provide support for the Vermilion/Iberia Division.</p>					
8. Special Instructions					
<p>All personnel must attend a daily safety meeting and sign-in at the safety meeting to verify attendance.</p> <p>If personal safety is threatened, immediately leave the area and call 911. Then notify your supervisor and the Safety Officer at 504-731-8686.</p> <p>Protect soles of feet against puncture injury by use of appropriate steel inserts.</p> <p>Use snake chaps whenever in lowland or marsh areas.</p> <p>Use ear plugs to protect against heavy equipment noise and double ear protection while on air boats.</p> <p>Personal Flotation Devices are mandatory when working on or near water and hardhats are mandatory at all times except while on a moving boat.</p> <p>Use splash shield whenever splash hazards are present.</p> <p>Refer matters related to ammo, firearms, and unexploded ordnance (e.g. military ordnance or manufactured devices such as bombs) to the IMT Emergency Response Branch 24 hour hotline number at 1-800-401-1327.</p>					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio Frequency	
Cell Phone Communications				N/A	
Emergency Communications					
10. Prepared by Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch West Branch		4. Division/Group/Staging <u>Marsh Ops Division A</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Ruhl	EPA	214-789-9587	
Branch Deputy:		Monica Allison	EPA	214-329-8250	
Division/Group Sup/STAM		Greg Weigel	EPA	214-329-8282	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier		Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks ↓
Task Force 1		Steve Thompson, USCG until 2/27 then Dustin Fitzgerald	504- 274-7807	1 EPA 1 USCG 4 START 11 BOA	West Ferry at 0700 <input type="checkbox"/>
Task Force 2		Greg Weigel	214-329-8282	1 START 4 EQM-ERRS	West Ferry at 0700 <input type="checkbox"/>
Asst. Safety Officer		Janet Yocum EPA until 2/23 then Curt Black	214-329-8232	EPA	Various at 0700 <input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
					<input type="checkbox"/>
7. Work Assignments					
Task Force 1 : HW Recovery from Zones 12 and 13. Task Force 2: Transfer HW from TF1 to Ferry Collection Assistant Safety Officer: ASO will support the entire branch					
8. Special Instructions					
To mitigate slips and trips on unstable ground, ensure adequate lighting. Protect soles of feet against puncture injury by use of appropriate steel inserts. Use snake chaps whenever in lowland or marsh areas. Use earplugs to protect against heavy equipment noise. PPE-Minimum Level D. Level C & B for hazcatting activities. PPE-All refrigerant recovery activities require the use of appropriate gloves. Use splash shields wherever splash hazard is present. Inspect rigging before use, every time. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Hackberry				RX: 164.575 TX: 164.075	
Lowry				RX: 168.225 TX: 163.575	
Emergency Communications					
10. Prepared by 1910 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSG) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch West Branch		4. Division/Group/Staging <u>Marsh Ops Division B</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27))	EPA	214-789-1627	
Branch Director:		Chris Ruhl	EPA	214-789-9587	
Branch Deputy:		Monica Allison	EPA	214-329-8250	
Division/Group Sup/STAM:		Chris Weden	EPA	214-329-8284	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	
Task Force 1	Brian Bryant, USCG until 2/25 then Ian Murray	504-281-3258	1 USCG 4 START 10 BOA	Hackberry at 0700	<input type="checkbox"/>
Task Force 2	Anthony Matulonis, USCG until 2/22 then Mark Grey	504-274-7984	1 USCG 4 START 25 BOA	Hackberry at 0700	<input type="checkbox"/>
Task Force 3	Darryl Biggs, EQM	314-985-8062	6 EQM ERRS	West Ferry at 0700	
Asst. Safety Officer	Janet Yocum, EPA until 2/23 then Curt Black	214-329-8232	EPA	Various	
7. Work Assignments					
<u>Task Force 1:</u> HW Recovery from Zones 39. <u>Task Force 2:</u> HW Recovery from Zones 41 and 39 <u>Task Force 3:</u> Transfer HW from TF1 and TF2 to Ferry Collection <u>Assistant Safety Officer:</u> Assistant Safety Officer will work throughout the branch.					
8. Special Instructions					
Protect soles of feet against puncture injury by use of appropriate steel inserts. Use snake chaps whenever in lowland or marsh areas. Use earplugs to protect against heavy equipment noise. PPE-Minimum Level D. Level C & B for hazcatting activities. Use splash shields wherever splash hazard is present. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Hackberry				RX: 164.575 TX: 164.075	
Lowry				RX: 168.225 TX: 163.575	
Emergency Communications					
10. Prepared by 2025 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time <i>2/20/06</i> Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 2025 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

(214) 329-82321. Incident Name		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch West Branch		4. Division/Group/Staging <u>Marsh Ops Division C</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Ruhl	EPA	214-789-9687	
Branch Deputy:		Monica Allison	EPA	214-329-8250	
Division/Group Sup/STAM:		Earl Liverman (2/28)	EPA	214-329-8261	
Division/Group Sup/STAM:		Andy Smith	EPA		
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓
Task Force 1	Bryan Nystrom, USCG until 2/24 then Ryan Dixon	504-274-7921	1 USCG 2 START 10 BOA	Gibbstown at 0700	<input type="checkbox"/>
Task Force 2	Jack Fowler, TVA until 2/23 then Carl Cole	214-329-8304	3 START 10 EQM-ERRS 1 TVA	Gibbstown at 0700	<input type="checkbox"/>
Task Force 3	Neil Gibb, USCG	201-779-4417	1 USCG 2 START 18 BOA	Gibbstown at 0700	<input type="checkbox"/>
Task Force 4:	Todd Campbell, TVA until 2/23 then Jonathon Walker	214-329-8297	2 START 18 BOA 1 TVA	Gibbstown at 0700	<input type="checkbox"/>
Asst. Safety Officer	Janet Yocum EPA until 2/23 then Curt Black	214-329-8232	EPA	Various	<input type="checkbox"/>
7. Work Assignments					
Task Force 1: HW Recovery Zone 18 (Heavy Lift). Task Force 2: HW Recovery Zones 14 and 15. Task Force 3: HW Recovery Zone 18. Task Force 4: HW Recovery Zone 18. Assistant Safety Officer: will support the entire branch.					
8. Special Instructions					
To mitigate slips and trips on unstable ground, ensure adequate lighting. Protect soles of feet against puncture injury by use of appropriate steel inserts. Use snake chaps whenever in lowland or marsh areas. Use earplugs to protect against heavy equipment noise. PPE-Minimum Level D. Level C & B for hazcatting activities. PPE-All refrigerant recovery activities require the use of appropriate gloves. Use splash shields wherever splash hazard is present. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Hackberry				RX: 164.575 TX: 164.075	
Lowry				RX: 168.225 TX: 163.575	
Emergency Communications					
10. Prepared by Date/Time 2/20/06 Dedriel Newsome		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch West Branch		4. Division/Group/Staging <u>Collections/Special Operation Group</u>			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Ruhl	EPA	214-789-9587	
Branch Deputy:		Monica Allison	EPA	214-329-8250	
Division/Group Sup/STAM:		Mario Robles (2/21)	EPA	214-329-8274	
Division/Group Sup/STAM:		Will Duncan	EPA	214-329-8253	
6. Resources Assigned "X" indicates 204a attachment with additional instructions					
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	↓
Task Force 1: Gibbstown Collection Area Team:	Mario Robles, EPA until 2/21 then Will Duncan	214-329-8274	1 EPA 1 LDEQ 2 START 13 EQM ERRS	Gibbstown at 0700	<input type="checkbox"/>
Task Force 2: Ferry Collection Area Team	Janice Pearson, EPA until 2/25 then Ray Faliskie	214-329-8277	1 EPA 1 LDEQ 2 START 17 EQM ERRS	Ferry at 0700	<input type="checkbox"/>
Task Force 3:	Rick Brannon, TVA until 2/23 then Thomas Wallace	214-329-8235	1 START 4 EQM ERRs 1 TVA	Various at 0700	<input type="checkbox"/>
Task Force 4:	Rick Brannon, TVA until 2/23 then Thomas Wallace	214-329-8235	2 START 3 EQM ERRs	Various at 0700	<input type="checkbox"/>
Asst. Safety Officer	Janet Yocum, EPA until 2/23 then Curt Black	214-329-8232	EPA	Various	<input type="checkbox"/>
7. Work Assignments					
<p><u>Task Force 1: Gibbstown Collection Area Team:</u> Receive, Characterize, Segregate, Bulk and Dispose of recovered waste. (84043, 83572).</p> <p><u>Task Force 2: Ferry Collection Area Team:</u> Receive, Characterize, Segregate, Bulk and Dispose of recovered waste (79793NE)</p> <p><u>Task Force 3:</u> Special Operations, Orphan Containers Recovery</p> <p><u>Task Force 4:</u> Ammunition and Weapons. Perform recovery, storage, transport and disposal of abandoned and orphan explosives in West Branch Area. Coordinate with West Branch Special Operations.</p> <p><u>Assistant Safety Officer:</u> will support the entire branch.</p>					
8. Special Instructions					
<p>Proper personal protective equipment (PPE) required by all on site personnel. A minimum of level D PPE is required on-site. Level D includes: safety glasses; traffic safety vests; steel toed shoes and hard hats.</p> <p>All personnel must attend a daily safety meeting and sign-in at the safety meeting to verify attendance</p> <p>Contractor personnel must keep a daily sign-in sheet of all personnel on-hand in case of emergency.</p> <p>To mitigate slips and trips on unstable ground, ensure adequate lighting.</p> <p>Protect soles of feet against puncture injury by use of appropriate steel inserts.</p> <p>Use snake chaps whenever in lowland or marsh areas.</p> <p>Refer matters related to Ammunition/firearms to LA DEQ Hotline at 225-342-1234 or the Federal Protective Service Mega Center in Denver, Co. at 888-282-7862. Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.</p> <p><u>Assistant Safety Officer:</u> Assistant Safety Officer will work throughout the branch.</p>					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Hackberry				RX: 164.575 TX: 164.075	
Lowry				RX: 168.225 TX: 163.575	
Emergency Communications					
10. Prepared by Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>[Signature]</i>		12. Reviewed by (PSC) 1920 Date/Time 2/20/06 Mike Szerlog <i>[Signature]</i>	

1. Incident Name LA Hurricane Response		2. Operational Period (Date/Time): From: 0700 21-Feb-06 To: 0700 28-Feb-06		Assignment List ICS 204-UC	
3. Branch West Branch		4. Division/Group/Staging Wetlands Technical Support Group			
5. Operations Personnel		Name	Affiliation	Contact # (s)	
Operations Section Chief:		Joe Davis inactive (2/21-2/26)	EPA	816-718-4279	
Operations Section Chief		Gary Moore (2/21-2/27)	EPA	214-789-1627	
Branch Director:		Chris Ruhl	EPA	214-789-9587	
Branch Deputy:		Monica Allison	EPA	214-329-8250	
Division/Group Sup/STAM:		JoAnn Cola	EPA	214-329-8227	
6. Resources Assigned		"X" indicates 204a attachment with additional instructions			
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks ↓	
Task Force 1: Wetlands Technical Support	JoAnn Cola, EPA until 2/22 then Mary Aycoc	214-329-8227	1 EPA 1 LDEQ 5 E&E	Lake Charles at 0700	<input type="checkbox"/>
Task Force 2: Wetlands Recon Team	Grechen Schmidt, EPA until 2/25 then Michelle Tucker	214-329-8254	1 EPA 4 START 2 EQM ERRS	Lake Charles at 0700	<input type="checkbox"/>
Asst. Safety Officer	Janet Yocum EPA until 2/23 then Curt Black	214-329-8232	EPA	Various	<input type="checkbox"/>
CIC	Pamela Emerson	206-295-6131	1 EPA	Cameron at 0700	
7. Work Assignments					
<u>Task Force 1:</u> Wetlands Technical Support Taskforce <u>Task Force 2:</u> Wetlands Recon Taskforce. Conduct airboat and aerial reconnaissance. When Aerial Flights are not being conducted the team will be conducting facility assessments. <u>Assistant Safety Officer:</u> will support the entire branch. <u>CIC:</u> Will work throughout the Parish.					
8. Special Instructions					
EPA performs safety oversight for this division Refer matters related to unexploded ordnance (eg. military ordnance or manufactured devices such as bombs) and for releases of hazardous materials to 800-401-1327.					
9. Communications (radio and/or phone contact numbers needed for this assignment)					
Channel/Function				Radio: Frequency	
Hackberry				RX: 164.575 TX: 164.075	
Lowry				RX: 168.225 / TX: 163.575	
Emergency Communications					
10. Prepared by 2020 Date/Time 2/20/06 Dedriel Newsome <i>Dedriel Newsome</i>		11. Reviewed by (OSC) Date/Time 2/20/06 Joe Davis <i>Joe Davis</i>		12. Reviewed by (PSC) 2020 Date/Time 2/20/06 Mike Szerlog <i>Mike Szerlog</i>	

AIR OPERATIONS BRANCH SUMMARY

Tuesday 21 February 2006

1. Incident Name
ESF-10 Hurricane Katrina / Rita
Recovery

East Helibase

West Helibase

KMSY (Signature Aviation)

Era - Lake Charles

4. Personnel and Communications		Name	Air/Air Frequency	Air/Ground Frequency	Remarks / Special Instructions:								
Air Operations Director Helibase Supervisor Helicopter Coordinator Air Tank Coordinator		Dennis Dorsey	83A		Sun Rise: 0635 Sun Set: 1754								
		Dennis Dorsey											
		Dennis Dorsey											
		N/A											
6. Location/Function		7. Assignment		8. Fixed Wing		9. Helicopters		10. Time		11. Aircraft		12. Operating Base	
				No.	Type	No.	Type	On Ramp	T/O				
SECTOR NOLA - P.I.G. Conduct overflight @ the following: ● N29 27.616 W089 24.421 ● N29 30.106 W 090 1.076 ● N29 46.210 W089 22.753 ● N29 31.783 W089 24.421 ● N29 04.458 W089 11.500		Kenning 200 lbs USCG Crow 130 lbs USCG Connelly 200 lbs USCG				1	AS350 Astar	0700	0800	N214EH	MSY		
WEST MARSH OPS (2) missions P/U @ Era - Lake Charles NLT 0900 to recon for post-ops overview Zones 15, 35, 39, 41, 7,12,13,& 14		Robles 200 lbs EPA Weden 200 lbs EPA McDonald 185 lbs Weston Pratt 175 lbs Weston Yocum 180 lbs EPA Fowler 180 lbs TVA				2	Bell 212	0700	0730	N509EH	MSY		
Totals						2	Note:	Any request for changes to this summary must be cleared through the Air Operations Branch Director.					
14. Air Operations Support Equipment: (1) AS350 Astar Helicopter and (1) Bell 212 Helicopter				15. Prepared by 16. Dennis Dorsey, Air Operations 21 Feb. 2006									

Incident Radio Communications Plan ICS-205-UC		1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time	
		Louisiana Hurricane Response	0900 20 Feb 06	From: 0700 21 Feb 06 To: 0700 28 Feb 06	
4. Basic Radio Channel Utilization					
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
King	1	TAC 1	163.100	ENVIRONMENTAL ASSESSMENT	All Branch/Group communications
King	2	TAC 2	162.700	AIR SAMPLING	All Branch/Group communications
King	3	TAC 3	162.775	EMERGENCY RESPONSE	All ER/Group communications
King	4	TAC 4	168.050	HAZARDOUS DEBRIS	All Hazard/Group communications
King	5	TAC 5	166.725	RECONAISSANCE	All Recon/Group communications
King	6	CMD - NORTH	Rx-170.0125 Tx-165.2500	N.O. - AREA WIDE COMM ALL BRANCHES	For all North New Orleans areawide communications and contact with LA TECH ICP
King	7				Blank Channel
King	8				Blank Channel
King	9				Blank Channel
King	10	Plaq. NO	Rx 170.6875 Tx 166.5750	PLAQUEMINES BURUS SOUTH ALL BRANCHES	Area Wide Communications
King	11	Plaq. SO	Rx 168.7000 Tx 170.9750	PLAQUEMINES BURUS SOUTH ALL BRANCHES	Area Wide Communications
King	12				Blank Channel
King	13				Blank Channel
King	14				Blank Channel
King	15				Blank Channel
King	16	CG MARINE DISTRESS	156.800	ALL BRANCHES	Emergency ONLY
5. Prepared by Communications Unit Leader Joseph George (214) 329-8240					

1. Incident Name HURRICANE KATRINA, WEST BRANCH ONLY		2. Operational Period (Date / Time) From: 21 FEB 2006 0700 To: 28 FEB 2006 0700		INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG	
3. BASIC RADIO CHANNEL USE					
SYSTEM / CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
GOV. ISSUED RADIO	1	TAC 1	164.450	RECONN	HAZMAT RECONN TASK FORCE COMMUNICATIONS
GOV. ISSUED RADIO	2	TAC 2	162.700	RECOVERY	HAZMAT RECOVERY TASK FORCE COMMUNICATIONS
GOV. ISSUED RADIO	3	TAC 3	162.775	RECOVERY	HAZMAT RECOVERY TASK FORCE COMMUNICATIONS
GOV. ISSUED RADIO	4	TAC 4	166.450	RECONN/RECOVERY	WATER OPS RECOVERY TASK FORCE COMMUNICATIONS
GOV. ISSUED RADIO	5	TAC 5	166.775	COLLECTION/BULKING	COLLECTION TASK FORCE COMMUNICATIONS
GOV. ISSUED RADIO	6	TAC 6	169.150	NOT ASSIGNED	BLANK CHANNEL
GOV. ISSUED RADIO	7	COMMAND HACKBERRY REPEATER	Rx 164.575 Tx 163.075	WESTERN CAMERON PARRISH DIVISION	WEST AREA DIVISION/GROUP COMMUNICATIONS
GOV. ISSUED RADIO	8	COMMAND LOWRY REPEATER	Rx 168.225 Tx 163.575	EASTERN CAMERON PARRISH DIVISION	EAST AREA DIVISION/GROUP COMMUNICATIONS
MOTOROLA XTS5000R/BLACK USCG	USGG-1	COMMAND	800 MHz	ALL COMMAND	FOR ALL AREAS AND CONTACT WITH WEST HAZ DEBRIS BRANCH SUPERVISOR
4. Prepared by: (Communications Unit) Joseph George (214) 329-8240				Date / Time 20 FEB 2006 900	
INCIDENT RADIO COMMUNICATIONS PLAN					ICS 205-CG (Rev.07/04)

ICS 206: Medical Plan	1. Incident Name: LA Hurricanes Response - East	2. Date Prepared: 20 Feb 06	3. Time Prepared: 0800 hours	4. Operational Period: From: 0700 21 Feb 06 To: 0700 28 Feb 06							
	5. Incident Medical Aid Station										
Medical Aid Stations		Location		Paramedics Yes No							
FOH- ICP Medical Clinic Trailer		LA Technical College, Metairie 832 588 0131 (0700-2100)		MD/RN							
EMEDS - Spirit of Charity (med & dent)		N.O Convention Center , Henderson St., Hall J (24/7 coverage), (504) 670-4018, (504) 670-4033		MD/RN							
FEMA New Orleans Base Camp (med)		2701 Lawrence Rd, West Bank, Algiers, NO, (504) 366-5301, (504) 366-4093		MD/RN							
FEMA AFO (FOH Clinic)		1 Seine Court, Suite 426, Algiers, N.O. (off Gen. DeGaulle in Latter & Blum building) (504)762-2086 or (985)789-7589 (0700-1900)		MD/RN							
Heart to Heart Primary Care Clinic		Off Read Blvd, by Methodist Hospital), (816) 223-0949 (0800-1530)		MD/RN							
PHS DMAT, Chalmette (med)		Wal-Mart (superstore) parking lot, W. Judge Perez Dr, Chalmette, (504) 208-4023 or 4024 (clinic 0800-1730, EMT- 24/7)		MD/RN							
Port Sulphur FOH Medical Clinic		Port Sulphur High School, Plaquemines Parish, (504) 281-5448		MD/RN							
The Family Doctor (local clinic)		5140 Church St., behind Post Office off HWY 45 in Lafitte, (504) 349-6525		MD/RN							
6. Transportation											
A. Ambulance Services											
Name		Address		Phone		Paramedics Yes No					
East Jefferson Parish EMS		3120 Vine St., E. Jefferson		911 or (504) 349-5375		Y					
West Jefferson Parish EMS		1225 Avenue C, W. Jefferson		911 or (504) 349-8661		Y					
New Orleans		City-wide coverage		911		Y					
Plaquemines Parish EMS		Methodist Church, HWY 23 at Belle Chase; Plaquemines Parish Govt. Center, HWY 23 at Port Sulphur, and Woodlawn VFD, HWY 39 at Braithwaite (east bank)		911 or (504) 394-3541		Y					
Advanced EMS, FEMA		Church at Empire Locks on Hwy 11		911 or (504) 235-7859		Y					
Advance EMS, FEMA		LZ Fort Jackson, Hwy 23		911 or (504) 235-7859		Y					
Advance EMS, FEMA		Fire Station, Hwy 11, Buras		911 or (504) 235-7859		Y					
Advance EMS, FEMA		Venice Marina and Harbor, Hwy 23, Venice		911 or (504) 235-7859		Y					
US Coast Guard Med Evac		Belle Chasse, Naval Air Station (search and rescue)		(800) 874-2153		Y					
B. Incident Ambulances											
7. Hospitals											
Name		Address		Travel Time Air Ground		Phone		Helipad Yes No		Burn Center Yes No	
Ochsner Clinic Foundation		1514 Jefferson Hwy, SR 90, NO (Trauma Ctr)				(504) 842-3460		Y		N	
East Jefferson General		4200 Houma Blvd, Metairie				(504) 454-4387		Y		N	
West Jefferson		1101 Medical Center Blvd, Marrero				(504) 347-5511		Y		N	
Touro Infirmary		1401 Foucher St, NO				(504) 897-7011		Y		N	
Meadow Crest		2500 Belle Chasse Hwy, Gretna				(504) 392-3131				N	
North Shore Reg Med Ctr		100 Medical Center Drive, Slidell				(985) 649-7070		Y		N	
Slidell Memorial		1001 Gause Blvd, Slidell				(985) 649-8542				N	
Lakeview Reg Med Ctr		95 E Fairway Dr (@ Hwy 190), Covington				(985) 867-4000		Y		N	
St. Tammany Parish		1200 S. Tyler St, Covington				(985) 898-4403		Y		N	
North Oaks Med Ctr		15790 Paul Vega MD Dr, Hammond				(985) 230-1359		Y		N	
River Parishes		500 Rue de Sante, LaPlace (Lev 2)				(985) 652-7000		Y		N	
Kenner Regional Med Ctr.		180 W. Esplanade, Kenner				(504) 468- 8600				N	

ICS 206: Medical Plan	1. Incident Name: LA Hurricanes Response -Central	2. Date Prepared: 20 Feb 06	3. Time Prepared: 0800 hours	4. Operational Period: From: 0700 21 Feb 06 To: 0700 28 Feb 06			
5. Incident Medical Aid Station							
Medical Aid Stations		Location			Paramedics Yes No		
Grande Isle US Coast Guard Station		Grande Isle USCG Base			EMT		
Vermilion Bulking and Disposal Ops		Vermilion Parish Command Post, 12002 Calvin LeBouef Road, Abbeville			EMT		
6. Transportation							
A. Ambulance Services							
Name	Address		Phone		Paramedics Yes No		
Acadian Ambulance/Air Evac	Lafayette, Lafayette Parish, Houma, Terrebonne Parish and Hwy 1, Raceland		911 or (800) 259-1111		Y		
Lafourche Ambu Dist #1	17078 W Main St, Cut Off		911 or (985) 632-7192		Y		
Grand Isle Vol Emerg Ambulance	100 Chighizola Ln, Grand Isle		911 or (985) 787-2777		Y		
B. Incident Ambulances							
Name	Location			Paramedics Yes No			
7. Hospitals							
Name	Address	Travel Time Air Ground		Phone	Helipad Yes No		Burn Center Yes No
Abbeville General	118 N Hospital Dr, Abbeville			(337) 898-6471	Y		N
Abram Kaplan Mem	1310 West Seventh St			(337) 643-8300	Y		N
University Medical Ctr	2390 W Congress St, Lafayette			(337) 261-6000	Y		N
Southwest Medical Ctr Class 2 Trauma	2810 Ambassador Caffery Parkway Lafayette			(337) 981-2949	Y		N
Lafayette Gen Med Ctr	1214 Coolidge St, Lafayette			(337) 289-7183	Y		N
Teche Regional Med Ctr	1125 Marguerite St, Morgan City			(985) 384-2200	Y		N
Leonard Chabert Med Ctr	1978 Industrial Blvd, Houma			(985) 873-2200	Y		N
Terrebonne Gen Med Ctr	8166 Main St, Houma			(985) 873-4002	Y		N
St. Anne General	4608 Hwy 1, Raceland			(985) 537-6841	Y		N
Our Lady of the Sea	200 West 134 th Pl. (off Hwy 1) Galliano, Cut Off (for Larose)			(985) 632-8068	Y		N
Iberia Med Ctr	2315 E Main, New Iberia			(337) 364-0441	Y		N
Thibodaux Reg Med Ctr	602 N Acadia Rd, Thibodaux			(985) 493-4727	Y		N
Dauterive Hospital	600 N. Louis New Iberia, LA			(337) 365-7311	Y		N

ICS 206: Medical Plan	1. Incident Name: LA Hurricanes Response – West	2. Date Prepared: 20 Feb 06	3. Time Prepared: 0800 hours	4. Operational Period: From: 0700 21 Feb 06 To: 0700 28 Feb 06							
	5. Incident Medical Aid Station										
Medical Aid Stations		Location			Paramedics Yes No						
Camp Cameron, Oak Grove LA		Hwy 27 and Hwy 82			N						
PHS Primary Care Clinic		5360 W. Creole Highway			Y						
6. Transportation											
A. Ambulance Services											
Name		Address		Phone		Paramedics Yes No					
PHS Primary Care Clinic		5360 W. Creole Highway		(337) 542-4221		Y					
West Calcasieu-Cameron		701 Cypress, Sulphur		(337) 527-9999		Y					
Cameron Parish EMS		Grand Lake, Johnson Bayou, Hackberry, Cameron		911		Y					
Acadian Air Ambulance/Air Evac		Lake Charles, LA, Alexandria, LA		(800) 259-1111		Y					
B. Incident Ambulances											
Name		Location			Paramedics Yes No						
7. Hospitals											
Name		Address		Travel Time Air Ground		Phone		Helipad Yes No		Anti-Venom Yes No	
Lake Charles Memorial (E of Calcasieu Lake)		1701 Oak Park Blvd, Lake Charles				(337) 494-3036		Y		Y	
West Calcasieu-Cameron (W of Calcasieu Lake)		701 Cypress St, Sulphur				(337) 527-4274		Y		Y	
Christus St. Elizabeth Hospital		2830 Calder St. Beaumont, TX				(409) 892-7171		Y		Y	
Christus St. Mary Hospital		3600 Gates Blvd., Port Arthur, TX				(409) 985-7431					
The Medical Center of Southeast Texas		2555 Jimmy Johnson Blvd., Port Arthur, TX				(409) 724-7389		Y			

BURN CENTER: Baton Rouge General Medical Center, 3600 Florida Blvd, Baton Rouge, LA 70806, (225) 387-7716

POISON CONTROL CENTER: 1(800) 222-1222

FIELD EMERGENCY

1) Attempt to stabilize victim through first aid.
2) If emergency transport is required, use local resources first, then the resources best suited to provide the level of care needed (eg, USCG Med-Evac transport for 3rd degree burns). Call 911. Provide injury info in the next column.

Give the 911 operator as much information as possible. Stay on the line and answer all questions -- information may be radioed to the responders.

Report all events to 1) Supervisor, 2) Safety, 3) Logistics, Medical Unit.

ALL EMERGENCIES—secure the area. Identify witnesses for later investigation. Keep log of the events.

INJURY RECORDING INFORMATION

NATURE OF INJURY _____

LOCATION OF PATIENT _____

TRANSPORTATION: AIR _____ GROUND _____

PICK UP POINT _____

LAT _____ LONG _____

IS AN EMT WITH THE PATIENT? YES _____ NO _____

VICTIM'S CONDITION _____

AGE _____ SEX _____

Contact Medical Unit Leader at: 214-329-8316

Prepared by (Medical Unit Leader)

Brian Kovak

Brian Kovak

10. Reviewed by (Safety Officer)

Anita Boseman

Anita Boseman

To View Incident Action Plan Operational Period February 21, 2006 through
February 28, 2006 Traffic Update please see Attachments

Finance Section Update

Operational Period starting: 0700 21 Feb 06 ending: 0700 28 Feb 06
K1-F

In Processing

Upon mobilization, please check in with the Time Unit Leader to verify accurate accounting string in PeoplePlus. The Finance section is located in room 19.

Sign-in/Sign-out is required

All EPA employees are required to sign in and out on a daily basis. You are also required to indicate the number of hours you will record in People Plus. The Sign-In/Sign-Out Logs will be in the Ops. Briefing Room every morning from 0645 hours until 0700 hours the following morning. The logs will be retained in the Finance Room office thereafter. Net hours recorded on the sign in logs will be downloaded to a restricted access section of the OSCWeb page. Home office supervisors will have access to this data to verify hours entered into PeoplePlus. It is recommended that each employee retain a log or make notations on the sign in sheets for hours worked that are not included within your sign in/out times (i.e., public meetings, move/demobilization times, off site billable hours).

All remote command posts are required to complete Sign-In/Sign-Out Logs on a daily basis following the same procedure as the IMT. If available, these should be faxed daily to 504-731-1953. If fax is unavailable, EPA employee logs should be brought to Finance Room #19 at the Incident Command Post as soon as possible.

Tracking Your Time

A. If you are a trust fund employee (100% Superfund, OPA, or BRAC) you must charge your regular hours and overtime to one of Hurricane Katrina codes listed below.

Hurricane Katrina People Plus Account Codes:

05/06 BR 06L0XAZ 302DC6C	IMT, RRC, or JFO operations
05/06 BR 06L0XB5 302DC6C	Field Operations
05/06 BR 06L0XB6 302DC6C	Drinking Water & Wastewater Treatment

Hurricane Rita People Plus Account Code:

05/06 BR 06L0XC5 302DC6C	Field Operations
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B. If you are an EPM employee charge only your overtime and specialty pay to the above codes. All regular hours should be charged to the KAT codes that your region has assigned.

There will be example pages available in the Finance Office, Room 19, along with people to help with this issue. If you are not clear about this, or you do not have these account codes in your favorites, please come to see the Time Unit Leader or the Finance Section Chief before the time to complete People Plus.

Hazard Duty (PPlus codes vary; check with Finance)

Employees may receive up to 25% of basic pay to be paid as a Hazard Pay Differential for work involving physical hardship or hazard. The Schedule of Pay Differentials for Hazardous Duty is found in EPA Order 3100.3A and in 5 CFR at Part 550. When an employee performs duty for which a hazard pay differential is authorized, regardless of the number of hours, the employee will be paid the differential for the all hours in a pay status on the day on which duty is performed. In accordance with 5 CFR 550.905, employees may not be paid a hazardous duty differential for hours for which they receive annual premium pay for regularly scheduled standby duty.

Night Differential (PPlus code = NTDOT, must be used with OTINS for overtime)

Night pay is a ten percent differential paid to an employee for regularly scheduled work performed at night. Night pay is paid in addition to overtime, Sunday, or holiday premium pay. Generally, night work must be performed between the hours of 6 p.m. and 6 a.m. The authorization for night pay is the approved work schedule in advance of the administrative work week by the IMT Supervisor. Examples are available in the Finance Office, Room 19.

All employees deployed to New Orleans were directed that overtime work would be expected and an overtime authorization form should have been completed and signed by the “home region” supervisor prior to deployment. If the IMT supervisor in Louisiana has scheduled and directed work between the hours of 6 p.m. and 6 a.m., the employee is entitled to night differential pay.

Please be reminded that an employee receiving standby duty pay on an annual basis may not receive premium pay work at night.

EPA recently issued interim procedures & a new form for Travel Compensatory Time Off (travel during non-duty hours). Copies of the form are in the Ops Briefing Room. Written procedures are posted outside of Room 19.

Demobilization

The de-mob process is extremely important. It affects EPA payroll projections to FEMA, resource issues for teams working in the field, sleeping requirements, etc. Please go through the de-mob process located in room 18 before you plan to go home. Allow at least two (2) hours for this process.

General Information

Finance can be reached at 504-731-8695 or stop by Room 19 for assistance.

CENTRAL BRANCH

Bridges:

- The **Industrial Bridge**, located on La 661 will be closed until further notice due to mechanical failure. The bridge is open to marine traffic only.

Roadways:

- **LA 661** is closed in both directions: at State Highway 315 (Houma). See Industrial Bridge closure, above.
- **LA 182:** (Bus U.S. 90 in Assumption Parish near Morgan City) from State Highway 662 to State Highway 662. Road closed for repairs.

WEST BRANCH

Roadways:

- **LA 82:** from Texas Border to Teal Street (near Junction w/ LA 27 by Mud Lake to TX Border) - Road closed to traffic, no through traffic, route impassable until February 28, 2006.
- **LA 102:** from Interstate 10 to State Highway 97 – Road closed to traffic due to road construction; follow the detour signs until March 30, 2006.

“SAFETY MESSAGE”

K1-C

LA Hurricane Response Unified Incident Management Team

Operational Period:

Starting: 21 Feb 06, 0700

Ending: 28 Feb 06, 0700

Major Hazards and Risks:

Driving - Traffic Congestion, Road Hazards, Overloaded/Heavy Construction/Equipment Vehicles

Structural Instability – Injury/entrapment: Do Not Enter Structurally Unsound Buildings

Biological Hazards – Risk of infection from wounds, insect bites, contact with poisonous plants

Dangerous Animals - Venomous insects (fire ants, wasps, spiders), venomous snakes, alligators

Hazardous Materials – Contact hazards, inhalation exposure, fire/explosion

Security – Follow Mardi Gras Security Instructions distributed to trailers. Do not wear EPA logo or IDs while off duty

Uneven terrain/debris fields – Injury due to slips, trips, and falls

Electrical Hazards - The potential for electrocution remains as power companies may intermittently energize sections of the grid to identify faults. Additionally, portable electric power generators have the potential to energize sections of downed power lines that otherwise have been de-energized by the power companies. All personnel, especially field workers, must consider all downed power lines to be potentially dangerous and to avoid contact.

Hazardous Debris collection – Be watchful and careful of sharp objects in debris, and fumes released due to bagging together incompatible HH items, such as bleach, ammonia, Windex.

Automatic External Defibrillators (AED) - The Medical Unit has an AED in their clinic/trailer which is located in the northeast corner of the ICP parking lot. The AED is available at the Safety Office when the Medical Unit is closed. The hours of operation and the availability of the medical staff are as follows:

0700 – 2100 hrs, Monday – Sunday, (Two Registered Nurses)

1600 – 2100 hrs, Monday, Wednesday, Friday and Sunday, (physician)

The Medical Staff may be reached during these hours at **(832) 588-0131**

Severe Weather Warning and Trailer Evacuation Procedures

- You will hear 3 Blast on the Air Horn for the trailers
- All personnel, including those in the trailers and parking lot area, immediately proceed to the ICP, Conference Center located in the building interior
- You will be notified when it is safe to return to work

**Plan your work
Work your plan**

Safety Officer Anita Boseman 214-329-8320 Alt. 312-802-0749 George Brozowski (2/27) 214-329-8320	Medical Unit Leader and Assistant Safety Officer St. Tammany Parish Brian Kovak 214-329-8316 Alt. 215-353- 3930	LDEQ - Safety Officer Glenn A. Miller 225-281-2710
Plaquemines Parish Assistant Safety Officer Damon Frizzell 913-544-6504	Central Branch Assistant Safety Officer Paul Atkociunas 312-886-7502	West Branch Assistant Safety Officer Janet Yocum 415-218-7398 Curt Black (2/23)
Orleans Parish / ER Removal Branch Assistant Safety Officer Tony Zimmer 513-675-4746 Kenneth Shewmake (2/25)	St. Bernard Parish Assistant Safety Officer Gregory DeAngelis 908-420-4473	USCG Roving and Water Operations Assistant Safety Officer Dustin Wilson 609-703-2621 Alt. 609-351-7152
Weston – START Safety Officer Stephen McManus 504-376-9166	Weston – START Safety Officer West Operations	EQM – ERRS Health and Safety Officer Scott Berndt 513-265-5848
Earth Tech – ERRS Safety Officer Martin Sullivan 860-830-7217	Jefferson Parish Assistant Safety Officer Varies	Critical Incident Stress Mgt. Pam Harting-Barrat 617-721-2868 Craig Beasley 202-309-5123

NEC COMMUNICATIONS LIST ICS 205A-UC

Position	Lan 504- 731- XXX X	Nextel 214-329- XXXX	Name	Cell Phone	Email Address	Demob Date
1. Unified Command & Staff						
Incident Commander – EPA	8655	8309/83	Ronnie Crossland	(214) 329-8309	Crossland.Ronnie@epa.gov	22-Apr
Incident Commander – LDEQ	8614		Daniel Lambert	(225) 978-7341	Daniel.Lambert@LA.gov	NA
Incident Commander – USCG			Cdr. Ronald J. Cantin	(251) 441-6601		NA
Deputy IC – EPA	8626	8302/76	Luis Lluberias	(214) 329-8302	Lluberias.Luis@epa.gov	22-Apr
Deputy IC – EPA			Sonia Vega	(651) 402-2562	Vega.Sonia@epa.gov	27-Feb
Deputy IC - EPA			Chris Jimenez	(908) 420-4484	Jimenez.Chris@epa.gov	19-Mar
Deputy IC – LDEQ	8623		Karen Price	(225) 936-8832	Karen.G.Price@LA.gov	NA
Deputy IC – USCG	8687		Rod Elkins	(251) 680-9677		24-Feb
Deputy IC - USCG	8687		Kevin Sligh			
Senior Federal Official – EPA			Sam Coleman	(214) 789-2016	Coleman.Sam@epa.gov	NA
Deputy Senior Federal Official – EPA						NA
Senior State Official – LDEQ			Jeff Meyers	(225) 936-8831	Jeff.Meyers@LA.gov	NA
Safety Officer – EPA	8686	8320/94	Brian Kovak	(215) 353-3930	Kovak.Brian@epa.gov	2-Mar
Safety Officer – LDEQ			Glenn Miller	(225) 219-0942	Glenn.Miller@LA.gov	NA
Information Officer – EPA	8616	8230	Cynthia Fanning	(214) 329-8230	Fanning.Cynthia@epa.gov	28-Apr
Information Officer – LDEQ			Darin Mann	(225) 485-8033	Darin.Mann@LA.gov	NA
Scientific Support Coordinator – EPA			Nancy Jones	(214) 789-1527	Jones.Nancy@epa.gov	NA
Scientific Support Coordinator – NOAA			Charlie Henry	(206) 849-9928	Charlie.Henry@noaa.gov	NA
Community Involvement Group	0274	8326	Tonia Biggs	(214) 329-8326	Biggs.Tonia@epa.gov	28-Apr
Liaison Officer – EPA	0329		Chris Christenson	(312) 636-3895	Christenson.Elmore@epa.gov	27-Feb
Liaison Officer – EPA	329		Eric Wilson		Wilson.EricJ@epa.gov	9-Mar
Liaison – AFO - N.O.ESF 10 Lead		8283	Marvin Benton	(214) 329-8283	Benton.Marvin@epa.gov	25-Feb
Liaison -- AFO			Olivia Balandran	NA	Balandran.Olivia-R@epa.gov	28-Mar
Liaison – AFO - B.R.			NA	NA		NA
Liaison – JFO - B.R. - ESF 10 Lead			Steve Mason/Susan Webster	(214) 789-1871/ (214) 789-2667	Mason.Steve@epa.gov	NA
ALO – St. Bernard Parish/Murphy Oil		8279	Dawn Ison	(214) 329-8279	Ison.Dawn@epa.gov	28-Feb
ALO – St. Bernard Parish/Murphy Oil		8279	Patti Tyler		Tyler.Patti@epa.gov	18-Mar
Agency Administrator Representative		8281				NA
Medical Unit – EPA	8611	8316	Brian Kovak	(214) 329-8316	Kovak.Brian@epa.gov	27-Feb
Medical Unit – EPA	8611	8316	Bill Albrecht	(702) 784-8021	Albrecht.Bill@epa.gov	16-Mar
Critical Incident Stress Management			Pam Harting-Barrat	(617) 721-2868	Harting-Barrat.Pamela@epa.gov	23-Feb
Critical Incident Stress Management			Craig Beasley	(202) 309-5123	Beasley.Craig@epa.gov	23-Feb
2. Agency Representatives						
Agency Rep – NOAA			Charlie Henry	(206) 849-9928	Charlie.Henry@noaa.gov	NA
Agency Rep – ACOE			Matt Bourgeois	(504) 762-2353		NA
Agency Rep – USFWS			Buddy Goatcher	(337) 280-1157		NA
Agency Rep – ATSDR			Karl Markiewicz	(404) 545-0433	Markiewicz.Karl@epa.gov	NA
3. Planning Section						
Chief	0275		Arlene Anderson	(908) 420-4481	Anderson.Arlene@epa.gov	15-Apr
Deputy Chief – LDEQ			Bridget Lions	(504) 452-1445	Bridget.Lions@LA.gov	NA
Resource Unit Lead			Dedriel Newsome	(913) 626-4042	Newsome.Dedriel@epa.gov	6-Mar
Demobilization Unit Lead			Dedriel Newsome	(913) 626-4042	Newsome.Dedriel@epa.gov	6-Mar
Situation Unit Lead – EPA	0305		Mike Szerlog	(206) 849-4821	Szerlog.Michael@epa.gov	22-Apr
Documentation Unit Lead			Jolleen Werst	(816) 456-8345	Werst.Jolleen@epa.gov	11-Mar
Documentation Unit Lead, SAIC			Shannon Savitch, SAIC	(510) 593-1010	Savitch.Shannon@epa.gov	NA
Documentation Unit Lead, SAIC			Beth Reeves, SAIC	(510) 593-1010	Reeves.Beth@epa.gov	NA
Environmental Unit Lead	319		Terrence Johnson	(702) 496-0703	Johnson.Terrence@epa.gov	2-Mar
Technical Specialist – Envir Unit						NA
GIS Unit Lead	8674		Harvey Simon	(646) 369-0049	Simon.Harvey@epa.gov	23-Feb
GIS Unit Lead	8674		Karl Hermann	(720) 308-0964	Hermann.Karl@epa.gov	9-Mar
4. Logistics Section						

NEC COMMUNICATIONS LIST ICS 205A-UC

Position	Lan 504- 731- XXX X	Nextel 214-329- XXXX	Name	Cell Phone	Email Address	Demob Date
Chief			Lisa Bokun	(214) 325-3183	Bokun.Lisa@epa.gov	2-Mar
a. Service Branch						
Branch Director – EPA			Alma Adams-Horvath	(817) 538-1212	Adams.Alma@epa.gov	NA
Supply Unit Leader – USCG			Thomas Ikner	(504) 274-7513		10-Mar
Housing Coordinator			Sylvia Schadler	(214) 329-8271	Schadler.Sylvia@epa.gov	NA
Security/Food/Ground Support Unit Leader		8262	Wynton Stott	(214) 329-8262	Stott.Wynton@epa.gov	NA
b. Support Branch						
Branch Director			Jim Poindexter	(214) 437-9808	Poindexter.Jim@epa.gov	4-Mar
IT Support			Ken Ferguson	(214) 329-8251	Ferguson.Ken@epa.gov	NA
IT Support			Charles Wooten	(214) 329-8263	Wooten.Charles@epa.gov	NA
IT Support			Randy Gonzalez	(214) 329-8312	Gonzalez.Randal@epa.gov	NA
IT Support, USCG			Laura Pugh	(651) 283-1953		
Comms Unit Leader - NIFC		8240	Joseph George	(214) 329-8240	None	NA
Distribution and Receiving		8292	Gary Zimmerman	(214) 329-8322	Zimmerman.Gary@epa.gov	NA
5. Operations Section						
Chief – EPA	8652	8313/87	Joe Davis	(816) 718-4279	Davis.Joe@epa.gov	15-Apr
Chief - EPA	8652	8313/87	Gary Moore	(214) 789-1627	Moore.Gary@epa.gov	28-Feb
Chief – LDEQ			David Oge'	(225) 235-1811	David.Oge@LA.gov	NA
Deputy – LDEQ			Holly Herrmann	(504) 452-1445	Holly.Herrmann@LA.gov	NA
Deputy – USCG			Shane Raiford	(504) 274-7286	cgopskatrina@yahoo.com	1-Mar
a. Environmental Assessment Branch						
Branch Director – EPA			Don Bussey	(702) 290-7072	Bussey.Don@epa.gov	2-Mar
Environmental Sampling Group			Don Bussey	(702) 290-7072	Bussey.Don@epa.gov	2-Mar
Air Sampling Group			Don Bussey	(702) 290-7072	Bussey.Don@epa.gov	2-Mar
FEMA Temp Housing Sampling Group			Don Bussey	(702) 290-7072	Bussey.Don@epa.gov	2-Mar
East Div LDEQ Environmental Assmt			Phyllis Luke	(225) 936-3010	Phyllis.Luke@LA.gov	NA
Central/West Div LDEQ Environmental Assmt			Phyllis Luke	(225) 936-3010	Phyllis.Luke@LA.gov	NA
Facility Damage Assessment Group			Dwight Bradshaw	(504) 388-8956	Dwight.Bradshaw@LA.gov	NA
b. ER Removal Branch						
Branch Director – EPA	8677	8315/90	Chris Thomas	(215) 514-7811	Thomas.Christopher@epa.gov	26-Feb
Branch Director – EPA	8677	8315/90	Carl Pellegrino	(908) 420-4491	Pellegrino.Carl@epa.gov	19-Mar
School Assessment Group			Michelle Jaster	(734) 740-9014	Jaster.Michelle@epa.gov	28-Feb
School Assessment Group			Walter Nied	(312) 802-0754	Nied.Walter@epa.gov	20-Mar
Response/Removal/Abandoned Cont Grp			Carl Pellegrino	(908) 420-4491	Pellegrino.Carl@epa.gov	19-Mar
510 Collection Area Group			Michelle Rogow	(415) 595-8347	Rogow.Michelle@epa.gov	2-Mar
Abandoned/Orphan Explosives Group		8299	Mark Gallo	(214) 329-8299	Gallo.Mark@epa.gov	23-Feb
Abandoned/Orphan Explosives Group		8299	Margaret Chong	(908) 420-4477	Chong.Margaret@epa.gov	15-Mar
c. East Branch						
Branch Director – EPA	0304		Pete Stevenson	(303) 886-1639	Stevenson.Peter@epa.gov	22-Apr
St. Bernard Division			Dennis Matlock	(304) 280-7500	Matlock.Dennis@epa.gov	24-Feb
St. Bernard URG Oversight			Dennis Matlock	(304) 280-7500	Matlock.Dennis@epa.gov	24-Feb
St. Bernard Division			Don McLaughlin	(215) 514-3846	McLaughlin.Don@epa.gov	15-Mar
St. Bernard URG Oversight			Don McLaughlin	(215) 514-3846	McLaughlin.Don@epa.gov	15-Mar
St. Bernard Murphy Oil			Jim Mullins	(214) 329-8280	Mullins.James@epa.gov	22-Feb
St. Bernard Murphy Oil			Richard Franklin	(214) 329-8280	Franklin.Richard@epa.gov	14-Mar
St. Bernard HHW Debris			Philip Ofosu	(214) 329-8265	Ofosu.Philip@epa.gov	16-Mar
St. Bernard HHW Debris			Jane Neumann	(312) 339-7485	Neumann.Jane@epa.gov	24-Feb
St. Bernard Bulking & Disposal			Dennis Matlock	(304) 280-7500	Matlock.Dennis@epa.gov	24-Feb
St. Bernard Bulking & Disposal			Don McLaughlin	(215) 514-3846	McLaughlin.Don@epa.gov	15-Mar
Jefferson Division			Rita Ware	(214) 329-8278	Ware.Rita@epa.gov	26-Feb
Jefferson Division			David Duster	(214) 329-8325	Duster.David@epa.gov	18-Mar
Plaquemines Division		8238	Randy Schademann	(214) 329-8238	Schademann.Randy@epa.gov	26-Feb

NEC COMMUNICATIONS LIST ICS 205A-UC

Position	Lan 504- 731- XXX X	Nextel 214-329- XXXX	Name	Cell Phone	Email Address	Demob Date
Plaquemines Division		8238	Janice Kroone	(816) 718-4273	Kroone.Janice@epa.gov	18-Mar
Plaquemines West Bank/Canal TF			Wing Chau	(617) 694-7056	Chau.Wing@epa.gov	5-Mar
Plaquemines HHW Debris Collection TF			Dan Gravatt	(913) 523-5874	Gravatt.Dan@epa.gov	27-Feb
Plaquemines HHW Debris Collection TF			Mazzie Talley	(913) 523-4793	Talley.Mazzie@epa.gov	19-Mar
Plaquemines Bulking & Disposal			Randy Rice	(617) 680-5547	Rice.Randy@epa.gov	24-Feb
			Tom Hatzopoulos	(617) 312-4712	Hatzopoulos.Athanasios@epa.gov	16-Mar
Marsh Recovery Group – USCG			Monte White	(251) 680-9757	recovery_group2@yahoo.com	24-Feb
Marsh Ops Group - EPA			Rich Fetzter	(215) 341-6307	Fetzter.Richard@epa.gov	23-Feb
Marsh Ops Group - EPA			Bob Kelly	(215) 266-7496	Kelly.RobertJ@epa.gov	15-Mar
Orleans Division			Karen McCormick	(214) 789-2814	McCormick.Karen@epa.gov	26-Feb
Orleans Division			Raji Josiam	(214) 789-9897	Josiam.Raji@epa.gov	18-Mar
Orleans Bulking/Disp Task Force			Cyndy Kopitsky	(609) 335-6160	Kopitsky.Cyndy@epa.gov	27-Feb
Orleans Bulking/Disp Task Force			Richard Gigger	(281) 620-7899	Gigger.Richard@epa.gov	19-Mar
Orleans HHW Debris TFTL 1			Valmichael Leos	(214) 789-2716	Leos.Valmichael@epa.gov	12-Mar
Orleans HHW Debris TFTL 2			David Robertson 214-789-1353	(225) 328-6913	Roberston.David@epa.gov	27-Feb
Orleans HHW Debris TFTL 2			Gary Miller	(817) 896-3912	Miller.Gary@epa.gov	19-Mar
Orleans HHW Debris TFTL 3			Estella Sugawara-Adams	(214) 329-8302	Sugawara-Adams.Estella@epa.gov	22-Mar
Orleans Remote Transfer/Call In			Lance Vlcek	(312) 617-4613	Vlcek.Lance@epa.gov	24-Feb
Orleans Remote Transfer/Call In			Katrina Coltrain		Coltrain.Katrina@epa.gov	17-Mar
St. Tammany Division/ Supv			Joe Kawecki	(312) 802-0016	Kawecki.Joseph@epa.gov	5-Mar
St. Tammany Marsh Ops			Steven Hirsh	(215) 514-9015	Hirsh.Steven@epa.gov	28-Feb
St. Tammany Marsh Ops			Verneta Simon	(312) 802-1404	Simon.Verneta@epa.gov	20-Mar
d. Central Branch						
Branch Director – EPA			Eric Nold	(816) 718-4274	Nold.Eric@epa.gov	29-Apr
Vermilion/Iberia Division			Eric Nold	(816) 718-4274	Nold.Eric@epa.gov	29-Apr
e. West Branch						
Branch Director – EPA			Chris Ruhl	(214) 789-9587	Ruhl.Christopher@epa.gov	15-Apr
Deputy Director - USCG		8250	Monica Allison	(214) 329-8250	cqwestbranch@yahoo.com	5-Mar
Deputy Branch - USCG		8250	Garrett Wickham	(504) 274-7819		5-Mar
Marsh Ops Division A		8282	Greg Weigel	(208) 867-3710	Weigel.Greg@epa.gov	28-Feb
Marsh Ops Division B		8284	Chris Weden	(415) 971-6962	Weden.Christopher@epa.gov	3-Mar
Marsh Ops Division C		8261	Earl Liverman	(214) 329-8261	Liverman.Earl@epa.gov	24-Feb
Marsh Ops Division C		8261	Andy Smith	(206) 310-7077	Smith.Andy@epa.gov	16-Mar
Collection/Special Operations Group		8253	Janet Yocum	(415) 218-7398	Yocum.Janet@epa.gov	26-Feb
Wetlands Technical Support Group		8227	Grechen Schmidt	(253) 797-6303	Smith.Grechen@epa.gov	25-Feb
Wetlands Technical Support Group		8227	Michelle Tucker		Tucker.Michelle@epa.gov	8-Mar
Air Branch						
Branch Director – USCG/BOA			Dennis Dorsey	(504) 274-7848 (918) 671-5893	uscgairops@hotmail.com	NA
6. Finance Section						
Chief	8695		George Hoxie		Hoxie.George@epa.gov	1-Mar
Deputy – USCG			Richard Hildebrandt	(504) 274-7258	uscgoilfinance@yahoo.com	10-Mar
Deputy – EPA			Rich Messimer	(304) 281-5026	Messimer.Richard@epa.gov	27-Feb
Deputy - EPA			Cindy Brown		Brown.Cynthia@epa.gov	19-Mar
Procurement Unit			Brenda Durden, R06 (Dallas)	(214) 665-6510	Durden.Brenda@epa.gov	NA
Cost Tracking			Gillian McKay	(504) 919-6081	McKay.Gillian@epa.gov	NA
Time Unit			Pam Elder-Schweers	(972) 977-2888	Elder-Schweers.Pam@epa.gov	8-Mar

Law Enforcement Contact List 02-21-06

Federal Protection Service			504-365-7251 / 7255		
WEST					
Allen Parish	Elizabeth Police Dept	Elizabeth	LA	Ben Perkins	318-634-5534
Allen Parish	Kinder Police Dept	Kinder	LA	Gary Pelican	337-738-2600
Allen Parish	Oberlin Police Dept	Oberlin	LA	Richard Young	337-639-4922
Allen Parish	Reeves Police Dept	Reeves	LA	Glenn Kennedy	337-666-2613
Allen Parish	Oakdale City Police Dept	Oakdale	LA	Wilburn Perkins	318-335-0290
Beauregard Parish	De Ridder Police Dept	De Ridder	LA	Ricky Johnson	337-462-8911
Beauregard Parish	Merryville Police Dept	Merryville	LA	Harvey Drodgy	337-825-6240
Calcasieu Parish	Lake Charles Police Dept	Lake Charles	LA	Donald D Dixon	337-491-1317
Calcasieu Parish	De Quincy Police Dept	De Quincy	LA	Michael Suchanek	337-786-4000
Calcasieu Parish	Iowa Police Dept	Iowa	LA	Charles W Ipes	337-582-3636
Calcasieu Parish	Sulphur Police Dept	Sulphur	LA	Ken Moss	337-527-4550
Calcasieu Parish	Vinton Police Dept	Vinton	LA	Rick Fox	337-589-3561
Calcasieu Parish	Westlake Police Dept	Westlake	LA	Gary G Guillory	337-433-4151
Jefferson Davis Parish	Elton Police Dept	Elton	LA	Wayne Richard	337-584-2200
Jefferson Davis Parish	Coushatta Police Dept	Coushatta	LA	Charles Adam	318-932-4221
Jefferson Davis Parish	Jennings Police Dept	Jennings	LA	Steve Taylor	337-821-5513
Jefferson Davis Parish	Lake Arthur Police Dept	Lake Arthur	LA	Michael R Conner	337-774-2411
Jefferson Davis Parish	Welsh Police Dept	Welsh	LA	Ben T Richard	337-734-2626
Jefferson Davis Parish	Fenton Police Dept	Fenton	LA	Luther Alfred	337-756-2321
EAST					
Iberville Parish	Grosse Tete Police Dept	Grosse Tete	LA	Tommy Dardenne	225-648-2131
Iberville Parish	Plaquemine Police Dept	Plaquemine	LA	Orian Gulotta	225-687-9273
Iberville Parish	Rosedale Police Dept	Rosedale	LA	L J Aguiard	225-648-2333
Iberville Parish	St Gabriel Police Dept	St Gabriel	LA	Kevin Ambeau	225-642-5222
Iberville Parish	White Castle Police Dept	White Castle	LA	Clarence Rogers	225-545-2484
Jefferson Parish	Gretna Police Dept	Gretna	LA	Arthur Lawson	504-366-4374
Jefferson Parish	Kenner Police Dept	Kenner	LA	Nick Congemi	504-712-2200
Jefferson Parish	Jefferson Sheriff Dept	Gretna	LA	Harry Lee	504-363-5701
Orleans Parish	New Orleans Police Dept	New Orleans	LA	Warren Riley	504-821-2222
Plaquemines Parish	Plaquemines Police Dept	Plaquemines	LA	Mike Lafrance	504-394-0649
St. Bernard Parish	St. Bernard Sheriff Dept	St. Bernard	LA	Jack Stephens	504-271-2504
St Tammany Parish	Abita Springs Police Dept	Abita Springs	LA	Thelma Edwards	985-892-2821
St Tammany Parish	Abita Springs Central Dispatch	Abita Springs	LA		985-898-2338
St Tammany Parish	Covington Police Dept	Covington	LA	Jerome Difrancio	985-892-8500
St Tammany Parish	Folsom Police Dept	Folsom	LA	Ronnie Killingsworth	985-796-3300
St Tammany Parish	Madisonville Police Dept	Madisonville	LA	Charles Biggers	985-845-3393
St Tammany Parish	Mandeville Police Dept	Mandeville	LA	Thomas H Buell	985-624-3120
St Tammany Parish	Pearl River Police Dept	Pearl River	LA	Bennie Raynor	985-863-5711
St Tammany Parish	Slidell Police Dept	Slidell	LA	Freddy Drennan	985-646-4285

St Tammany Parish	Slidell Central Dispatch	Slidell	LA		985-643-3131
St Tammany Parish	Sun Police Dept	Sun	LA	Hayward Jarrell	985-886-5500
St Tammany Parish	Sun Sheriff Dept/ Dispatch	Sun	LA		985-898-2340
CENTRAL					
Acadia Parish	Church Point Police Dept	Church Point	LA	Albert Venable	337-684-5455
Acadia Parish	Crowley Police Dept	Crowley	LA	K P Gibson	337-788-4114
Acadia Parish	Estherwood Police Dept	Estherwood	LA	James R Burnett	337-788-8700
Acadia Parish	Iota Police Dept	Iota	LA	David Pousson	337-779-3345
Acadia Parish	Mermentau Police Dept	Mermentau	LA	Donald Bertrand	337-824-3853
Acadia Parish	Morse Police Dept	Morse	LA	Jason Todd Richard	337-788-8700
Acadia Parish	Rayne Police Dept	Rayne	LA	George Melancon	337-334-4215
Assumption Parish	Napoleonville Police Dept	Napoleonville	LA	Lionel Bell	985-369-2912
Iberia Parish	Jeanerette Police Dept	Jeanerette	LA	Norman Alexander	337-276-6323
Iberia Parish	New Iberia Sheriff Dept	New Iberia	LA	Robert Feller	337-364-1711
Lafayette Parish	Lafayette Police Dept	Lafayette	LA	Randel Hundley	337-291-8653
Lafayette Parish	Broussard Police Dept	Broussard	LA	Brannon Decou	337-837-6259
Lafayette Parish	Carencro Police Dept	Carencro	LA	Carlos Stout	337-896-6132
Lafayette Parish	Duson Police Dept	Duson	LA	Roland Lewis	337-873-6736
Lafayette Parish	Scott Police Dept	Scott	LA	Chad Leger	337-233-3715
Lafayette Parish	Youngsville Police Dept	Youngsville	LA	Earl Menard	337-856-5931
Lafourche Parish	Thibodaux Police Dept	Thibodaux	LA	Craig Melacon	985-446-5021
Lafourche Parish	Golden Meadow Police Dept	Golden Meadow	LA	Reynold Adams	985-475-5213
Lafourche Parish	Lockport Police Dept	Lockport	LA	Chet Louviere	985-532-9799
St James Parish	Gramercy Police Dept	Gramercy	LA	David P Dufresne	225-869-8005
St James Parish	Lutcher Deputy	Lutcher	LA	Corey Pittman	225-562-2200
St Mary Parish	Berwick Police Dept	Berwick	LA	James Richard	985-384-7710
St Mary Parish	Morgan City Police Dept	Morgan City	LA	C James Christy	985-380-4605
St Mary Parish	Patterson Police Dept	Patterson	LA	Patrick LaSalle	985-395-6161
St Mary Parish	Baldwin Police Dept	Baldwin	LA	Gerald Minor	337-923-4845
St Mary Parish	Franklin Police Dept	Franklin	LA	Sabria McGuire	337-828-1716
Terrebonne Parish	Houma Police Dept	Houma	LA	Patrick A Boudreaux	985-873-6300
Terrebonne Parish	Terrebonne Parish Police Dept	Houma	LA	Pat Boudreaux	985-873-6300
Vermilion Parish	Abbeville Police Dept	Abbeville	LA	Drew David	337-898-4238
Vermilion Parish	Delcambre Police Dept	Delcambre	LA	James Broussard	337-685-2697
Vermilion Parish	Erath Police Dept	Erath	LA	Steven J Peltier	337-937-5651
Vermilion Parish	Gueydan Police Dept	Gueydan	LA	Jeff Lamson	337-536-9219
Vermilion Parish	Kaplan Police Dept	Kaplan	LA	Stephen Perry	337-643-8600
Vermilion Parish	Maurice Police Dept	Maurice	LA	Warren Rost	337-893-6406
Vermilion Parish	Maurice Sheriff Dept	Maurice	LA		337-893-0871

Federal Protection Service

504-365-7251 / 7255

**INFORMATION OFFICE UPDATE
AND CONTACT LIST
IAP FOR FEBRUARY 21, 2006**

For Public Affairs assistance or media inquiries, please contact the Information Office at 504-731-8627.

Information Officer

Cynthia Fanning	Landline: 504-731-8680
Cell:	214-329-8230

Community Involvement Coordinators:

CIC Branch Chief	Landline: 504-731-0312
Tonia Biggs Cell:	214-329-8241

Administrative Support

Trudy Abramson 504-731-8627

Community Involvement Coordinators

<u>Name (leaving on)</u>	<u>Cell</u>	<u>Phone #</u>	<u>Assigned to</u>
Jay Harris (2-28)		214-329-8247	Orleans (EJ)
Lee Tyner (2-26)		202-246-3710	Orleans
Misty Ward (3/05)	214-329-8325		Orleans
Carmen Caldwell (2-24)		206-419-5568	Orleans and Cameron
Pamela Emerson (3/09)		206-295-6131	Orleans and Cameron
June Hoey (2/25)	214-557-85	51	St. Bernard (Murphy Oil)
Yolanda Bouchee (3/13)		312-343-6666 St.	Bernard
Andrew Spejewski (3/10)		617-721-2599	Plaquemines

General EPA talking points regarding Hurricane Katrina/Rita response and protecting the environment:

- The U.S. Environmental Protection Agency, U.S. Coast Guard and the Louisiana Department of Environmental Quality are working together in a Unified Command to address immediate chemical threats and hazards to the environment left over from Hurricanes Katrina and Rita.
- Immediate threats and hazards that could potentially cause long term environmental damage are still being addressed daily.
- Unlabeled drums, tanks and other large chemical containers, as well as refrigerators and freezers, could contain chemicals that have the potential to leak into the air, water and soil.
- The Unified Command is working with other state and federal agencies to prevent any further or future environmental hazards these chemicals can

pose by retrieving these items, identifying the chemicals, conducting cleanups where necessary and properly disposing these wastes.

- This work includes collecting flood-damaged household hazardous materials from homes, separating and properly disposing of it, and keeping this material out of municipal landfills. Materials include flood-damaged household cleaners, paints, fertilizers, batteries, pesticides, guns, ammunition and explosives.
- The number to call for more information about household hazardous materials or to schedule a pickup of guns, ammunition or explosives is 1-800-401-1327.
- The Unified Command continues to work with the Army Corps of Engineers on reducing the volume of debris, which includes exploring the idea of controlled waste burning and grinding, while remaining in compliance with state and federal regulations.
- We are working with state and federal agencies to help find good solutions to reduce the waste volume and chemical hazards.
- The Army Corps of Engineers and the state are working on infrastructure repair to drinking water and sewer systems.
- The Unified Command continues to test trucked-in drinking water to ensure it meets federal clean drinking water standards.

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1. Incident Name		2. Operational Period (Date Time)		Daily Meeting Schedule ICS 230-UC	
LA Hurricane Response		0700 21 FEB 2006 to 0700 28 FEB 2006			
3. Meeting Schedule (Commonly-held meetings are included)					
Date / Time	Meeting Name	Purpose	Attendees	Location	
DAILY MEETINGS:					
7:30 AM	Safety Briefing	Coordinate Safety Issues	SOFR, Assistants	Room #37	
7:30 AM	IO Briefing	Status/Update briefing	IO Staff, CIC Staff	PIO/CIC Office	
8:00 AM	PSC Briefing	Update Briefing	Section	Room #28	
8:00 AM	LSC Briefing	Update Briefing	Section, Liaison, FSC, CIC	Room #17	
10:00 AM	Command & General Staff	CMD Guidance for next Pd	CMD& General Staff	Room #37	
2:00 PM	EUL Conference Call	Conference Call w/ EPA R6	EUL	Room #37	
3:00:00 PM (M - F Only)	RRC Coordination Call	Conference Call w/ EPA R6	UC, AFO, JFO, R6	Conference Room #2	
5:30 PM	Safety Orientation	New Personnel Orientation	All New Personnel	Room #37	
6:30 PM	FSC Briefing	Update Briefing	Section	Room 19	
ADDITIONAL MEETINGS					
Tuesday 21-Feb-06					
7:00 AM	Ops Briefing	Start New Op Period	All Personnel	Main Auditorium	
8:30 AM	Finance/Logistics	Coordination	FSC, LSC	Conference Room #3	
11:00 AM	UC-SFO/AFO	Asst Administrator Briefing	UC	Room #37	
Wednesday 22-Feb-06					
7:30 AM	IO Briefing	Status/Update Briefing	IO Staff, CIC Staff	PIO/CIC Office	
Thursday 23-Feb-06					
7:30 AM	IO Briefing	Status/Update Briefing	IO Staff, CIC Staff	PIO/CIC Office	
8:30 AM	Finance/Logistics	Coordination	FSC, LSC	Conference Room #3	
Friday 24-Feb-06					
7:30 AM	IO Briefing	Status/Update Briefing	IO Staff, CIC Staff	PIO/CIC Office	
9:00 AM	Ops Update	Update IMT	CMD/General Staff/Branch Dir/ SUL/EUL/RUL	Room #37	
11:00 AM	UC-SFO/AFO	Asst Administrator Briefing	UC	Room #37	
Monday 27-Feb-06					
7:30 AM	IO Briefing	Status/Update Briefing	IO Staff, CIC Staff	PIO/CIC Office	
11:00 AM	Tactics Meeting	Discuss 215 & 204's	OPS, RUL	Room #37	
1:30 PM	Pre-Planning Meeting	Develop Tactics	OSC, PSC, RUL, LSC, SO	Room #37	
5:00 PM	Planning Meeting	Present Plan to UC	CMD & General Staff	Room #37	
Meetings Scheduled During Next Operational Period					
Tuesday 28-Feb-06					
7:00 AM	Ops Briefing	Start New Op Period	All Personnel	Main Auditorium	
4. Prepared by: (Deputy Planning Section Chief)		5. Date / Time			
		2/20/06			
ICS 230-U					

**Appendix
Item 9**

EPA Order 1900.A1 CHG 2, Interacting with Contractors



Classification No.: 1900.1A CHG 2
Approval Date: December 13, 2005
Review Date: December 13, 2008

Interacting With Contractors

1. **PURPOSE.** This Order provides general guidance to Federal employees on maintaining proper relationships with contractors. The Order highlights issues that may arise in an environment where Federal employees and contractors work closely together. It is not a substitute for contracts, ethics, or legal advice. Please obtain advice on specific issues from the cognizant CO, ethics official or legal counsel. Many issues require an extensive review of the facts and circumstances as well as a detailed knowledge of the terms of the contracts and the applicable regulations.

2. **APPLICABILITY.** The Order applies to all contracts funded with Agency appropriations, including contracts awarded by Agency contracting officers and Government wide acquisition contracts and multiple agency contracts, which may be accessed through an interagency agreement.

3. **BACKGROUND.**

a. EPA spends over a billion dollars a year for contractor services. A large number of contractor employees perform a variety of tasks in support of the Agency mission. Many of these contractor employees work on-site at Agency facilities. As a result, all employees must understand the acquisition, appropriation, ethics, and other regulations that apply to interacting with contractors to avoid any problems or improper relationships.

b. This order was originally issued in April 1994, during the period in which the Agency experienced substantial contract management weaknesses. These weaknesses included improper interaction between EPA and contractor employees. Agency contract management practices, especially as related to the technical direction of, and social interactions with, on-site contractors have improved significantly since then. This revised order reinforces the continuing need for diligent contract management, especially over contractors performing work on-site. It also clarifies the degree to which Federal employees and contractor employees may interact, and includes timely and relevant examples of appropriate interaction with contractor employees.

4. **DEFINITIONS.**

a. **Contracting Officers (CO)**. The Federal Acquisition Regulation (FAR) Subpart 2.1 states “Contracting officer” means a person with the authority to enter into, administer, and/or terminate contracts and make related determinations and findings. FAR Subpart 1.6 and the EPA Contracts Management Manual (CMM), Section 1.2, cover the appointment and authorities of COs.

b. **Contracting Officer’s Representative (COR)** - The requirements to be a COR and corresponding responsibilities are listed in the CMM, Section 42.1. The COR is an authorized representative of a contracting officer. A COR may be an employee of either EPA or another Federal agency. CORs are nominated by the program office and appointed to the contract by the CO. At EPA, the term “COR” is used as a generic title covering project officer, work assignment manager, delivery order project officer, task order project officer, task monitor, and so forth.

c. **Inherently Governmental Function (IGF)** FAR Subpart 2.1 states “Inherently governmental function” means, as a matter of policy, a function that is so intimately related to the public interest as to mandate performance by Government employees. Contracts shall not be used for the performance of inherently governmental functions. A list of examples of functions considered to be inherently governmental functions or which shall be treated as such, is available in the FAR, Subpart 7.5.

d. **Personal Services Contract** - FAR 37.104 provides guidance on personal services contracts. A personal services contract is a contract which, by its terms or as administered, results in contractor employees being subject to relatively continuous supervision and direct control by a Government official or employee. A personal services contract is characterized by the employer-employee relationship it creates between the Government and the contractor employees. When not specifically authorized, personal services contracts inappropriately augment Agency staff without proper legislative review. Inappropriate personal services circumvent the civil service laws which require the Government to obtain its employees through direct hire in accordance with ceilings established by the Office of Management and Budget (OMB).

e. **Technical Communication** - The informal exchange of information between Federal employees and contractors. Such communication includes information exchanged on a broad range of topics such as, but not limited to: scientific information, research information, or information technology. Technical communication is more general in nature than technical direction; it does not direct the contractor, and is not binding on the contractor.

f. **Technical Direction** - The Environmental Protection Agency Acquisition Regulation (EPAAR) contract clause 1552.237-71, Technical Direction, defines technical direction, who can issue it, its limits, and procedures for issuing it. Technical direction is instruction to the

contractor that approves approaches, solutions, designs, or refinements; fills in details; completes the general description of work or documentation items; shifts emphasis among work areas or tasks; or provides similar guidance. It includes evaluation of contractor performance and comments on deliverables. Technical direction is binding on the contractor. Only the CO or the COR is authorized to give technical direction.

5. RESPONSIBILITIES:

a. All Federal employees interacting with contractors are responsible for ensuring their interactions are fair, impartial, and in compliance with Federal and Agency acquisition and ethics policy. Maintaining proper business relationships with contractor employees is a cooperative effort involving the CO and the program personnel involved in contract management.

b. The CO is responsible for determining, prior to award, that a contract does not include inherently governmental functions or unauthorized personal services and that controls are in place to protect against contract management vulnerabilities. COs are responsible for investigating any claims of inappropriate interaction with contractors and for taking appropriate action to ensure that contracts are managed to maintain proper contractual relationships.

c. CORs are responsible for providing technical direction and ensuring the contractor does not perform inherently governmental functions or unauthorized personal services, and that contract management controls are enforced.

d. As required by Section 3.2 of the CMM, program and regional offices are responsible for performing biannual Management Effectiveness Review on contracts susceptible to improper contractor relationships. Section 3.2 of the CMM also provides additional information on maintaining proper relationships with contractor employees.

6. AUTHORITY TO INTERACT WITH CONTRACTOR PERSONNEL

a. The contract always governs contract performance. This can best be accomplished with a well-structured contract that clearly sets forth the responsibilities of the Government and the contractor. To the maximum extent possible, contracts shall be performance-based, describing the desired results (outcomes) and allowing the contractor to innovate in meeting the requirements. Because it is results rather than process oriented, this type of contract lessens the Government's involvement in the contractor's daily operations, thus protecting against inappropriate interactions in contractor personnel issues.

b. Technical direction shall be issued by the CO or the COR only. Technical direction must be within the scope of the contract and must be issued in a manner that avoids unauthorized personal services.

c. Contractor employees working on-site, frequently side-by-side with Federal employees, creates a unique situation where interaction is unavoidable. Federal employees must recognize the limitations on interaction with contractor employees and guard against improper relationships. Federal employees may engage in technical communication with contractor employees, where appropriate. Although it is permissible for Federal employees to engage in technical communication, they must use discretion to ensure their communication does not interfere with contractor performance.

d. The following table summarizes the responsibilities of Federal employees and the extent of their authority to interact with contractors.

Position	Authority to initiate or modify contracts	Authority to issue technical direction	May engage in technical communication
CO	YES	YES	YES
COR	NO	YES	YES
Other Federal employees	NO	NO	YES

Please see Appendices A and B for examples of permissible interactions with contractors, with an emphasis on distinguishing technical communication from technical direction. Appendix C gives examples of prohibited interactions between Federal employees and contractors.

7. GENERAL RULES GOVERNING INTERACTIONS WITH CONTRACTORS

a. **Mixed Teams of Contractor and Federal Employees are Permissible.** Agency offices may utilize Mixed Teams, comprised of contractors and Federal employees, which are formed when they are the most efficient way to implement a required project and task. Mixed Teams facilitate the exchange of technical information within the scope of work for a specific task or project. The COR may authorize the formation of the team, in collaboration with the contractor's point of contact. But, because the COR is not required to be a member of the team, other Federal employee team members must guard against engaging in technical direction to contractor members. Both the CO and COR may provide Federal employees with the contractor's work plan when needed to implement a required task. In these instances, the cost proposal and any applicable contract rate information should be excluded. Due to the complexities of some Mixed Teams, it may be necessary to develop internal control procedures that ensure proper exchange between team members.

b. **Government Business Must Be Conducted in a Manner Above Reproach with Complete Impartiality and Without Preferential Treatment.** All Federal employees are governed by the Standards of Ethical Conduct for Employees of the Executive Branch. This document is available at the United States Office of Government Ethics Internet site, <http://www.usoge.gov>. The Standards of Ethical Conduct include rules related to personal and

business relations, accepting gifts, conflicting financial interests, and other areas employees who interact with contractors must follow.

(1) Care must be exercised to avoid conflicts of interest, especially for employees managing an organization or a contract. Agency employees should limit social interactions with contractor employees performing work for their office.

(2) Federal employees participating personally and substantially in a Federal procurement (see FAR 3.104-1 for a definition this phrase), shall use discretion in their interactions with potential offers and shall not disclose procurement information unless specifically authorized to do so.

(3) If you are unsure of how to interpret an ethics rule or how it applies in your situation, ask your ethics official for help.

c. **Respect the Employer-Employee Relationship Between Contractors and Their Employees.** Federal employees are not permitted to intervene in a contractor's personnel activities, including hiring, firing, or promoting of contractor employees, assigning particular employees to specific tasks, or rewarding individual contractor employees.

(1) Note, in some cases, such as under the Key Personnel clause or other contract terms, the contractor is required to submit resumes for individuals the firm proposes to use on the contract. In these cases, the resume is reviewed against the qualifications listed in the contract. This is not the same as directing the contractor to hire a specific individual which constitutes personal services.

(2) Federal employees are prohibited from asking contractors to hire, in a "holding pattern," individuals who may be candidates for Agency positions, pending completion of competitive civil service procedures.

(3) Federal employees must not participate in resolving personnel matters for contractors. Contractor employees must be directed to their appropriate points of contact within their corporation for resolution of these issues in accordance with the contractor's policies.

(4) Evaluation of contractor performance, whether positive or negative, must be provided through the contract past performance process, or the incentive fee process, if applicable.

d. **Safeguard Procurement, Privacy Act, Confidential Business, and Other Non-public Information.** Federal employees are responsible for protecting sensitive information. Sensitive information includes:

- Confidential Business Information (CBI)
- Confidential Agency Information (CAI)
- Privacy Act and other personal information
- Enforcement-confidential information
- Budgetary information prior to Office of Management and Budget release
- Other information that is exempt from disclosure under the Freedom of Information Act (FOIA)
- National security information

For a definition of these types of information and more detailed guidance, see the Office of Environmental Information's Information Sensitivity Compendium available at <http://intranet.epa.gov/oic/compendium/compendium.htm>. Sensitive information shall not be released to contractors unless it is allowed under the contract and all contract management controls and applicable statutory procedures are followed. Consult with the Office of General Counsel on issues related to CBI, the Trade Secrets Act, or the Privacy Act. Your organization's Information Security Officer can also assist with questions on safeguarding sensitive information.

(1) Contractors should not be provided with copies of EPA internal correspondence, except by the CO or the COR when providing this information is within the scope of the contract or when it affects the conditions of the facility in which the contractor's employees are working (e.g., scheduled repair work to be performed or building closings).

(2) To protect sensitive information from being inadvertently seen or overheard by contractors, appropriate management controls must be in place and enforced. These controls may include limiting contractors' access to EPA office areas, fax machines, copiers, computers, or file rooms where the Agency receives, copies, or stores sensitive or confidential information. Contracts which allow contractors access to sensitive information shall include appropriate safeguards to ensure adequate protection of this information, such as security clearances and signed confidentiality statements.

e. **Distinguish Contractor Employees from Federal Employees.** There are fundamental legal and ethical distinctions between contractor employees and Federal employees. Controls must be in place to identify contractor employees.

(1) When in EPA facilities, contractor employees must display badges that identify them as contractors. In meetings, on the phone, and in systems such as voice-mail and e-mail, contractor employees must identify themselves as such and provide the name of their firm. Contractor employees listed in EPA telephone and building directories must be differentiated from Federal employees.

(2) Contractor work areas must be specifically identified with the name of the

firm.

(3) Contractors shall not attend meetings as the official representative of an EPA organization.

(4) Contractor employees shall not attend EPA meetings unless the contractor's participation is required for performance of the contract and this requirement is documented in the statement of work or technical direction.

8. **ADDITIONAL GUIDANCE AND ASSISTANCE.** For guidance in the following areas, contact the official listed.

a. Questions concerning a specific contract, such as the scope of the contract, contract clauses, contractor conflicts of interest, technical direction versus technical communication, should be referred to the CO and COR. Always keep the CO advised of issues relating to interactions with the contractor.

b. The Office of General Counsel (OGC) can provide guidance regulations covering sensitive information, such CBI, and the Trades Secrets Act. OGC can also assist with questions concerning appropriations law.

c. Report any information or allegations of criminal wrongdoing to the Office of Inspector General's (OIG) Hotline or the Office of Investigations directly. The OIG can assist with questions concerning criminal activity, on the part of a contractor or Federal employee, and fraud, waste or abuse.

d. Your organization's ethics official can assist with ethics issues such as social interactions with contractors, financial conflicts of interest, and accepting gifts.

e. Your organization's Information Security Officer can assist with issues related to safeguarding sensitive information.

APPENDIX A

Examples of Technical Direction

Limited to Contracting Officers (CO) and Contracting Officer Representatives (COR)

Governing Principle: Technical direction shall be issued by the CO or by the COR in accordance with EPAAR Clause 1552.237-71, Technical Direction. Technical direction is the clarification of important technical requirements within the scope of a contract. It does not create new work or change the contract.

1. A CO/COR provides specific direction on a work assignment to a contractor such as anticipated delivery date(s) of samples, composition of samples or their matrix, and resolution of problems with samples such as interferences. (Conversely, the contractor asks these questions of the CO/COR).
2. While conducting fieldwork, a CO/COR provides specific direction to the contractor, such as locations for well installation, sampling locations, and technical corrective actions; all requirements are within the scope of the work.
3. After reviewing a draft report, which is a contract deliverable, the CO/COR requests the contractor to change the title on the report cover and to reorder two sections presented on two pages of a 50-page report.
4. A CO/COR meets with a contractor and provides specific contents of a briefing package which was identified as a task in the work assignment. No change in the task is made.
5. A CO/COR meets with a contractor to provide direction on a contract deliverable.
6. A CO/COR provides the contractor with new or updated information (with no cost impact) related to drawings which are referenced in the statement of work.

APPENDIX B

Examples of Technical Communication and Permissible Interactions with Contractors

Governing Principle: Technical communication is the informal exchange of information between Federal employees and contractors. It does not provide contract direction to a contractor. These activities do not require the presence of a CO or COR.

1. A Federal employee meets with a contractor and discusses capabilities and limitations of the organic analysis techniques used by the contractor.
2. A Federal employee discovers a contractor performing a task which the Federal employee knows is not being done according to protocol; the Federal employee identifies the discrepancy and suggests the contractor contact contract management or the COR. The Federal employee immediately contacts the COR to alert him to the incident.
3. A Federal employee requests and receives information and literature from various contractor-operated Agency hot lines and help lines.
4. A Federal employee requests computer support from a contractor-operated help desk. Examples of computer support services are personal computer or Local Area Network troubleshooting support, software support, personal computer training, data recovery assistance, and disk archiving and other similar information technology (IT) support as defined in a specific contract.
5. A Federal employee requests technical assistance, graphic and website design, or IT user support services where the technical assistance is mandated and monitored under an existing contract.
6. A contractor participates in discussions at professional meetings attended by both Federal employees and contractor employees (peer-to-peer exchanges).
7. A Federal employee and a contractor ride together in a Government-owned vehicle or the Federal employee's privately owned vehicle to a field site on official business. (Also see Appendix C, number 8, for a related, prohibited activity.)
8. Contractor employees attend an Agency office's holiday party. The contractor's time is not being billed to the Government. The event may be on-site or off-site. The party is not paid for with appropriated funds.

APPENDIX C

Examples of Prohibited Interactions with Contractors

1. A Federal employee requests to have specific contractor employees assigned to work on a delivery order or work assignment.
2. A Federal employee suggests a promotion or other performance award for certain contractor employees.
3. A Federal employee sits in on an interview for potential contractor employees and offers suggestions on whom to hire, or is otherwise involved in the hiring of such employees.
4. A Federal employee invites contractor employees to attend an EPA meeting or other work session not related to his or her contract performance.
5. A Federal employee invites contractor employees to attend a holiday party or recreational activity while the contractor is on official time that is being billed to the Government.
6. A contractor employee participates as a decision-making member of the EPA committee planning an EPA award ceremony.
7. A Federal employee negotiates price or contract terms and conditions with contractor employees during the course of market research.
8. A Federal employee accepts a ride with a contractor to a field site for a work-related purpose in a contractor-owned vehicle or a vehicle owned by a contractor employee. Such a practice raises conflict of interest concerns and would improperly augment the Agency's appropriations. (See Appendix B, example 7, for a related, permissible activity.)

**Appendix
Item 10**

**Contract Management Manual, Section 42.1, Contracting Officer
Representative**

Chapter 42 - Contract Administration and Audit Services

Section 42.1 Contracting Officer's Representatives

42.1.1 PURPOSE

This section has three major goals:

- A) To implement the requirements of the Acquisition Workforce Provisions of the Clinger-Cohen Act and the Office of Federal Procurement Policy Letter 97-01 as they relate to employees, regardless of their General Schedule series, who performing acquisition-related duties on behalf of the Agency.
- B) To standardize titles used at EPA for employees who perform acquisition duties to conform with the title used throughout the Federal Government, i.e., Contracting Officer Representative (COR), and to avoid confusion with titles used for employees who manage assistance agreements. The new standard for titles will be to list the instrument the COR will manage plus the generic term "COR." For example, a COR managing a delivery order is a delivery order COR. This new protocol will be used throughout this section.
- C) To establish the responsibilities and limitations of employees responsible, directly or indirectly, for pre-award or post-award duties under Agency acquisitions.

42.1.2 BACKGROUND

This document was originally issued as Contracts Management Manual Chapter 7.

42.1.3 AUTHORITY/APPLICABILITY

- A) This section is applicable to individuals who perform acquisition functions on behalf of the Agency, such as CORs on contracts, and their supervisors.
- B) When the CO determines it to be in the Agency's best interest, this section shall apply to individuals appointed as CORs on simplified acquisition purchase orders or orders placed under General Services Administration Multiple Award Schedule Contracts, Government-wide Acquisition Contracts, and Multi-Agency Contracts.
- C) The Director, Office of Acquisition Management (OAM), or her designated representative, may waive the requirements of this section in part or in its entirety. The justification and approval for any waiver shall be documented in writing by the originator of the waiver request.

- D) Guidance concerning employees appointed as contracting officers, including ordering officers and duly-appointed On-Scene Coordinators exercising their procurement warrant authority, can be found in Chapter 1, Section 1.2 of this manual. In most instances, On-Scene Coordinators serve as CORs in accessing contractor resources.
- E) For all interagency agreements having contractual services valued over \$100,000 indicated in the budget category, or amended to have contractual services valued over \$100,000, EPA employees shall not perform any of the COR duties listed in this section, unless given a written delegation of authority as a COR. EPA employees shall not be appointed as CORs until they have completed the required training. EPA employees appointed under an IAG as CORs on another agency's contract, and in existence on the effective date of this policy, shall complete the COR training required in this section within one year of the effective date of this policy.

42.1.4 DEFINITIONS (*RESERVED*)

42.1.5 POLICY

42.1.5.1 Description of Functions

- A) Contracting Officer (CO). Ultimately, the CO is responsible for the administration of his or her contract. COs have the authority to enter into, administer, or terminate contracts and to make related determinations and findings on behalf of the Agency. The Federal Acquisition Regulation (FAR), specifies the CO is responsible for "ensuring performance of all necessary actions for effective contracting, ensuring compliance with the terms of the contract, and safeguarding the interest of the United States in its contractual relationships." Furthermore, the FAR states, "the Contracting Officer must have the authority to the maximum extent practicable and consistent with law, to determine the application of rules, regulations, and policies, on a specific contract." In undertaking this effort, many COs rely on the contribution of numerous financial, legal, and technical experts to assist them.

The definition of the CO contained in FAR 2.101 includes certain authorized representatives of the CO acting within their authority. Due to the size and complexity of Agency acquisitions, COs frequently appoint qualified individuals to perform certain contract administration activities. The Government-wide term for these individuals is a "Contracting Officer's Representative," abbreviated as "COR."

- B) The COR (in General).

- 1) A COR is the authorized representative of a contracting officer. A COR may be either an EPA employee or another Federal agency, nominated by the program office and appointed by the CO, who possesses the necessary knowledge, skills, and abilities to

perform the COR duties.

- 2) The Federal Acquisition Institute (FAI) was tasked in the Acquisition Workforce Provisions of the Clinger-Cohen Act and the Office of Federal Procurement Policy Letter 97-01 with identifying COR duties. These duties are listed in the COR Workbook which is available at <http://hydra.gsa.gov/staff/v/homepages/corbook.htm>. Additionally, the duties, along with Agency-specific information, are also listed in Appendices 42.1A or 42.1B of this section. Generally, these duties include preparing acquisition requirements, participating in contractor selection, providing technical direction, monitoring contract performance, and so forth.
- 3) Over the years, EPA has developed a wide range of Agency-unique titles for employees who perform COR duties, such a project officer, work assignment manager, delivery order project officer, task order project officer, task monitor, and so forth. Regardless of the title or their varying roles, all these individuals are CORs. The basic differences, which will be discussed later in this section, center on the acquisition instrument the COR manages, whether it is a basic contract, a work assignment, task order or delivery order.
- 4) COR duties are inherently governmental functions. For this reason, CORs must be qualified Federal Government employees. Senior Environmental Enrollees (SEE) cannot function as CORs.
- 5) CO appointment of a COR does not grant authority to enter into contractual agreements or amendments. CORs may perform only those functions delegated to them, and must not take any action reserved for the CO, such as:
 - a) Promise or authorize the contractor to perform work that is additional to or outside the scope of the contract, work assignment, delivery or task order, etc.;
 - b) Conduct negotiations or bind the Government by making any written or oral agreements with contractors;
 - c) Directly or indirectly change the following:
 - Pricing, cost or fee;
 - Scope of the acquisition (contract, purchase order, work assignment, delivery or task order, etc.);
 - Delivery schedule or period of performance;
 - Labor mix or level of effort; or
 - Any terms or conditions of the acquisition.

- d) Redesignate or reassign their COR authority;
- e) Authorize Government-furnished property, or its disposition; or
- f) Direct the contractor to start work or issue stop work orders.

C) Standards of Conduct as They Apply to CORs

1) All Government employees must follow the Standards of Ethical Conduct for Employees of the Executive Branch, codified in 5 C.F.R. Part 2635 (1/1/99 Edition) as amended at 64 FR 2421-2422 (Jan. 14, 1999) and 64 FR 13063-13064 (Mar. 17, 1999). A copy of this document is available at the United States Office of Government Ethics Internet site, <http://www.usoge.gov>.

2) Since their duties involve the exercise of discretion in the sensitive area of acquisition, all CORs must file Office of Government Ethics Form 450, Confidential Financial Disclosure Report, with their respective organization's designated ethics official. A list of Agency ethics officials is available on the Agency Intranet at <http://intranet.epa.gov/ogc/ethics.htm>. In accordance with 5 C.F.R. 2638.704, employees, such as CORs, who are required to complete Form 450 must be given ethics training each calendar year. Providing this training is the responsibility of the COR's organization.

3) Because of past problems and the sensitivity of this area, OAM recommends that Agency organizations emphasize standards of conduct, laws, and regulations related to conflicts of interest, as it relates to Government-contractor relations in their ethics training. These laws and regulations define what is considered to present a conflict (incompatibility), or an appearance of a conflict, between Government employees' official duties and their outside financial interests and affiliations (as well as certain financial interests of their spouse, minor or dependent children, outside employers and other entities). Also covered in the concept of "conflict of interest" are matters such as receipt of gifts, outside activities, impartiality, and seeking non-Federal employment.

4) Financial conflicts are not the only situations where impartiality may be questioned. A COR's objectivity may also be affected by a personal relationship with a contractor employee. Because of this, CORs must recognize that establishing or maintaining a personal relationship with a contractor employee could raise concerns about the COR's objectivity in performing their duties. In cases where CORs have personal relationships with contractor employees, the OAM strongly encourages CORs to seek the guidance of their Ethics Official, in determining if the situation is or might appear to be a conflict of interest. By reviewing the situation with their Ethics Official, any concerns can be addressed and resolved in a manner that protects both the employees' and the

Government's interests.

- 5) In addition to the Standards of Conduct referenced above, CORs must also comply with the contractual regulations applicable to relationships between Government personnel and contractor employees found in the Federal Acquisition Regulation (FAR) 3.101 and 9.5, and the EPA Acquisition Regulation (EPAAR) 1509.5.

a) FAR 3.101 reiterates that Government business must be conducted in a manner above reproach with complete impartiality and without preferential treatment. Transactions relating to the expenditure of public funds require the highest degree of public trust and an impeccable standard of conduct. The general rule is to avoid strictly any conflict of interest or even the appearance of a conflict of interest in Government-contractor relationships.

b) A relationship between a Government employee and a contractor employee could also raise concerns under FAR 9.5, Organizational Conflicts of Interest, and applicable EPA acquisition regulations and contract clauses, including EPAAR 1552.209-71 and 1552.209-73, which deal with organizational and contractor employee personal conflicts of interest, respectively. Such concerns could exist, for example, if the relationship affects, or potentially affects, the ability of the contractor to render impartial advice or assistance to the Government, or impairs the objectivity of the contractor employee in performing the contract work. If a COR is involved in, discovers, or otherwise learns of a situation that raises such conflict of interest concerns, he or she must consult with the CO. It is the CO's responsibility to review the situation and determine what action could be taken to avoid, neutralize, or mitigate the conflict of interest or potential conflict of interest.

D) Contract-Level CORs.

- 1) Traditionally, EPA has a multi-tiered structure for CORs. The title "project officer," abbreviated as "PO," was used to denote the CO's primary representative on a basic contract. In this section the PO becomes the contract-level COR. As the CO's primary representative, the contract-level COR usually oversees the delivery order, task order, or work assignment CORs described in the next section of this section. In some cases the contract-level COR may be responsible for both pre-award and post-award contract functions. Appendix 42.1A to this section lists the duties a contract-level COR may perform if delegated by the CO.
- 2) Assistance agreements also have POs. This role is unique from that of the contract PO or contract-level COR. Questions concerning the training requirements and the duties of assistance agreement POs should be referred to the Office of Grants and

Debarment (OGD). Information about OGD PO training is available on the Agency Intranet at:

http://intranet.epa.gov/oinijhkh/project_officer_training.htm.

- 3) For contracts which cover multiple Agency organizations or geographical locations, the CO may appoint a contract-level COR to administer the basic contract for each location (such as a region, laboratory, etc.) or for a combination of locations, such as a contract zone. An example of such an arrangement, with contract-level CORs for regions and a zone, is contained in Office of Solid Waste and Emergency Response Directive 9972.00. Whenever this arrangement is used, the CO must stipulate the relationship between the contract-level CORs in the COR Appointment Memorandum.
- 4) Due to the complexity and high dollar value of most Agency contracts, the contract-level COR function is extensive and complex. Contract-level CORs usually monitor the overall contract and oversee the work of CORs who are managing work ordered under the contract. For this reason, it is crucial that contract-level CORs be employees in good standing who have the requisite knowledge, skills, and abilities to perform their role and assist other CORs.
 - a) If a contract-level COR's function will involve managing the overall contract and day-to-day contractor oversight will be performed by work assignment, delivery or task order CORs, then the contract-level COR need not possess specialized technical expertise in science, engineering, etc.
 - b) If the basic contract does not have a separate tasking mechanism (e.g., work assignments, delivery or task orders), or, if the contract-level COR will manage any orders under the contract himself, then the contract-level COR must possess the technical expertise to perform this function.
 - c) Contract-level CORs, particularly those without specialized technical expertise, may seek the advice of their work assignment, delivery or task order CORs, or other Government professionals when needed to resolve contract issues. However, contract-level CORs must be mindful that COR duties are inherently governmental functions and decisions must not be made by contractors or parties outside the Government.
- 5) Contract-level CORs must have six months contract management experience in any one of the following: (i) serving as a COR on a delivery order, task order, or work assignment, (ii) having GS-1102 experience, (iii) serving as a COR at another Federal agency, or (iv) mentoring with an experienced COR.

E) Other Types of CORs.

- 1) The CORs listed in this section are generally involved in post-award activities, overseeing a specific portion of work ordered under a contract. In addition to Agency contracts, they may also function under certain simplified acquisitions involving complex requirements or orders placed under General Services Administration (GSA) Multiple Award Schedule (MAS) contracts, Governmentwide Acquisition Contracts (GWACs), or Multi-Agency contracts (MAC). Appendix 42.1B to this section delineates duties the CORs listed below may perform. Usually, the delivery order, task order or work assignment COR works with the contract-level COR.
 - a) Delivery Order COR - A COR appointed to an indefinite-delivery type contract or other acquisition instrument where contractor **supplies** are ordered through separately funded “delivery orders” awarded by the CO. This term includes CORs functioning on orders for supplies under GSA MAS contracts, GWACs, and MACs.
 - b) Simplified Acquisition COR - A COR appointed to simplified acquisitions for either supplies or services. Typically, simplified acquisitions do not require a COR. However, for complex requirements, the CO may determine that it is in the Government’s interest to appoint a COR. In this case the individual appointed as a COR must meet the requirements of this section.
 - c) Task Order COR - A COR appointed to an indefinite-delivery type contract or other acquisition instrument where contractor **tasks or services** are ordered through separately funded “task orders” awarded by the CO. This term includes CORs functioning on orders for services under GSA MAS contracts, GWACs, and MACs.
 - d) Work Assignment COR - A COR appointed to a **cost-reimbursement type contract** where contractor **services** are ordered through “work assignments” issued by the CO. In contrast to a task order, a work assignment is not a separately funded document.
- 2) CORs listed in paragraphs (1) through (4) must be technically proficient in the work the contractor is performing. Being “technically proficient” means, for example, having sufficient knowledge and experience to review deliverables, understand the labor categories involved in the work, and the amount of hours needed to complete the work. OAM recommends these CORs receive on-the-job mentoring from experienced CORs before monitoring an order on their own.

F) Alternate Contracting Officer's Representative.

- 1) Only a CO can appoint CORs. CORs cannot redelegate or assign their acquisition duties to another person. Also, one COR cannot sign for another COR since the COR's authority is contract-specific. The CO can appoint an alternate COR to act in the absence of the COR, such as when the COR is on leave or travel. The training and experience requirements for the alternate COR are identical to those of the COR, e.g., an alternate contract-level COR must meet all the training and experience requirements established in this Section for the contract-level COR.
- 2) Office of the Comptroller Transmittal Number 89-13, dated February 02, 1989, allowed CORs to designate an alternate for the purpose of signing invoices. The policy also allowed supervisors to approve invoices in the absence of the COR. The Office of the Chief Financial Officer will rescind this policy effective January 02, 2003. After that date, to ensure that the Agency meets the 30-day turnaround period on invoice approval, the program office must nominate and the CO must appoint an alternate COR for each basic contract, delivery or task order.
- 3) The COR's supervisor does not have the authority to "fill-in" for the COR, to perform COR duties, to oversee, or to direct the contractor. Only a COR who is appointed by the cognizant contract CO may perform these functions.

42.1.5.2 Required Training

A) The Office of Acquisition Management is responsible for determining the mandatory training requirements for CORs. For their basic training, CORs may choose between two courses: FAI's on-line COR Mentor Program or OAM's COR Training Course. Every three years after completing one of these courses, CORs must complete OAM's Recertification Course. Employees who are not current in their training requirements cannot serve as CORs. The following discusses each course in more detail.

- 1) FAI's COR Mentor Program. The Internet-based COR Mentor Program was developed by FAI to cover the critical competencies, duties, and tasks of Federal Government CORs. This course consists of 18 modules covering each COR duty. FAI estimates it will take 24 hours to complete the course. Since the course is taken individually on the Internet, students may complete the course at any pace which feels comfortable, e.g., one module a day, etc. Students may enroll at any time by following the registration procedures described at <http://www.faionline.com>. This is a one-time only requirement. There is no individual charge for taking the course.
- 2) OAM's COR Training Course. OAM's three-day COR Training Course, formerly

called the COR Supplemental Course, is taught by EPA staff and is designed to cover COR duties and Agency-specific policies and procedures related to administering contracts. The course provides hands-on practical application and problem solving analysis of COR duties and is given in a facilitated, group exercise format.

- 3) OAM's Recertification Course is taught by Agency staff. It covers the most recent issues and problem areas in acquisition. All CORs must take the one-day Recertification Course every three years after completing the COR Mentor Program or the COR Training Course.

42.1.5.3 Recommended Training and Mentoring

A) Contract Administration for Supervisors Course is highly recommended. Supervisors play a critical role in overseeing the performance of Agency CORs. To assist them with this job, OAM has developed a half-day Contract Administration for Supervisors Course. This course helps supervisors understand the requisite duties and responsibilities of the COR as they pertain to the numerous Federal and EPA regulations and policy directives governing contracts. It also focuses on problem areas (e.g., personal services, inherently governmental functions, recent General Accounting Office and Office of Inspector General audit findings).

B) Mentoring. FAI and OAM courses are designed to assist the student in gaining basic knowledge and skills in contracting fundamentals. Attending a course alone is not enough to ensure a transfer of learning into performance results. Supervisors and other program office staff can help by encouraging CORs to practice new skills and providing specific feedback. As part of their mandate, the FAI developed the COR Workbook to help CORs apply and reinforce skills learned in class through on-the-job assignments. (The Workbook can be downloaded from the Internet at <http://hydra.gsa.gov/staff/v/homepages/corbook.htm>.) For each COR area of responsibility (duty), FAI has listed detailed steps for accomplishing that duty. A mentor, such as a supervisor, team leader, or more senior COR, may assign these on-the-job tasks, oversee, evaluate, and document a new COR's performance. This mentoring process also allows program offices to familiarize CORs with office-specific policies and procedures. OAM highly recommends that all new CORs be mentored.

42.1.5.4 Course Scheduling

A) The Acquisition Policy and Training Service Center (APTSC) within OAM is responsible for scheduling and presenting OAM acquisition training courses, as well as maintaining a data base of all Agency employees who have completed OAM acquisition training courses within the past five years. Organizations interested in scheduling the required or specialized acquisition courses should contact the Manager of APTSC for course availability and additional details.

- B) APTSC publishes the latest Agency wide acquisition training schedule on the Agency Intranet at <http://intranet.epa.gov/oamintra/training/index.htm>.

42.1.5.5 Deferment of Training Requirements

- A) If unforeseen circumstances require the immediate appointment or retention of a COR who is not current in his or her training, the COR's immediate supervisor may request a deferment of the required course. The request must be in writing to the APTSC Manager and must be routed through the respective CO for concurrence. The deferment request must address:
- 1) the nominee's experience in contract administration,
 - 2) the acquisition training the nominee has completed to date,
 - 3) why there is an immediate need to appoint or retain a COR, and
 - 4) plans to fulfill the training requirement.
- B) The CO will review the request. If the CO agrees to deferring the training requirement, he or she will indicate concurrence and forward the request to the ATSC Manager for review and approval. Deferments of training will only be granted for a limited period until training can be completed.

42.1.5.6 Nomination and Appointment of CORs

- A) The first step in the appointment process is for the potential COR's immediate supervisor to recommend a candidate by submitting EPA Form 1900-65, Nomination of the Contracting Officer's Representatives (Appendix 42.1C to this section), to the CO. When appointing a COR, the CO shall consider the requirements of this section as well as the complexity and dollar value of the acquisition. The CO will respond to the nomination in writing by either appointing the nominee as a COR or stating why the nominee was not appointed.
- B) When nominating an employee from another Federal agency as a COR, the nominating official shall be the EPA program office manager who will be responsible and accountable for overseeing the nominee's performance. CORs who work for other agencies must:
- 1) Complete the training required by this section;
 - 2) Have an OGE Form 450 on file with their respective agency; and
 - 3) Comply with EPA contract policy and procedures.

- C) The supervisor need only submit one 1900-65 per COR under the contract. Once a COR is appointed under a specific contract, there is no need to submit additional forms for each work assignment, delivery order, or task order under that contract.
- D) If the nominee is appointed, the CO shall provide written instructions regarding the COR's responsibilities under the contract to both the COR and his or her supervisor. For the COR function to be successfully performed, it is imperative that the COR understands the part he or she plays and effectively carries out his or her responsibilities. The COR appointment memorandum is the first step in delineating what is expected of the COR. When used effectively, the appointment memorandum can be a beneficial working document used as a basis for monitoring COR performance and providing ongoing feedback. A sample appointment memorandum for a work assignment COR is contained in Appendix 42.1D. Appointment memoranda for other types of CORs will be similar in format. The CO must tailor this sample to list any duties, responsibilities, or limitations specific to the acquisition at hand.
- E) Once a COR or alternate COR is appointed, the CO should list the individual in the applicable contract, delivery order, task order or work assignment or otherwise notify the contractor and payment office. When appointing a work assignment, delivery order or task order COR, should notify the contract-level COR of the appointment. This notification can be made by a courtesy copy of the appointment letter.

42.1.5.7 Review of Delegated Duties

- A) Periodically, the CO and contract-level COR should discuss key issues related to communication, workflow planning and processes, and contractor performance. This may be accomplished by telephone for remote locations or through regularly scheduled progress meetings. At this time the CO should review and provide feedback on the COR's performance of delegated contract administration functions, such as appropriate use of contractor services, timely and thorough review of invoices and monthly progress reports. The CO should promptly inform the COR of any problem with the COR's performance of delegated functions and provide an opportunity for the COR to correct the problem. For continuing concerns with performance or conduct, the CO will consult the COR's supervisor to resolve the problem.
- B) Likewise, the contract-level COR should have periodic status reviews with work assignment, delivery or task order CORs under his/her contract to discuss contractor performance issues and to monitor the COR's performance of contract administration functions. This assessment may take place when the contract-level COR reviews delivery order, task order, or work assignment request packages, work plans, monthly progress reports, vouchers, and close-out documentation from the CORs. The contract-level COR should promptly inform the CO and

the affected COR of any problem with the COR's performance of delegated functions and provide an opportunity for the COR to correct the problem. For continuing concerns with performance or conduct, the contract-level COR shall notify the CO who will consult the COR's supervisor to resolve the problem. Additionally, at any time, the CO has authority to review and monitor the performance of work assignment, delivery or task order CORs.

- C) Supervisors are encouraged to seek feedback from the cognizant CO when preparing the performance evaluation of an employee with COR responsibilities.

42.1.5.8 Rescission of Appointment

- A) In some cases it may be necessary to rescind a COR's appointment for administrative reasons, such as when the contract has been closed out or administration of the contract is being moved to a different organization or location. In these cases the CO may unilaterally rescind the COR's appointment by notifying the COR and his or her supervisor in writing. Likewise, the COR's immediate supervisor may remove the COR simply by notifying the CO of the need to replace the COR and nominating a successor COR.
- B) If, after following the procedures outlined in section 42.1.5.8, the performance or conduct concern is not resolved, then the CO may rescind a COR's appointment under a specific contract. This action will only be taken under the circumstances listed below and only after the CO has attempted to have the COR resolve the problem, enlisted the assistance of the COR's supervisor, and consulted with the Senior Resource Official. Consideration will be given to the impact on the COR, in balance with the CO's obligation to manage Agency contracts in a manner that safeguards the Agency's interests. The proposed rescission shall be reviewed and approved by the CO's immediate supervisor. For regional COs, where the CO's supervisor is not a GS-1102, the proposed rescission shall be reviewed and approved by the Manager of the Program Management and Regional Coordination Service Center (PMRCSC) in the Superfund/RCRA, Regional Procurement Operations Division (SRRPOD) in OAM. Circumstances permitting removal of the COR include:
 - 1) The COR has violated Agency or Federal acquisition regulations and/or policies;
 - 2) The COR has demonstrated an inability or unwillingness to carry out delegated functions thus jeopardizing the Government's contractual interests; or
 - 3) The Deputy Ethics Official determines there is an actual violation of the Standards of Ethical Conduct, an appearance of impropriety, or other ethical issues which preclude the employee from serving as a COR.
- C) The CO, through the CO's immediate supervisor, will provide written advance notification to the COR and the COR's supervisor indicating the COR's appointment to the contract will be

rescinded, the anticipated date of the action and the reasons for the rescission. (For regional COs, where the CO's supervisor is not a GS-1102, then the written advance notification will go through the Manager of the PMRCSC.) The notification will allow for a 10-day review period during which the COR may request a review of the action by the Director, OAM. The OAM Director may waive the 10 day review period and issue an immediate decision in urgent situations. In these cases, the Director's decision to waive the review will be noted in the rescission notification.

- D) If the program office wants to re-nominate the COR to the contract, the office must provide documentation of resolution of the situation leading to the rescission, e.g., through formal training, on-the-job training, counseling, or closer supervision. After the proposed action is reviewed and approved at a level above the CO, then the CO, at his/her discretion, may reappoint the COR to the contract.

42.1.5.9 Removal and Reinstatement from all Agency Acquisitions

- A) This section concerns the removal of a COR from all Agency contracts for cause, that is for performance or conduct reasons. The Director, OAM, may remove a COR's eligibility to serve on all Agency acquisitions for:
- 1) Violation of Federal or Agency acquisition regulations and/or policies; or
 - 2) Failure to comply with Standards of Ethical Conduct for Employees of the Executive Branch, codified in 5 C.F.R. Part 2635 (1/1/99 Edition) as amended at 64 FR 2421-2422 (Jan. 14, 1999) and 64 FR 13063-13064 (Mar. 17, 1999).
- B) Requests to remove an employee's COR eligibility may be initiated by the CO, a program office official or the Inspector General. Such requests must address the grounds for requesting removal in a memorandum to the Director, OAM. In coordination with the COR's Senior Resource Official (SRO) and the COR's supervisor, the Director will investigate the grounds for removal. If a determination is made to remove the COR, the Director of OAM will issue a memorandum to the SRO with a copy to the COR and the COR's supervisor. As the Agency's Senior Procurement Executive, the Director of OAM is the deciding official as to whether an employee may continue to perform contract management functions.
- C) The Director of OAM may reinstate employees who have had their COR responsibilities withdrawn upon the written recommendation of his or her SRO. The recommendation for reinstatement must contain:
- 1) A brief description of the circumstances of the withdrawal, and
 - 2) Steps taken or being taken to remedy the conduct or performance deficiency.

APPENDIX 42.1 A DUTIES THAT MAY BE PERFORMED BY CONTRACT-LEVEL CORs, IF DELEGATED BY THE CO

- A) As stated in section 42.1.5.1 of this section, the Federal Acquisition Institute (FAI) has established the basic duties CORs perform. FAI's COR Workbook details the duties and contains extensive documentation of the steps to be taken in performing each duty which is not repeated here. The Workbook can be read or downloaded at <http://hydra.gsa.gov/staff/v/homepages/corbook.htm>
- B) In this appendix, for each FAI-established duty, Agency-unique steps are listed and applicable Agency guidance is referenced. **This list is not intended to be a standard operating procedure for contract management functions. These duties must be tailored to the specific program and contractual needs.**
- 1) Prepare a Requirements Package
 - a) Forecasting Requirements--Estimate Program Office lead time, available funding, and total acquisition costs, as part of the planning, programming and budgeting process as required in Chapter 7 of this manual.
 - b) Communicating with Industry--Follow the standards of the Office of Acquisition Management's (OAM) document, "Program Manager's Guide For Communicating With Industry," dated September 4, 2001 which provides general guidelines regarding the types of info that may be shared with the public, primarily in the context of procurement opportunities. This guide is available on OAM's website at <http://epawww.epa.gov/oamintra/policy/pmgci.pdf>.
 - c) Acquisition Planning--Provide the CO backup information to be used in drafting the written acquisition plans as required by the Federal Acquisition Regulation, Part 7, and Chapter 7 of this manual. Facilitate meeting program office small and disadvantaged business utilization and other socio-economic goals.
 - d) Procurement Initiation Notice (PIN)--Following the procedures outlined in Chapter 7 of this manual, prepare key documents to initiate the acquisition. When requested by the CO, provide applicable PIN documents for simplified acquisitions, or orders under other agencies' contracts, e.g., GWACs or GSA schedules. Prepare an acquisition statement of work in accordance with Chapter 11 of this manual.

- e) Ordering Work under the Contract--Review procurement packages submitted for work assignments, delivery orders, or task orders to ensure the package is current, accurate, and complete before forwarding to the CO for action. Ensure that the procurement package identifies vulnerable and sensitive services, potential conflicts of interest, as well as appropriate management controls. Track orders placed under the contract.

2) Government Property

In accordance with Chapters 7 and 45 of this manual, identify and justify the use of Government property under the contract.

3) Technical Assistance

- a) In accordance with EPAAR Part 1515 and Chapter 7 of this manual develop technical evaluation criteria, chair the technical evaluation panel, evaluate offers, coordinate the consensus documentation, and prepare the technical evaluation panel report justifying the panel's findings. Draft questions for fact finding, discussions, and prenegotiation position on technical proposals.
- b) Technical Evaluation of Work Plans and Delivery Order Staffing Plans-- Prepare detailed findings and recommendations on the reasonableness of the proposed tasks, labor hours and mix, materials and quantities, etc., based on comparison with the statement of work and the independent Government cost estimate. In accordance with Chapter 16 of this manual, conduct evaluations of offers received under multiple award contracts.

4) COR Workplan

- a) Set-up a file system containing all relevant documentation including the basic contract, list of CORs under the contract, all correspondence and meetings related to the contract, technical direction, contract deliverables received and reviewed, payment file and other items that will provide an audit trail of the contract-level COR's actions under the contract. Maintain files in accordance with Agency National Records Management Program policy. Guidance on maintaining EPA Series 202, Contract Management Records, is available on the Intranet at <http://www.epa.gov/records/policy/schedule/sched/202.htm>.
- b) Protect information that is prohibited from disclosure by law, such as trade secrets and privileged or confidential commercial or financial information, and certain interagency and intra-agency predecisional deliberative communications. Protect information about individuals when disclosure

would constitute a clearly unwarranted invasion of personal privacy. Protect records or information compiled for law enforcement purposes, if certain interests would be harmed by release, including when disclosure could reasonably be expected to interfere with enforcement proceedings or to constitute an unwarranted invasion of personal privacy.

5) Post Award Orientation

- a) Be familiar with the terms and conditions of the contract and the SOW. Know who the key players are (CO, CORs, contractor's Project Manager) and understand their roles, responsibilities, and delegated authority. Know the proper method for ordering work (work assignment, delivery order, or task order) under the contract.
- b) Coach delivery/task order or work assignment CORs in appropriate administrative processes and practices for ordering and overseeing work under the contract.

6) Administering Government Property

In accordance with Chapter 45 of this manual, properly transfer, monitor the use and disposal of Government Property under the contract.

7) Monitoring Contractor Performance

- a) In accordance with EPA Order 1900.1A, Proper Use of Contractor Services, provide and document technical direction to the contractor, if permitted by the contract. Guard against inappropriate contractor services, such as personal services and inherently governmental functions.
- b) Review monthly technical and financial progress reports. Compare progress to contractor invoice charges. Consult with the CO on any potential problems identified through such reviews.
- c) Know the standards of conduct that apply to employees of the executive branch. Treat contractors fairly and impartially. Avoid personal conflicts of interest, and prohibited activities, such as unauthorized commitments, directed subcontracting, and personal services.

8) Inspection and Acceptance

Track, inspect, accept or reject contract deliverables.

9) Past Performance

- a) Complete contractor performance evaluations electronically by use of the National Institutes of Health Contractor Performance System as specified in Subpart 1509 of the EPAAR. The website for the System is <https://silk.nih.gov/cps/epa/homepage>.
- b) For award fee contracts, accurately and promptly complete Performance Evaluation Reports, participate on award fee panels, and apply award fee factors.
- c) In conjunction with the CO, provide documentation to the Office of Grants and Debarment concerning performance and related problems. Report indicators of fraud and other misconduct to the CO, the Inspector General, and the Office of Grants and Debarment.

10) Modifications

Prepare purchase requests for modifications including appropriate documentation, such as a revised SOW and cost estimate. Document evaluation of the contractor's proposal (e.g., of the labor hours, materials, etc., incurred or proposed for the modification).

11) Options

Determine the need for contract options when planning an acquisition. At least 120 days prior to the required date of preliminary notice as set forth in the contract, recommend whether to exercise an option or not. Obtain the necessary commitment of funds. In a timely manner, provide the CO with a written recommendation indicating if the option should be exercised and supporting this decision in accordance with FAR 17.207.

12) Delays

Notify the CO about a delay in the delivery or performance schedule under the contract and the technical impact of this delay. Assist the CO in evaluating the contractor's response.

13) Stop Work

Identify potential conditions to stop work. If appropriate, recommend the CO issue a stop work order. Assist in discussions with the contractor and recommend to the CO when work can be resumed.

14) Claims

Notify the CO of potential disputes under the contract. Assist the CO in resolving disputes and in processing formal claims

15) Remedies

Notify the CO of performance failures and provide technical assistance to the CO, as appropriate.

16) Termination

Identify events that may lead to contract termination. Provide sufficient information to support pursuing the appropriate termination procedure.

17) Payment

- a) As detailed in Chapter 11 of this manual, review contractor invoices and approve for payment. If appropriate, suspend costs using EPA Form 1900-68.
- b) Track funds expended against contract ceilings.
- c) Maintain records on current billing/final indirect cost rates under the contract. Ensure contractor invoices reflect the appropriate rates.

18) Closeout

As detailed in Unit 42 of the Acquisition Handbook, notify the CO when contractor performance is completed under the contract. Assist with closeout procedures.

APPENDIX 42.1B DUTIES THAT MAY BE PERFORMED BY OTHER TYPES OF CORs, IF DELEGATED BY THE CO

- A) As stated in section 42.1.5.1 of this section, the Federal Acquisition Institute (FAI) has established the basic duties CORs perform. FAI's COR Workbook details the duties and contains extensive documentation of the steps to perform each duty which is not repeated here. The Workbook can be read or downloaded at <http://hydra.gsa.gov/staff/v/homepages/corbook.htm>.
- B) In this appendix, for each FAI-established duty, Agency-unique steps are listed and applicable Agency guidance is referenced. The duties described below are meant to provide an overview of the types of functions performed by the types of CORs listed in section nine of this section. **This list is not intended to be a standard operating procedure for contract management functions. These duties must be tailored to the specific program and contractual needs.**

1) Prepare a Requirements Package

Prepare a procurement request with supporting documentation (SOW, cost estimate, etc.) to order work under the contract. Identify vulnerable, sensitive services, potential conflicts of interest, as well as appropriate management controls.

2) Government Property

In accordance with Chapters 7 and 45 of this manual, identify and justify the use of Government property under the work assignment, delivery or task order.

3) Technical Assistance

Technical Evaluation of Work Plans and Task Order Staffing Plans--Prepare detailed findings and recommendations on the reasonableness of the proposed work, labor hours and mix, materials and quantities, etc., based on comparison with the SOW and the independent Government cost estimate. In accordance with Chapter 16 of this manual, conduct evaluations of offers received under multiple award contracts.

C) COR Workplan

- 1) Set-up a file system containing all relevant documentation including the basic contract, internal correspondence, technical direction, contract deliverables received and reviewed, payment file and other items that will provide an audit trail of the actions on the acquisition. Maintain files in accordance with Agency National Records Management Program policy. Guidance on maintaining EPA Series 202, Contract Management Records, is available on the Intranet at <http://www.epa.gov/records/policy/schedule/sched/202.htm>.

- 2) Protect information that is prohibited from disclosure by law, such as trade secrets and privileged or confidential commercial or financial information, and certain interagency and intra-agency predecisional deliberative communications. Protect information about individuals when disclosure would constitute a clearly unwarranted invasion of personal privacy. Protect records or information compiled for law enforcement purposes, if certain interests would be harmed by release, including when disclosure could reasonably be expected to interfere with enforcement proceedings or to constitute an unwarranted invasion of personal privacy.

D) Post Award Orientation

Be familiar with the terms and conditions of the contract and the SOW. Know who the key players are (CO, CORs, contractor's Project Manager) and understand their roles, responsibilities, and delegated authority. Know the proper method for ordering work (work assignment, delivery order, or task order) under the contract.

E) Administering Government Property

In accordance with Chapter 45 of this manual, properly transfer, monitor the use and disposal of Government Property under the contract.

F) Monitoring Contractor Performance

- 1) In accordance with EPA Order 1900.1A, Proper Use of Contractor Services, and the terms of the acquisition, provide and document technical direction to the contractor. Guard against inappropriate contractor services, such as personal services and inherently Governmental functions.
- 2) Progress Reports--Review monthly technical and financial progress reports. Compare progress to contractor invoice charges. Consult with the contract-level COR on any potential problems identified through such reviews.
- 3) Know the standards of conduct that apply to employees of the executive branch. Treat contractors fairly and impartially. Avoid personal conflicts of interest, and prohibited activities, such as unauthorized commitments, directed subcontracting, and personal services.

G) Inspection and Acceptance

Track, inspect, accept or reject contractor deliverables.

H) Past Performance

- 1) Assist the contract-level COR with compiling a record of the contractor's past performance.
- 2) For award fee contracts, accurately and promptly complete Performance Evaluation Reports, participate on award fee panels, and apply award fee factors.
- 3) In conjunction with the CO and contract-level COR, provide documentation to the Office of Grants and Debarment concerning performance and related problems, as appropriate. Report indicators of fraud and other misconduct to the contract-level COR, CO, the Inspector General, and Office of Grants and Debarment.

I) Modifications

Prepare purchase request for modifications or amendments to the work assignment, delivery order, or task order, including appropriate documentation, such as revised SOW and cost estimate. Document evaluation of the contractor's proposal (e.g., of the labor hours, materials, etc., incurred or proposed for the modification).

J) Options *Usually reserved for the contract-level COR.*

K) Delays

Notify the contract-level COR about a delay in the delivery or performance schedule under the contract and the technical impact of this delay. Assist the contract-level COR in evaluating the contractor's response.

L) Stop Work

Identify potential conditions to stop work. If appropriate, recommend the CO and contract-level COR issue a stop work order. Assist in discussions with the contractor and recommend to the CO and contract-level COR when work can be resumed.

M) Claims

Notify the contract-level COR of potential disputes under the contract. Assist the CO and contract-level COR in resolving disputes and in processing formal claims.

N) Remedies

Notify the contract-level COR of performance failures and provide technical assistance to the CO and contract-level COR, as appropriate.

O) Termination

Identify events that may lead to work assignment, delivery or task order termination.
Provide sufficient information to support pursuing the appropriate termination procedure.

P) Payment

- 1) As detailed in Chapter 11 of this manual, review contractor invoices and approve for payment. If appropriate, recommend suspension of costs using EPA Form 1900-68.
- 2) Track funds expended versus funds remaining on the work assignment, delivery order, or task order. Notify the contract-level COR if additional funds will be required.

Q) Closeout

As detailed in Unit 42 of the Acquisition Handbook, notify the contract-level COR when contractor performance is completed under the work assignment, delivery order, or task order. Assist with closeout procedures.

APPENDIX 42.1C COR NOMINATION FORM

NOMINATION OF THE CONTRACTING OFFICER'S REPRESENTATIVE (COR)

Submit this form to the cognizant contracting officer within the Office of Acquisition Management or Regional contracting office. The contracting officer will respond to this nomination, in writing, to both the nominee and the nominee's immediate supervisor. For additional information on the requirements for being a COR, see Chapter 42 of the Contracts Management Manual.

1a. Name of Nominee	b. Title, Series, and Grade
c. Mailing Address: Organization (AAship): Office: Mail Code: Street Address: City, State & Zip Code:	d. E-mail address: e. Phone Number f. Fax Number
2. The nomination is for: <input type="checkbox"/> Contract-level COR <input type="checkbox"/> Delivery Order COR <input type="checkbox"/> Task Order COR <input type="checkbox"/> Work Assignment COR <input type="checkbox"/> Other or alternate (specify): _____ Under Contract Number: _____	3. Training completed Date Completed <div style="border-left: 1px solid black; padding-left: 10px;"> a. FAI's COR Mentor Program b. OAM's COR Training Course (Either a or b are <i>Required for all CORs</i>) d. OAM's Recertification Course <i>Required every 3 years after completing either a or b</i> </div>
4. Briefly describe the nominee's experience in performing COR duties and technical expertise in the subject matter of the acquisition.	
5. I understand that my eligibility to be a COR is dependent on adequately performing my COR duties, following ethical standards of conduct for employees of the Executive Branch, and maintaining my training. If any of these conditions are not met, I may be removed from this contract. I cannot redelegate my COR duties. In the event that I am unable to continue performing my COR duties, I will contact the contracting officer immediately. I have filed Office of Government Ethics Form 450, Confidential Financial Disclosure Report, with the cognizant Deputy Ethics Official. _____ _____	

6. If there is a need to remove the COR, for any reason, I will notify the contracting officer immediately.

Signature of Nominee’s Immediate Supervisor

Date

Phone number:

EPA Form 1900-65. (Rev. 10-02) Previous Editions Obsolete. Electronic and Paper Copies Acceptable.

APPENDIX 42.1D SAMPLE COR APPOINTMENT MEMORANDUMMEMORANDUM

[Date]

SUBJECT: Appointment as a Work Assignment Contracting Officer's Representative
under Contract Number _____

FROM: CO /s/
Contracting Officer

TO: Newly Appointed
Work Assignment Contracting Officer's Representative

I hereby appoint you as a work assignment contracting officer's representative (COR) under the subject contract. This appointment is effective as of the date of this memorandum and shall expire: 1) when (the) work assignment(s) is/are completed, 2) when you are relieved of your COR responsibilities, or 3) when rescinded in writing by myself or any successor contracting officer (CO). You may not delegate your COR responsibilities. The alternate COR, if one has been appointed, may act ONLY if you are on leave or travel.

As a work assignment COR you are a key player in protecting the Government's interests and carrying out the Government's obligations under the contract. To do so effectively, it is imperative that you are familiar with the contract terms and conditions as well as your responsibilities and limitations as a COR. You are hereby authorized and put under obligation to carry out those responsibilities set forth in Attachment 42.1A. You are not authorized to take any action which is not set forth herein and are specifically directed not to take any of the prohibited actions set forth in Attachment 42.1B. Further clarification of these responsibilities and prohibitions may be obtained from the CO. Any act on your part which is not within the scope of this appointment may lead to your personal financial liability to the contractor.

The contract-level COR (project officer) is _____, if you have any questions concerning your delegated authority, please do not hesitate to call him/her on 000-000-0000 or me on 000-000-0000 or e-mail me at _____.

Attachments

cc: COR's immediate supervisor
Contract-level COR

ATTACHMENT 42.1D-1 TO THE COR APPOINTMENT MEMORANDUM

As a Work Assignment Contracting Officer's Representative under Contract _____, you are responsible for the following:

1. Maintaining Your COR Eligibility

- a. Remain current on all training required for CORs in Chapter 42 of the Contracts Management Manual. (The CMM can be found on the Agency Intranet at <http://epawww.epa.gov/oamintra/policy/cmm.pdf>.) Specifically, you are required to complete the Recertification Course every three years after completing either the COR Mentor Course or the COR Supplement Course, whichever was completed later. If your training lapses, you are no longer eligible to be a COR under this contract.
- b. If your training lapses or if there is a need to relieve you of your COR responsibilities, notify the CO immediately. Until another COR is appointed, you remain responsible for performing your COR functions. Promptly turn over all records regarding this contract to the successor COR.
- c. Know the terms and conditions of the contract and the work assignment, including the statement of work and the approved work plan.
- d. Be informed about Agency and Federal acquisition policies and procedures. This information is available on the Office of Acquisition Management's Intranet site at <http://intranet.epa.gov/oamintra/>. The Federal Acquisition Institute's COR Workbook provides a generic list of COR functions and the steps involved in performing these functions. The COR Workbook can be downloaded at <http://hydra.gsa.gov/staff/v/homepages/corbook.htm>. Chapter 42 of the Contracts Management Manual (CMM) contains a list of Agency-specific COR functions.
- e. Comply with the standards of conduct that apply to employees of the executive branch. Treat contractors fairly and impartially. Avoid personal conflicts of interest, and prohibited activities, such as unauthorized commitments, directed subcontracting, and personal services. While you are a COR, you must file Office of Government Ethics Form 450, Confidential Financial Disclosure Report, with your organization's Deputy Ethics Official.

2. Procurement Package

To order work under the contract, prepare a procurement request with supporting documentation (SOW, cost estimate, etc.). Identify vulnerable, sensitive services, potential conflicts of interest, as well as appropriate management controls.

3. Government Property

In accordance with Chapters 7 and 45 of the Contracts Management Manual (CMM), identify and justify the use of Government property under the work assignment. In accordance with Chapter 45 of the CMM, properly transfer, monitor the use and disposal of Government property under the contract. Coordinate Government property issues with the CO and property Administrator.

4. Technical Assistance

- a. Review contractor work plans for approval/disapproval. When requested, prepare detailed findings and recommendations on reasonableness of the proposed work, labor hours and mix, materials and quantities, etc., based on comparison with the SOW and the independent Government cost estimate. In accordance with Chapter 16 of the CMM, conduct evaluations of offers received under multiple award contracts.
- b. Inform the CO of any potential or real conflicts of interest which may arise under the contract. Recommend possible mitigation or avoidance strategies.

5. Record Keeping

- a. Establish and maintain a separate file for documents and correspondence pertaining to the work assignment. Place in this file correspondence to and from the contractor, work associates, and contracting officer; comments and approval of deliverables; documentation of verbal communication with the contractor; technical direction; voucher reviews and disapprovals/approvals; contractor evaluations; and other documents pertaining to the contract. Document actions, conversations, meetings, technical directions, etc., as they occur and include these in the file. Upon completion of the contract, forward this file to the CO for inclusion in the official work assignment file.
- b. Protect information that is prohibited from disclosure by law, such as trade secrets and privileged or confidential commercial or financial information, certain interagency and intra-agency predecisional deliberative communications, information about individuals when disclosure would constitute a clearly unwarranted invasion of personal privacy, and records or information compiled for law enforcement purposes, if certain interests would be harmed by release, including when disclosure could reasonably be expected to interfere with enforcement proceedings or to constitute an

unwarranted invasion of personal privacy.

6. Monitoring Contractor Performance

- a. In accordance with EPA Order 1900.1A, Proper Use of Contractor Services, and the terms of the acquisition, provide and document technical direction to the contractor. Guard against inappropriate contractor services, such as personal services and inherently Governmental functions.
- b. Assist the contractor in interpreting technical requirements. Differences of understanding or opinion of technical requirements between the Government and the contractor which cannot be resolved shall be referred to the CO for resolution.
- c. Monitor and oversee the contractor's technical effort and ensure that performance strictly conforms with the terms and conditions of the contract. Promptly inform both the contractor and the CO of any unsatisfactory performance or noncompliance with the contract or work assignment statement of work and terms and conditions.
- d. Maintain reasonable contact with the contractor so as to become aware of and gain an understanding of any problems or potential problems regarding contract performance. Report these to the CO.
- e. Review and provide input/recommendations and concurrence to the CO regarding the contractor's proposed use of consultants and subcontractors.
- f. Perform on-site surveillance of contractor performance, as necessary, to ensure compliance with the technical provisions of the contract.
- g. Spot check to see that contractor personnel are on the job and accomplishing their assigned tasks.
- h. Determine causative factors for any slippage in performance schedule and provide a report of such to the CO. If the contractor is responsible for the slippage, the COR shall recommend to the CO and subsequently monitor corrective action.

7. Inspection and Acceptance of Deliverables

- a. Ensure the timeliness and acceptability of all deliverables and/or reports submitted by the contractor.
- b. Perform inspection of completed work and/or services and certify acceptance or

nonacceptance of work.

8. Past Performance

Complete a contractor evaluation form for each work assignment at the end of each period of performance (base or option periods), and forward it to the contract-level COR.

9. Modifications

- a. Prepare purchase request for amendments to the work assignment, including appropriate documentation, such a revised SOW and cost estimate. Document evaluation of the contractor's proposal (e.g., of the labor hours, materials, etc., incurred or proposed for the modification).
- b. Ensure that the work assignment is formally modified or amended before the contractor proceeds with any changes in the work, terms, or conditions of performance.

10. Payment

- a. As detailed in Chapter 11 of this manual, review contractor invoices and recommend approval or disapproval, as appropriate, to the contract-level COR. Such review shall be completed in a manner so as to allow timely payment under the Prompt Payment Act.
- b. Track funds expended versus funds remaining on the work assignment. Ensure that costs do not exceed available funding. Notify the contract-level COR if additional funds will be required. Prepare funding requests.
- c. Progress Reports--Review monthly technical and financial progress reports. Compare progress to contractor invoice charges. Resolve errors or deficiencies in the reports. Consult with the contract-level COR on any potential problems identified through such reviews. Monitor contractor costs and promptly report, in writing, wasteful contractor practices to the contract-level COR.
- d. Review invoices and monthly progress reports to ensure that the contractor utilizes the labor skill mix (labor categories and hours) necessary to fulfill the Government's requirement. The contractor's labor skill mix used on the work assignment, should closely approximate what was agreed to in the approved work plan. Excessive use of either lower or higher skilled labor should trigger a closer review of actual usage versus the approved work plan.

11. Closeout

Notify the contract-level COR when contractor performance is completed under the work assignment, delivery order, or task order. Assist with closeout procedures.

ATTACHMENT 42.1D-2 TO THE COR APPOINTMENT MEMORANDUM**PROHIBITIONS**

As a contracting officer's representative:

- 1) **DO NOT** solicit proposals for enhancements to the contract;
- 2) **DO NOT** modify the stated terms of the contract;
- 3) **DO NOT** sign supplemental agreements (i.e., contract modifications);
- 4) **DO NOT** issue instructions to the contractor to start or stop work unless you are specifically authorized by the CO in writing;
- 5) **DO NOT** request that the contractor perform work outside the scope of the contract or work assignment, or perform any work without a valid work assignment or delivery order if work is initiated under the contract through these means;
- 6) **DO NOT** direct changes to:
 - what items are included in the delivery schedule,
 - time of delivery,
 - place of delivery,
 - method of shipment,
 - packing of deliverables,
 - quantity, or level-of-effort,
 - scope of work, drawings, designs, specifications, or statement of work.
- 7) **DO NOT** give guidance to the contractor, either orally or in writing, which might be interpreted as a change in the expressed scope, specifications, terms or conditions of the contract or work assignment;
- 8) **DO NOT** make any changes that will affect the duration (period of performance) of the contract or work assignment;
- 9) **DO NOT** make any changes that will affect the cost of the contract or work assignment;
- 10) **DO NOT** authorize the contractor to incur costs in excess of the estimated costs or other limitation on costs or funds set forth in this contract or work assignment;

- 11) **DO NOT** approve items of cost not specifically authorized by the contract or work assignment;
- 12) **DO NOT** render a decision on any dispute or any question of fact under the Disputes Clause of the contract;
- 13) **DO NOT** take any action with respect to termination of the contract, except to notify the CO of circumstances which would appear to warrant such action;
- 14) **DO NOT** authorize delivery or disposition of Government-furnished property;
- 15) **DO NOT** discuss procurement plans or any other advance information that might provide preferential treatment to one firm over another (The Program Manager's Guide For Communicating With Industry," dated September 4, 2001 provides general guidelines regarding the types of info that may be shared with the public, primarily in the context of procurement opportunities. This guide is available on OAM's website at <http://epawww.epa.gov/oamintra/policy/pmgci.pdf>);
- 16) **DO NOT** make commitments or promises to any contractor relating to the award of a contract.

Section 42.2 Management Integrity In Acquisition Systems

42.2.1 PURPOSE

This section sets forth the internal control objectives and techniques to be used for evaluating EPA acquisition systems and their performance.

This section sets forth the means by which certification is made to the Agency head that the Agency's acquisition policies and procedures conform to all Federal laws and regulations, that they support the Agency's policies, objectives, and mission, and that they contain the necessary elements to promote efficient and effective acquisition throughout the Agency.

42.2.2 BACKGROUND

- B) Sections 1(c), 1(d) and 1(i) of Executive Order 12352, Federal Procurement Reforms, require the heads of agencies to "ensure timely satisfaction of mission needs at reasonable prices by establishing criteria to improve the effectiveness of procurement systems, establish criteria for enhancing effective competition and limiting noncompetitive actions...", and to provide the agency procurement executive with criteria to use to "evaluate system performance in accordance with approved criteria...and certify to the agency head that systems meet approved criteria."

**Appendix
Item 11**

Continuous Learning Policy for Acquisition Workforce



The training requirements for all federal civilian Contracting Officer Representatives (CORs) and those in the contracting job series will change October 1, 2005. The Office of Federal Procurement Policy (OFPP) issued Policy Letter 05-01, Developing and Managing the Acquisition Workforce, effective April 15, 2005. This policy letter emphasizes the importance of the Workforce and establishes new training and career development requirements.

There have been several communications from OAM on this topic already; this message is designed for the COR community to provide highlights and contact information for questions.

Who: All CORs at civilian agencies

What: Must obtain 40 hours of continuous learning every two years to keep their certification current. Keep track of your hours and OAM will send additional details on web-based tracking system.

Why: OFPP Policy Letter 05-01 <http://www.acqnet.gov/AcqNet/Library/OFPP/PolicyLetters> .

When: First 2 year period for training is October 1, 2005 – September 30, 2007.

How: Activities that may count are: current EPA training; other acquisition related classroom or online training; and a limited allowance for acquisition related mentoring, conferences, presentations, professional licenses, or professional memberships.

Contact: Eleanor Nolan, 202-564-3446



CLP GuidanceV2.pdf



The training requirements for all federal civilian Contracting Officer Representatives (CORs) and those in the contracting job series will change October 1, 2005. The Office of Federal Procurement Policy (OFPP) issued Policy Letter 05-01, Developing and Managing the Acquisition Workforce, effective April 15, 2005. This policy letter emphasizes the importance of the Workforce and establishes new training and career development requirements.

There have been several communications from OAM on this topic already; this message is designed for the COR community to provide highlights and contact information for questions.

Who: All CORs at civilian agencies

What: Must obtain 40 hours of continuous learning every two years to keep their certification current. Keep track of your hours and OAM will send additional details on web-based tracking system.

Why: OFPP Policy Letter 05-01 <http://www.acqnet.gov/AcqNet/Library/OFPP/PolicyLetters> .

When: First 2 year period for training is October 1, 2005 – September 30, 2007.

How: Activities that may count are: current EPA training; other acquisition related classroom or online training; and a limited allowance for acquisition related mentoring, conferences, presentations, professional licenses, or professional memberships.

Contact: Eleanor Nolan, 202-564-3446



CLP GuidanceV2.pdf

Implementation of the Continuous Learning Policy for the USEPA Acquisition Workforce Members

APPLICABILITY: The policy applies to all personnel, designated by the Agency's Senior Procurement Executive (SPE) as members of the acquisition workforce pursuant to OFPP Policy Letter 05-01. This policy will be incorporated into the Contract Management Manual during the next revision.

RESPONSIBILITIES:

Acquisition Career Manager (ACM): The Senior Procurement Executive will appoint the ACM and will ensure that implementation of this policy for Agency acquisition workforce members is in accordance with continuing education standards established by the Office of Federal Procurement Policy (OFPP), and is consistent with existing procedures and practices for meeting the current standards of the Agency.

Supervisors: Supervisors play a key role in continuous learning. They will ensure, within organizational workload and funding constraints, that individuals are provided duty time for planned continuous learning activities. They will allow telework for continuous learning web based training, as appropriate. They must also ensure that the annual Individual Development Plans or comparable documents prepared for their personnel include opportunities for participating in continuous learning activities, and then document workforce members' records for completion of continuous learning requirements. The Continuous Learning Guide assists supervisors and members in helping determine the points to be credited for continuous learning activities.

Agency Acquisition Workforce Members: It is each workforce member's responsibility to meet the mandatory requirement of obtaining the number Continuous Learning Points (CLP) required for their position within each two year cycle. Each person will identify and discuss with his or her supervisor during an annual review the types of continuous learning activities to pursue. Individuals should also verify records to ensure that accomplishment of continuous learning requirements have been recorded.

DEFINITIONS:

- ***Acquisition Workforce Member: Contract Specialist.*** All positions in the general contracting schedule series; GS-1102, GS-1105, and GS-1106. They are required to earn 80 CLPs every two years.

- ***Acquisition Workforce Member: Contracting Officer's Representative (COR).*** All employees who are appointed by Contracting Officers for the purpose of performing particular contract administration functions. Also known at the Agency by the following titles: Project Officer, Work Assignment Manager, Delivery Order Project Officer, Task Order Project Officer, or Task Monitor. Note that this policy does not impact anyone

who is *solely* a Project Officer of Assistance Agreements (grants, cooperative agreements, or interagency agreements). They are required to earn 40 CLPs every two years.

- ***Acquisition Workforce Member: Contract Finance and Property Support Personnel.*** Positions in the Office of Acquisition Management (OAM) which are in the general accounting, auditing, and property management schedule series; GS-0510, GS-0511, and GS-1103. They are required to earn 80 CLPs every two years.

- ***Certification Training:*** Training required for certification in accordance with OFPP Policy Letter 05-01. Certification training may be counted toward the accumulation of Continuous Learning Points.

- ***Continuous Learning Activities:*** Personal and professional growth accomplishments by acquisition workforce members resulting in improved professionalism and better contributions to the Agency mission. Any course or activity with a clear purpose and objective which will maintain, improve, or expand skills and knowledge relevant to the work overseen by the acquisition workforce member may be considered acceptable.

- ***Continuous Learning Points (CLPs):*** Points awarded for successful completion of Continuous Learning Activities.

- ***Two Year Cycle:*** October 1, 2005 through September 30, 2007 is the first training cycle under this policy. Following cycles will follow the same pattern; 10/01/07-09/30/09, 10/01/09-09/30/11, and so forth.

SPECIFIC GUIDELINES: Professional improvement is a continuing cycle. It includes certification training and the full range of continuous learning activities. The following sections describe the guidelines for determining CLPs. These are only guidelines and supervisors have flexibility in assigning points. The supervisor, in conjunction with the acquisition workforce member, should use these guidelines to determine points credited for any given training or developmental activity.

CORs and Contract Specialists are encouraged to select meaningful courses/activities which will aid them in overseeing their contracts. OAM is providing autonomy to the CORs and their management to obtain the CLPs using this guidance document. Managers and acquisition workforce members must use the flexibility judiciously because there are some pitfalls associated with this latitude.

All CLPs earned must show a demonstrated link to the acquisition workforce member's current role as a COR, a Contract Specialist, or a Finance and Property Support Personnel. It is not necessary to earn all CLPs through activities that have an obvious link to acquisition (i.e., "acquisition" in the title of the activity.)

For example, a COR who is a biologist managing a work assignment would like to attend a seminar on the use of a specific piece of equipment or scientific concept to gain a more thorough understanding of the work plan or approach of the contractor they monitor. This is acceptable.

Another example, a COR who is an engineer possesses a Professional Engineer's License that requires continuous learning to remain valid. The COR currently manages a contract for meeting support that has nothing to do with engineering. Acquisition CLPs will not be granted for those engineering activities because they are not related to the work the COR is performing related to acquisition.

1. Staying current in functional areas; acquisition, technology, scientific, and business initiatives; and, leadership and management. The majority of the workforce will participate in continuous learning activities in these functional areas. Obtaining CLPs through activities related to functional areas ("cross training" or activities that may not be obviously related to acquisition) will require more judgment from the supervisors and workforce members. **All CLPs earned must show a demonstrated link to the acquisition workforce member's current role as a COR, Contract Specialist, or Finance and Property Support Personnel.** Supervisors may require that the employee provide a brief narrative to document the nexus between the activity and their current role as an acquisition workforce member.

A number of activities can be used to stay current in functional areas. Examples include, but are not limited to:

A. Training Activities

1) *Completing awareness training.* Examples include, OAM briefing sessions to acquaint the workforce with new or changed policy or Agency training related to ethical behavior and security awareness. There is generally no testing/assessment of knowledge gained.

2) *Completing learning modules and training courses.* These may be formal or informal offerings from a recognized training organization, including in-house training course/sessions, which include some form of testing/assessment for knowledge gained.

3) *Performing Self-Directed Study.* An individual can keep current or enhance his or her capabilities through a self-directed study program agreed to by the supervisor.

4) *Teaching.* Agency acquisition workforce members are encouraged to share their knowledge and insights with others through teaching of courses or learning modules. Teaching is also a part of the Professional Activities category.

5) *Mentoring*. Helping others to learn and become more productive workers or managers benefits the Agency and the individuals involved. Mentoring is also a part of the Experience category in the following section.

B. Professional Activities

1) *Participating in Organizational Management*. Membership alone in a professional organization will not be considered as fulfilling continuous learning requirements, but participation in the organization leadership will. This includes elected/appointed positions, committee leadership roles, or running an activity for the organization.

2) *Attending/Speaking/Presenting at Professional Seminars/ Symposia/ Conferences*. An acquisition workforce member can receive points for attending professional seminars or conferences. However, the supervisor should consider devising a method to determine that the individual learned something meaningful from the experience. Due to the additional effort involved in preparation and delivery, making presentations should get full credit for each hour involved in preparation and presentation. However, care should be taken to avoid awarding CLPs for presentations that do not advance the employee's knowledge, but that are considered work product.

3) *Publishing*. Articles for publication normally will meet the criteria for continuous learning. However, care should be taken to avoid awarding CLPs for publications that do not advance the employee's knowledge, but that are considered work product. Points will be awarded only in the year published. Compliance with any Agency publication policy is required.

4) *Participating in Workshops*. Points should be awarded for workshops with planned learning outcomes.

5) *Professional Examination, License, or Certificate*. This includes such activities as passing the CPA exam, licensing as a Professional Engineer, or Project Manager Certification from the Project Management Institute. CLPs will be credited only in the year awarded.

C. Educational Activities

1) *Formal training*. Supervisor should use Continuing Education Units (CEUs) as a guide for assigning points for formal training programs that award CEUs. The CEUs can be converted to CLPs at 10 points per CEU.

2) *Formal academic programs*. For formal academic programs offered by educational institutions, each semester hour is equal to one CEU. A three-hour credit course would be worth three CEUs and 30 CLPs.

The following is a summary chart of recommended CLPs:

CREDITABLE ACTIVITIES	POINT CREDIT (see note)
<i>Academic Courses :</i>	
Quarter Hour	10 per Quarter Hour
Semester Hour	10 per Semester Hour
Continuing Education Unit (CEU)	10 per CEU
Equivalency Exams	Same points as awarded for the course
<i>Training Courses/Modules :</i>	
DAU Courses/Modules	10 per CEU (see DAU catalog)
Other Functional Training	1 point per hour of instruction
Leadership or Other Training	1 point per hour of instruction
Equivalency Exams	Same points as awarded for the course
<i>Professional Activities :</i>	
Professional Exam/License/Certificate	10-30 points
Teaching/Lecturing	2 points per hour; maximum of 20 (1102) or 10 (COR) points per year
Symposia/Conference Presentations	2 points per hour; maximum of 20 (1102) or 10 (COR) points per year
Workshop Participation	1 point per hour; maximum of 8 points per day and 20 (1102) or 10 (COR) points per year
Symposia/Conference Attendance	.5 point per hour; maximum of 4 points per day and 20 (1102) or 10 (COR) points per year
Publications	10 to 40 points

Note - All activities may earn points only in the year accomplished, awarded, or published. Points may not be carried over into a new two-year period (banking).

2. Certification training. Certification training for Contract Specialists and CORs is required by OFPP and is a very important, if not the most important, facet of professional training for the acquisition workforce member. Obtaining all core acquisition training should be the first priority for workforce members. However, there are times, such as waiting for a class to become available when other non-core continuous learning activities are appropriate. Certification training will count for continuous learning points.

A. For Contract Specialists, the core acquisition training follows the Defense Acquisition University curriculum which can be viewed at www.dau.mil.
NOTE: Contract Specialists considered members of the legacy workforce do not have to retake courses simply because the curriculum has changed.

B. For Agency CORs, the core acquisition training begins with either the OAM provided 3-day COR training course OR the Federal Acquisition Institute's online course, "COR Mentor Program." Every three years, CORs are required to take the OAM provided COR Recertification course.

3. Experience. The Experience category includes on-the-job experiential assignments, and intra/inter-organizational rotational career broadening and developmental experiences. While supervisors and employees must use discretion in arriving at a reasonable point value to be awarded for rotational and developmental assignments, a sliding scale is recommended. Suggested points for such assignments are in the following table.

The assumption is that longer assignments are more beneficial than shorter assignments. The supervisor may feel that an individual may deserve more or less than the values shown. In determining the points for a rotational or developmental assignment, the supervisor should consider both the long-term benefit to the Agency, and the immediate benefit to the supervisor's organization and the workforce member. For example, a second rotational assignment of the same sort would be less valuable than a different type of rotational assignment.

When experience or other non-assessed activities are to be used to earn CLPs, certain principles should be followed. Supervisors and employees should pre-define, as closely as possible, the tasks to be accomplished, expected outcomes, and the learning opportunities. If it is an assignment, the individual should have a mentor during the assignment. Accomplishment of a product, such as a briefing, a project design, a report, or other work product that shows the learning attained, is desirable. Sharing the knowledge and experience gained and the product with others in the organization should be highly encouraged.

The following is a summary chart of recommended CLPs:

CREDITABLE ACTIVITIES	POINT CREDIT (see note)
<i>Experience</i>	
On-the-Job Experiential Assignments	Maximum of 20 (1102) and 10 (COR) points per year
Rotational Assignments	Maximum of 40 (1102) and 20 (COR) points per year
Training With Industry	Maximum of 40 (1102) and 20 (COR) points per year
IPT/Special Project Leader	Maximum of 15 points per year
IPT/Special Project Member	Maximum of 10 points per years
Mentor	Maximum of 5 points per year
Assignment Length (Rotational Assignments or Training with Industry)	Recommended Points
12 Months	80
9 Months	60
6 Months	40
3 Months	15
2 Months	10
1 Month	5

APPLICATION OF GUIDELINES: It is expected that supervisors will use the Guidelines and their own professional judgment in arriving at points to be awarded for any activity undertaken to meet the standards. While supervisors have the authority to establish points for activities, any concerns of employees or disputes may be addressed through the Agency ACM.

How are the CLPs Tracked? OFPP mandates that agencies collect, maintain, and utilize the continuous learning information to ensure effective management of the acquisition workforce. FAI maintains an acquisition career management information system (ACMIS found at www.acmis.gov) that is required to have complete and current information on each workforce member.

Employees must enter their data into the system, their supervisors must verify the entry, and OAM will use the system to conduct audits and verify compliance with the OMB requirement. OAM is currently engaged in an implementation strategy for assisting the acquisition workforce with registering in ACMIS. The OFPP deadline for employees to register in ACMIS is October 1, 2006 for contracting personnel and April 1, 2007 for CORs.

Employees must access www.ACMIS.gov and register for their account. Account set-up instructions can be found at OAM's Acquisition Training website. Once the employee has registered, they may begin to enter their training data into the system.

Local tracking system (e.g. TrainTracks, START, ATS) will not substitute for ACMIS. ACMIS will now be the primary tracking system for all civilian agencies. OAM is pursuing data migration possibilities with OFPP from our agency systems to ACMIS in an effort to reduce data entry needs.

**Appendix
Item 12**

FY 2008 Acquisition Training Options

FY 2007 Acquisition Training Options

Description of OAM Sponsored Training for Program Offices

The Office of Acquisition Management (OAM) offers training courses for purchase cardholders, approving officials, contracting officer representatives (CORs) and their supervisors as well as a course for On-Scene Coordinators who will have contracting authority. There is no charge for any of these courses.

OAM's Purchase Card Course

This one-day class provides basic training on the use of the Governmentwide commercial purchase card. It is required for all Agency cardholders and their approving officials. Topics covered include key players in the purchase card program, proper use of the card, required sources, prohibitions and restrictions on using the card, and financial issues such as funding and payment. Class hours are normally 8:30 am to 3:30 pm and include an open book final exam. Note: after successfully completing the course, potential cardholders and approving officials must submit an application to the Purchase Card team. Cardholders and approving officials may also retake this course to meet their refresher training requirement. **Course Credits:** 8 CLP

OAM's On-Line Purchase Card Refresher Course

All EPA purchase cardholders (CH) and approving officials (AO) must first complete the Office of Acquisition Management's one-day classroom presentation of the Purchase Card Course. Additionally, if you took the Purchase Card Course **before October 1, 2002**, and have not taken the classroom presentation of the course since then, you must retake the one-day classroom presentation. (We significantly revised Agency purchase card policy in 2002.) Once they've completed the appropriate basic training, Agency CHs and AOs are required to complete refresher training every 3 years. **Course Credits:** 4 CLP

The on-line Purchase Card Refresher Course covers proper use of the card, roles and responsibilities, disputes, and tax exempt status. We designed this course to help existing CHs and their AOs stay current on purchase card policy and procedures. We estimate it will take four hours to complete the entire course, including the exam. However, you do not have to complete the entire course at one sitting. You may "bookmark" your location in the course and return to it later. The course is available on the Agency Intranet at <http://intranet.epa.gov/oamintra/pcard/>

You must log in to the course using your Lotus Notes user name (e.g. Jane Smith -- not jsmith) and Lotus Notes password (the one you may have used to take IT Security training). If you need assistance with your user name and password, please contact your local computer help desk staff. After successful completion of the course, you will be able to print a certificate that shows you have satisfied this mandatory training requirement. A tracking system will let us know you have completed the course.

INITIAL Training REQUIRED for Contracting Officer Representatives (COR)

CORs, also called project officers, work assignment managers, delivery or task order project officers, or task monitors, have a choice of two basic courses:

1) The Office of Acquisition Management (OAM) COR Training Course

If you prefer EPA-related classroom training, the OAM COR Training Course is highly recommended. This three-day course, formerly called the COR Supplemental Course, was

FY 2007 Acquisition Training Options

designed for new CORs. It covers the steps followed in requesting and monitoring work under contracts and the role of the COR in performing these tasks. **Course Credits:** 24 CLP

2) The **Federal Acquisition Institute's (FAI) Internet-Based COR Mentor Program**

As of July 17, 2006, Federal Acquisition Institute (FAI) has taken its Contracting Officer Representative or COR Mentor Program off-line.* Agency employees who prefer on-line basic COR training may take the following five separate courses, totaling 26 continuous learning points (CLPs), offered by the Department of Defense Acquisition University (DAU) via FAI:

Course Number Course Title Course Credits

CLM 003 Ethics (must be taken first) 2 CLPs

CLC106 COR with a Mission Focus 8 CLPs

CLC 011 Contracting for the Rest of Us 2 CLPs

CLM 024 Contracting Overview 8 CLPs

CLC 013 Performance-Based Services 6 CLPs

Agency employees must register at DAU to get credit for the above courses (see attached for registration instructions). After all **five courses** have been completed, forward copies of each certificate (please do not send certificates one at a time), using one method below:

1. Scan and e-mail certificates to: training.contracts@epa.gov.
2. Fax certificates to: Acquisition Training System (ATS) at 202-565-2553.
3. Mail certificates to: Acquisition Training System (ATS), 3802R, 1200 Pennsylvania Ave., N.W., Washington, DC 20460

The Office of Acquisition Management (OAM) will record completion of your DAU basic COR training in the OAM's Acquisition Training System (ATS) to facilitate easy accessibility of basic COR training records. These five DAU are the only DAU courses that OAM will record in ATS. Records of any other DAU courses taken will be accessible to the student at the DAU site.

*** Note: EPA employees who started the FAI on-line COR Mentor Program and have not completed it have until Tuesday, July 25, 2006 at 4:30 p.m. eastern time to complete the COR Mentor Program. After July 25, 2006 students who started the COR Mentor Program, but did not complete it will not be able to complete the course.**



ONLINE TRNG INSTRUCTIONS.doc

Three years after taking either of these courses, CORs must complete the OAM Recertification Course.

OAM's COR Recertification Course

All Agency CORs (e.g. PO, WAM, DO/TOPO, Task Monitor, etc.) must complete this one-day seminar every three years after completing either the Federal Acquisition Institute's on-line COR Mentor Program or the Office of Acquisition Management's 3-day COR Training Course.

Course Credits: 8 CLP . The course covers the following topics:

FY 2007 Acquisition Training Options

- Market Research and Sensitive Information
- Contract Management Issues
- Invoice Review
- Performance-Based Contracting
- Alternative Contractual Vehicles
- Miscellaneous Contract Terms and Initiatives

OAM's Contract Administration Training for Supervisors

This optional half-day training helps supervisors understand the duties and responsibilities of CORs. The course focuses on problem prone areas (e.g., personal services, inherent governmental functions) and also covers new issues in acquisition. The course usually runs from 8:30 until 12:30. **Course Credits: 3 CLP**

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NOTE: The **OSC Warrant Training Course** is now presented by the **Emergency Response Service Center** within the **Superfund/RCRA Regional Procurement Operations Division**. **Contact Raoul Scott on 202-564-5752 if interested in this course.**

OAM's OSC Warrant Training

This mandatory 4-day intensive training is directed toward those OSCs who need to acquire limited contracting officer warrants to operate independently in responding to emergency Superfund removals during non-business hours. The training is jointly taught by an experienced OSC with a Regional Contracting Officer, under the direction of a trained EPA acquisition instructor. The training utilizes the new OSC Tool Box Guide with discussions on topics ranging from OSC Superfund statutory authorities to each individual contracting officer duty outline in the new delegation of procurement authority (DPA) for the limited CO warrants the OSCs may be issued. Completion of the COR Mentor Program or OAM COR Training Course is a prerequisite for this course. Additionally, the Purchase Card Course should be scheduled in conjunction with this OSC training as the Government purchase card is one of the OSC's tools.

COR Online Training Instructions

To take Federal Acquisition Institute (FAI)/Department of Defense Acquisition University (DAU) Continuous Learning for the first time:

1. Go to the Federal Acquisition Institute at <http://www.fai.gov/>
2. On the left hand side, select“register for course”. (Note browsing a course will not give you credit for it!)
3. For return students, login in on the main screen. For first time students, under the Student Menu, select“Apply for Training”.

Step 1–Select training category–select continuous learning modules

Step 2–in the drop down menu, select the course you are registering for

Step 3–click the search button

4. Complete the registration form and click“Submit Application”
5. Once you have completed the registration process, FAI/DAU will send you an e-mail with your user name and password to use to start taking a class.

**Appendix
Item 13**

**OFPP Policy Letter 05-01, Developing and Managing the Acquisition
Workforce**

April 15, 2005

POLICY LETTER 05-01

TO THE HEADS OF CIVILIAN EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Developing and Managing the Acquisition Workforce

1. Purpose. This Policy Letter establishes the government-wide framework for creating a federal acquisition workforce with the skills necessary to deliver best value supplies and services, find the best business solutions, and provide strategic business advice to accomplish agency missions.

2. Authority. This Policy Letter is issued pursuant to section 6(a) of the Office of Federal Procurement Policy (OFPP) Act, as amended (41 U.S.C. § 405(a)), and sections 37(b)(3) and (g) of the OFPP Act, as amended (41 U.S.C. § 433(b)(3) and (g)).

3. Rescission. OFPP Policy Letters 92-3 and 97-01 are rescinded. Policy Letter 05-01 consolidates OFPP policy on acquisition workforce development.

4. Background. The quality and effectiveness of the federal acquisition process depend on the development of a capable and competent workforce. Congress recognized the need for a professional workforce through the passage of the Defense Acquisition Workforce Improvement Act (DAWIA) (10 U.S.C. §§ 1741-46) and section 4307(a) of the Clinger-Cohen Act (40 U.S.C. § 1401(3), amending section 37 of the OFPP Act (41 U.S.C. § 433)). These acts established education, training, and experience requirements for entry and advancement in the acquisition career fields for the Department of Defense (DOD) and civilian agencies respectively. Policy Letter 92-3, dated June 24, 1992, established policies for skill-based training in contracting and purchasing duties for all executive agencies. Policy Letter 97-01, dated September 12, 1997, established career management, education, and training requirements for contracting personnel in civilian executive agencies. This Letter builds on those previous efforts to improve the development of the acquisition workforce by more broadly defining the acquisition workforce and more closely aligning civilian (non-DOD) and defense acquisition workforce requirements.

5. Applicability. This Letter applies to all executive agencies, except those subject to DAWIA.

The acquisition workforce includes individuals who perform various acquisition-related functions to support the accomplishment of an agency's mission. The Services Acquisition Reform Act of 2003 (SARA) (P.L. 108-136) defines acquisition to include, among traditional contracting functions, requirements definition, measurement of contract performance, and technical and management direction. One of the principal purposes of this Letter is to include formally these individuals in the definition of the acquisition workforce so they can be trained and developed using common standards.

To facilitate the identification of individuals included in the acquisition workforce, agencies shall consider the functions performed by those individuals. Membership in the acquisition workforce may be on a full-time, part-time, or occasional basis. For example, members of the acquisition workforce may include:

- individuals who are substantially involved in defining, determining, and managing requirements,
- individuals involved in acquisition planning and strategy,
- individuals who participate in the process of establishing the business relationship to obtain needed goods and services, (e.g., contracting process, those involved in the solicitation, evaluation and award of acquisitions),
- individuals who manage the process after business arrangements have been made to ensure that the government's needs are met (e.g., testing and evaluating, managing and monitoring the manufacturing and production activities, auditing, contract administration, performance management and evaluation, etc.),
- individuals who arrange disposal of any residual items after work is complete, (e.g., property management/disposal),
- individuals who support the business processes of the above listed activities (e.g., General Counsel, finance, or other subject matter experts), and
- individuals who directly manage those involved in any of the above activities.

At a minimum, the acquisition workforce of an agency, for purposes of this Letter, includes:

1. All positions in the general schedule contracting series (GS-1102) and non-DOD uniformed personnel in comparable positions.
2. All Contracting Officers (CO) regardless of general schedule series with authority to obligate funds above the micropurchase threshold.
3. All positions in the general schedule purchasing series (GS-1105).
4. Program and project managers, as identified by the agency's Chief Acquisition Officer (CAO), or equivalent.
5. All Contracting Officer's Representatives (CORs) and Contracting Officer's Technical Representatives (COTRs), or equivalent positions.
6. Any significant acquisition-related positions identified by the CAO, or equivalent, using the guidance provided above.

6. Agency Responsibilities.

a. **Authority** - In accordance with section 16(b)(6) of the OFPP Act, as amended (41 U.S.C. § 414(b)(6)), sections 37(g)(1) and (g)(3) of the OFPP Act, as amended (41 U.S.C. §§ 433(g)(1) and (3)), and subject to the authority, direction, and control of the head of an executive agency, the CAO, or equivalent, shall develop and maintain an acquisition career management program to ensure the development of a competent, professional workforce to support the accomplishment of agency mission. The CAO is responsible for identifying the members of the agency's acquisition workforce and for implementing a budget strategy that reflects the workforce's development needs and organizational structure of the agency. This strategy might include identifying funding sources, establishing a methodology for prioritizing funding needs, and otherwise institutionalizing a process for maximizing the agency's acquisition workforce training budget. The CAO shall carry out the powers, functions, and duties of the agency head with respect to implementation of this Letter. The CAO may delegate this responsibility to a level no lower than the deputy CAO, or equivalent, and may appoint functional advisors for each segment of the acquisition workforce (i.e. contracting, program management, etc.) to facilitate the management of the agency's acquisition workforce, in accordance with the requirements of this Letter. The CAO shall consider appointing senior civil service managers as functional advisors to promote technical continuity in advising the CAO on career management issues in the various disciplines.

2. **Inclusion of Acquisition Workforce in Agency Human Capital Plans** - The CAO, in consultation with agency acquisition career managers and functional advisors, shall provide to the agency's Chief Human Capital Officer, or equivalent, substantial input to the agency's human capital strategic plan regarding the acquisition workforce. This may include recruitment needs and hiring strategies, relevant agency workforce statistics, skills assessments, accession plans, workforce development initiatives, and performance incentive plans (in accordance with section 37(b)(1) of the OFPP Act, 41 U.S.C. § 433(b)(1)). Additionally, the CAO is responsible for assessing the current skills inventory of the workforce, identifying short- and long-term agency needs, and establishing plans, including recruitment and retention strategies, for obtaining the acquisition workforce resources and skills required to meet future agency mission needs.

- c. **Agency Acquisition Workforce Management** - The CAO, or designee, shall appoint an individual with acquisition experience to lead the agency's acquisition career management program. The Acquisition Career Manager (ACM) will be responsible for ensuring that the agency's acquisition workforce meets the requirements of this Letter. At a minimum, the ACM shall:

1. manage the identification and development of the acquisition workforce, including identifying staffing needs, training requirements, and other workforce development strategies;
2. propose to the CAO an annual budget for the development of the acquisition workforce to fulfill the requirements of this Letter and other agency human capital objectives;
3. provide coordinated input to the CAO and Chief Human Capital Officer regarding short and long term human capital strategic planning for training, competency fulfillment, career development,

accession, recruitment and retention, and other facets of human capital management affecting the acquisition workforce;

4. recommend to the CAO a transition plan for meeting the requirements of this Letter;
5. ensure that agency policies and procedures for workforce management are consistent with those established by OFPP, as appropriate;
6. coordinate with agency functional advisors to ensure fulfillment of requirements of this Letter;
7. recommend to the Senior Procurement Executive (SPE) waivers to the GS-1102 education and training provisions of this Letter, as needed and in accordance with the qualification standards; and
8. maintain and manage consistent agency-wide data on those serving in the agency's acquisition workforce in the acquisition career management information system (Acquisition Career Management Information System (ACMIS)) – see paragraph 12).

The CAO shall forward the name and contact information (phone number, email, etc.) of the person designated to perform these roles to the Federal Acquisition Institute (FAI) at ACMinfo@fai.gov not later than October 1, 2005, and shall update this information, as needed, to ensure that agencies receive timely information from FAI and Defense Acquisition University (DAU) regarding training and development opportunities and other related information.

7. Core Competencies. The development of a highly-qualified, well-trained workforce will generally be based on a framework of core competencies that are common to defense and civilian agencies. DOD maintains core competencies that OFPP, in consultation with the Office of Personnel Management (OPM) shall consider for civilian agency use in fulfilling the requirements of this Letter. OFPP, in consultation with OPM, and DOD shall also establish a process for updating these competencies, as needed, and developing specialized competencies for particular areas of focus. Agencies may require their acquisition workforce members to obtain additional competencies to fulfill agency mission needs.

8. Federal Acquisition Certifications.

- a. **General** - OFPP's vision for the federal acquisition workforce is the development of common certification programs that generally reflect a government-wide standard for education, training, and experience leading to the fulfillment of core competencies in a variety of acquisition-related disciplines. To promote the development of core acquisition competencies government-wide and to facilitate employee mobility, FAI, in consultation with OPM, shall develop federal acquisition certification programs that shall be accepted by, at a minimum, all civilian executive agencies. These certifications will generally serve as one means to demonstrate that an employee meets the core education, training, and experience requirements, as appropriate, for that acquisition-related discipline (e.g., contracting, program management, etc.). Agency-specific certification programs are not transferable to other agencies.

Federal acquisition certifications shall be offered to, though not necessarily required of, the general acquisition workforce as defined in this Letter and further identified by agency CAOs. However, agencies may specify a particular type and/or level of certification when establishing quality ranking factors when it is determined that the certification is job related.

- b. **Federal Acquisition Certification - Contracting (GS-1102) Series** - Not later than January 1, 2006, FAI, in partnership with DAU, shall develop a certification program that considers a variety of means, including a fulfillment process, for assessing and certifying that the education, training, and experience requirements for the GS-1102 series, as described herein, have been met. The program shall be based on the DAWIA requirements for certification at the junior, intermediate, and senior levels to reflect the need to meet increasingly more rigorous standards for education, training, and experience throughout the career development process. The Chief Acquisition Officers Council (CAOC) shall approve the program. Once granted, the certification shall be accepted by, at a minimum, all civilian executive agencies as evidence that an employee meets the core education, training, and experience requirements for the GS-1102 series.

The GS-1102 federal acquisition certification is not mandatory for all GS-1102s. However, members of the workforce issued new CO warrants on or after January 1, 2007, regardless of GS series, must be certified at an appropriate level to support their warrant obligations. New CO warrants are defined as warrants issued to

employees for the first time at a department or agency. This requirement does not apply to senior level officials responsible for delegating procurement authority or those whose warrants are generally used to procure emergency goods and services.

CAOs shall establish agency-specific requirements for tying warrant levels to certification levels based on agency needs. However, agencies are encouraged to require a senior level certification for any employee issued an unlimited Contracting Officer's warrant on or after January 1, 2007. The SPE of a civilian agency may waive this requirement in writing, on a case-by-case basis, if granting a waiver is in best interest of the agency. This authority may not be delegated, and the use of this authority shall be adequately documented. This waiver is not transferable to another agency. The CAO shall ensure that an employee's warrant information is entered and maintained in ACMIS (see paragraph 12).

1. **Contracting (GS-1102) Series Education Requirements** - The Contract Specialist (GS-1102) Qualification Standard, established in consultation with OPM, establishes the education requirements for civilian GS-1102s (see www.opm.gov). This Policy Letter does not change the education requirements for the civilian GS-1102 series, and the certification program shall be developed to reflect any differences between civilian and defense education requirements. For example, a GS-7 civilian contract specialist (1102) who meets the education requirement in the qualification standard (a bachelor's degree OR 24 hours of business classes) but does not meet the DAWIA requirements (a bachelor's degree AND 24 hours of business), may still be eligible for a federal acquisition certification, but would not be considered qualified for a position subject to DAWIA.

The SPE of a civilian agency may waive the education and training requirements for an applicant for a GS-13 position and above based on that person's demonstrated analytical and decision making capabilities, job performance, and qualifying experience. This authority may not be delegated. In accordance with the Contract Specialist (GS-1102) Qualification Standard, this waiver must be based on a certification by the SPE that the applicant possesses significant potential for advancement to levels of greater responsibility and authority. The use of this authority shall be adequately documented and exercised on a case-by-case basis, as needed, to ensure that the best candidate for a position is selected. This waiver is not transferable to another agency and does not apply toward the requirements for federal acquisition certification.

2. **Contracting (GS-1102) Series Training Requirements** - One of the principal purposes of this Letter is to establish uniform core training requirements for the civilian and defense acquisition workforce. Not later than October 1, 2005, civilian agencies shall prospectively follow the training requirements established by DOD, in consultation with OFPP, as part of their acquisition workforce development program (see www.dau.mil/catalog). Employees are not required to retake classes, but shall follow the DOD training requirements when considering additional core training, if needed, or continuous learning.

The SPE of a civilian agency may waive the training requirements for an applicant for a GS-13 position and above based on that person's demonstrated analytical and decision making capabilities, job performance, and qualifying experience. (Please see paragraph 8(b)(1) above for additional information on the SPE waiver authority.)

To ensure consistent quality of the training provided to the acquisition workforce, civilian agencies shall follow the course equivalency determinations accepted by DAU to ensure that core training is comparable across the workforce and qualifies for certification. Electives and other courses do not generally require a course equivalency determination.

3. **Contracting (GS-1102) Series Experience Requirements** - Experience requirements for GS-1102 positions are identified in the Contract Specialist (GS-1102) Qualification Standard.
4. **Contracting (GS-1102) Series Continuous Learning Requirements** - GS-1102s, including all warranted Contracting Officers regardless of series, shall earn 80 continuous learning points every two years to maintain the GS-1102 federal acquisition certification. Civilian agencies shall generally follow the guidance provided by DOD on how these points can be earned (see www.dau.mil), and are encouraged to use continuous learning opportunities to assist individuals in obtaining core acquisition competencies, maintaining critical acquisition skills, and acquiring agency-specific training. The Administrator for Federal Procurement Policy may prescribe specific continuous

learning courses to ensure that training is provided to the acquisition workforce on topics such as ethics, performance-based contracting, strategic sourcing, or others, as needed.

- c. **Federal Acquisition Certification - Program and Project Managers** - A cross-agency and cross-functional working group will be formed to assist FAI in developing recommendations for the establishment of certification programs for program and project managers that are guided by the general competencies, experience, and training associated with the DAWIA requirements, accepted industry certification programs, and existing government requirements, such as the qualification requirements established by the Chief Information Officers Council (CIOC) for information technology project management.

FAI shall work with the CAOC, the CIOC, the Chief Financial Officers Council, the Chief Human Capital Officers Council, and other organizations with subject matter expertise, as appropriate, to ensure that these certification programs reflect the needs and priorities of the community and meet the general requirements of this Letter. FAI shall develop these recommendations not later than October 1, 2006.

Not later than, January 1, 2007, agency CAOs shall identify program and project managers who will be subject to the requirements of this Letter, and shall establish appropriate timeframes and policies for applying the certification program requirements. (For example, agencies may choose to require certification for individuals working on certain critical agency projects or programs, those of a certain dollar threshold, or other high visibility programs and projects.) Individuals identified by the CAO as subject to this Letter shall ensure that the appropriate information is included in ACMIS (see paragraph 12) so that workforce data may be captured for future training and development planning.

- d. **Federal Acquisition Certification - Other Acquisition-Related Positions** - At the direction of the FAI Board of Directors, FAI shall develop additional recommendations for certification programs that are guided by the general competencies, experience, and training associated with the DAWIA requirements and accepted industry certification programs for other acquisition-related positions (see paragraph 5), excluding requirements for CORs and COTRs (see paragraph 9).

9. Contracting Officer's Representatives (CORs) and Contracting Officer's Technical Representatives (COTRs). The CAO is responsible for developing basic and refresher training requirements to ensure CORs and COTRs are adequately trained for the functions they perform in the acquisition workforce. FAI and DAU have a number of continuous learning resources to assist agencies in this effort (see www.dau.mil and www.fai.gov). CAOs shall require that CORs and COTRs enter their information into ACMIS (see paragraph 12) to ensure that agency acquisition workforce information is complete.

CAOs shall establish agency requirements for continuous learning for CORs and COTRs. Agencies are encouraged to require, at a minimum, 40 continuous learning points every two years for CORs and COTRs. Additionally, the Administrator for Federal Procurement Policy may prescribe specific continuous learning courses to ensure that training is provided on topics such as ethics, performance-based contracting, strategic sourcing, or others, as needed.

10. Tuition Assistance. Each executive agency must recognize, in its strategic planning and budgeting activities, the importance of developing its acquisition workforce. OMB Circular A-11 provides guidance concerning classification of education and training obligations within budget documentation. To the extent that funding is available, agencies may provide tuition reimbursement at accredited institutions for education, including a full-time course of study leading to a degree, in accordance with 5 U.S.C. § 4107 (as authorized by section 37(h)(2) of the OFPP Act, as amended (41 U.S.C. 433(h)(2)), for personnel serving in acquisition positions in the agency.

11. Acquisition Workforce Training Fund. In accordance with section 37(h)(3)(A) of the OFPP Act (41 U.S.C. § 433(h)(3)(A)), as amended by the Services Acquisition Reform Act of 2003 (P.L. 108-136), the Administrator of General Services shall establish an acquisition workforce training fund (AWTF) to support the training of the acquisition workforce of the executive agencies other than the DOD. Agencies administering contracts specified in section 37(h)(3)(B) of the OFPP Act, as amended (41 U.S.C. § 433(h)(3)(B)) shall credit 5 percent of the fees collected under these contracts to the AWTF at the end of each quarter of the fiscal year and in accordance with the instructions issued by the Administrator of General Services. The fund shall be managed by FAI in accordance with section 37(h)(3)(A) of the OFPP Act, as amended (41 U.S.C. § 433(h)(3)(A)). OFPP and the FAI Board of Directors (see paragraph 13(b)) shall provide direction to FAI on the allocation of these resources to ensure equitable training opportunities for all civilian agencies.

The AWTF supplements, but does not replace, existing agency training budgets, and agencies should continue to budget separately for the training and education of their acquisition workforce. In accordance with section 37(h)(1)(A) of the OFPP Act, as amended (41 U.S.C. § 433 (h)(1)(A)), agency heads shall set forth separately the funding levels requested for education and training of the acquisition workforce in the agency's annual budget request to OMB.

12. Management Information Systems. In accordance with section 37(d) of the OFPP Act, as amended, (41 U.S.C. § 433(d)) each executive agency must collect, maintain, and utilize information to ensure effective management of the acquisition workforce. FAI maintains an acquisition career management information system (ACMIS) that can assist agencies in managing their workforce and help members of the workforce manage their individual education, training, and experience information. Civilian agencies may populate ACMIS through existing agency learning management systems or may populate ACMIS directly. However, all civilian agencies shall ensure that ACMIS has complete and current information on the members of the acquisition workforce as described below.

Not later than October 1, 2006, each civilian agency shall have complete, current records in ACMIS for, at a minimum, the following:

- All positions in the general schedule contracting Series (GS-1102) and non-DOD uniformed personnel in comparable positions;
- All Contracting Officers regardless of general schedule series with authority to obligate funds above the micropurchase threshold;
- All positions in the general schedule purchasing series (GS-1105).

Not later than April 1, 2007, each civilian agency shall have complete, current records in ACMIS for program and project managers, including CORs and COTRs, who have been identified by the CAO as members of the acquisition workforce. Information on employees in other acquisition-related disciplines can be entered, as appropriate, but not later than one year after the certification program for that discipline has been developed.

The Enterprise Human Resources Integration (EHRI), developed by OPM to manage human resources information government-wide, will work in concert with ACMIS by providing general workforce data and information. ACMIS will use the EHRI information, agency learning management systems information, if applicable, and additional information provided by employees and supervisors to capture more specific data on the acquisition workforce. Additionally, ACMIS will provide detailed reports to assist agencies in short- and long-term workforce planning.

As soon as practicable, FAI will prepare guidance for agencies on ACMIS implementation.

13. The Federal Acquisition Institute.

- a. **Roles and Responsibilities** – FAI fosters and promotes the development of a professional acquisition workforce and is responsible for performing a wide range of activities supporting management of the acquisition workforce as directed by the Administrator for Federal Procurement Policy, pursuant to section 6(d)(5) of the OFPP Act, as amended (41 U.S.C. § 405(d)(5)). To support the management of the workforce in accordance with this Letter, FAI shall focus on the following priorities:
 1. *Establish performance measures.* Not later than April 1, 2006, and in consultation with the CAOC and other organizations, as appropriate, FAI shall establish general performance measures that agencies may use in assessing their acquisition workforce development programs.
 2. *Core competencies and curriculum support:* In partnership with DAU, FAI shall support the identification and maintenance of core acquisition workforce competencies and a core curriculum to develop these competencies government-wide. FAI shall develop curriculum content, if necessary, to support the civilian workforce needs.
 3. *Establish career development programs.* To assist the workforce in obtaining the necessary competencies and skills, FAI shall establish career development programs. These may include developing a rotational program among agencies, managing a government-wide intern program for agencies that don't have their own, developing mentoring programs, or identifying other career enrichment experiences. The FAI Board of Directors will assist FAI in prioritizing the development of these programs.

4. *Establish the federal acquisition certification programs:* FAI shall develop and administer, with agency involvement, the federal acquisition certification programs. Certification program requirements for the GS-1102 series shall be submitted to the CAOC for approval not later than January 1, 2006. Recommendations for the requirements for the program and project management certification shall be submitted to the CAOC, and other organizations, as appropriate, not later than October 1, 2006. The Board shall direct FAI to prepare recommendations for other certification programs as needed.
 5. *Manage the AWTF:* In accordance with SARA, FAI shall manage the AWTF fund. The Administrator for Federal Procurement Policy and the Administrator of General Services, in consultation with the FAI Board of Directors, shall provide direction to FAI on the allocation of these resources.
- b. **FAI Board of Directors** - In FY 2004, OFPP established a Board of Directors to assist FAI in its efforts to support the acquisition workforce. The Board provides general direction to FAI to ensure fulfillment of FAI's statutory requirements and the requirements of this Letter.

The Board, which reports to the Administrator for Federal Procurement Policy, makes recommendations to OFPP regarding the development and execution of FAI's annual budget. The Board also provides general direction to FAI on the allocation of AWTF resources, in accordance with the priorities of the acquisition community. The Board's charter can be found on www.fai.gov.

14. Information Contact. Questions regarding this Policy Letter should be directed to Lesley A. Field, Office of Federal Procurement Policy (lfield@omb.eop.gov), or call (202) 395-7579.

15. Judicial Review. This Policy Letter is not intended to provide a constitutional or statutory interpretation of any kind and it is not intended, and should not be construed, to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any persons. It is intended only to provide policy guidance to agencies in the exercise of their discretion concerning federal contracting. Thus, this Policy Letter is not intended, and should not be construed, to create any substantive or procedural basis on which to challenge any agency action or inaction on the ground that such action or inaction was not in accordance with this Policy Letter.

16. Effective Date. This Policy Letter is effective April 15, 2005.



David H. Safavian
Administrator

**Appendix
Item 14**

What is ACMIS?

Acquisition Career Management Information System (ACMIS)

What is ACMIS?

The Clinger-Cohen Act (41 USC 433 (d)) directed all agencies to keep training records on their acquisition workforce. The Office of Federal Procurement Policy (OFPP) tasked FAI to develop a system for use by all agencies. In collaboration with an interagency committee, FAI developed a web-accessible database system known as the Acquisition Career Management Information System (ACMIS). This system contains training and educational records and warrant information for acquisition professionals and has query and report capability.

Who uses ACMIS?

As defined by OFPP Policy Letter 05-01, the acquisition workforce is defined as:

- All Positions in the GS-1102 Contracting Series and non-DOD uniformed personnel in comparable positions;
 - All Contracting Officers regardless of General Schedule series with authority to obligate funds above the micropurchase threshold;
 - All positions in the GS-1105 Purchasing Series; and
 - All Contracting Officer Representatives/Contracting Officer Technical Representatives or equivalent positions.
- *View a list of job series included in ACMIS on the ACMIS Login screen.*

Why use ACMIS?

ACMIS will assist the agencies in collecting and maintaining information on the acquisition workforce. Managers will use ACMIS information to make decisions about budgets, staffing, and training. ACMIS allows employees to easily access and update education, training, and other career information records.

How do I use ACMIS?

ACMIS is a Web-accessible database accessed through a standard Web browser (Internet Explorer). Using ACMIS is similar to accessing any Web page. If you're familiar with the World Wide Web, you can easily use ACMIS. www.acmis.gov

**Appendix
Item 15**

Capabilities of EPA's Governmental Resources

Capabilities of EPA's Governmental Resources

1.0 RSC Members' Interactions with Governmental Resources

EPA Personnel. RSC members can expect a great deal of interaction with other EPA personnel. These personnel may be other RSC members, OSCs working in some capacity within the ICS, or IMT members from a standing regional team. The RSC member needs to understand the capacity or work function the EPA personnel are fulfilling, and his or her own place in the ICS. An OSC may not be acting as an OSC within the ICS of a major incident. Each incident should have only one incident commander. OSCs are trained to serve in the Command function, and in the Operations and Planning sections. They may lead an ICS section or a subunit. COs and POs, and other procurement specialists, are most likely to be found in the Logistics and Finance sections. EPA regional personnel who are not trained for field work will be assigned tasks in the Command function or the Planning, Logistics, or Finance sections.

Other Federal Agency Personnel. RSC members can expect to interact with personnel from other federal agencies, especially if a Unified Command structure is used. Personnel may come from the U.S. Coast Guard, National Guard, FEMA, Department of Homeland Security, and DoD. Again, the RSC should understand where these personnel and they themselves fit in the ICS.

State and Local Personnel. RSC members can also expect to interact with personnel from state and local agencies, especially when a Unified Command structure is used. In some cases (as with the World Trade Center response), the local entity may be in command and EPA may be providing technical support. Know what the ICS structure is and where you fit in.

The participants should discuss the other federal agency personnel or state and local personnel they have encountered as RSCs.

2.0 Environmental Response Team (ERT)

Capabilities. The ERT can provide significant capabilities in sampling and analytical support. In addition, the ERT can provide sophisticated air sampling and analysis equipment to conduct real-time monitoring. Members of the ERT also provide sampling and analytical expertise. ERT also has expertise in health and safety. Finally, ERT has a great deal of expertise in data management, a critical activity during a major incident.

ICS Roles. The ERT can provide technical support to the command staff, especially in the area of health and safety. ERT is also likely to be part of the Operations section in providing real-time air monitoring. ERT will also be part of the Planning section, providing data management support and expertise. ERT personnel may be assigned to the situation or environmental units and can assist in preparing the incident action plan.

3.0 U.S. Coast Guard Strike Teams

Capabilities. The U.S. Coast Guard maintains three Strike Teams that can mobilize quickly to respond to discharges of oil or releases of hazardous substances. The Strike Teams have the expertise and equipment to contain and mitigate oil discharges and hazardous substance releases. In addition, the Strike Teams can provide expertise in health and safety.

ICS Roles. Members of the Strike Team would most likely support the Command staff and the Operations section.

4.0 Regional Response Teams (RRT) and National Response Teams (NRT)

Capabilities. Each region has a standing RRT made up of representatives from 16 federal agencies and one representative from each state in the region. The NRT is made up of the same 16 federal agencies but at a national level. The RRTs are responsible for contingency planning in the region. Most of the entities represented on the RRTs and NRT can provide valuable scientific expertise and technical support in a specific area of interest. The following federal agencies make up the RRTs and NRT:

- EPA – Chair
- U.S. Coast Guard – Vice Chair
- FEMA (DHS)
- DoD
- DOE
- Department of Agriculture
- Department of Commerce (NOAA)
- Department of Health and Human Services
- Department of the Interior
- Department of Justice
- Department of Labor (OSHA)
- Department of Transportation
- Department of State
- Nuclear Regulatory Commission
- Department of Treasury
- General Services Administration

ICS Roles. The U.S. Coast Guard, EPA, FEMA, and DoD have capabilities that are used in the Operations section. Otherwise, a member of the RSC could expect to encounter members of the RRT or NRT in the Command function and Planning sections. These entities may also supply personnel to serve roles in the Logistics and Finance section. However, they will most likely support the Command staff or Planning section units because they offer scientific and technical support.

5.0 National Decon Team (NDT)

Capabilities. The National Decontamination Team (NDT) is the federal technical resource for decontamination science that supports actions to protect human health, the environment, and national security. NDT will coordinate, communicate,

and deliver scientific and engineering expertise to support hazardous materials responses both domestically and intentionally.

ICS Roles. The NDT would likely play a role in support of the Command staff and in the Operations and Planning sections. Members of the NDT can provide personnel and equipment to plan and conduct decontamination.

6.0 Radiological Emergency Response Team (RERT)

Capabilities. The Radiological Emergency Response Team (RERT), based in EPA's Office of Radiation and Indoor Air and regional offices, responds to emergencies involving releases of radioactive materials. Working closely with EPA's Superfund Program as well as federal, state, and local agencies, the RERT responds to emergencies that can range from incidents at nuclear power plants, to transportation accidents involving shipments of radioactive materials, to deliberate acts of nuclear terrorism.

The RERT coordinates or assists federal, state, tribal, and local response efforts before, during, and following a radiological incident by providing support in various forms:

- technical advice and assistance to prevent or minimize threats to public health and the environment
- advice on protective measures to ensure public health and safety
- assessments of any release for dose and impact to public health and the environment
- monitoring, sampling, laboratory analyses and data assessments to assess and characterize environmental impact (Staff from EPA's National Air and Radiation Environmental Laboratory and its Radiation and Indoor Environments National Laboratory provide monitoring and assessment services both at the labs and at the response site, if needed.)
- technical advice and assistance for containment, cleanup, restoration, and recovery following a radiological incident.

Field teams (teams that go to the scene of the emergency) will deploy as quickly as possible after notification. Shortly after arriving at the scene, the RERT begins environmental measurement and guidance activities. They begin monitoring, sampling, and laboratory analysis. They also advise state and local authorities on protecting local residents from exposure to harmful radiation levels.

If needed, the RERT can drive its mobile emergency response laboratories and support equipment to any site in the United States within 2 to 4 days. There are approximately 45 field-deployable members of the RERT stationed at EPA's two national radiation laboratories. Additional support personnel are located at EPA headquarters in Washington, DC, and EPA's 10 regional offices.

ICS Roles. RERT members would likely support the Command staff, Operations section, and Planning Section.

7.0 National Homeland Security Research Center (NHSRC)

Capabilities. The National Homeland Security Research Center (NHSRC) manage, coordinates, and supports a wide variety of homeland security research and technical assistance efforts. A part of the Office of Research and Development (ORD), NHSRC's research divisions are Threat and Consequence Assessment, Decontamination and Consequence Management, and Water Infrastructure Protection. The supporting programs are Response Capability Enhancement and Technology Testing and Evaluation.

NHSRC's goal is to develop and deliver reliable, responsive scientific expertise and products. These services are widely used to prevent, prepare for, and recover from public health and environmental emergencies. EPA employees, other government agencies, facility owners and operators, and local, state, and federal responders use these products.

NHSRC has products generated by the divisions and support programs, useful tools, and technical briefs and other supporting documents. Publications such as a synopsis of current research, progress reports, and other research are available. Some of NHSRC's key research products include a compendium of sampling and analysis methods and technical guidance on decontamination and disposal. In addition, tools such as a Web-based catalog of technical resources, an interactive database and expert system for rapid risk assessment, and the NHSRC Web site provide valuable information to responders.

ICS Roles. NHSRC personnel would support the Command staff and the Planning section.

**Appendix
Item 16**

Working With Contractors

Working With Government Contractors

What You Need to Know as a Federal Employee Who Works With Government Contractors



U.S. Office of Government Ethics
www.usoge.gov



Working With Government Contractors

What You Need to Know as a Federal Employee Who Works With Government Contractors

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Introduction

In recent years, the Federal workplace has undergone tremendous change as more work is being contracted out to the private sector. One result has been an increase in the number of Government contractor employees in the Federal workplace. This pamphlet provides an overview of the basic rules that executive branch employees must follow when interacting with contractors and their personnel. Using scenarios based both on hypotheticals and on actual cases, this pamphlet will cover some of the most commonly occurring situations. The actual cases described involved criminal violations and were successfully prosecuted.

This pamphlet does not cover all of the rules that apply to executive branch employees. If you have a specific issue, have questions, or need additional help, contact an ethics official at your agency before taking any action. For information on how to contact your Designated Agency Ethics Official (DAEO), consult the DAEO list on the Office of Government Ethics website at <http://www.usoge.gov>.

1 Conflicting Financial Interests

Your Spouse's Employment

A Federal criminal statute, 18 U.S.C. § 208, prohibits you from working on a Government matter that has an effect

on your financial interests or on the financial interests of certain persons, including your spouse or organizations with whom you have ties. What if your spouse is an employee of a Government contractor? May you participate in a Government matter involving this contractor? The answer depends upon the extent of your involvement in the Government matter and the extent to which your spouse's financial interest would be affected by your actions on behalf of the government. Let's look at some examples.

Example 1: In her job with the Federal Government, Betty determines the training needs of agency employees and procures those training services from private companies. Betty's husband, John, owns a consulting business that provides computer training services. Betty awarded some of the agency's training agreements to her husband's company. Did Betty do anything wrong?

Yes, in fact, Betty violated the Federal criminal statute, 18 U.S.C. § 208. As the owner of the company that received the Government contract, Betty's husband had a financial interest in the contract. By awarding the contract to provide the training to a company owned by her husband, Betty worked on a Government matter that had an effect on the financial interests of her spouse. This scenario is based on an actual case, and the Department of Justice successfully prosecuted Betty.

Example 2: Scott, a Government employee, is the coordinator for the Law Enforcement Coordinating Committee for a U.S. Attorney's office. His job responsibilities include arranging training seminars for local and state law enforcement.

Scott negotiates with Smith & Jones, LLP, to provide the training seminars for his U.S. Attorney's office. Scott's wife is a general partner in Smith & Jones, LLP. Over the next two years, Scott recommends, selects, and hires Smith & Jones, LLP, to conduct periodic seminars that his office sponsors. Did Scott have a conflict of interest when he selected his wife's employer to provide the seminars?

Yes, he did. As part of his official duties, he hired a company in which his wife was a general partner. As a general partner, Scott's wife has a financial interest in the contracts that her company obtains. By awarding a contract to a company in which his wife is a general partner, Scott participated in a matter in which his wife had a financial interest and, by doing so, violated a criminal statute.

Your Off-Duty Employment

Your spouse's employment with a Government contractor is not the only kind of financial interest that may be problematic. You are prohibited from working on a Government matter that

has an effect on the financial interests of any organization in which you serve as an employee, officer, director, trustee, or general partner. This means that your part-time employment with a Government contractor can pose problems.

Example: Bill was the chief of Plans, Requirements, and Acquisitions for a Federal agency. He was in charge of the procurement of data processing equipment for a regional division of his agency. Bill was also engaged in off-duty employment. He was a partner in an information technology company, GeoKenn Technology.

Unfortunately, Bill did not keep his part-time business activities separate from his Government job. Bill steered several Government contracts to his own company, GeoKenn Technology. In return, he received cash payments and other benefits such as the use of GeoKenn Technology's credit card to purchase jewelry, vacations, and furniture.

By awarding Government contracts to a company in which he was a partner, Bill violated 18 U.S.C. § 208. Bill had a financial interest—a partnership interest—in a private company. By awarding Government contracts to this company, he participated personally and substantially in a particular matter (a contract) affecting that financial interest.

Although Bill was a partner in the company, the result would have been the same if he had been an employee of the company.

This scenario is based on an actual case. The Department of Justice successfully prosecuted the case.

REMEMBER:

The prohibition against working on a Government matter that would affect your financial interests also prohibits you from working on a Government matter that would affect the financial interests of the following persons in your life:

- ◆ your spouse;
- ◆ your minor child;
- ◆ your general partner;
- ◆ an organization in which you serve as an employee, officer, director, trustee, or general partner; and
- ◆ a person with whom you are seeking, or have an arrangement for, future employment.

2 Maintaining Impartiality

Covered Relationships

You probably noted that the list of persons whose financial interests are imputed to you under the criminal conflict of interest laws is limited. Does this mean that it is permissible for you to participate on behalf of the Government in a matter that affects the financial interests of other persons in your life? Not necessarily. You have to be aware of the appearance of your actions. You should not work on Government matters in which your impartiality would be questioned.

Here is how the rule works. You know that a matter at your agency is likely to have an effect on the financial interest of your household. Or you may know that a person with whom you have a “**covered relationship**” is involved in a Government matter, either as a party or a representative of a party to the matter.

You may determine that, if you participate in the matter, a reasonable person with knowledge of the relevant facts will question your impartiality. You then cannot participate in the matter unless you have informed your agency ethics official of the appearance problem and received authorization from the agency ethics official to participate.

You have a covered relationship with:

- ◆ a person, other than a prospective employer, with whom you have or seek a business, contractual, or other financial relationship;
- ◆ a person who is a member of your household or who is a relative with whom you have a close personal relationship;
- ◆ a person for whom your spouse, parent, or dependent child is, to your knowledge, serving or seeking to serve as officer, director, trustee, general partner, agent, attorney, consultant, contractor, or employee;
- ◆ a person for whom you have, within the last year, served as officer, director, trustee, general partner, agent, attorney, consultant, contractor, or employee; or
- ◆ an organization, other than a political party, in which you are an active participant.

Let's look at an example.

Example: Cynthia is an employee of the Department of Health and Human Services. One of her many duties is to supervise the financial statement

audits performed at the Department's operating divisions by auditors provided by DK Haven Corporation under a Government contract. DK Haven is a large corporation with many different business operations and with multiple divisions. Cynthia has daily contact with the company's auditors and is required to provide updates on their work to the Department's project officer assigned to the DK Haven contract.

Cynthia's husband Michael tells her that he is applying for a job with DK Haven. The position he is considering is not in the same division of the corporation that provides the contract auditors to Cynthia's agency. Are there any impartiality concerns in this situation?

Yes. Cynthia has a "covered relationship" with any person with whom her spouse is seeking employment. Under the impartiality rule, Cynthia should recuse herself from any contract involving DK Haven while her husband is seeking a job with the company, if either she or an agency ethics official determines that a reasonable person with knowledge of the circumstances would question Cynthia's impartiality. Because DK Haven is a large company with many business activities and divisions and because Michael is applying for a job that is not in the audit division of the company, the agency ethics official

might determine that a reasonable person would not question Cynthia's impartiality in performing her duties with regard to the DK Haven contract. On the other hand, if the ethics official was concerned that Cynthia's impartiality would be questioned, he still could determine that any impartiality concerns are outweighed by the agency's need for Cynthia's services on the matter. In this case she could participate in the contract pursuant to an authorization issued by the agency ethics official under the ethics regulations.

Other Relationships

What if your relationship with a contractor employee does not qualify as a "covered relationship?" Does that mean you do not need to be concerned about the impartiality rule? Not necessarily. Let's look at an example of a relationship that is not a "covered relationship" under the ethics regulations but that is a relationship that could call your impartiality into question.

Example: David, an agency employee, begins dating Susan, a contractor employee with whom he works. One of his duties involves reviewing the work of the contractor, including the work that Susan does. What should David do in this situation?

A Government employee does not have a "covered relationship" with a person he is dating or with the employer of a person he is dating. But the impartiality rule is not limited to "covered relationships." A Government employee must always be impartial in the performance of his or her duties and must take appropriate steps to avoid the loss of impartiality in the performance of those official duties. Because David is dating an employee of the contractor and his Government job includes evaluating the work of the contractor and its employees, his impartiality in doing his Government job could be questioned. In this situation, David would likely determine that the circumstances would cause a reasonable person with knowledge of the relevant facts to question his impartiality in the matter. He should not participate in the matter unless he has informed the agency ethics official of the appearance problem and received authorization from that official to participate.

3 Gifts

There are numerous rules governing gifts among executive branch employees and between executive branch employees and nongovernment sources, such as Government contractors and their employees. This pamphlet will cover only a few of those rules. You should always consult your agency ethics official for assistance with questions involving gifts and other ethics issues. Let's examine a situation that frequently occurs and look at how the ethics rules might apply.

Example 1: Your boss, Margaret, is retiring after 30 years of Government service. You and your fellow employees want to present her with a farewell gift. It is a tradition in your office to buy such gifts for a retiring employee. In the past, your workplace has been composed solely of Government employees, and voluntary contributions from employees were collected to purchase such a gift. But now several employees of a Government contractor, Capital A Corporation, are working alongside you to complete a project. Jason, a Government employee, has volunteered to collect donations among the people in the office to purchase the gift. He makes it clear to everyone that donations are voluntary and no donation larger than \$5 will be accepted from an individual. May Jason ask the contractor employees for voluntary donations?

No, he may not. The general rule regarding gifts from outside sources is that an executive branch employee is prohibited from soliciting a gift either directly or indirectly from a prohibited source or from accepting a gift from a prohibited source. Government contractors and those companies who seek to do business with the Government are prohibited sources. In the example, Jason may not ask the employees of Capital A Corporation for donations because the company and its employees are prohibited sources.

A **gift** is anything that has monetary value, such as food, travel, entertainment, discounts, and loans.

Example 2: May the employees of Capital A Corporation voluntarily contribute to the group gift that the Government employees are buying?

Again, the answer is no. On a special, infrequent occasion such as a marriage or a retirement, it is permissible for an employee to solicit voluntary contributions from other executive branch employees to purchase for a superior a more expensive gift appropriate to the occasion. It is this exception that allows Jason to solicit the other Government employees in his office. But this exception applies **only** to executive branch employees. There is

no similar exception for contractor employees to contribute, even voluntarily, to the gift the Government employees are buying. For that reason, the Capital A employees may not contribute to this gift.

4 Revolving Door: Looking for Employment Outside the Federal Government

Suppose you will soon be completing your Government service, and you are beginning to search for a new job outside the Federal Government. As you are searching for that new job, keep in mind that under the conflict of interest laws and ethics rules you are prohibited from working on a Government matter that would have an effect on the financial interests of a company with which you are seeking or negotiating for employment.

Example 1: As an active duty officer with the Coast Guard, Captain Charles works extensively on a new aircraft navigation system for Coast Guard aircraft. The Coast Guard contracted with a private consulting company, Company X, to oversee a project to integrate the new technology with the GPS systems in the aircraft. Captain Charles drafted a statement of work related to the project. After drafting the statement of work, Captain Charles provides technical support for

the project on behalf of the Coast Guard. Company X contacts Captain Charles concerning possible employment in the division that is overseeing this project. May Captain Charles continue to work on the project for the Coast Guard if he informs the company that he is interested in the employment offer?

No, he may not. If he intends to continue to work on the project for the Coast Guard, he must reject the job offer from Company X. If he does not reject the job offer and he continues to work on the project, he will be in violation of a criminal statute, 18 U.S.C. § 208.

Example 2: An employee of the Department of Veterans Affairs is participating in the audit of a contract for laboratory support services. He will soon be retiring from the VA and is looking for a new job in the private sector. He is interested in working for a lab that is a subcontractor under the VA contract he is auditing. May he send his resume to this lab?

Not until he takes certain steps under the ethics rules. Before sending his resume to the lab, the employee should disqualify himself from participation in the audit. Because he cannot withdraw from participation in the contract audit without the approval of his supervisor, he should disclose his intentions to his supervisor in order that appropriate adjustments in the work assignments can be made.

Appropriate oral or written notice of an employee's disqualification may be made to co-workers by the employee or the supervisor to ensure that the employee is not involved in a matter from which he is disqualified.

5 Reverse Revolving Door: Moving From the Private Sector to the Government

The conflict of interest laws apply not only to employees leaving the Government but also to individuals moving from the private sector to the Federal Government. Depending upon your duties in your new Government position, you may be required to divest stock in a company that has contracts with your agency. Other financial conflicts may arise from your ties to your former employer, such as pension plans and stock options.

Example 1: Two months ago, Kate left her job at a brokerage house and began working for the Securities and Exchange Commission. In her new job with the Government, she has been assigned to an investigation of insider trading by her former employer.

She believes that there is a potential appearance problem if she participates in the investigation. She informs the agency ethics official of the issue and requests a determination about whether there is an appearance problem if she participates in the investigation. What decision should the agency ethics official make?

Because Kate left her position at the brokerage house within the last year, she has a “covered relationship” with that former employer, and the agency ethics official may determine that her impartiality will likely be questioned. Given the sensitivity of the investigation, the agency ethics official may be unable to conclude that the Government’s interest in Kate’s participation in the investigation outweighs the concern that a reasonable person may question the integrity of the investigation, even though Kate has severed all financial ties with the company. As a result, the agency ethics official may determine that her participation cannot be authorized, and she will be disqualified from working on the matter.

Example 2: Sam, who left his job with M Corporation two years ago, is now an undersecretary with the Department of Defense. Sam has a 401(k) plan that is invested in M Corporation stock. M Corporation has numerous contracts with the Department of Defense, and matters involving some of these contracts may come before Sam in his job as an

undersecretary. May Sam participate in matters involving the contracts of his former employer?

No, he may not. If Sam has a 401(k) retirement account which is invested in M Corporation stock, he cannot participate in any matter involving the contracts of his former employer because he has a financial interest in M Corporation through his ownership of M Corporation stock.

Conclusion

We hope this brochure has helped you identify some of the ethics issues that can come up when you are working with Government contractors. For more information on these issues, contact your agency ethics official.

About OGE

The Office of Government Ethics (OGE) is the agency that exercises leadership in the executive branch to prevent conflicts of interest on the part of Government employees and to resolve those conflicts of interest that do occur. In partnership with executive branch agencies and departments, OGE fosters high ethical standards for employees and strengthens the public's confidence that the Government's business is conducted with impartiality and integrity.

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